



“COSTAR” DUE DILIGENCE DOCUMENT FOR 1<sup>ST</sup> ROUND  
FUNDRAISING IN RELATION TO:

VALEN FOR FAMILIES (“VFF”)

AND

VALEN FOR PARTNERS (“VFP”)

(COLLECTIVELY “VALEN PROGRAM” OR “VALEN”)

MAY 2021



## Table of Contents

<b>Clients:</b> .....	<b>4</b>
Who are they, their characteristics? .....	4
What are the interests and motivations of clients?.....	4
What would Clients perceive as offering greater value than existing alternatives? .....	4
<b>Opportunity</b> .....	<b>5</b>
Size and potential market opportunity:.....	5
Market dynamics, significant players:.....	5
Significant players in the provision of solutions based on digital organisational and virtual `FO` solutions: .....	5
The top FO Software providers, ranked by Forbes, in 2020: .....	6
Market trends supporting our thinking: .....	7
Projection of vision that shapes VALEN`s philosophy:.....	8
<b>Solution</b> .....	<b>8</b>
How VALEN satisfies the need and seizes the opportunity .....	8
Business model .....	9
How much will the numerous parts of the VALEN PROGRAM cost? .....	10
Assets & Resources required.....	12
Assets: .....	12
Resources:.....	12
<b>Team &amp; Business eco-system</b> .....	<b>13</b>
Who we need:.....	13
VALEN Eco-system - .....	13
Supply side .....	14
<b>Advantage in the market</b> .....	<b>14</b>
The composition of VALEN`s competitive advantage: .....	14
Insight.....	14
A perspective that is based on the delivery of value to CLIENT, .....	14
A bold embrace.....	15



Significant costs savings .....	15
<b>A family-centric user environment .....</b>	<b>15</b>
Security Issues .....	15
<b><i>Results</i>.....</b>	<b>16</b>
<b>Results for users:.....</b>	<b>16</b>
<b>Results for Supplier(s)/Investors .....</b>	<b>16</b>

## Appendices

### 1. VALEN Team CVs

### 2. Forbes` Top Family Office Software Providers 2020



The following due diligence presentation is based on the Clients, Opportunity, Solution, Team, Advantage & Result (“COSTAR”) model and forms part of the dossier of data for potential investment parties to consider in the first and second phases of development and launch of The VALEN PROGRAM

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## Clients:

### Who are they, their characteristics?

Primary target - (U)HNW Families and third-party service providers in the `family office` (“FO”) business space.

VALEN could also apply to a wider spectrum of the FO client market ranging from the mass affluent to the wealthiest families.

### What are the interests and motivations of clients?

The client requires 21st century digital solutions to satisfy the myriad control and communication needs arising from growing sophistication and complexity in the day-to-day management of their affairs.

VALEN is a truly end-to-end umbrella operational concept which, through the application of unique operational methodology, removes many of the challenges faced by families using currently available business models to satisfy their requirements from a combination of diverse platforms, solutions, organisations.

### What would Clients perceive as offering greater value than existing alternatives?



Through the VALEN PROGRAM PORTAL clients can:

- 1 reduce the costs inherent in having their own `FO` structure.
- 2 increase the incidence of real time accurate and informed reporting and decision-making.

bring clients closer to the center of decision-making and provide for an unbroken chain of generational succession into key family roles via training and learning within the VALEN needs-based organisational philosophy.

## Opportunity

### Size and potential market opportunity:

Due to the scope of solutions offered by the VALEN PROGRAM the potential size of this opportunity is very wide and only, ostensibly determined by:

1. the market segment to which the solution is targeted, and the marketing strategy applied to that market;
2. costs constraints in the initial phase of business; and
3. extent to which owners decide on repositioning of service offering into different/wider market segment(s) post initial business stage.

### Market dynamics, significant players:

#### Significant players in the provision of solutions based on digital organisational and virtual `FO` solutions:

Our research has yet to identify a comparative solution based on the form and content that is close to the fundamentals of the VALEN PROGRAM, however, the following provides market player insight:



1. some large banking organisations (e.g., UBS, Credit Suisse) offer `family office` solutions but these are institutionalised services and are conflicted in terms of the ability to offer truly independent service. They focus mainly on the growth and custodianship of family capital.... `Family Investment Offices` (“FIOs”);
2. certain `Family Office` `clubs`, consisting of service providers and families who meet and share ideas and services amongst themselves. Very traditional, word-of-mouth, arrangements that do not in any progressive or innovative way, leverage off current digital solutions in the areas of organisational, control and communication efficiencies; and
3. ad hoc groups of families, alone or on a multi-basis, combining their infrastructures and IT resources to create a collective reporting and management solutions for those groups.
4. several larger traditional `trust company` orgs (e.g., JTC and their “Edge” platform) providing data aggregation portals for key client relationships.
5. some service-specific private organisations, e.g., “Kinnect”, that seeks to create a global family `intranet` for specific families to manage their communications and personal exchanges, with some element of family governance imbibed into the structure. We have identified Kinnect as a potential target for collaboration/takeover/aggregation with VALEN due to it’s value proposition as a digital lifestyle Partner within the overall VALEN Program experience.

## The top FO Software providers, ranked by Forbes, in 2020:

Please refer to Appendix 2

In respect of all the competitors cited in this paper, unlike VALEN’s Needs-Based model there is no high-level paradigm-shift in organisational philosophy and none of the organisations` operational methodologies extend into the service provider network in the manner provided within VALEN in the form of VFP in terms of orienting those partners into their philosophy.

The interrelation management bases competitors use are, by and large, still traditional, including the inevitable `prof-speak/control and communication` fault lines inherent in the



traditional modelling. VALEN supresses and/or manages these control and communication pain points more closely via the Needscooping method.

VALEN is an open-source `highest-end` concept, designed to act as the umbrella control and communication platform for ALL AND ANY underlying aspects of any solution that a family may currently be using, therefore, in so far as the complementation of the offerings of any other players in this market are concerned, the potential is only limited by:

1. willingness to allow pre-engaged professional and service providers to re-position as Needscooped partners within the VFP members association and to function within the VALEN PROGRAM under its operational protocols;
2. costs constraints; and
3. scope of digital compatibility, which we are confident would be a remote scenario in the light of the type of technologies VALEN is adopting and proposes to use to create the Program platform (see VALEN IT Architecture paper..).

#### **Market trends supporting our thinking:**

There is a slowly-accelerating (but significantly behind the curve) trend towards embracing digital solutions into the `FO` space but not without certain adviser-centric inertia, due to a perception of loss of traditional relationship control and revenues, generated from current, less efficient, CRM models.

VALEN has anticipated and specifically catered for any negative perceptions by current FO `controllers` against moving towards a more digitalised and virtual environment by structuring certain aspects of the Program, to create opportunity rather than threat via the following key elements :

1. VFP is a member` organisation, owned, and controlled by its members,
2. VALEN empowers individual service providers to add value to their own family clients, regardless of their own original specialities, through the adoption of the VALEN Platform into their own business offering as an `exclusive` Premium service to clients (relationship retention/enhancement revenue increases, without threat of losing to `competitors`)
3. VALEN creates an exclusive environment for partners and their family clients who interact and function together within VALEN PROGRAM`s unique organisational



philosophy and communication methods/vocabulary..... it is the BEST and only truly  
`digital` virtual FO `club` around!

### Projection of vision that shapes VALEN`s philosophy:

This is a bold, but deeply considered and experienced-based, initiative taking service in this business space to the next level in terms of digital experience, in a manner that enables its fundamental elements to transition into each new advance in digital solutions.

Moreover, following Confusian wisdom, which seeks to achieve evolutionary stability, we recognised, and reacted to, the danger of focusing too much creative energy on simply solving the perceived problem(s) in the creation of new ideas, , thus avoiding the short-sightedness in thinking whereby a problem is solved only in order to make way for the next!

We believe this can only be achieved by:

1. going back to first principles,
2. challenging ourselves to think beyond our normal comfort zones and
3. forcing the paradigm shift in thinking and acting in so far as what is happening c/w what can happen

## Solution

### How VALEN satisfies the need and seizes the opportunity

VALEN solves the organisational needs of 21st century UHNW families by applying an entirely new and unique philosophy to addressing the control and communication pain points extant in this particularly unique field of multidisciplinary service providers.

Our method is to undertake renovation through innovation by offering a way to think about structural design of the entire FO business management challenge rather than tweaking the edges of the present system





## Business model

Our business model positions itself, we believe, within the top decile of the spectrum of innovation between being truly transformational and providing marginal efficiency gains.

VALEN PROGRAM encapsulates a two-tier organisational structure representing:

1. VFP, a supplier side, which creates, and encompasses, an association of all relevant service providers and
2. VFF, the user side - which represents the “product” in the form of an interactive digital platform that aggregates the entire Needsphere of families and manages them in accordance with VALEN's communication and control, `Needs-based` organisational philosophy.

Through the innovative use of current technologies we offer:

1. a new concept compared with other players in the market reflecting an entire paradigm shift in operational methodology applied to managing affairs in this business space and a deep, purposeful, move into digital technology's ability to become intuitive and grow the ability to make decisions in a real time environment based upon intelligent and informed sharing of information; that
2. has potential to patent certain aspects of the VALEN digital solution, particularly regarding how AI/machine learning will exploit and create new, and exclusively digital tools via the application of the needs-based, new control and communication vocabulary.

Moreover, the digital brief for our user interactive experience includes planning for the inclusion of the cutting edge of digital facilitation and visuals, both of which will be created with near future digital technologies (e.g., holographic interface) being taken into consideration during the ongoing development process and when such technologies become commercially viable enhancements to the VALEN Program.



## How much will the numerous parts of the VALEN PROGRAM cost?

There are many aspects to this philosophy and business proposition that have revenue generating potential, including:

1. Membership subscriptions of professional partners in VFP. Such membership will have a tiered basis, commencing with:
  - a. Associate membership, for those service providers doing business which includes high net worth family clients and their family offices. Membership benefits:
  - b. access to the entire VFP network database of Needscored partners
  - c. inclusion within a unique, and exclusive, professionals 'club', operating under VALEN needs-based control and communication business philosophy.
  - d. access to, and opportunities to contribute towards (and raise profile), via Needs-based VALEN Partner materials and learning through the VALEN "Needschool" portlet.
  - e. periodic "VFP" retreats and social gatherings for Needscored-only partners and, on occasion, VALEN Platform users (incl actual family representative and/or their VALEN PROGRAM Platform/FO 'managers').
2. Enhanced membership for partners who purchase licensing rights in the VFF platform for use both by themselves as a service enhancement or with families they wish to engage and provide management services to create, and maintain, a virtual family office platform.

VFF digital platform itself is also a standalone business proposition for family clients directly, be they:

1. ongoing, previously structured, family offices who are seeking a better solution;
2. 'new money' families who are looking to set up from scratch in the virtual environment **(this is the fastest growing area of the UHNW market)**; or
3. groups of families who wish to combine and are looking for a solution to satisfy the operational demands of a multifamily office by creating a framework which takes a fundamentally non-physical and virtual form that functions at a global level in terms of interface.



The cost to user/member perceived will included a combination of the following:

1. VFP Associate Program membership:
  - a. Annual subs CHF 1500 (Category 1 in sales forecast), including registration of membership, provision of credentials in form of numerous visual facilities: membership cards, publication on VFP website, permissions for use of VALEN PROGRAM graphics and symbols within member's own marketing and promotional materials, certificates for use Needscooping of Partner services into VALEN needs-based methodology and incorporation into VFP digital database.
  - b. Social/Professional events (Category 2) – dependent on nature of event but on average CHF 1000 per day
  - c. Charges for VFP materials/learning resources (Category 3) – dependent on nature of materials but e.g., written/researched resources/books CHF 200 per item.
2. VFP Platform Program membership:
  - a. all associate membership fees.
  - b. Program Platform licence fees (special rates for VFP members):
    - i. single licence – commencing CHF 25,000 (Category 4) per year for 1st licence, (Category 5) 22,000 for 2nd to tenth, and 20,000 (Category 6) for more than 10 and full admin/technical support, incl:
      1. full IT back up and technical service
      2. provision and maintenance of server, hosted by Swiss-based secure provider.
      3. initial Needscooping and transferal of Partner's family client data to create a Family Data Vault and the conversion/application of this data into VALEN Needs-based format.
3. Ad hoc special project fees of a technical nature (Category 7) falling outside scope of fixed annual technical support activities ... dependent on project but based on usual third-party rates of this nature...between CHF 150 and 300 per hour or negotiated fixed fee.
4. VFF Platform licences – direct sales to families/FOs from VALEN salesforce:
  - a. Initial CHF 30,000 (Category 8) per initial licence and set-up
  - b. Second year CHF 25,000 (Category 9) annual recurring licence fee



- c. plus, technical support not included (Category 10) variable, dependent on specific mandates

## Assets & Resources required

### Assets:

VALEN PROGRAM, IP rights incl:

1. Patents in relation to the VALEN PROGRAM
2. Trademarks and other visual representations of the VALEN PROGRAM
3. Copyright of all materials: operational, marketing, promotional, digital

### Resources:

Team expertise, costs determined by nature of legal engagement:

1. employed,
2. third-party consultancy,
3. free by virtue of equity participation via executive share bonus scheme

Third parties:

1. Technical support not provided from within, including server rental and security/hosting;
2. Legal and accounting resource not provided from within (team);
3. Secretarial and admin resource for VFF & VFP entity maintenance – ongoing and statutory;
4. premises/reg office for VFP/VFF (initially, small meeting/conferencing facility suitable to receive both potential family members/ reps (buy-side); potential Partners (supply-side); and all others third parties.



## Financial Resources

Please refer to the Forecasting Report included in the fundraising pack. We project a working capital requirement of CHF300 - 500,000.

## Team & Business eco-system

### Who we need:

VALEN core team consists of (see CVs attached under appendix 1):

**John Sinclair ("JS")**, shareholder, creator of the VALEN concept and founder of VFF & VFP. In the first instance, CEO, and Legal Counsel.

**Ang Chen ("AC")**, PhD, director of VFF & VFP, third-party service provider, computer scientist and software developer engaged to head up the development of the digital platform and be responsible on an ongoing managerial basis as technical director and head of digital services.

**Laurent Pillon ("LP")**, Finance Director and Secretary of VFF & VFP, third-party service provider, engaged to act in the first instance as head of operations.

**Andrew Osborne ("AO")**, acting through his own entity, head of business development, sales and marketing, a seasoned marketing and sales professional in the technology and digital solutions field.

**Carlos de Pommès ("CDP")**, non-executive director of VFF & VFP, serial entrepreneur, owner of Cambiio, business consulting, and founder/CEO of Remediate, a scientific and industrial project involved in carbon reduction solutions using algae-based scientific methods and infrastructure delivery.

### VALEN Eco-system -



## Supply side

Team, working from within a Swiss-based sarl, (VFF) and Verein (VFP) and responsible for:

1. VALEN Program Marketing & Sales
2. VFP Membership admin and subscriptions;
3. VFF & VFP Operations;
4. Technical support, security and training;
5. Finance & Accounting;
6. Legal & Secretarial;
7. Admin and premises;

Third party core participants (only when NOT otherwise provided from within the VFF team resource):

1. Server hosting ("Safe Host" - Suisse)
2. AccTrust (Suisse) (LP) – accounting and reporting expertise and training
3. Inno Diff (Suisse) (AC) – additional IT and high-level technical support when required in addition to the resource derived from within VFF.
4. Cambiio Ltd (UK) (CDP) – business consulting services
5. VALEN Consulting (Suisse) (JS) - Professional FO services specifically designed to enable new family and partner engagement and orientation in to the VALEN PROGRAM (e.g., Needscooping) and a wide range of supplementary 'Private Client' services per the CV of JS

## Advantage in the market.

The composition of VALEN's competitive advantage:

### Insight

Uniquely derived from a cross section of traditional and current FO business models and the professional services extant within these.

A perspective that is based on the delivery of value to CLIENT,

On an independent and non-conflicted basis, devoid of any adviser-centric interest, which seeks to maintaining current, expensive, fee-generating, arrangements that producing significant



revenues amongst the combinations of those service providers who currently make up any FO arrangement;

### A bold embrace

and creative use of current, and anticipation of near-future, technological tools capturing the essence of the potential benefits available within 'virtual' FO environments;

### Significant costs savings

For users at a level not be available via any other alternative solution. This is predominantly derived from the innovation extant in VALEN's Needs-based vocabulary/methodology;

### A family-centric user environment

VALEN program is geared towards treating family member users as primary in the development of its interface experience. All partner data undergoes needscooping process at the level of input into the platform to align with the needs-based control and communication protocols. Unprocessed and oriented data is firmly anchored at the input/API level in VALEN's IT architecture to avoid infecting process.

### Security Issues

We acknowledge that the greatest challenge in encouraging families and their service providers to transition into a virtual and fully digital experience lies in the security and confidentiality concerns that are always at the forefront of any family arrangements involving the holding and use of their private data.

VALEN is working on being able to offer as wide a range of infrastructure and security options that are possible without threatening both the integrity of the VALEN Platform itself, or the level of quality that this Program adheres to. Our current range of options includes:

1. the establishment of separate, family-owned, servers within the VALEN PROGRAM IT infrastructure and collaboration with family-engaged cyber security/digital security teams
2. a wholly family-hosted, and maintained, version of the VALEN Platform with an enhanced, bespoke, VALEN IT package including dedicated maintenance staff and service.



3. enhanced and family-controlled, security features within the VALEN Server specifically confined to a particular family's own data security and access people, systems and protocols; and
4. the use of blockchain process for access.

## Results

### Results for users:

Immediate results –

Using a 'virtual' platform VALEN reduces hitherto necessary physical presence and infrastructure, thereby, delivering, both:

1. tangible costs saving in the establishment, maintenance, and review of a family's FO arrangements, and
2. significantly reduced response times and ability to make more timely-delivered, accurate, and informed decisions.
3. Longer-term and more important, family-centric, benefits in:
  - a. ensuring greater continuity of process, engagement, understanding and generational succession into key family responsibilities and governance, and
  - b. reduction of HR succession costs through the reduction of per-capital HR resource for family's FO

### Results for Supplier(s)/Investors

Suppliers – VALEN PROGRAM (VFF & VFP):

1. real and tangible returns of investment within short time scale (1 year break-even), and;
2. future substantial revenue streams being derived from the numerous commercial activities within the Program, as referred to in 3) c) above.





## APPENDIX 1



CV John Sinclair

CV Ang Chen

CV Laurent Pillon

CV Carlos de Pommès

CV Andrew Osborne





Andrew Osborne

Head of Sales & Marketing

Growth-focused Global Product Marketing Director with 17 years' success achieving growth - bringing new solutions to customers and delivering customer acquisition initiatives across international organizations.

Verifiable history of delivering sales & marketing growth initiatives by leading cross-functional global teams to exceed customer's needs and overcome challenges. High sense of customer focus. Seen as coach and mentor. Leader of voice of customer and market deep dive activities, extracting business insights and uncovering growth opportunities. Strong commercial and business acumen; expert at developing product requirements, experienced commercializing SaaS solutions. Passion for building compelling B2B and investor/stakeholder stories for technical portfolios and profitable growth. Fluent and a native English speaker, with good working knowledge of French.

#### Areas of Expertise

- Marketing & Communications
- Key Performance Indicators
- Strategic Planning / Execution
- Marketing Mix & Digital
- Product Management
- Technical trainer
- Team Leadership & Support
- Business / Market Growth
- Customer & Market insights

#### Career Experience

Make Fresh Tracks Consulting, Geneva, Switzerland

Sep 2020 – Present

Owner (personal growth project whilst searching for a new role)

Providing strategic advice and consultancy, market research and business case creation for US tech companies wanting to expand services solution into Europe. Has



spearheaded a variety of projects to leverage European and US business expertise to accelerate sales pipeline, establish market segmentation, and grow the business.

CPI, Geneva, Switzerland

Sep 2017 – Aug 2020

Product Marketing Director, New Product Commercialization

Conducted 80 plus “voice of the customer” interviews across all sectors of the EU & US market culminating in a market leading value proposition/requirements specification. Oversaw the product launch activities of hardware plus SaaS solution into a highly competitive market to key targets. Built segmented sales funnels using rigorous market segmentation & cost of ownership modelling, and delivered comprehensive set of sales tools, as well as value proposition training sessions.

- Achieved sales and marketing goals by conducting a thorough market research resulting in definition of 100M plus transactions and 10,000 units per year opportunity, including the SaaS offering.
- Built seven global sales funnels using rigorous market segmentation & cost of ownership modelling.
- Successfully delivered 12 product, proposition/technology training sessions to US & EU sales teams.

CPI, Geneva, Switzerland

Apr 2011 – Aug 2017

Product Marketing Director

Acted as a product marketing director for delivery of 3-year strategic plan incorporating key incremental growth initiatives. Tasked with seeking out industry trends and competitive insights. Held ownership and responsibility for \$300K global marcom budget delivering exhibitions, digital marketing campaigns.

- Grew 16% CAGR revenue over 6 years through keen focus on developing China and SE Asia business.

MEI, Geneva Switzerland

Jan 2007 – Mar 2011

Business Development Leader

Managed a team of five account managers located throughout the Europe selling into retail and gaming unattended payment markets. Led all aspects of target setting, forecasting, and profit management.



- Successfully grew each very different team member whilst consistently hitting team target of \$20M+.

### Additional Experience

Global Product Marketing Manager (Oct 2003 – Dec 2006) at MARS, Reading, UK  
Product Manager (Oct 1993 – Sep 2003) at Siemens, UK locations & Germany

### Education

Executive Certificate in Management 1999

Henley School of Management, Greenlands, Henley-on-Thames, UK

Master's Degree in Engineering 1993

University of Birmingham, Edgbaston, Birmingham, UK

Bachelor's degree Industrial Business & Marketing 1992

Sheffield Hallam University, Sheffield, South Yorkshire, UK

### Certifications

Google Analytics for Beginners 2021

French DELF B2 Language Proficiency 2014

10+ Years Salesforce Experience



## Dr Ang Chen Resume

Dr. Ang Chen obtained his PhD degree from the University of Geneva with his thesis on business process modelling in 2009. Since then he has worked as consultant/expert in software architecture in Switzerland and has delivered various digital projects for organisations functioning in a wide range of areas, incl:

Canton of Geneva,  
Swisscom,  
UBS, and  
Banque Pictet.



He is focused on identifying opportunities in disruptive technology and its impact on current business models, to define and implement strategies and to anticipate and transform in order to maximise the benefits to be derived from these new technologies.

With his experience in banking and the financial sector, he is also active in business and investment consulting, as well as Fintech solutions.

In 2017, he assisted a Chinese investor to create a family office in Luxembourg and successfully managed the acquisition of a large real estate project in Switzerland.

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***Laurent Pillon*** 076 338 18 98

[lpillon@protonmail.ch](mailto:lpillon@protonmail.ch)

### **Offshore & Swiss Accounting Officer Trust / Offshore Companies**

- λ Financial statements issuance λ Relationship with Auditors
- λ Derivatives (options, futures) λ Consolidation
- λ Review of financial statements contents with administrators and clients
- λ Mandates from various offshore jurisdictions (BVI, Panama, New Zealand, HK, Jersey, IOM) λ Technical support to administrators



## Swiss Companies

- λ Issuance of annual accounts
- λ Assist auditors in the establishment of final report
- λ Company tax assessment, VAT assessment
- λ S.A. mandates
- λ Withholding tax collection in accordance with double tax treaty λ Issuance of monthly salaries
- λ Prepare yearly reports to social institutions (AVS, LPP, LAA)
- λ Provide internal support for legislation amendments (VAT, LPP)

## Professional Summary

- λ AccTrust Sàrl – Self employed – Onshore and Offshore Accounting (2013-today) λ
- Bonnard Lawson – Head of Client Accounting (2011-2013)
- λ Equalia S.A., Chief Accountant / Compliance Officer (2010)
- λ Saad Financial Services S.A., Manager Accounts (2007-2009)

- λ Investec Trust Switzerland S.A., Accounting Manager (2004-2007) **Education**

- λ STEP Diploma International Trust Management (2015)
- λ Swiss Specialist in Accounting & Finance : (2002 - 2006)
- λ Certificate of English for International and Business Trade, Cambridge (2001)
- λ Certificate of English, California State University, Northridge, Los Angeles (1992)
- λ Diplôme d'Etudes Commerciales de l'Ecole Supérieure de Commerce, Bulle (1989)

## Information Technology

- λ Various Accounting Packages λ Office

## Written and spoken languages

- λ French, English

## Carlos de Pommès – Bio and CV

Carlos is the CEO of Remediate (UK): whose mission is Clean the Planet | Feed the World. Remediate has developed a high-performance, cost-competitive algae growth system that uses the raw greenhouse gas emissions from industrial smokestacks and converts them into chemically rich algae crops. We can harvest continuously at a ratio of 2 tonnes of CO2 to 1 tonne of algae.

Prior to this, Carlos has 30 years of extensive business consulting experience (formerly with McKinsey & Co and Gemini Consulting). Carlos has established 3 consulting firms, dPA Consultants, Strategy Regeneration and Cambiio.





Carlos has a wide range of business building experience especially dealing with early stage companies. Industry experience includes: Oil & Gas, Security, Retail, Glass, Airline, GDS, Hotel, Defence, FMCG, Brewery industries.

Carlos has a wide range of technical and strategy development experience in the aviation industry, where he was director of innovation at QinetiQ, leading business development into the areas of aircraft composites materials, unmanned aerial flight, Satellite and Space technology.

Carlos holds an Honours degree in Aeronautical Engineering from Imperial College, UK and an MBA from Theseus (EDHEC), France.

Carlos speaks English, French, Spanish and Dutch.

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## Experience

Remediate (UK), CEO (2017-present)

Involved in full range of activities from fund raising, operations, finance, HR and marketing. Currently involved in a £3.5m scaling fund raise

Lux-TSI, NED, (2015- present)

Lux-TSI is the UK's leading Independent & Accredited Lighting Performance and Safety Testing Experts. Examining new routes to market for insurance-based products; identifying partners for EMC joint venture; negotiating trade sale

Nebula Systems, NED, (2015- 2017)

Nebula is a leading car diagnostic service company delivering world class telematic solution to the connected car industry. Advising the growth strategies, M&A and joint ventures.

Cambiio: Partner Professional Services, Jan 2009 – present

Corporate innovation and new business creation services company advising blue chip companies on corporate innovation across a range of industries including: Oil & Gas, Security, Retail, Glass, Airline, GDS, Hotel, Defence, FMCG, utilities (Electrics/Gas), Brewery.

Pharma: Led a blue ocean programme with 30 executives to explore game change

Pilot lite Ventures, Executive Partner, Aug. 2013- 2014

Led client engagements validating and launching new non-core corporate business, and where appropriate leveraging external finance. Clients were fortune 250 in the Healthcare, Agro-Industrial, Defence contractor, Mobile supplier and Mobile Operator industries.



QinetiQ, Director Innovation and Investment Gatekeeper (2004 –2009) Acted as Gatekeeper to the investment Board (5-6 investment propositions per month - ranging from £100k-£1m). Internal 'board member' to internal new business start-ups (including Optasense, ZBD, Omni-ID, Veritainer, Aurix, Intrinsiq, Tarsier, Zephyr, ZephIR)

Established Innovation stage-gate and portfolio management processes. Established Dragon Apprentice- Innovation Tournament 3 years (150 new product and service ideas)

Developed a suite of innovation tools and processes to enable divergent thinking, convergent thinking, cross-industry interconnected thinking, innovation stage-gate processes, business-plan development (CO\*STAR)

Strategy advisor to broad range of technology business units (Software security & encryption, Optronics (GaN & InSb), UAV, Composite materials, Center for human sciences, medical sanitation, waste management, Military telecommunications, Lasers, 3D cameras, Facility upgrades, Managed services, Galactic centrifuges, Military stage gate processes, Verhaert Space, Wind energy)

McKinsey & Company, Engagement Manager, (1999 – 2003, Amsterdam)  
Transportation industry expert providing both thought leadership to the practice and leading consulting engagements

Led procurement efficiency project. Focused on supplier innovation to meet new product objectives; and further on alignment of supplier-customer objectives to reach cost and differentiated service goals.

Client engagements in private equity, operations, supply chain, marketing and CRM.

Cap Gemini, Manager, 1999 – 2003, Paris

Industry expert providing business and sector expertise to client service team during the sales and delivery stages.

dPA Consultants, Founder, 1992 – 1996, Nice

Established a boutique consulting firm specialising in the travel technology sector.

Authors and publisher of TDMIR (Travel Distribution Market Intelligence Report) ~ Annual subscription base of 300 companies.

Created VoiceRes a Start-up company offering voice recognition reservation airline seat system.

SITA, Account Manager, 1989 – 1990, Paris

Account manager providing cost effective telecommunication solutions to Iberia, Air Portugal, Air France.

Amadeus Global Travel Distribution, Marketing Manager, 1987 – 1989, Madrid



Managed key relationships with global travel agencies. Developed market entry into Belgium and replicated processes for international expansion. Led agency negotiations in merger team with Sabre.

Education:

BSc: Aeronautical Engineering, Imperial College, London, 1980

MBA, Strategy and Innovation, EDHEC (Theseus), France, 1990

Languages:

English, Dutch, French, Spanish



John Sinclair

**Legally-qualified practitioner with over 30 years experience within numerous international legal and private wealth business environments. Broad & in-depth technical, administrative and management**

#### PROFESSIONAL EXPERIENCE:

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##### Founder – VALEN for Families & VALEN for Partners – Geneva

Dec 2020 to date

- Currently establishing cutting-edge digital family and service partner organisational program.

##### Head of Structuring – Generation Three Trust – Zug/London 2016 – 2020

- Legal and structuring responsibilities on client family mandates across numerous jurisdictions, asset classes and family wealth/complexity including creation of corporate structures, legal agreements and maintenance of statutory and governance requirements.
- Establishment of global family office platforms for the full spectrum of needs (Protection/Lifestyle/Growth/Succession) including drafting of family/entity –specific SLAs
- Management of corporate and fiduciary administrative team in Zug office and creation of group practice procedures incl review and redrafting of group company SLAs and management of all 3<sup>rd</sup> party external legal relationships.
- Significant enhancement of internal expertise in the wealth structuring/succession & estate planning areas of G3's business lines.

##### Legal Counsel - Swiss Independent Trustees SA - Geneva

2015



- Establishing/Reviewing/Restructuring and managing client succession structures across numerous jurisdictions, assets classes and family types
- Legal advice and documentation for clients and group structures.
- Acting as Interface for company with, and in the engagement of, external professional advisers
- Maintenance of Group tax compliance relating to client cases, incl FATCA and drafting of group SIT group procedures and management of all 3<sup>rd</sup> party external legal relationships
- Establishment of internal training program and delivery of specific educational programs, technical and CRM-related

External Consultant for Landmark Fiduciare SA -Geneva 2014

- Legal drafting.
- Case management for numerous complex international client structuring matters.
- Advice on the establishment and management of a cross-disciplinary `family office` CRM model.

Head of Wealth Structuring – Qualis SA – Geneva 2010 - 2013

- Provided leadership to administrative team, developing expertise and efficiencies, resulting in overall tangible increase in financial performance of unit.
- Lead contact for all Wealth Structuring client families.
- Developed strategy for, and lead delivery of innovative and client-centric international family wealth succession, maintenance and governance platforms, corporate and fiduciary structures, relative intra-entity legal agreements and the management of all external 3<sup>rd</sup> party legal relationships
- Achieved significant revenue growth per client mandate through delivery of broader client offering,
- Provided significant economic benefits at group level in the provision of in-house legal expertise for the Group's company and commercial structuring and maintenance needs.

Director – Hinduja Advisory – Geneva 2008 – 2010

- Delivery of succession and dynastic structuring platform for Ultra High Net Worth global industrial family, including provision of consulting services and legal advice, managing all aspects of implementation of succession strategy, and providing



periodic reporting on all aspects of global asset holding and family governance functions;

- General legal advice and structuring for family group trading and holding companies on ad hoc business projects;
- Management and development of administrative function and delivering valuable efficiencies in cost reductions through review of administrative procedures and protocols;
- General management responsibilities of company governance, including company statutory duties, personnel and operations and management of all 3<sup>rd</sup> party intermediary and other service providers` legal relationships.
- Responsible for developing and maintaining co-sourcing partnerships with broad spectrum of global intermediary network and leveraging for maximum value gained through these relationships across all aspects including client solutions and referral business.

Senior Manager - Duncan Lawrie Private Bankers – London

2000 – 2008

- Consulting & implementation of domestic and international estate, tax & succession planning strategies for HNW/UHNW families
- Advising on UK res/non-dom tax and estate planning
- Technical/Legal consulting for Group domestic and offshore divisions incl creation and maintenance of all group SLAs and procedures.
- Drafting of testamentary/trust/commercial documentation
- Client Relationship Manager training
- Business Development (Internal/External markets) and maintenance of business pipelines
- Relationship Management of personal client portfolio (onshore/offshore)
- Regular contributor to Group publications and managements of all 3<sup>rd</sup> party legal relationships.
- Miscellaneous projects:
  - Establishment & development of domestic estate & succession planning practice
  - Review & Report of offshore estate planning practice and implementation of new protocols/training program.

Consultant – Trident Trust (UK) – London

1998-2000

- Client consulting on international estate planning.
- Establishment and maintenance of offshore fiduciary structures, incl all corporate statutory, governance and legal interrelations with 3<sup>rd</sup> party service providers.
- Client relationship management
- Technical & Legal Support to Group
- Legal Drafting



Trusts Manager – Withers LLP – London

1995-1999

- Large/high profile trust arrangements -Tax compliance, Accounting, Legal drafting.

Private Client Manager – DLA Piper Solicitors – UK

1991-1995

- Probate and Estate Administration
- Trust administration
- Wills & Estate Planning

Graduate Trainee – Girlings Solicitors – UK

1988-1990

#### EDUCATION & PROFESSIONAL:

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- Bachelor of Laws (with honours) – (2:1) - University of East London
- Registered Trust & Estate Practitioner - (STEP)
- Chartered Legal Executive – (Fellowship) - Chartered Institute of Legal Executives (UK)
- Associate Member – International Tax Planning Association

#### PERSONAL DATA/INTERESTS:

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- Languages: English (mother tongue), French fluent – conversational
- Hobbies: Tennis, Skiing, Biographies, Music
- Residence status: British and French nationality; Swiss working permit G
- Other interests:
  - Committee member Tennis Club Collonges-sous-Saleve,
  - The Earth Law Center,
  - The Overpopulation Project



## APPENDIX 2

### FAMILY OFFICE SOFTWARE MARKET PARTICIPANTS – PER FORBES RANKINGS 2020

#### 4. Addepar

Based in the USA, Addepar is a wealth management platform that infuses complex financial information with transparency. By connecting data, technology and people, it facilitates informed decisions through actionable insights and tailored reporting allows multi-generational family offices to achieve their objectives.





## 2. **Allvue Systems**

USA-based Allvue Systems is a software solution providing flexible and customizable accounting, monitoring and reporting. Designed to support family offices of any size or structure, their solutions eliminate the boundaries between systems, information and people by creating an adaptable investment software system.

## 3. **Altoo**

Developed and hosted in Switzerland, Altoo prides itself on Swiss precision in intuitive wealth data aggregation and monitoring. Encompassing a range of functions from consolidated reporting, governance, data aggregation to risk management, the software provides simplicity and control to private wealth owners and family offices.

## 4. **Asset Vantage**

Based in the USA, Asset Vantage offers an intelligent technology platform leveraging integrated performance reporting and general ledger technology. Providing a consolidated view of the family office's entire net worth, Asset Vantage is a tool for single family offices, multi family offices and CPA firms to gain a holistic view of financial health. .

## 5. **Black Diamond**

USA-based, the Black Diamond Wealth Platform offers a cloud-based solution encompassing accounting, consolidated reporting, compliance, portfolio management, trading and data aggregation. Complete with performance reporting, portfolio rebalancing and an immersive client portal, the platform connects to a vast ecosystem of smart integrations.

## 6. **Canopy**

Singapore-based Canopy is a turnkey and fully customizable software solution, offering private & anonymous wealth account aggregation, portfolio analytics and client reporting. Covering all kinds of asset classes, markets and currencies, Canopy allows family offices to submit their data, with the platform doing the rest.



## 7. CORYX

CORYX iO is a German-based investment management platform which covers all bankable and non-bankable assets for single and multi family offices, asset and wealth managers, funds, foundations and banks. Through individualisation, risk monitoring, accounting and automated corporate actions, the platform provides a comprehensive evaluation.

## 8. Diligend

Developed in the USA, Diligend offers streamlined due diligence and monitoring processes across all asset classes through digitization and automation. Through their platform, they facilitate time-saving analysis, collaboration and the structuring and centralization of data for investors, consultants and fund managers.

## 9. Elysys

Developed by the Monaco-based company that pioneered Microsoft's next-generation ERP application, Elysys is a secure, cost-effective, scalable and integrated enterprise software for financial services organizations. It serves global, mid-market treasury and investment management professionals working under several regulatory and compliance frameworks.

## 10. Eton Solutions

USA-based Eton Solution's platform AtlasFive, leverages technology and processes for efficient transaction processing, data collection and reporting. Powered by risk-mitigating workflows and A.I, Atlas Five solves one of the most common industry challenges: inefficiency and a lack of timely and accurate data.

## 11. FA Solutions



Developed in Finland, FA Solutions is a cloud-based software platform with a modularized approach to various functions from accounting, consolidated reporting, risk management to Impact / ESG reporting. The scalable platform allows clients to select the features they need immediately, but with the functional coverage they need to grow as their businesses do.

12. **Finartis**

Finartis Wealth Management is a Swiss Fintech company that offers an integrated suite of financial applications with investment automation from decision-making to financial statements. Functionality includes accounting, risk and portfolio management, data aggregation, trading, compliance, CRM, and consolidated reporting tools and solutions.

13. **Finlight**

UK-based Finlight makes investment reporting data easy to analyze and integrate through their platform that executes consolidated reporting, data aggregation, portfolio and risk management, and trading. A peer-enriched reporting dashboard also allows for portfolios' benchmarking against those of community peers.

14. **Hemonto**

Denmark-based Hemonto, delivers state-of-the-art consolidated financial reporting through their platform and their permanent team of experts. They ensure that data accuracy and services can be tailored to customized reporting needs without compromising data integrity, enabling real-time and verifiable data to be the basis for financial decisions.

15. **iPaladin**

iPaladin's Digital Family Office is a USA-based blockchain platform designed for family office professionals to orchestrate people, services, documents and activity. Family offices are able to save time, money and stress through a birds eye view platform that



allows them to track past, understand present and anticipate future.

**16. IQEQ – Cosmos**

Developed out of Luxembourg, IQ-EQ Cosmos provides an end-to-end portfolio monitoring solution for institutional and private wealth investors focussed on alternative and luxury assets. With in-house development services, the solution can be integrated with I.T. systems, data feeds, and open source feeds to create bespoke dashboard for families needs.

**17. Masttro**

Based in Switzerland, the United States, Mexico and Chile, Masttro is an integrated global wealth technology platform. The platform delivers comprehensive & interactive views of total net worth, an intuitive and customizable client experience, and automated & robust operational efficiencies with military-grade security.

**18. Orca**

Developed in Switzerland, Orca offers a modern governance software that provides a secure, intuitive way to store and share sensitive financial information and reporting that facilitates productive discussions on wealth structuring, tax, compliance, succession planning, family reporting and more.

**19. PandaConnect**

Denmark's PandaConnect is a full-scale investment administration solution, covering all assets classes, bankable and non-bankable investments in order to achieve the twin goals of wealth preservation and growth. Through data aggregation and consolidation family members, banks, currencies, and managers can achieve accuracy and transparency.

**20. PaxFamilia**



Belgium's PaxFamilia helps patrimonial advisors to serve their clients with a holistic and structured approach to their global wealth through their platform. By facilitating the aggregation of the family office's global wealth in one secured platform, professionals can work and collaborate more efficiently.

21. **PCR**

America's PCR combines over two decades of experience and technology to help family offices achieve data independence. By streamlining how their sensitive investment data is aggregated, managed, and used in reporting and other operations, they are able to automate the many complexities of family wealth management.

22. **Private Wealth Systems**

USA-based Private Wealth Systems provides the digital infrastructure that powers modern family offices across the world. The platform is able to support even the most complex nested ownership structure through its capturing, correcting, calculating and presenting of actionable information across asset classes and currencies.

23. **QPLIX GmbH**

QPLIX, based in Germany, offers an all in one next-generation SaaS solution working across consolidated reporting, governance, compliance, risk and portfolio management, trading, data aggregation and Impact/ESG reporting. Handling the full range of asset classes and complex legal structures, it supports all internal and external roles involved in asset management.

24. **RSM**

The US branch of the multinational company, RSM, offers a family office dashboard that combines industry-leading technology and advisors to increase clarity and transparency around wealth management. Family offices can gain a personalized, holistic and integrated view, alongside complete ownership and access to their data.

25. **Ruby**

USA-based Accordia Group's RUBY provides a customizable technology platform that enables business intelligence, risk



management and diversification while saving clients time and money and allowing them to focus on strategy. Its modern, cloud-native technology ensures faster servicing of business requests with reduced operational risk.

26. **SEI - Archway Platform**

Developed in the USA, SEI's Archway Platform<sup>SM</sup> and outsourced services streamline the accounting, investment data aggregation and reporting operations of family offices and financial institutions. SEI's platform efficiently handles complex partnerships, portfolios, and corporate accounting alongside investment management and multi-asset class data aggregation.

27. **SS&C Private Capital Group**

America's SS&C Private Capital Group, delivers fully-integrated multi-currency portfolio management, financial and partnership accounting solutions to single and multi-family offices to serve their complex needs. Their software eliminates the cost, risk and time of integrating disparate systems.

28. **Swimbird**

With their head office in Sweden, Swimbird's Platform, SWIP, is a brand new, modern portfolio management solution that offers real-time aggregation and visualization of portfolio data irrespective of format, data source, geography and instrument type. Built on best-of-breed technology, it can be tailored for individual businesses and is continuously evolving to keep up with future demands.

29. **Tindeco**

Switzerland-based Tindeco lets clients design and implement rule-based investment strategies flexibly to create performance, hedge and allocate risks and manage workflows. Employing portfolio construction technology that blends simulation, optimization and A.I. methodologies, the solution creates optimal rule-based portfolios.

30. **Trusted Family**

Belgium's Trusted Family platform serves global family businesses with a single, secure and centralized governance platform, enabling directors, shareholders and family members to connect anytime, anywhere. Founded by two next-generation



entrepreneurs from European business families, the company leverages a decade of industry expertise.

31. **Valuefy**

India's Valuefy offers a digital platform that features accounting, consolidated reporting, CRM, portfolio and risk management, and other solutions. From executing performance analytics, benchmarking complex model portfolios, comparing advisors, and managing rule-based investment mandates, Valuefy allows families to slice and dice investment data where needed.

32. **Way2B1**

Operating out of the USA, Way2B1's innovative systems facilitate decision making, create institutional memory, and ensure information continuity across real-world domains. Dedicated resources are allocated to onboarding, and insights are shared throughout the process into building alignment among key stakeholders.

33. **WIZE by TeamWork**

This Swiss, all-in-one Wealth & Asset Management solution offers an integrated data aggregation, CRM, accounting, amongst other services and including 100+ custodian automatic feeds for multi-asset, consolidated reporting. WIZE by TeamWork focuses on providing an intuitive user experience, rich and performing functionalities, and a transparent pricing model.

34. **8topuz**

With headquarters in Cyprus and offices in the UAE, 8topuz is a trading software solution that employs artificial intelligence and machine learning to offer automated and audited investment solutions.

END – MAY 2021

