

Presenter name

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BlackRock[®]

The growing high-net- worth practice

Attract and serve today's high-net-worth
clients

FOR PROFESSIONAL CLIENTS ONLY

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Learning Objectives

1



Wealth transfer

Learn how wealth is being transferred at an unprecedented rate and how to take advantage of this

2



Scaling your practice

See how outsourcing workstreams can give you more can give you back +200 hours in a year

3



Personalising service & brand

Understand the importance of relationships and purpose in retirement

The growing high-net-worth practice

Attract and serve today's high-net-worth clients

Industry trends

Scale

Streamline your investment process and scale your practice to increase efficiencies.

Personalise

Offer differentiated solutions and personalise your team and brand to meet unique client needs.

Source: Blackrock 2025

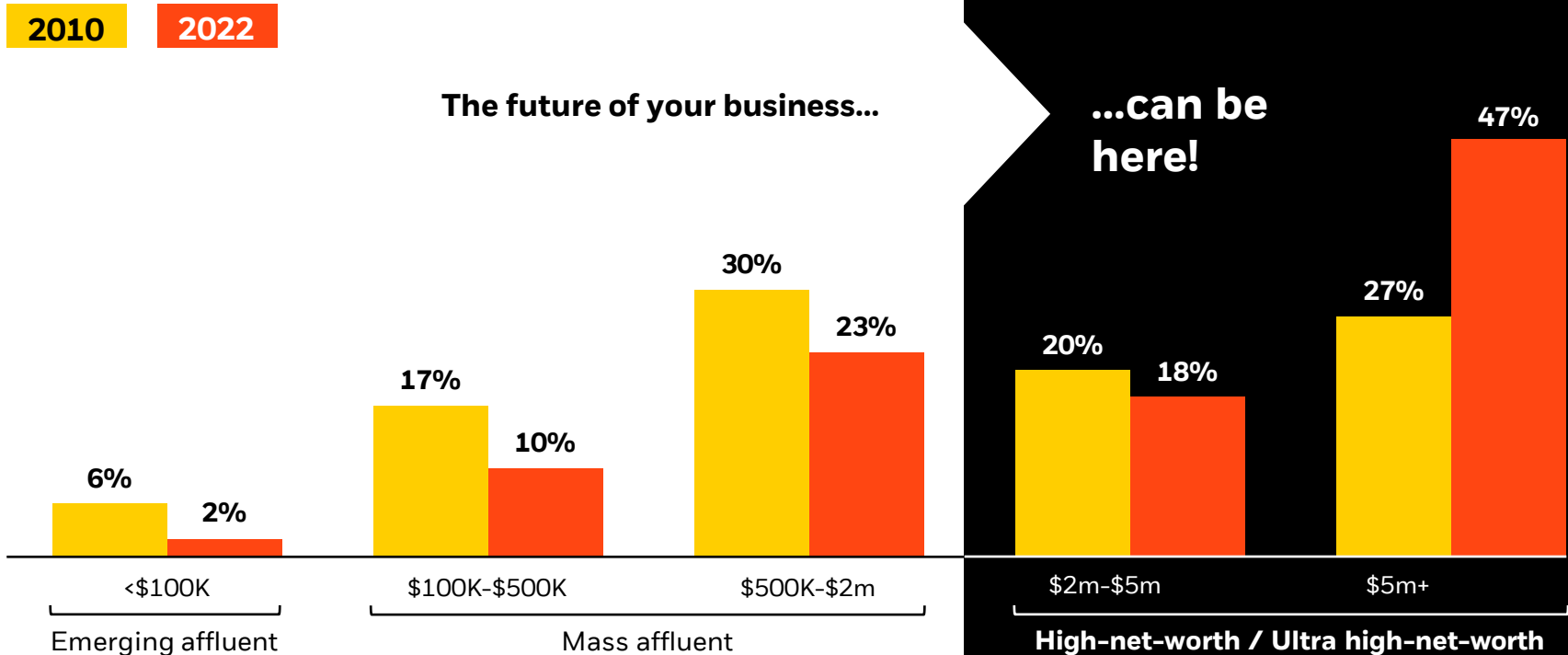
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INDUSTRY TRENDS

Wealth continues to concentrate up market

The clients you have built your business may not be not the ones who will double it moving forward.

Investable assets by investor net worth segments¹



1. Cerulli U.S. High-Net Worth and Ultra High-Net Worth Market Report, 2023

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The great wealth transfer is here

Financial Times

The great wealth transfer: risks, challenges and opportunities

As today's generation prepares to hand over trillions in assets to millennial and Gen X heirs, meticulous planning can help build vision and purpose.

Sept 15, 2024

Today's Wills and Probate

The great wealth transfer will need digital services to keep up

Professional estate planners have 'lots of opportunity, but also a lot of responsibility' ahead of them...

Mar 15, 2024

Professional Adviser

Advisers increasingly fear losing business due to great wealth transfer

Advisors are concerned they could lose business as wealth transfers between generations.

Sep 18, 2023

Financial Times Adviser

The feminism of wealth management is coming

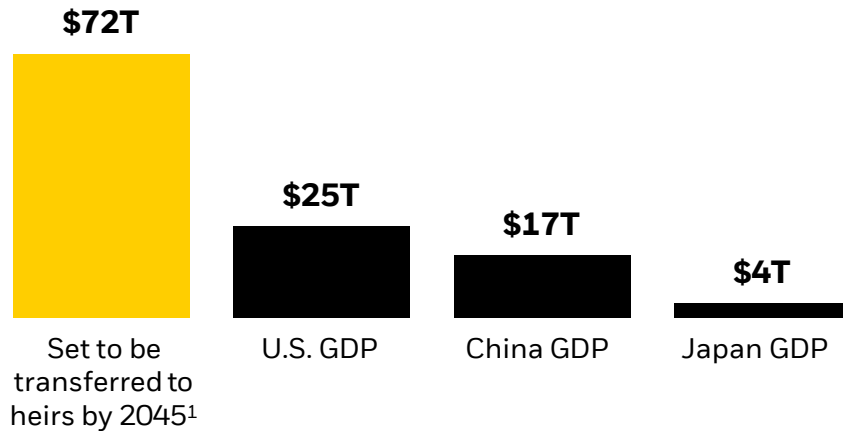
A great wealth transfer will put tens of trillions in the hands of women.

May 24, 2024

INDUSTRY TRENDS

Focus on where assets are going: the next generation

Pay attention to where assets are today and where they are moving in the future.



**An opportunity to gain
and retain assets:**

Advisors lose **70-80%**
of assets when transferred from
one generation to the next
(2020)²

Wealth transfer planning strategies

What are you doing today to build durable, intergenerational support for your clients?

**Develop multigenerational wealth
transfer plans**

**Recruit younger advisors to build
relationships**

1. Cerulli U.S. High-Net Worth and Ultra High-Net Worth Markets, 2022. GDP data sourced from World Bank: <https://data.worldbank.org/indicator/NY.GDP.MKTP.CD>.

2. EY as of 4/2020

INDUSTRY TRENDS

Client expectations continue to grow

Continue searching for ways to enhance your value proposition to new and existing clients.

Services commonly offered by advisers

- ✓ Retirement income planning
- ✓ Retirement accumulation planning
- ✓ Education funding
- ✓ Protection
- ✓ Cash management budgeting
- ✓ Intergenerational wealth planning
- ✓ Elder care planning
- ✓ Estate planning
- ✓ Tax planning
- ✓ Charitable planning
- ✓ Business planning
- ✓ Trust services
- ✓ Third-party lending product evaluation
- ✓ Concierge and lifestyle services
- ✓ Equity release

~7

Is the average number of services offered

42%

of advisers offer intergenerational wealth planning

Don't add services for the sake of adding them.

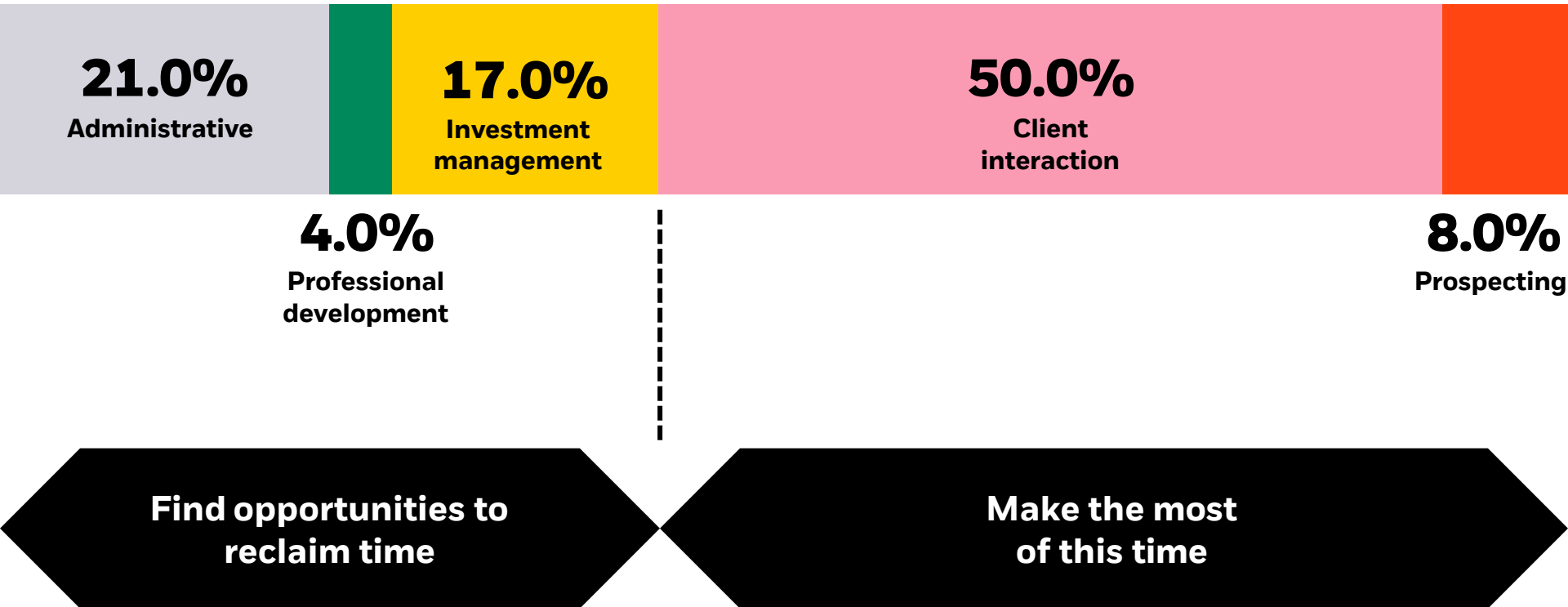
Be intentional to add scale while differentiating your service model.

1. Cerulli U.S. Advisor Metrics 2023. Average number of services offered includes financial planning and advanced planning services.

SCALE

Where do you spend your time?

As you provide more to clients, consider reorienting your business and investments based on what matters to them and will drive business growth.




Source: Cerulli U.S. Advisor Metrics Report 2023.
For illustrative purposes only.

Scaling your practice

SCALE

The opportunity cost of managing portfolios: what could you do with 200 hours?

Structuring your investment framework can help transform your practice by giving you back more than 200+ hours a year.¹

 **“ Is my time better spent building portfolios or building my business?”**

- Benchmark (do nothing)
- You build portfolios and generate 1% alpha
- You build your business and bring in \$5m/year
- - - You build portfolios and underperform by 1%

AUM at year 20

\$430,659,541

\$320,713,547

\$265,329,771

\$219,112,314

Let's say you have \$100m in AUM and your book of business grows 5% each year...

\$100,000,000

0 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20

Year

1. Cerulli Associates, "The Cerulli Report | U.S. Asset Allocation Model Portfolios 2022. The study reports that advisers using model portfolios can reduce investment management and admin from 51 to 40% of their time and increase client-facing activities from 44 to 53% of their time. Time savings estimation assumes 10%-time savings x a 45hr work week x 50 weeks per year = 225hrs saved.

Embrace a new model of portfolio management

Many advisors are reluctant to outsource portfolio management as they see it as central to their competitive positioning.



My value is tied intrinsically to my security selection skills”

Forward-thinking advisors:

But according to industry research...



82%

of advisors building portfolios underperform

79%

of advisors stray away from clients' risk objective

71%

of advisors lack investment policy statement

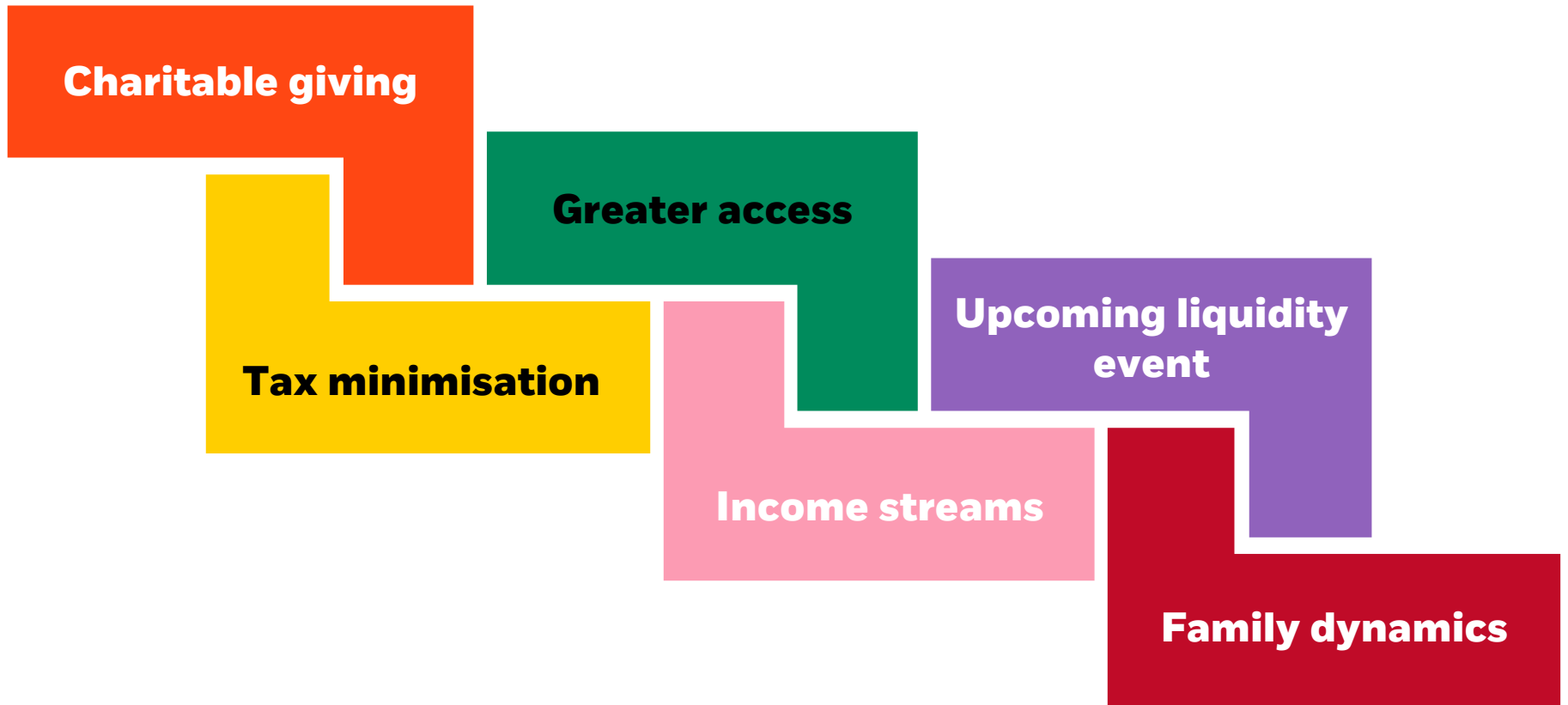
“My value is tied to time I spend with clients and building my business”

Source: FundFire. Brokerage Home Offices Prod Rep-as-PMAdvisors Toward ModelPortfolios. Data sourced from Cerulli Associates.

Personalising your service

Various interests of HNW clients

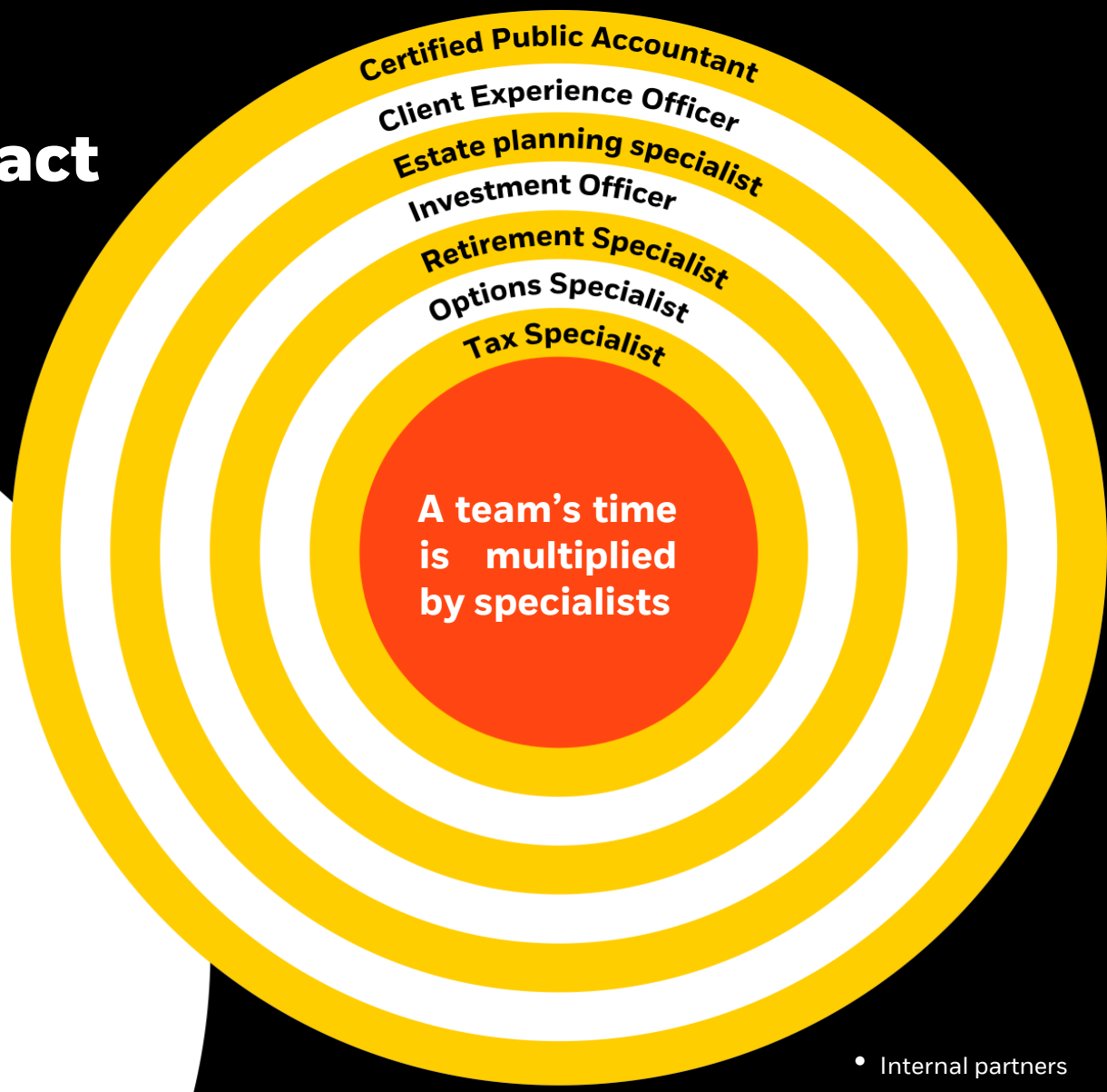
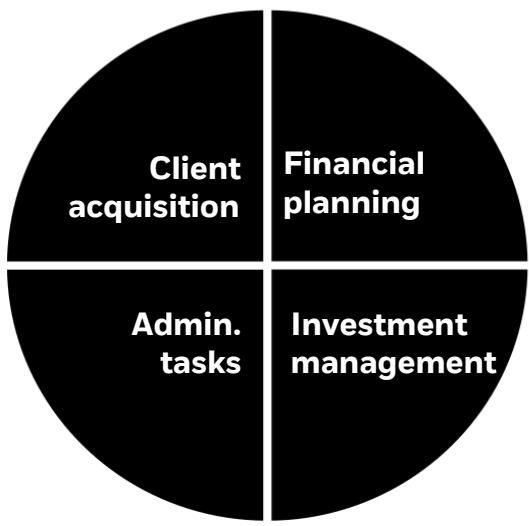
By scaling your business and investment process, you can devote more time to solving a very specific set of client challenges.



For illustrative purposes only.

Multiply your impact with specialists

A sole practitioner's time is often divided



- Internal partners
- External partners

BlackRock 01/2025
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PERSONALIZE

Evolve your team as you would portfolios

Build a team that better represents your clients and their needs.

The clients of tomorrow will include...

More women

35%
of global wealth will be held by women by 2025

More LGBTQ+

19.7%
of Generation Z identify as LGBTQ+

More racially diverse

39%
of millennials are nonwhite

Who in turn have different planning needs:

Digital integration

Outcomes-based planning

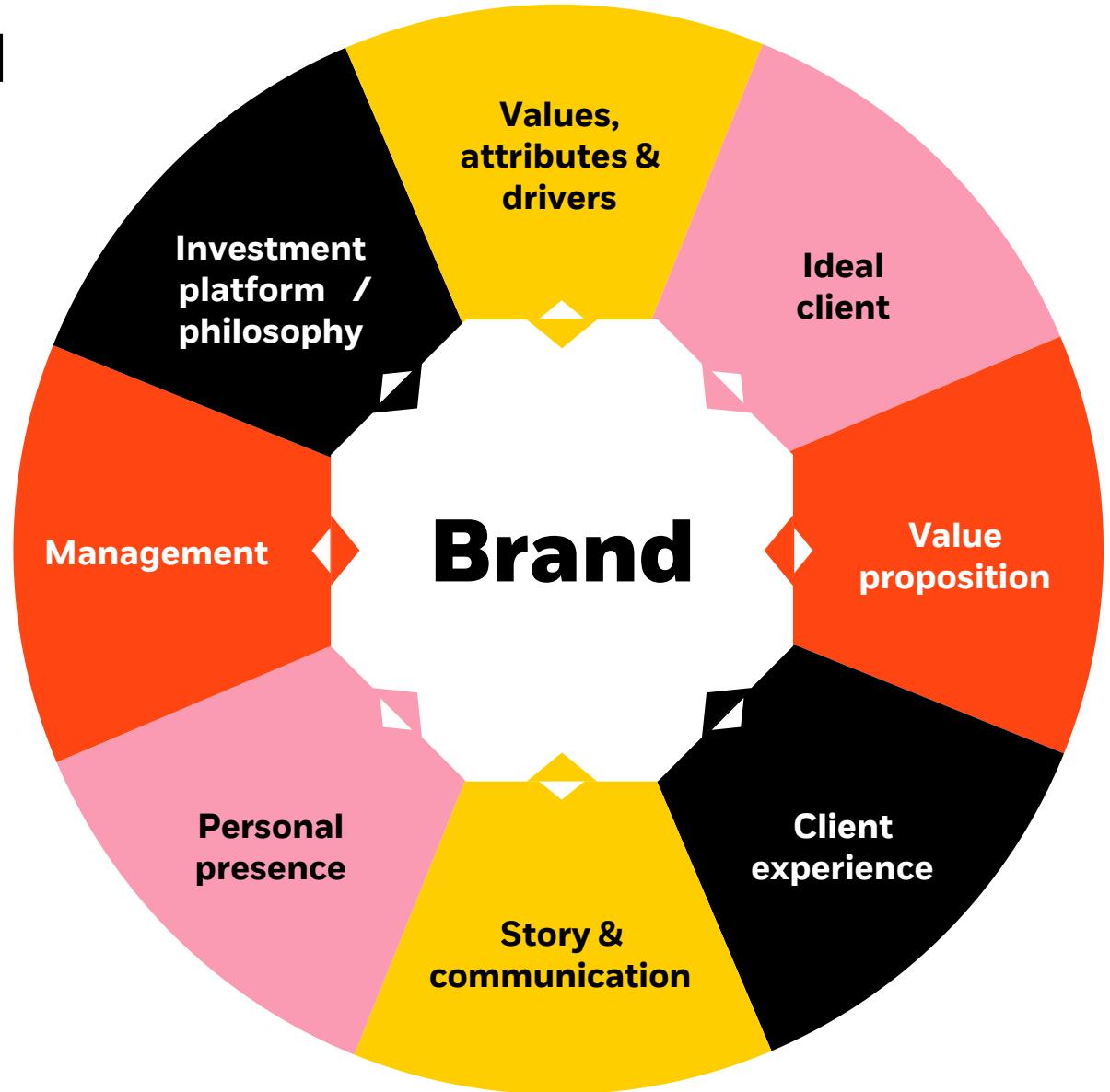
New retirement approach

There is no guarantee that any forecasts made will come to pass

Sources: UBS, "Women and investing: Reimagining wealth advice," 2022; Gallup, "LGBT Identification in U.S. Ticks Up to 7.1%," 2023; Pew Research, "On the Cusp of Adulthood and Facing an Uncertain Future: What We Know About Gen Z So Far," 2020

PERSONALIZE

Your brand and business are interconnected



Adapted from Catherine Mullally, CMC Group 01/2025

Create your authentic story for business growth

In today's digital-first world, prospective clients have access to thousands of highly qualified advisors, authenticity and a well-crafted story can be the differential driving their decision making

1 Why do you do what you do?

In other words, why did you choose to become an advisor? Reflect on your personal and professional journey to uncover the answers, focusing on experiences and values, especially those rooted in emotion.

2 What is the change you want to create?

Consider the impact you want to make in prospective clients' lives. Put yourself in their shoes and consider where they are, where they want to go and what they would seek from an advisor. Another way to consider this question is to ponder 'What do you do better than any other advisor and why?'

3 Who are you doing it for?

After you have identified your ideal client and their typical situations, next tailor your story and communication strategy to their specific needs and preferences. Remember, it's not about being everything to everyone but rather connecting deeply with the individuals who align with your values and expertise.

Examples

- “Finances were consistently tight and a point of conflict in my home as a child.”
- “I want to help people navigate a key life event I experienced.” (e.g., divorce, second career, other life change)
- I aim to make college education attainable for families who didn't think they could afford it.”
- “I am passionate about enabling small-business owners to retire earlier.”
- “I am to calm anxiety and inspire confidence around topics related to personal finance.”

Thank You!

Important notes

Risk Warnings

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