



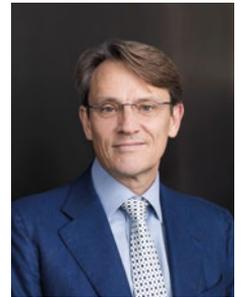
Wealth Management

Family Office Financing Report 2025

Deutsche Bank

Family Office Financing Report 2025

In an era defined by rapid transformation and persistent uncertainty, family offices stand as the quiet architects of the future.



In this context, I am delighted to introduce the inaugural Family Office Financing Report from Deutsche Bank Wealth Management. This report aims to provide insight into the inner workings of how single family offices think about finance within their investment strategy. The report's findings are not only important for industry benchmarking, but also because of the vast amount of capital that single family offices are responsible for as multi-generational wealth becomes increasingly institutional.

As family offices, you are entrusted with more than the management of assets; you are curators of legacy, purpose, and generational vision. The data and insights presented here, drawn from over 200 family offices worldwide, underscore your commitment to resilience and opportunity. Whether through the strategic establishment of credit lines, the sophisticated leveraging of illiquid assets, or the pursuit of private credit, you demonstrate a capacity for patience, principle, and perspective that sets you apart in today's financial landscape.

This report arrives at a pivotal moment. The world faces seismic shifts – from generational transitions and digital revolutions to climate urgency and evolving societal expectations. In this environment, family offices are

no longer passive stewards; you are active players in innovation and impact. Your ability to invest with a multi-generational view, to act as contrarian investors when others hesitate, and to build “war chests” for both opportunity and resilience, is a testament to your unique role.

As the Global Hausbank and the Eurozone’s leading wealth manager, we recognise the significance of your mission and are honoured to support your journey. Our survey highlights not only the diversity of approaches across regions and cultures but also the shared ambition to balance risk and reward, liquidity, and legacy. As you navigate the complexities of today’s markets, may this report serve as both a resource and a catalyst for thoughtful dialogue – within your families, among your peers, and with your trusted advisers.

Finally, I would like to thank all who contributed their experience and insight for this inaugural report. We are hugely grateful to those who took part, and especially to our clients who have shared their time and views both over the phone and in person at our family office conferences over the past year in Frankfurt, Hong Kong and London.

Although the global macroeconomic and geopolitical backdrop remains uncertain, I hope these findings will show you the breadth of opportunities available to those who invest with the next generation in mind, as well as the next quarter.

Un caro saluto,

A handwritten signature in blue ink, appearing to read 'C. de Sanctis', written in a cursive style.

Claudio de Sanctis

Member of the Management Board
Head of Private Bank, Deutsche Bank



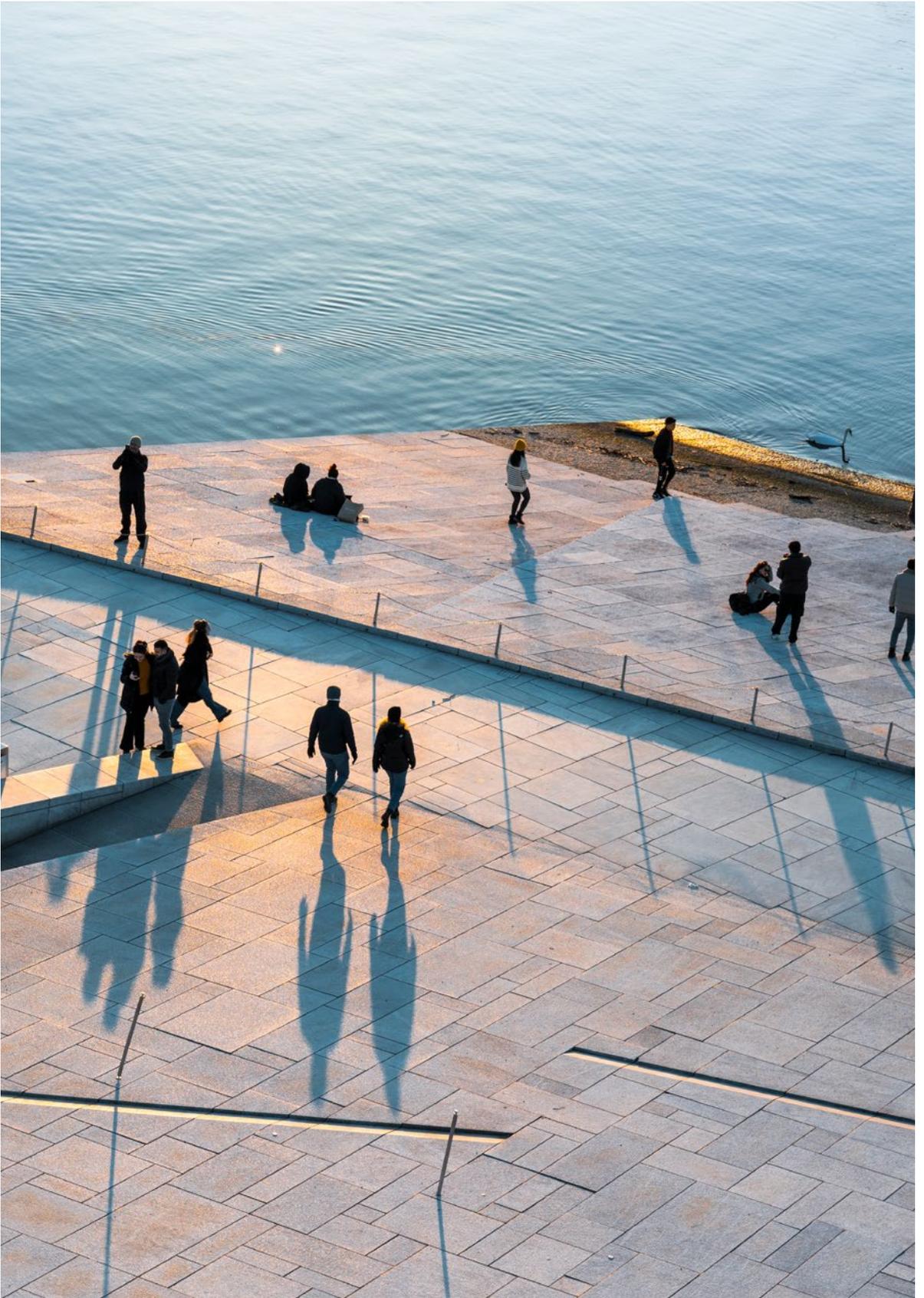
Introduction

This is the first report from Deutsche Bank Wealth Management to explore the views and practices of single family offices in relation to financing – from the use of leverage in investment strategies to the collateralisation of luxury assets.

It is based on the views of 209 family offices globally – including but not limited to Deutsche Bank clients – who were surveyed between May 9 and July 14, 2025.

Around 35 percent of our respondents were responsible for portfolios with assets in excess of 1bn US dollars, with a further 27 percent in the 250m to 1bn dollar range.

To add a layer of qualitative analysis to our findings, we carried out in-depth interviews with clients (who agreed to be quoted on condition of anonymity) and Deutsche Bank experts in July and August.



Executive summary

1 Family offices are building credit lines to seize opportunities and manage risk amid uncertainty

Economic uncertainty prevails across many regions worldwide, but family offices seem to be preparing themselves better than in previous cycles. In many cases, this includes setting up credit lines well ahead of planned utilisation and secured by less liquid collateral types. This more institutional approach allows family offices to avoid overallocation to cash, rebalance leverage proactively within their portfolio, and build a “war chest” for opportunistic investing. The traditional use of leverage, with the aim of enhancing returns, is still an important practice for most family offices globally, though in some places there is more reluctance to borrow for cultural or macroeconomic reasons.

2 Illiquid assets are a core part of family office portfolios, and are being leveraged more often

As family offices have pursued more private market opportunities in recent years, their asset base has often become more illiquid, and they are increasingly exploring how they can release liquidity. Their ability to make decisions for the very long term compared with other investors means they can act as contrarian investors, increasing exposure when others are cautious, and seeing illiquid assets as opportunities during market dislocations.

3 Sophisticated family offices are using leverage to execute larger, more complex deals

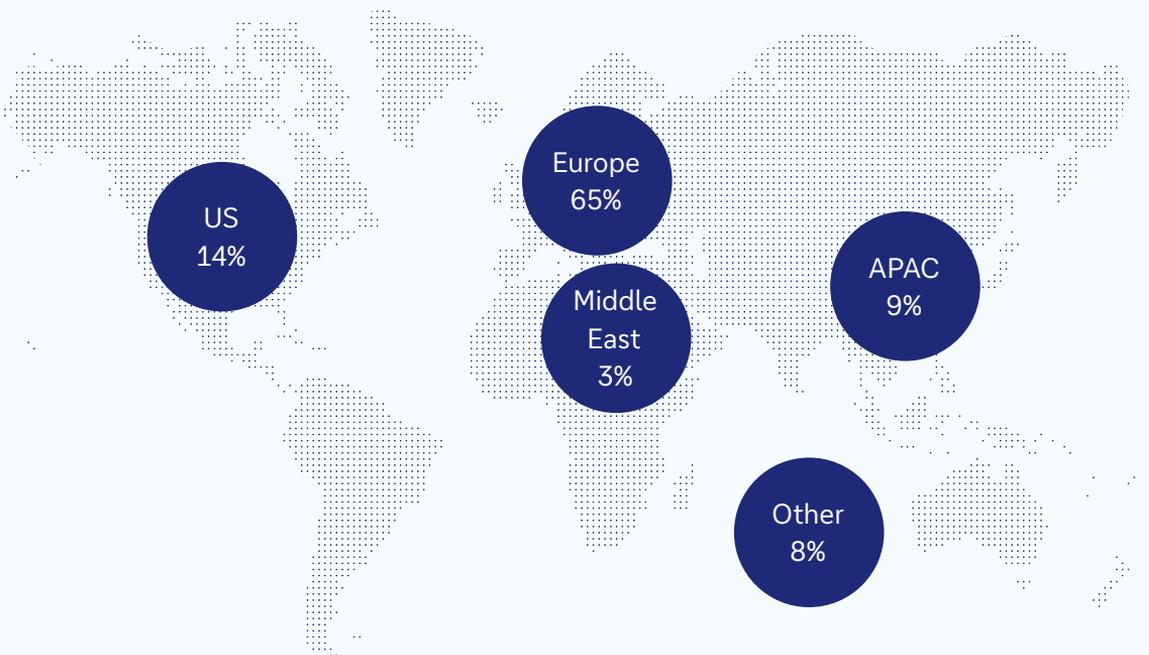
Structured finance is an essential enabler for certain transactions, even for the biggest and most liquid family offices. Family offices value the certainty of execution that comes with working with a single provider versus a syndicate, as well as the due diligence partnership required when financing is obtained. This is especially true when entering new markets or industries. As family offices have grown larger and more sophisticated, they have become more competitive in chasing the best deals in a limited pool of opportunities. As a consequence, it can be critical to have a financing partner that is able to move with speed and flexibility.

4 Most family offices are engaged in private credit and expect high returns

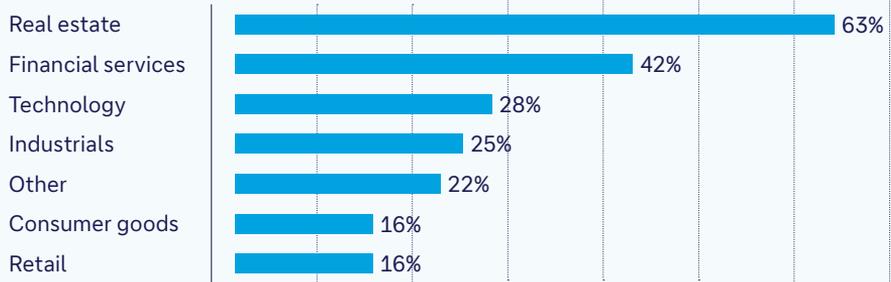
We also asked family offices about their willingness to lend, directly and with the partnership of private credit funds. The majority of family offices we surveyed are lending privately and expect returns of 10 percent or more. Increasingly, they're investing in private credit funds – not just to benefit from strict governance and due diligence procedures, but strategically, to build relationships and gain access to co-investments.

Who we surveyed

209 respondents globally

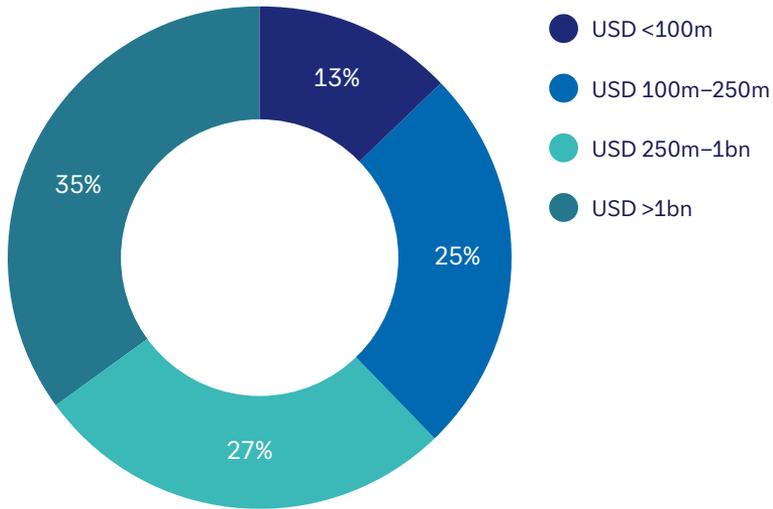


In which industries did the beneficiary families operate?

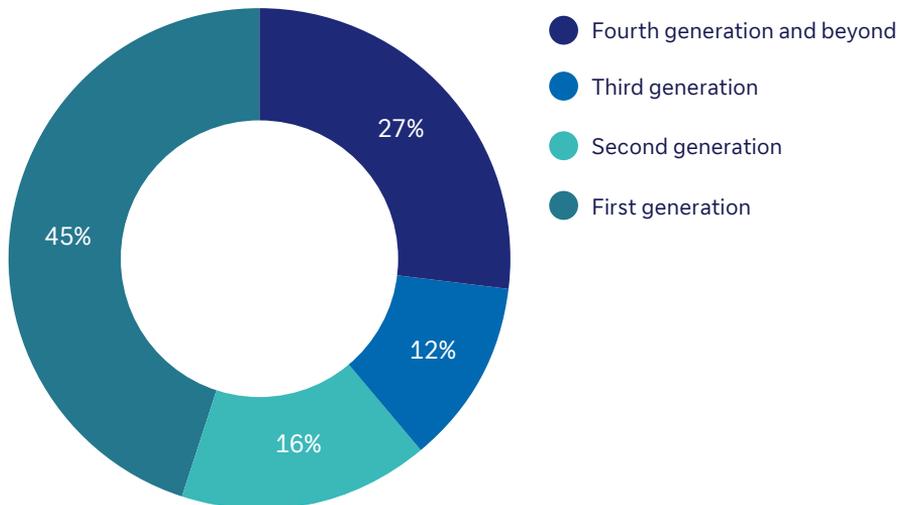


Share of respondents globally (multiple choices allowed)

What level of assets under management (AuM) did our respondents manage?



Which generation of the family did our respondents serve?



The economic and investment context

Leverage needs to be assessed in terms of the future economic and investment context. Forecasts from the CIO office at Deutsche Bank's Private Bank point to a future upswing after some growth hiatus.

As Christian Nolting, Global Chief Investment Officer at Deutsche Bank's Private Bank, puts it in his introduction to the CIO's September edition of the PERSPECTIVES flagship publication: "We see 2025 as heralding a change for the better and believe that it will be possible to create new growth opportunities in the long term." His reasons for optimism include US deregulation, artificial intelligence investment and, in both the US and Germany, higher government spending. In the latter, infrastructure and defence are key spending areas.

The CIO financial market forecasts for the next 12 months, which point to further increases in global equity markets combined with modest falls in borrowing costs from recent levels, suggest a future market environment where leverage may be an increasingly appealing option for investors seeking to benefit from opportunities created by such economic change.

You can read more about the CIO's economic and market forecasts, including interest and exchange rate predictions, by visiting the [Investing Insights section of our website](#).



Our findings



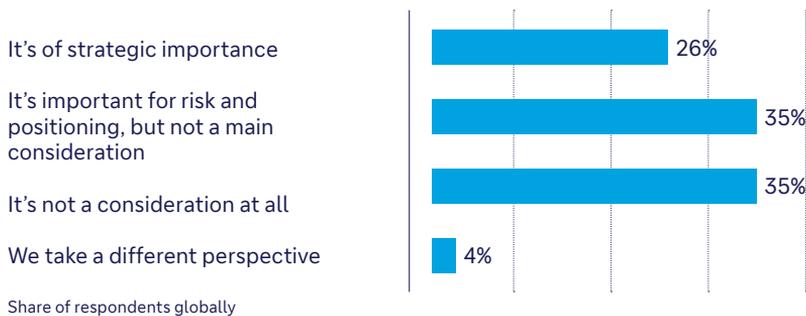
Our findings

1 Family offices are building credit lines to seize opportunities and manage risk amid uncertainty



Family offices around the world regard leverage as an important tool, and they're using it for a variety of purposes. Sixty-one percent of those we surveyed said that it was either a strategic topic “discussed by the investment committee and directly affecting risk and return targets” or “an important topic for risk and positioning”.

How do you think about leverage when investing?

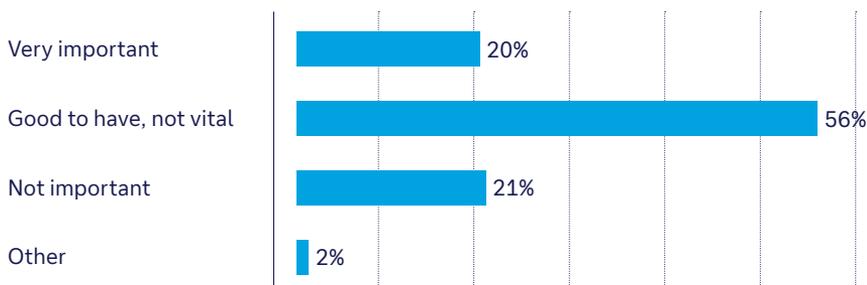


For some, managing leverage appetite and exposure is an essential part of the job. Indeed, 76 percent of our respondents said that borrowing to increase liquidity was either very important or “good to have” when making risk-adjusted investment calls.

In our sample, Hong Kong-based family offices were most favourable towards leverage, with three-quarters of respondents reporting that it's either a strategic or important topic. A third of UK-based family offices consider access to leverage very important, taking centre stage in investment decisions, with another 55 percent saying it's “good to have, but not vital”. The latter is also true for family offices in the US and Switzerland, where nearly a quarter of respondents also consider it to be very important.

Our findings

How important is leverage when making risk-adjusted investment calls?



Share of respondents globally

For others, however, the idea of borrowing to invest comes less naturally. In Germany, for example, 51 percent said leverage was not a consideration when investing, and only a tiny minority there regarded it as a core strategic practice. One in five respondents globally said they did not borrow at all.

In our interviews with Deutsche Bank experts and clients, we learned that such reluctance may be the result of a conservative borrowing culture or of particular conditions that reduce appetite for borrowing and risk. Often, however, principals simply aren't aware of what's possible with leverage, or of the techniques that can be used to manage the risks involved.

As the head of one large family office in the Cayman Islands stated: "My founder came from building his business empire saying, 'I don't use debt unless it's absolutely necessary.' And I replied: 'Well, when you move into the investment world, it still won't be necessary, but it will be a powerful tool that you can use tactically and strategically.'"

"Strategic leverage has not been a priority for family offices in Germany historically, except in relation to real estate," says Raffael Gasser, Deutsche Bank's Head of Wealth Management

in Germany. “However, we are seeing a trend – especially among younger family offices – in the use of leverage to generate extra flexibility for capital calls or rebalancing, to achieve a higher rate of investment and optimisation of return, or to seize illiquid investment opportunities that might otherwise be out of reach.”

The question that family offices are increasingly asking themselves, according to George Varoutsis, Head of Investment Management – US & Europe International for Deutsche Bank’s Private Bank, is: “Do I need a war chest?” He explains: “They want to know they can access funds to take an investment opportunity without needing to sell assets – and in a flexible way.”

Unlike private equity houses, which generally have five-to-seven year investing horizons, family offices often invest with a multi-generational view, explains Adam Russ, Global Head of Wealth Management and Business Lending at Deutsche Bank’s Private Bank. “They don’t have to worry about keeping investors happy – they are the investors, the ultimate beneficial owner and the source of wealth,” he says.

“We are seeing a trend, especially among younger family offices, in the use of leverage to generate extra flexibility and higher rates of investment.”



Raffael Gasser

Head of Wealth Management, Germany
Deutsche Bank Private Bank

Our findings

“Do I need a war chest?
That’s the question that family
offices are increasingly asking
themselves.”

George Varoutsis

Head of Investment Management
US & Europe International
Deutsche Bank Private Bank



By setting up “war chests”, family offices are preparing themselves to rebalance and manage their leverage when certain asset prices fall, he continues. This also allows them to seize potential distressed asset opportunities that may arise, while also enabling them to support their businesses should other credit lines come under pressure. It could also help them ride out any short-term volatility, whether that be economic or geopolitical.

Many family offices are committed to holding majority positions in operating companies, listed and unlisted. As trade barriers and inflation have increased globally, they have also often been required to put more liquidity into their corporates. Meanwhile, Russ says: “Family offices that are invested heavily in commercial real estate are adjusting to an environment in which, for example, we’ve seen a 42 percent drop in US office values from a 2022 peak to a 2025 trough¹.” They may need support lines ready, he argues, to provide additional collateral rather than reduce debt, in order to maintain an efficient tax position.

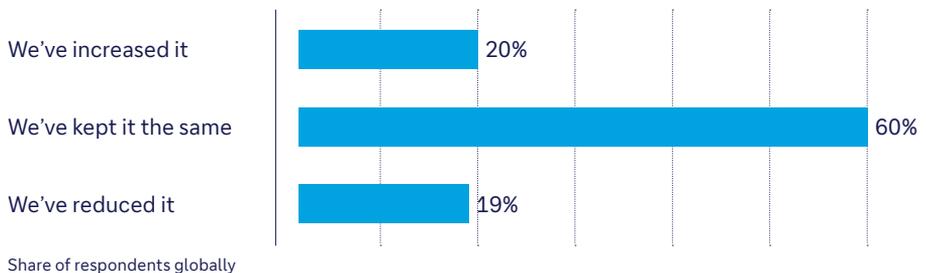
In Germany, Stefanie Rühl-Hoffman, CFA, Head of UHNW Clients for Deutsche Bank’s Private Bank, sees part of her role as advising family offices that “leverage could be playing a more central role

1 Source: The Green Street Commercial Property Price Index

in helping them generate risk-adjusted returns”. She says: “It can help you stay invested for certain kinds of investments, it can mean you don’t have to take ad hoc decisions when you require liquidity as it provides flexibility, and you don’t have to decide ‘either/or’ between holdings.”

As our family office client in the Cayman Islands put it: “In this environment, leverage is not just about maximising returns in the short term; it’s about having dry powder available to seize opportunities. This is the core of my philosophy that my founder has embraced: We want agility and conviction behind what we’re doing, and having a debt facility to give us dry powder is a huge part of this.”

How have you changed your leverage/borrowing capacity over the past 12 months, if at all?



This kind of opportunistic thinking was not shared by the majority of our survey respondents. Globally, about 20 percent said they had increased their leverage over the past year, with a near-equal share saying they had decreased it, and the remainder holding their borrowing at the same level. US family offices were the most likely to say they had decreased leverage in our sample, with 45 percent saying they had done so compared with just 18 percent in the UK and 17 percent in Germany. “People are

Our findings

holding on for a downturn in equities generally,” suggests Rühl-Hoffman, “and so they’re holding on before making financing decisions too. If you see a correction in the market, then you’d expect borrowing to rise again.”

The interest rate environment is also a major factor impacting leverage appetite. Christian Nolting, Global Chief Investment Officer for Deutsche Bank’s Private Bank, highlights the importance of borrowing costs in any leverage decision, but expects some good news on this front. “I don’t think that global interest rates are going to come down again to extremely low levels in the foreseeable future. But as many central banks seem likely to cut official rates further, short-end yields are easing back in anticipation and the global economy is now creating some very interesting investment opportunities both in new and existing areas,” he says.

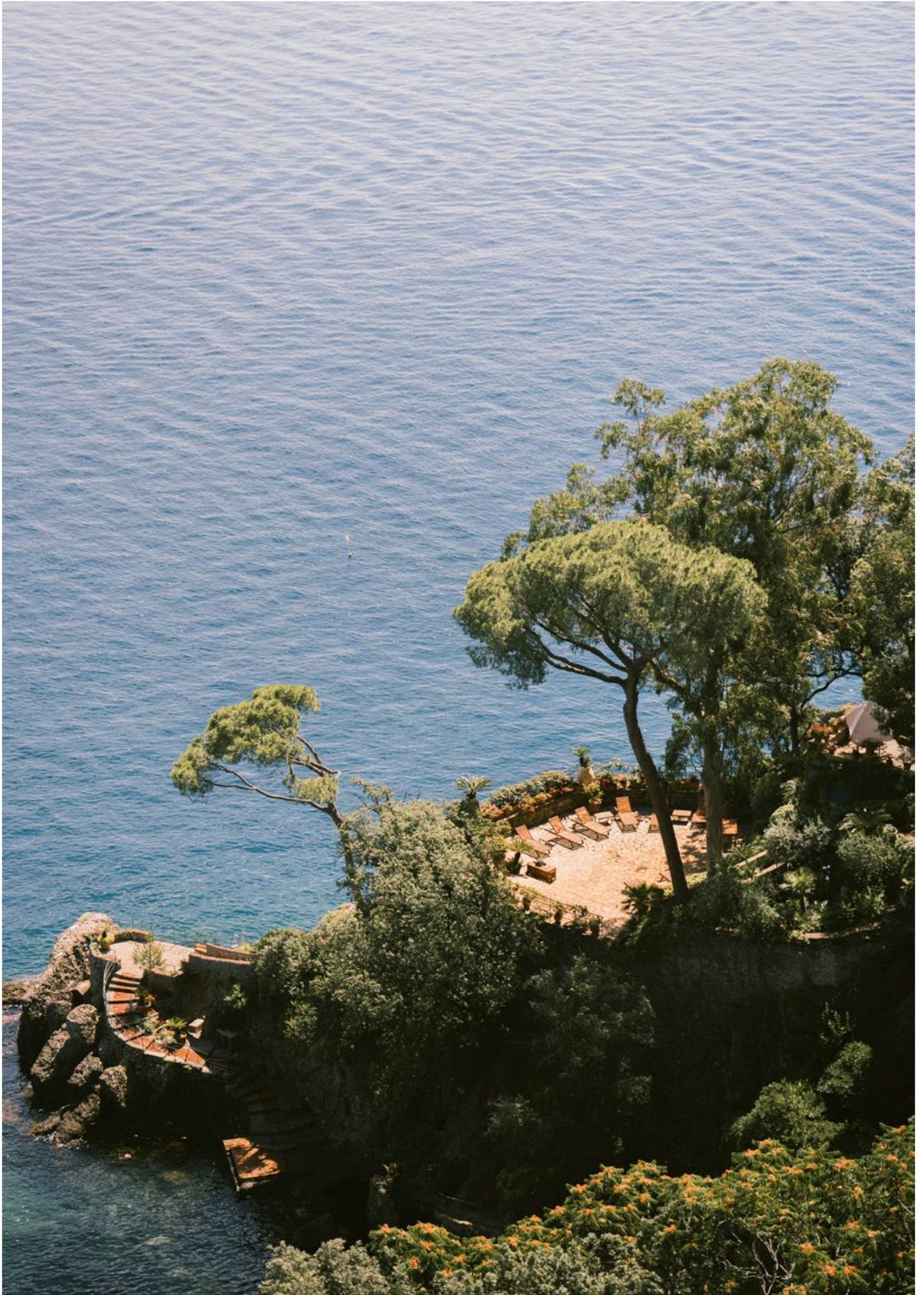
“This combination of likely lower borrowing costs and investment opportunities could further increase the appeal of leverage in coming years. But I’d always stress: understand fully what you are investing in and the risks involved.”

“This combination of likely lower borrowing costs and investment opportunities could further increase the appeal of leverage in coming years.”



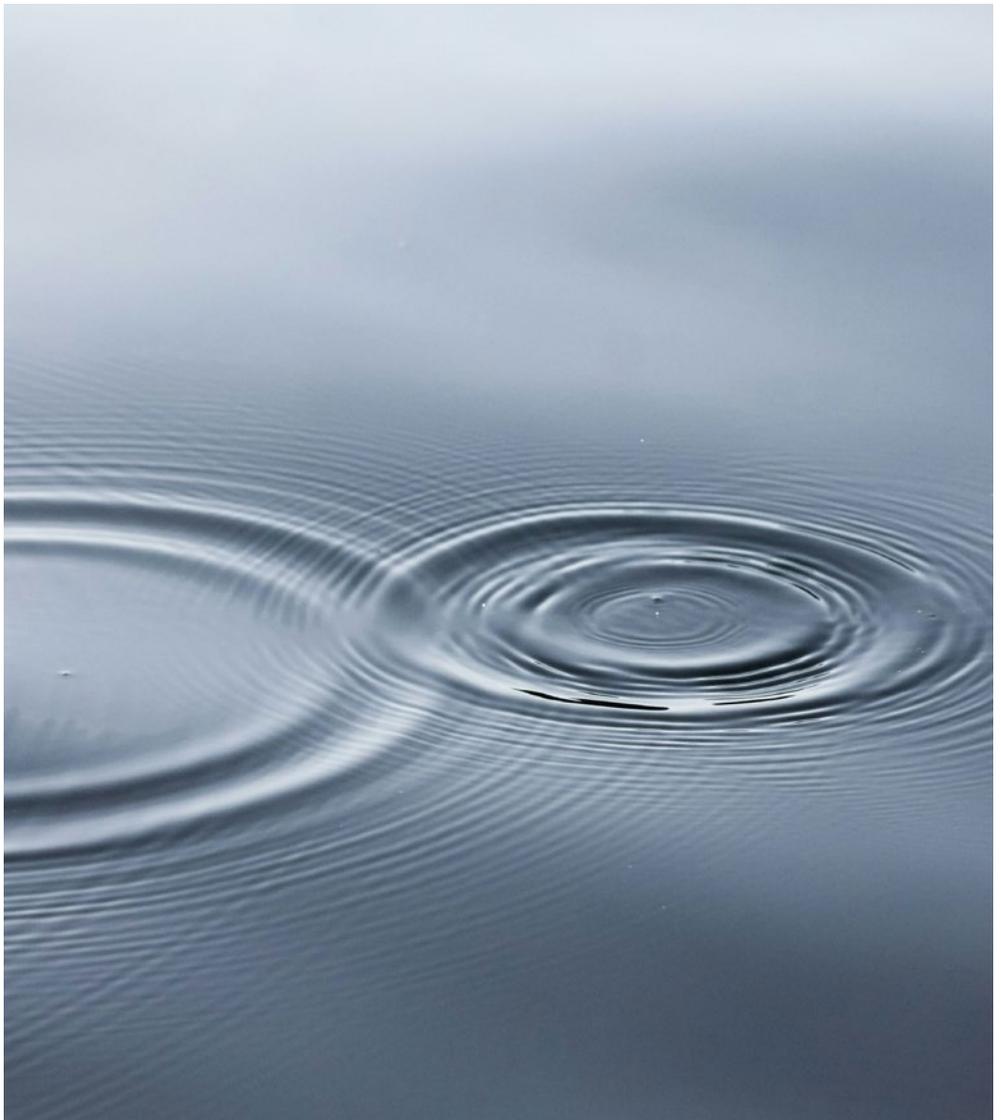
Christian Nolting

Global Chief Investment Officer
Deutsche Bank Private Bank



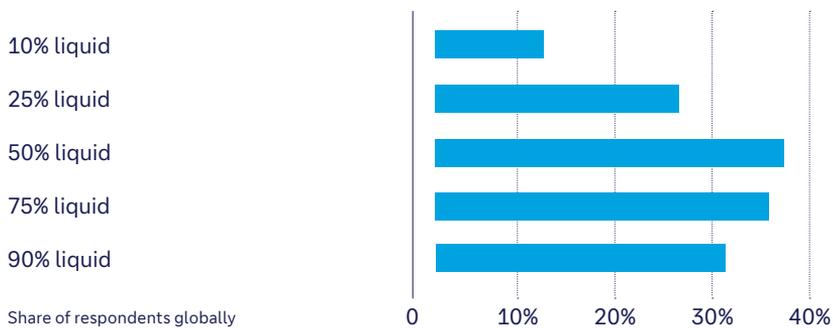
Our findings

- 2 Illiquid assets are a core part of family office portfolios, and are being leveraged more often



The average portfolio managed by our respondents was 57 percent illiquid, and most of our respondents were leveraging such assets. Those with more illiquid portfolios tended to do this more often – almost two-thirds of those leveraging illiquid assets had highly illiquid portfolios (i.e. 75 percent illiquid or more).

What is your percentage allocation to liquid assets?



Liquidity levels did vary across regions, however. In developed markets, the portfolios of those surveyed tended to be more illiquid versus those in emerging markets – in the UK and Germany, for example, portfolios were 67 percent and 61 percent illiquid respectively, while in APAC the equivalent figure was only 39 percent.

“Family offices generally look at their asset allocation first in terms of liquid versus illiquid assets, and then in corresponding sub-asset classes,” says Arjun Nagarkatti, Head of Private Bank – US & Europe International, for Deutsche Bank.

Although illiquid assets may, by their nature, be difficult to sell quickly, “you have less daily observed price volatility, so you’re not beholden to daily market moves,” he continues. “Whether you’re investing in a sports team, an artwork or a stake in a private company, prudent long-term debt can make sense – as long as you’re not too aggressive.”

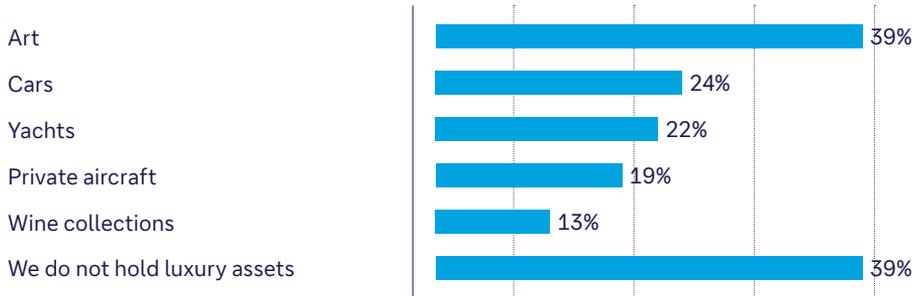
Our findings

In our client interviews, we heard a number of comments supporting the idea that family offices are growing more confident in their specialised role as providers of “patient capital”, and that they have shifted their allocations to more illiquid assets such as private equity and venture capital in recent years. The primary aim is, of course, to pursue higher returns – but legacy planning and family wealth structures can also be factors. As one Swiss family office client said: “Part of the reason for our increased focus on private equity is the intention to build a long-term and sustainable source of wealth for the next generation.” The majority of the distributions from the portfolio are reinvested into further private equity positions, the client explains.

In this context, leverage can again play an important role, suggests Varoutsis. “Many family offices may delay new private equity investments because cash returns from earlier commitments are proving slower than expected,” he says. “Those that wish to increase their private equity exposure without reducing allocations to other assets may have an incentive to leverage their existing private market positions, rather than selling them at less favourable terms or reducing exposure in other areas to unlock the necessary liquidity.”

This is in line with our survey data, which showed that the two most popular reasons to leverage illiquid assets were “to take advantage of specific market situations” and “to reinvest in the same asset class” – both chosen by around a third of those who leveraged their illiquid assets. When it came to luxury assets, 61 percent of our respondents said they held them in their portfolios, but only one in five said they applied leverage to these holdings. Swiss-based family offices were most invested in alternative luxury asset classes, with only six percent reporting they didn’t invest in any at all, while nearly 40 percent reported they’re invested in art. Nevertheless, Deutsche Bank has seen increasing demand overall for these types of lending transactions as family offices seek to finance large

Which of the following luxury asset classes do you invest in?



Share of respondents globally (multiple choices allowed)

investments, says Russ. US family offices were most likely to leverage luxury assets with almost a third stating they did so.

“Art and fine wine are technically non-depreciating assets,” notes Russ. “Family offices can be happy to hold onto them for decades, and if something is sitting in a winery or a vault for that long it’s natural to ask: ‘Should I try to monetise it?’ When other asset classes are under pressure, it’s only logical to consider whether that long-term asset could be a sensible source of liquidity.”

Do you apply leverage to the luxury assets you hold?



With yachts, private aircraft and cars, decisions about leverage must reflect depreciation, maintenance costs and potential volatility in valuations, he says. “But these can still be sensible assets to finance when it’s done carefully.”

Our findings

Where liquid assets are concerned, a small majority of our respondents globally said they are currently applying leverage using Lombard loans. In Germany, Switzerland, the UK and the US, usage of such facilities was lower. Hong Kong was an outlier compared with other locations, with all participants in the survey there reporting some use of flexible/uncommitted financing. Around a third in the region said they have open lines but rarely use them, 42 percent used it opportunistically, and a quarter used it often or to a large extent.

Germany saw “more people taking out Lombard loans and reinvesting in the capital market while interest rates were low,” says Stefanie Rühl-Hoffman. “This trend has slightly reversed.” However, she argues, “all family offices should understand Lombard loans as they may provide an efficient way to access opportunities, even if you are fully invested.”

In Asia, “leverage has historically been used opportunistically with individual large single-stock holdings to create liquidity and diversify part of the portfolio to other types of investments”, says Marco Pagliara, Deutsche Bank’s Head of Emerging Markets for the Private Bank.

“With lower rates I think we will see a resurgence of some of the speculative leverage to support investment activity offshore, in the medium term.”

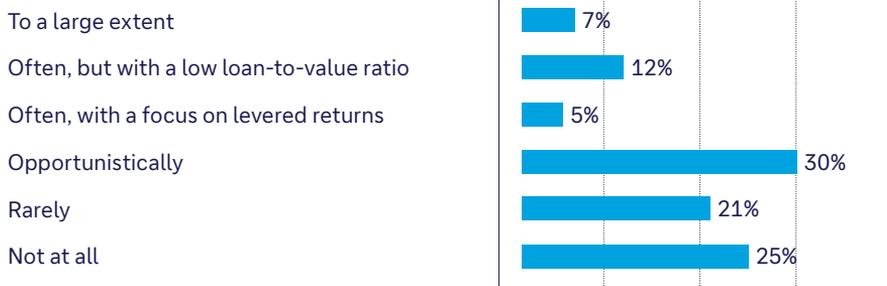


Marco Pagliara

Head of Emerging Markets
Deutsche Bank Private Bank

“But what we’ve seen in the last two or three years is an evolution towards a more conservative investment style where leverage is used more sparingly, especially against liquid assets or capital market assets, because of interest rates being higher and more capital markets volatility. With lower rates I think we will see a resurgence of some of the speculative leverage to support investment activity offshore, in the medium term.”

To what extent do you use Lombard loans?



Share of respondents globally

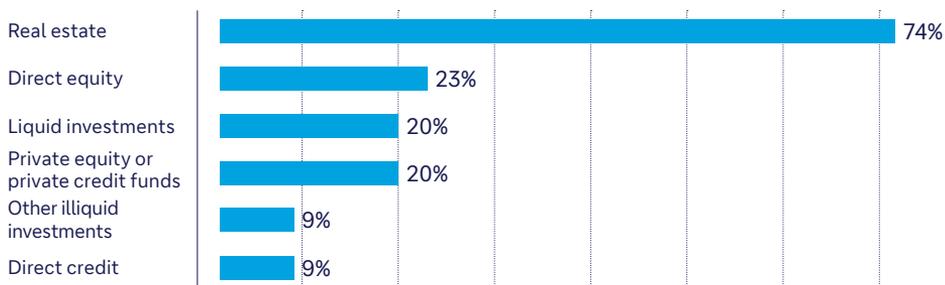
Real estate: collateral, investment, and luxury utility

Among those family offices who increased their leverage over the past 12 months, the most popular reason to do so was to invest in real estate. This is partly because real estate was the most common industry for the operating businesses of those we surveyed (around 63 percent of respondents said they had active businesses in real estate compared with financial services in second place, which was chosen by 42 percent).

Nevertheless, there may be good macroeconomic reasons why family offices may be looking at increasing their exposure to certain property markets while other investors are cautious. “Interest rates rose quickly from Q1 2022 to the middle of 2023, and commercial real estate assets have repriced subsequently,”

Our findings

If you increased leverage over the past 12 months, for what purpose?



Share of respondents globally (multiple choices allowed)

says Russ. “Distressed opportunities exist and are sought by our family office clients, albeit transaction volumes remain deflated in most developed markets.”

Interest is being fuelled by “a big return-to-office push”, along with retail bouncing back following a fallow period due to e-commerce and COVID-19. “It’s a tale of two cities for offices,” highlights Russ. “There’s office space that needs a lot of capital expenditure to get it up to long-term lettable status and family offices experienced in real estate may see opportunity here; conversely, turnkey, ESG-friendly, high-grade offices represent a different, potentially more stable risk profile of investment.”

Hospitality is another growing source of demand for commercial real estate lending, he says. “Many owners are refinancing and releasing equity from their hotel portfolios, especially where they own true premium assets. Growth in room rates in major cities such as New York, London and Paris have fuelled an increase in valuations despite higher interest rates.”

Again, family offices can afford to be patient when looking at potential market dislocations. “We have a family office client that has just bought a building in Canary Wharf at a significant discount on what the previous owner paid,” says Nagarkatti. “They know that many commentators regard the short-term

outlook for Canary Wharf as negative. But they are taking a view that in 15 years it will come back. It's the kind of long-term view that few other types of investor can take.”

In residential property, our clients told us that here too they are using leverage to avoid what they call “dead money”. As our Swiss family office client told us: “When holding luxury residential properties, it should be partially leveraged to optimise capital allocation across other investment opportunities. However, given the personal nature of such assets, significant customisation can adversely affect their liquidity and resale potential.”

Even highly expensive residential property can be monetised in other ways. As our family office client in the Cayman Islands told us: “My principal wants to make sure all his assets are working for him as hard as possible. We have luxury real estate in the Cayman Islands that is leveraged and can also provide a potential recurring income from other UHNWIs wanting to come here and not stay at the presidential suite of the Ritz Carlton.”

“All family offices should understand Lombard loans as they may provide an efficient way to access opportunities, even if you are fully invested.”



Stefanie Rühl-Hoffman, CFA

Head of UHNW Clients
Deutsche Bank Private Bank

Our findings

3 Sophisticated family offices are using leverage to execute larger, more complex deals



For certain types of transactions, leverage is increasingly becoming a critical enabler. “If you’re a multi-billionaire, you can’t be investing in small amounts,” the head of one large UK family office commented. “The larger the office, the larger the investments need to be, and the more competition there is for the same type of deals. In this context, sophisticated use of leverage with the aim of seizing the best and biggest opportunities is becoming more important.”

Larger deals tend to require more sophisticated liquidity solutions, says Nagarkatti. “Imagine you’re trying to acquire a sports team, for example. We’ve helped a number of family offices do this in the recent past, and it’s typically a transaction of several billion dollars. In these sorts of situations, debt can be a necessary part of the acquisition funding, even for the biggest family offices.”

The complexity of a deal can increase dramatically when it involves multiple locations, and when it impacts multiple generations of a family. Securing the best deals also means moving fast, Nagarkatti emphasises. So, family offices increasingly need financing partners who can give them speed and agility.

“Family offices are becoming quite confident using debt in a sophisticated way. They are becoming quasi-financial institutions in their own right.”



Arjun Nagarkatti

Head of US & Europe International
Deutsche Bank Private Bank

Our findings

As the head of a large family office in Switzerland told us: “A couple of months ago I needed a seven-figure credit line to seize an opportunity, and it was arranged in two days. Having that kind of speed and flexibility is a really big thing.”

Pagliara has seen all these factors at play in a recent trend of UHNW families in Southeast Asia taking their companies private through buybacks. “Increased volatility may put pressure on a company valuation, and the family with the controlling stake may feel that the market valuation does not reflect the upside of the asset,” he explains. “We’ve been involved in a number of transactions where we provided the financing resources to some of these family-controlled companies to go private again. By combining their understanding of the business with agile financing, they’ve been able to extract more value.”

Family offices are “becoming quite comfortable using debt in this way,” says Nagarkatti, in line with their increased sophistication. “They are becoming quasi-financial institutions in their own right, with teams of credit analysts.” All of the clients we interviewed said they had witnessed this trend, with one in the US describing it as “transformational” over the past 10 years in particular. “The best way to describe it is ‘institutionalisation,’” he said.

“Twenty years ago, all the talk among family offices was about getting access to closed hedge funds,” one UK family office client told us. “Now, it’s all about illiquid funds, private equity, venture capital, direct investments and so on. They’re taking on more staff, becoming more professional in the way that they are doing things.”

Pagliara says he has seen “a cyclical switch from transaction-oriented leverage to providing speculative additional returns on capital markets, to more structured financing, often to support large holdings in less liquid assets or single stock positions”.

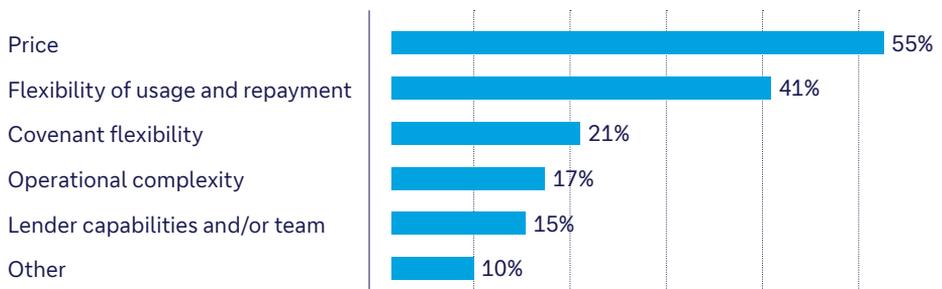
In this context, the illiquid assets are large, physical, and/or concentrated positions, or projects for the company connected to the family in question, he explains.

Price and flexibility are top priorities for family offices when borrowing

Our survey found that price is of primary importance for family offices when it comes to borrowing terms. It was chosen by 55 percent of respondents globally, while “flexibility of usage and repayment” in second place was chosen by 41 percent.

Almost half of respondents (46 percent) said they consider asset-backed or company loans with full or partial recourse while 43 percent would only consider loans with no further recourse. Family offices in developed markets were more likely to prefer full or partial recourse, while non-recourse options were more popular in emerging markets. “Recourse terms are only as strong as the legal systems in which the recourse providing entities or individuals and their assets are based,” Russ points out. “So, it’s natural that in developed economies it is used more often.”

What are your main concerns when borrowing?

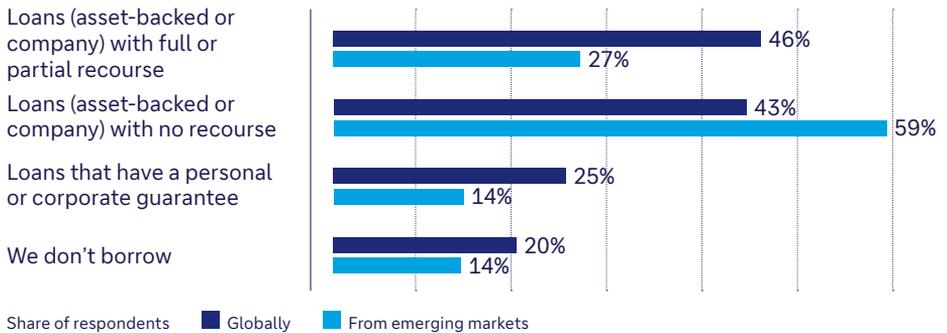


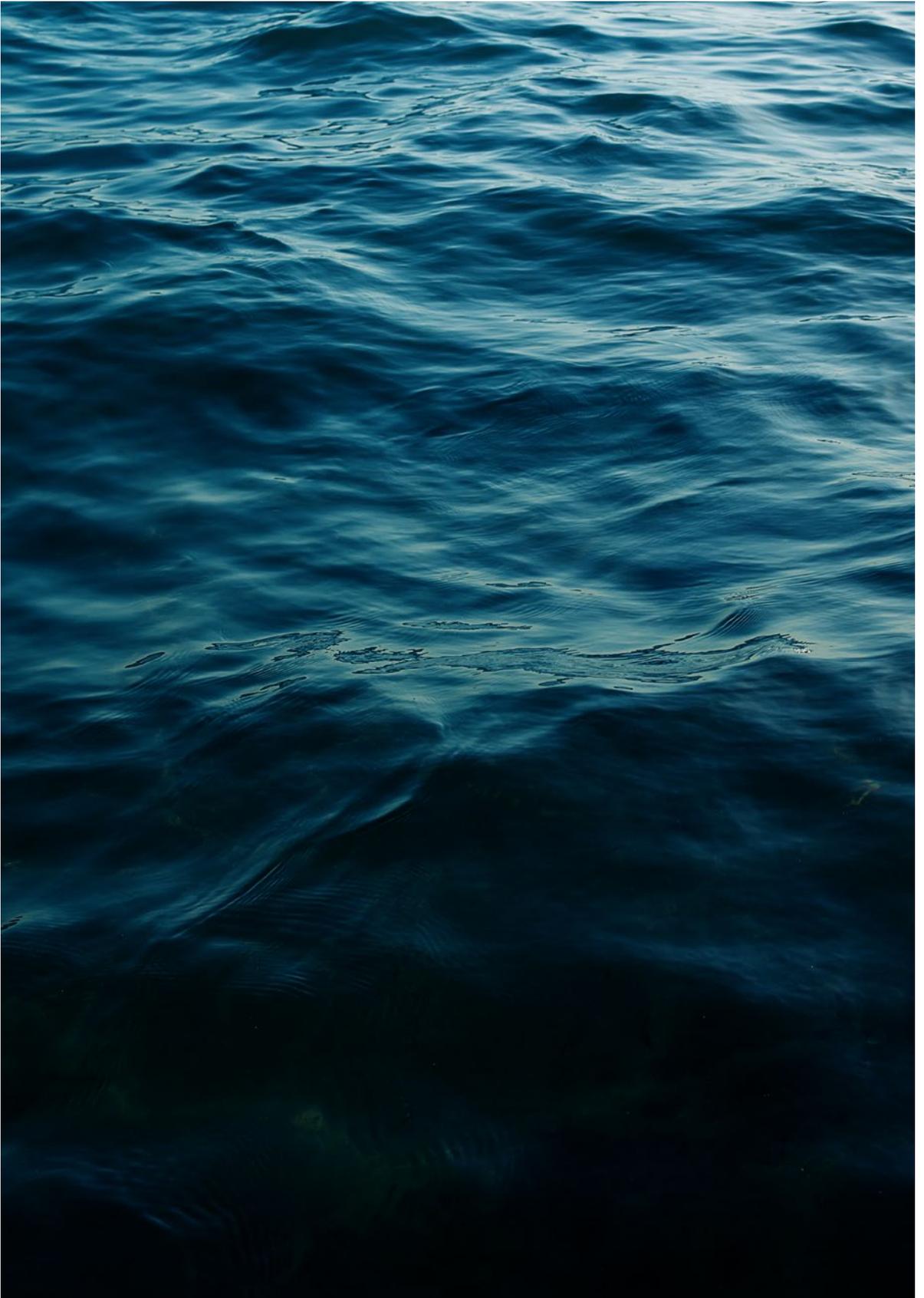
Share of respondents globally (multiple choices allowed)

Our findings

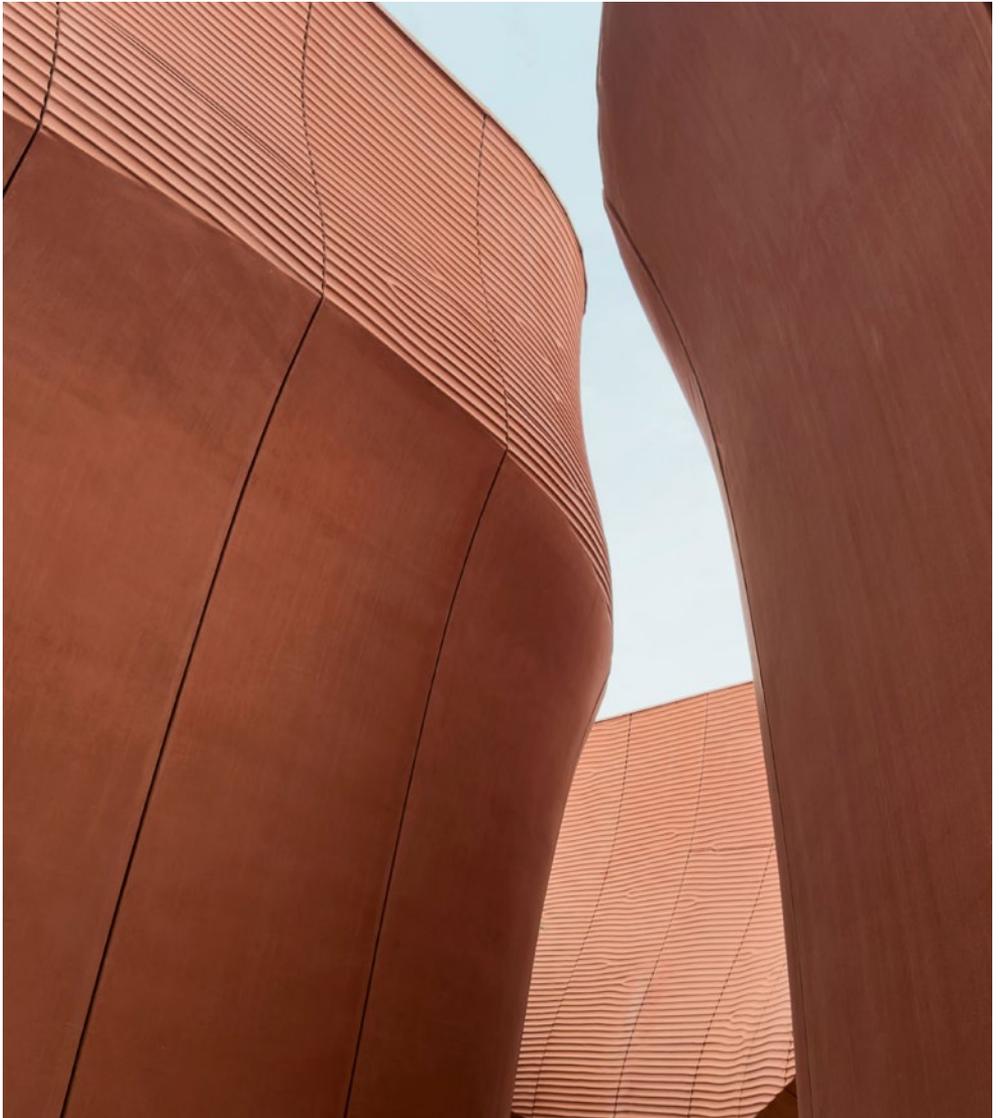
Overall, family offices “need to be dynamic in how they use recourse to achieve the best financing outcomes,” he concludes. “Different assets at different times require different solutions. As bankers, we need to be clear about the benefits of personal or corporate recourse in terms of efficiency, pricing or flexibility – and the potential impact on risk managing the exposure if they choose not to provide it.”

What types of lending structure do you consider when borrowing?





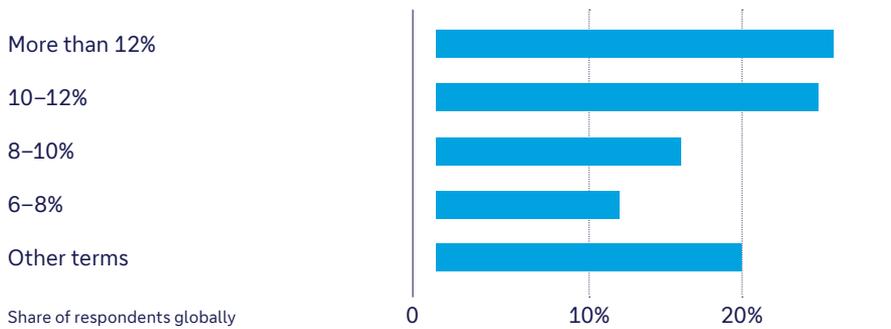
4 Most family offices are engaged in private credit and expect high returns



Our survey showed a clear appetite among family offices for private credit, with 83 percent of respondents saying they would lend to third parties as an investment, including via club deals. Among our respondents, most expected high returns, with just over half globally saying they would want a minimum of 10 percent. Certain locations had higher return expectations. In Hong Kong, over 75 percent of family offices expected returns of 10 percent or more, while in the US and UK the equivalent figures were 73 and 67 percent respectively. In Germany, around a third of respondents expected the same when considering direct lending.

“Family offices are always interested in direct lending because they like to understand exactly who they’re lending to,” says Varoutsis. “They know they’re not buying a bond, so there’s illiquidity, but for that you may generate a superior return, with good covenants backing you.”

What level of returns do you expect when lending to third parties?



Our findings

Sophisticated family offices may invest in private credit funds strategically, he says, to build relationships and gain access to co-investments. “They can then build their direct investment portfolios in direct credit and perhaps – if the fund is large enough and also does private equity – direct equity,” he explains. “Within private markets, there’s also strong interest in secondaries due to the lag we’re seeing between capital invested and distributions returned to investors. Secondary players are becoming more relevant as they come in to provide capital to private equity firms, and family offices are looking to take advantage of that. In our view, it’s a very interesting sub-asset class with a short J-curve and good risk/return dynamics.”

The private credit market is poised for further growth due to a combination of capital constraints on banks and ongoing questions about the efficiency of capital markets, adds Russ. “I think the private credit market is only going to grow. A lot of family offices feel they understand not only how to borrow money but also how to lend it,” he says. “In some cases that’s true on a bilateral basis as well as through fund investment, especially in geographies and asset classes where the family offices have depth of expertise.”

“Private credit is only going to grow. A lot of family offices feel they understand not only how to borrow money but also how to lend it.”



Adam Russ

Global Head of Wealth Management and Business Lending
Deutsche Bank Private Bank



Next steps

Thank you for reading the first edition of the Deutsche Bank Wealth Management Family Office Financing Report. We hope you found it thought-provoking and insightful.

Family offices are faced with multiple challenges – from geopolitical and economic uncertainty to rapid technological change. A proactive approach is necessary to effectively manage risk in an ever-changing world, but as stewards of generational wealth, family offices are well-placed to balance long-term vision with short-term adaptability.

In an increasingly complex global environment, we believe family offices must remain informed, agile, and forward-thinking. Collaboration and knowledge-sharing across the family office ecosystem could play a crucial role in navigating the shifting landscape and any potential volatility on the horizon.

Each year, Deutsche Bank welcomes eminent guests and speakers to meet, network, and share ideas at our Family Office Conferences, held across the world. These events are a chance for decision-makers to discuss how best to respond to challenges facing the market and to keep you informed of key trends shaping the future of wealth.

Learn about our events and how we can help your family office by visiting the [family office section of our website](#).

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