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2026 ANNUAL REPORT

JEFFREY H. THOMASSON, MBA, CFP®
Chief Executive Officer & Managing Director

You Are One of One, and Your Legacy Is Our Legacy

Dear Oxford Friends,

When families and institutions choose Oxford, they are making more than a financial decision. They are affirming a relationship built on trust, shared values and a vision that stretches well beyond their own lifetimes. Each year when you continue to place your confidence in us, you are once again choosing Oxford as a steward of your legacy. That is both an extraordinary privilege and a profound responsibility—one we never take for granted.

Legacy is by nature forward-looking. For many of you, personal needs are already well provided for. The work we do together focuses on what comes next: children, grandchildren, charitable endeavors and the communities you care about most. It involves estate strategies, governance structures, philanthropy, investment decisions and private equity solutions all designed not for the next year but for decades, even generations. Helping you define, protect and advance your legacy is at the very heart of our work.

To do this well, Oxford must also safeguard its own legacy. You can only entrust your future to us if you believe our firm is consistent and principled. More than 30 years ago, we created a trust structure that prevents Oxford from ever being sold to a bank, brokerage or private equity firm. That decision, novel at the time, has become one of the most important foundations of our identity. Our structure is specifically designed to help keep Oxford privately held, minimizing outside pressures that can push firms toward short-term decision-making at the expense of long-term stewardship.

This independence allows us to focus on what matters most: continuity, culture and client impact. The average age of our Partners is in the early 40s, and leadership has already transitioned across multiple generations. Today, Oxford is guided by a strong partner group that aims to carry the firm forward for the next 25 years and beyond. We view succession not as a single event, but as an ongoing discipline, continually refined so that Oxford's legacy endures just as surely as yours.

We believe our independence helps enable us to attract and retain well-qualified people. Talented professionals across our industry are weary of constant restructuring, mergers and sales that disrupt culture and compromise service. At Oxford, we offer ownership, stability and a culture that values creativity and decisiveness. We maintain the ability to make thoughtful decisions efficiently, allowing us to adapt and meet client needs promptly. This entrepreneurial mindset keeps us agile, combined with a steadfast commitment to integrity and thoughtful guidance.

Over time, Oxford has become more than an advisory firm. We strive to foster a positive environment for colleagues and a distinctive service experience for clients. Inside the firm, we promote a workplace where people are proud of their work, empowered to share ideas and united by a culture that is stronger and more vibrant than ever. For our clients, this can translate into a service experience that is seamless, personal and distinctive without being pretentious. We are committed to delivering high-quality advice and service with a quiet, understated approach: The familiarity of a trusted concierge, the comfort of a favorite restaurant where the staff remembers your order and the enduring quality of something beautifully made that grows more valuable with time.

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This combination of stability, creativity and service distinguishes Oxford from banks, brokerages and private equity-backed firms. While others are often guided by the demands of external shareholders, Oxford's purpose remains clear. We aim to provide the continuity and expertise you need to protect and advance your family's legacy. We seek to earn enough to sustain excellence, not to maximize profits for external owners. We believe that alignment of values makes all the difference.

I would be remiss if I did not acknowledge the people who make this possible. Our partners and colleagues bring extraordinary dedication to their work. They embody the culture we treasure and extend the Oxford Difference to every client relationship. Their passion and professionalism are the true foundation of our legacy.

Finally, I want to extend my deepest thanks to you: our clients, colleagues, advisors and friends. Your confidence is never taken for granted. Each time you choose to work with us, you affirm the belief that legacies matter and that together we can safeguard them. Your legacy is in every meaningful way our legacy.

As Oxford enters its 45th year, I am more confident than ever that our best chapters are ahead. With independence as our compass and stewardship as our calling, we remain committed to serving you and the generations to come.

With gratitude,

Jeffrey H. Thomasson, MBA, CFP®
Chief Executive Officer & Managing Director

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KRISTINA R. BARON, MBA
Co-Managing Partner & Managing Director

ROBERT "BO" D. RAMSEY III, JD, MBA, CFA, CAIA
Co-Managing Partner & Chief Investment Officer

JEFFREY H. THOMASSON, MBA, CFP®
Chief Executive Officer & Managing Director

KRISTINA R. BARON, MBA
Co-Managing Partner & Managing Director

Independent by Design: The Oxford Difference

In today's financial industry, shaped by consolidation and private equity roll-ups, independence has become an increasingly uncommon and deeply valued commodity. We see it every day, where colleagues at once-independent firms are absorbed into larger platforms. Over time, service levels shift, decision-making moves farther from the client and the personal touch fades.

At Oxford, our independence is no accident. It is by design. We embrace the principle that "one size fits one," tailoring our work to each client rather than following a standardized model. Independence allows us to take a long view, investing in our capabilities, our people and our relationships without the short-term pressures that outside ownership can bring. We operate not for the next quarter but for the next generation. That mindset helps empower us to act deliberately, avoid shortcuts and ensure that the Oxford our clients know today will be the same Oxford their grandchildren know tomorrow.

Our ownership structure reinforces this approach. Oxford is partner-owned, and every partner has a seat at the table. That creates accountability, not just for our own interests, but also for the teams we represent and the clients we serve.

The result is a flat organization—large enough to move the needle in the market, yet nimble enough to pivot quickly. We avoid the unnecessary bureaucracy that slows larger competitors and remain highly responsive to the needs of our clients and colleagues.

This structure fosters an ownership mentality. Many of our clients are entrepreneurs themselves, and they recognize the value of working with a partner who knows what it means to build and sustain a business. It is an owner working with an owner, aligning perspectives, values and priorities in a way that builds trust across generations.

Looking ahead, we believe true independence will only become more rare. Consolidation pressures will persist, and private equity will continue to target firms in search of scale. Oxford strives to stand apart. Through careful structuring of equity ownership, Jeff Thomasson's leadership and the inclusion of key partners in the firm's long-term governance, we have drawn a line in the sand. Our shares are held in a dynasty trust ensuring Oxford will not be sold.

That permanence brings both privilege and responsibility. As partners, we are not here to maximize a multiple for sale—we are stewards of the firm. Our goal is to grow Oxford responsibly, leave it stronger than we found it and ensure it remains true to its values long after our tenure.

FIRST MAN ON THE MOON

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ROBERT "BO" D. RAMSEY III, JD, MBA, CFA, CAIA
Co-Managing Partner & Chief Investment Officer

Anchored in Independence: Why Private Ownership Defines Oxford

We often hear stories from peers in the industry of colleagues caught in the relentless cycle of being bought and sold, their firms reshaped with every new owner and shifting set of priorities. Cultures change overnight. Pressure mounts to squeeze every margin point. Continuity vanishes. These accounts remind us how disruptive that cycle can be, and how deliberately Oxford has chosen a different path.

Our independence is not an accident of history but a conscious choice. Remaining privately held is a cornerstone of who we are and supports our long-term perspective. In an industry accustomed to turnover and ownership transitions, we have chosen a path that helps protect our culture, serves our clients and strengthens our long-term vision.

Private ownership gives us the freedom to build a culture where our associates want to grow their careers and often retire from the firm. That stability extends to many of our client relationships, where families often work with the same advisors over time. Families experience more than financial advice; they experience a culture of trusted stewardship.

It is also a culture of ownership. Our entrepreneurial families value working with a firm run by its partners. We understand the responsibilities and the rewards of ownership because we live them every day.

For families planning across generations, continuity is just as important as performance. Our structure encourages long-term advisor commitment and continuity of relationships. This approach supports stable, consistent guidance for your family's planning and decision-making over decades.

Independence also lets us think beyond the moment, even in volatile markets. While some firms may pull back during uncertainty, Oxford continues to invest in technology, cybersecurity and talent. In recent years, we have expanded our capabilities, recruited outstanding people and enhanced systems designed to serve families well into the future.

Without the pressure of quarterly earnings or outside shareholders, we are able to take a long-term approach to investing in the firm's future. We focus on what we do best and resist the temptation to be all things to all people. That clarity allows us to navigate volatility with steadiness, while strengthening the foundation our clients rely upon.

Ultimately, being privately held is not about resisting change but about choosing it. We pursue the kind of change we believe in—thoughtful, intentional and always in service of our clients. Independence allows us to preserve our culture, promote continuity and plan with a long view in mind.

As disruption continues to reshape the wealth management industry, Oxford's independence remains our anchor. It is more than a point of identity; it is a commitment to placing our clients and their families at the center of every decision we make.

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BARTON C. FRANCIS, MST, CFP®, CIMA®
Managing Director & Client Experience Strategist

Elevating Every Client Interaction: A Focus on Consistency

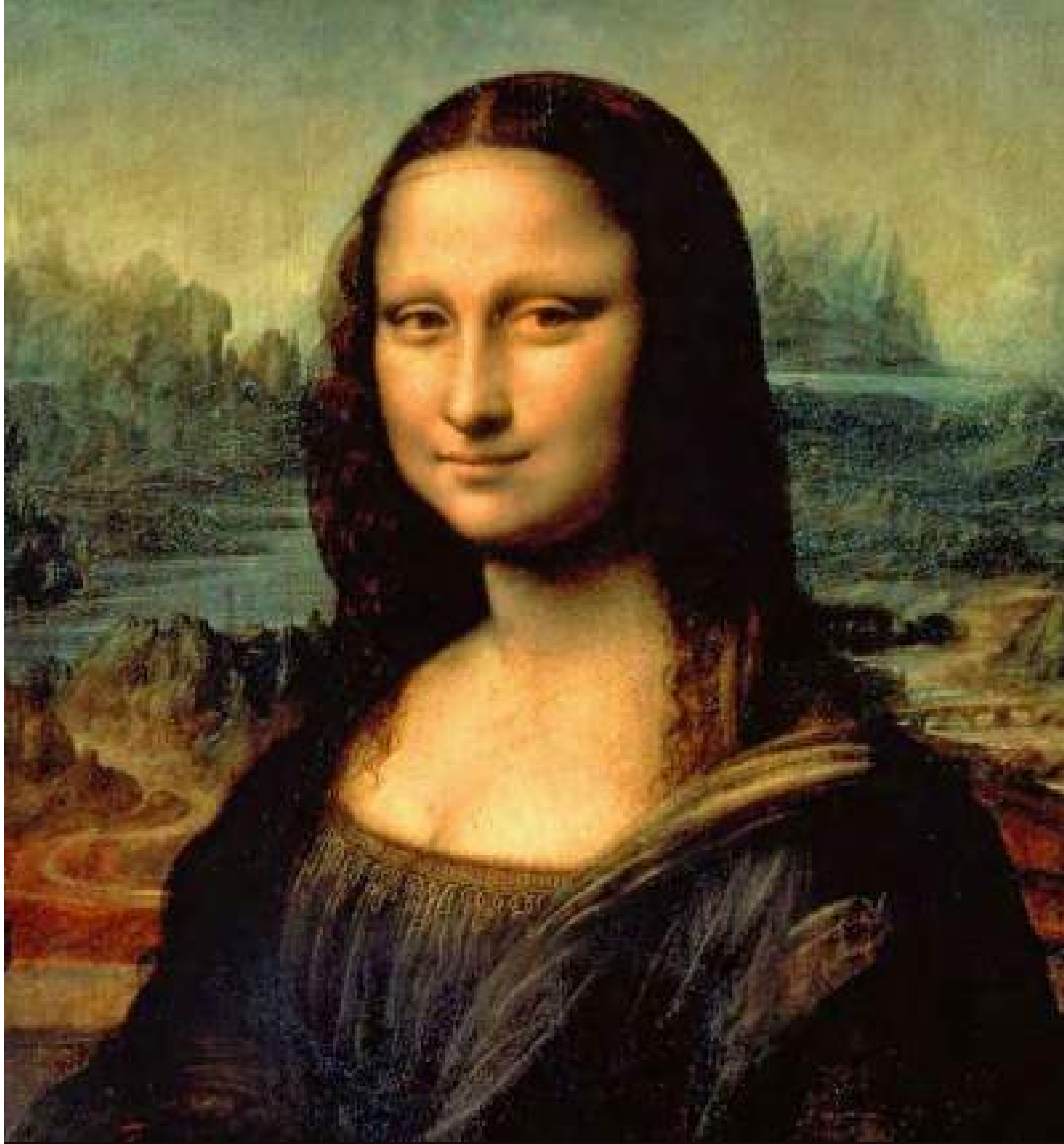
When we think about Oxford's future, we see it through the eyes of the people we serve. Every conversation, every meeting and every communication touchpoint evokes something about who we are. My role as Client Experience Strategist was created to ensure those signals are not only consistent but aligned with what clients value most.

The responsibility is simple to describe but complex to deliver: shape and execute a client-centric strategy that aims to build satisfaction, loyalty and long-term trust. In short, to serve as the voice of the client and act as an overlay across the remarkable professionals who already deliver family office services, investment advice and planning support. My charge is to align those many efforts so clients view Oxford as one seamless, thoughtful partner.

First, we examine how we deliver the client experience, searching for ways to be more efficient or to add meaningful value. Second, we connect with clients directly, listening to their perspectives on our services and identifying areas for improvement. Third, we collaborate with colleagues to design strategies that will continue to strengthen our offerings in the years ahead. That could mean refining a particular service, enhancing our technology platforms or exploring how artificial intelligence can support the personalized attention our clients expect.

In practice, this means asking hard questions on behalf of the families we serve. Do we respond quickly enough? Are our digital tools intuitive? What strategies, whether investment or planning, would make their lives easier? Just as important, it means recognizing that clients rarely think in terms of “service lines.” They think about Oxford. Our task is to ensure they encounter one Oxford at every turn: consistent, reliable and deeply aligned with their goals.

This role is not about bureaucracy or building a new department. It is about reinforcing Oxford’s promise. We meet clients where they are today, anticipate how their needs may evolve and strive to ensure every interaction strengthens the trust that is our most valuable asset.



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People Make the Difference

At Oxford, our legacy has always been defined by people. Every relationship, every success story and every lasting client partnership comes back to the talent, integrity and care of those who choose to build their careers here. That truth was reaffirmed in 2025, as we welcomed a remarkable group of colleagues whose skills and perspectives further strengthen Oxford's culture and sharpen our ability to serve clients.

This year marked another step in expanding our Managing Director ranks in key markets. In Grand Rapids, we welcomed **Tania DeVries,** a proven leader with deep client experience. **Neal Davis** joined in Cincinnati, adding strength to a growing region. In Palm Beach, **Chris Gioia** brought his valuable family office experience to our team, further strengthening Oxford's depth and presence in the market. Each brings decades of wisdom and relationships that will help benefit our multigenerational families for years to come.

Oxford also grew its senior leadership with the addition of **Russ DeLibero** in Atlanta. As Chief Wealth Planning Officer, Russ brings over 20 years of experience advising ultra-high-net-worth families and is known for making complex planning clear and accessible. **Alex Neff** joined as Chief Marketing Officer to advance Oxford's marketing and branding strategy.

We also invested in talent to enhance Oxford's strategic and analytical capabilities. **Matt Hill** joined as Director, Financial Planning & Analysis and Strategic Finance, **Wesley Howard** became our Business Development Analyst in Atlanta and **Chip Stapleton** came aboard as Senior Financial Analyst of Strategic Finance & Business Insights. Together, they bring rigor to the firm's financial planning and decision-making.

In addition to the talent above, Oxford has expanded its team by adding **twelve client service and administrative support associates** across the firm's seven offices. These hires highlight our commitment not just to growth but to the client experience itself, ensuring that every interaction reflects Oxford's culture of care and continuity.

What unites these professionals is more than impressive résumés. They were drawn to Oxford's independence and culture, attracted by the chance to do their life's work in an environment focused on clients rather than outside ownership interests. For our clients, that means a consistent philosophy, a long-term perspective and continued alignment with Oxford's founding mission.

As we look ahead, we know strategies will evolve and markets will shift. But the constant, and defining factor, will always be people. In welcoming these new colleagues, we not only strengthen our capabilities today but also affirm the culture that makes Oxford unique. It is a culture where talent thrives, clients are served for generations and legacies—both yours and ours—endure.

GREAT WALL OF CHINA

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Oxford Leadership

1 **Jeffrey H. Thomasson, MBA, CFP®**
CHIEF EXECUTIVE OFFICER & MANAGING DIRECTOR

2 **Kristina R. Baron, MBA**
CO-MANAGING PARTNER & MANAGING DIRECTOR

3 **Robert "Bo" D. Ramsey III, JD, MBA, CFA, CAIA**
CO-MANAGING PARTNER & CHIEF INVESTMENT OFFICER

4 **Zachary S. Littleton, MBA**
MANAGING DIRECTOR

5 **Jason R. Brinks, CFP®**
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MANAGING DIRECTOR & CLIENT EXPERIENCE STRATEGIST

12 **Tania A. DeVries, JD**
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13 **Kevin W. Coquillette**
MANAGING DIRECTOR

14 Christopher B. Gioia
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15 J. Parker Mitchell, MBA, CFA, CFP®
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19 Alexandra L. Neff
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23 Brian D. Copsey, MAcc, CFA, CPA (Inactive)
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24 Kara J. Talbott, MSIA, CPA/PFS, CFP®
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DIRECTOR, FINANCIAL PLANNING & ANALYSIS AND STRATEGIC FINANCE

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In Loving Memory of Nancy Buckner

This year, we remember and celebrate Nancy Buckner, who devoted 25 years to Oxford's Facilities team. Nancy brought her own unique energy to work every day—spunky, quick-witted and always genuine. She built a reputation for exceptional reliability and unwavering loyalty; her commitment to Oxford was clear in everything she did.

Nancy's kindness and professionalism shaped more than just her team—they enriched the entire culture of Oxford. She took pride in her work, set high standards and formed lasting friendships with those around her. Her absence is deeply felt, but her legacy continues in the lives she touched and the values she lived by.

While we are saddened that Nancy passed without the opportunity to enjoy the retirement she had planned for this year, it is fitting that she remained a part of the Oxford community until the end. Her dedication to Oxford and connection with the team led her to postpone retirement year after year, as she truly enjoyed being in the office.

Nancy will be deeply missed, but the impact she made at Oxford endures.

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Finding the Heart of the Matter: Helping Families Articulate Their "Why"

Every family has a story. Some begin with an entrepreneurial spark, others with inherited wealth passed across generations. Regardless of origin, families eventually pause to ask not just what they have, but why it matters. Helping families uncover and articulate their "why" is central to our work at Oxford.

It is both an art and a science. We can build portfolios to meet our clients' needs, design trust structures and model financial outcomes, but the deeper question remains: What do you want all this to achieve? To answer that, we spend time learning about a family or institution's history, dynamics and the values that shaped them. Trust develops over years of careful listening, honoring confidences and providing expert guidance. Only through this foundation are we invited into the parts of families' lives where purpose resides.

Our conversations often start with simple questions: What's important to you today? What keeps you up at night? From there, we help families clarify and prioritize the issues they want to address and explore possibilities they may not have considered. This can mean educating children and grandchildren about the family's wealth and values, updating or dismantling trusts that no longer serve their purpose or reevaluating the mission of a family foundation.

Oxford's experience with hundreds of affluent families helps to provide valuable perspective. While each family's circumstances may feel unique, we have often encountered similar challenges across our collective decades in the field. This breadth allows us to offer reassurance and proven strategies when they are needed most.

A crucial element in articulating a family's "why" is clear communication of values. We encourage families to move beyond assumptions and capture their guiding principles, whether in conversation or in writing. Without intentional effort, later generations may lose sight of what mattered most to those who built the family's wealth.

At Oxford, helping families discover their "why" is an ongoing process. As families evolve and goals change, so does purpose. We are proud to serve as trusted partners and confidantes, helping families identify what truly matters and translating those insights into lasting legacies. While technical structures play a role, it is people, values and vision that ultimately define a family's impact.

MONET’S WATER LILIES

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FERRARI 488 SPIDER

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Private Markets, Private Access: Unlocking Unique Opportunities

In an era where access and alignment define success, Oxford's private markets platform—Regent Street, Co-Investment and Mayfair Capital Partners™—embodies our commitment to creating distinctive opportunities for clients. These strategies are designed and executed by our in-house investment team, built upon decades of experience, deep relationships and a singular focus: aligning client capital with exceptional talent and enduring value creation.

The Power of Alignment and Access

Many successful private investments begin with alignment—between investors and managers, between capital and conviction. At Oxford, we believe alignment of interests is not just a desirable feature but the foundation of superior performance.

Through our Regent Street strategy, we partner with talented and experienced private equity professionals launching their own firms, often after ten to twenty years of success at well-known private equity houses. These emerging managers are sector specialists with proven track records and personal capital at risk.

By serving as an anchor investor and early partner, Oxford helps these managers establish their firms while securing privileged entry and economics for our clients.

The combination of entrepreneurial drive, focused expertise and meaningful alignment is intentionally designed to produce strong results across market cycles. For our clients, our goal is that Regent Street offers access to tomorrow's leading investors today.

Investing Shoulder to Shoulder

Our Co-Investment strategy extends Oxford's reach from the fund level to the company level. By investing directly alongside the general partners we know best—both from Regent Street relationships and our network of independent sponsors—we participate in select opportunities on a deal-by-deal basis.

These are minority, non-control investments in established, growing businesses. Every opportunity undergoes the same rigorous underwriting process we apply to our own funds and direct investments. The result is a portfolio that is highly selective, deeply informed and often can be accessed at more favorable fee structures than traditional fund investing allows.

Owning the Opportunity

Through Mayfair Capital Partners, Oxford takes the next step by leading investments directly and acting as the general partner. Here, we make control or significant minority

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investments in middle-market businesses, focusing on growth-oriented companies that we believe possess high-quality management teams, strong cash flow characteristics and defensible competitive advantages.

Mayfair Capital Partners reflects Oxford's long-term perspective and disciplined approach to value creation. We invest patient, committed capital that allows management teams to pursue strategic growth without the artificial constraints of a traditional fund structure. Our involvement is hands-on where it matters most—at the board and strategic levels—ensuring alignment from governance to growth.

Unlocking the Private Market Edge

Private markets have long been recognized for their ability to generate superior returns through active ownership, strategic transformation and flexible time horizons. Yet, we believe that true success in this domain requires something rarer than capital: access.

Oxford's platform offers that access, not to crowded or commoditized segments, but to corners of the private markets where we believe specialization, alignment and partnership create opportunities for meaningful outperformance.

Through Regent Street, Co-Investment and Mayfair Capital Partners, Oxford clients gain entry to a continuum of private investment opportunities. Each is distinct in structure and strategy yet unified by a common purpose: to capture the benefits of private ownership through alignment, expertise and disciplined execution.

Building for the Long Term

As families and institutions look beyond public markets for growth and diversification, Oxford's private markets platform stands as a bridge between opportunity and access. Our long-term fiduciary mindset ensures each investment is evaluated for potential returns, alignment with client values and achievement of long-term goals.

Private Markets, Private Access is more than a title—it is a philosophy. It reflects how Oxford unlocks unique opportunities by combining access to highly qualified managers, participation in selective co-investments and leadership in direct investing.

This is Oxford's way of transforming private access into enduring value.

BIG BEN

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THE BEATLES

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Turning Taxes into Opportunity: How Strategy Creates Sustainable Alpha

For many investors, taxes are simply an inevitability. For us, they are a powerful lever. At Oxford, we believe tax management is not merely a compliance exercise. It is a source of alpha, one of the most reliable ways to create lasting value for the families we serve. By focusing on strategies within our control, we aim to turn a necessary burden into an opportunity to strengthen portfolios, extend legacies and deliver results that stand apart from the market.

Traditionally, alpha was defined as manager skill—the ability to beat the market through security selection or timing. That kind of alpha is elusive. Tax alpha, by contrast, is tangible and repeatable. By combining proprietary strategies, thoughtful portfolio design and close attention to each client’s unique situation, we work to reduce liabilities and enhance after-tax returns. In effect, we aim to transform market complexity into client advantage.

We often describe the framework as a three-legged stool. The first leg is our proprietary tax management strategy, developed with partners who focus on the same. This approach enables families to manage appreciated stock and large capital gains more effectively, potentially turning what would have been a tax drag into a source of advantage.

The second leg is the depth of our Family Office Services team, which brings techniques and structures that are designed to preserve and transfer wealth across generations.

The third leg is our diversified portfolio design—access to differentiated, noncorrelated assets that are intended to create resilience in uncertain markets. Together, these three supports make tax management central to our investment philosophy, not a side consideration.

We believe what sets Oxford apart is not just our strategies, but how we deliver them. Every client relationship is guided by two Managing Directors: one focused on investments, the other on family office services, such as tax and estate planning. Unlike firms that rely on outside consultants, our tax expertise is embedded in every conversation. It is not an add-on; it is part of the Oxford Way.

As we look to 2026 and beyond, with shifting policies and regulatory debates dominating headlines, our role is to provide clarity and consistency. We do this by grounding every portfolio in a thoughtful investment policy statement and aligning strategies with long-term goals rather than reacting to short-term noise. Families can move forward with confidence knowing their plans are built to withstand change.

Ultimately, tax management at Oxford is not about clever maneuvers. It is about stewardship—helping families keep more of what they earn, structure their affairs for generations and invest with a sense of control in an uncertain world.
We view tax not just as a cost to be minimized, but as a lever to be strategically optimized. In doing so, we intend to create alpha that is sustainable, strategic and firmly aligned with the Oxford Difference.

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Tax Mitigation Strategies: Balancing Prudence and Opportunity

When clients bring up taxes, their priorities are clear. They want to keep more of what they've earned without crossing lines that could threaten long-term security or reputation. Our role at Oxford is to help them do exactly that: remain firmly within the rules while pursuing every opportunity the law allows. The foundation for this work is thoughtful planning led by a team that blends technical expertise with a deep understanding of each client's goals.

Oxford is fortunate to have significant in-house resources. Currently, we have non-practicing attorneys and CPAs dedicated to researching tax law, private letter rulings and policy developments. This technical team keeps our broader advisory group informed and ensures clients are alerted to meaningful changes. In a year when tax policy continues to evolve against the backdrop of an election cycle, staying ahead of the curve is essential.

Clients consistently share two priorities when we discuss taxes. First, they are tax-sensitive; they expect us to be proactive and tax-savvy. Second, they don't want the tax "tail to wag the dog." In other words, no one wants short-term savings at the expense of larger objectives. Our work lies in striking that balance, offering strategies that are intended to reduce exposure without distorting the bigger financial picture.

A strong example is where tax mitigation meets philanthropy. At Oxford, we encourage clients to view charitable giving not only as a tool for reducing taxes but also as a way to leave a lasting legacy. The best outcomes happen when individuals feel confident that their own needs—and those of their families—are secure. From that position of strength, they can give generously, knowing they are both making an impact and receiving significant tax advantages.

Our primary goal for each client is to minimize tax liability. Achieving this requires careful planning with consideration for current laws and potential future changes. Oxford aims to excel at balancing prudence and opportunity, earning clients' trust to navigate the complexities of tax strategy year after year.

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Clarity Amid Complexity: Navigating Wealth with Purpose

One of Oxford's Managing Directors likes to use analogies when helping clients think through complex concepts. He often uses chickens when explaining how to utilize assets for cash flow, charitable goals or transferring wealth to future generations. You can nurture a strong brood or flock that produces eggs to eat, or you can eat a chicken or two as needed. Larger broods produce more eggs (income), while harvesting chickens means you eat better today but reduce the number of eggs produced in the future. Both choices have value, but the bigger lesson is this: clarity is knowing what you want your legacy to be.

The same principle applies to wealth management. Families face a barrage of complexity with volatile markets, new tax laws and shifting geopolitics. It is no wonder many feel paralyzed by indecision. At Oxford, our role is to cut through the noise, focus on what matters and deliver confidence. Our goal is to give clients the assurance that they can live fully, generously and move forward with purpose.

The "One Big Beautiful Bill" of tax legislation is a good example. Hundreds of pages of rules can overwhelm even seasoned investors. Yet for most families, the real impact boils down to a handful of planning implications. Our team translates that complexity into clear, actionable strategies so clients do not have to choose between studying policy and enjoying retirement, family or philanthropy.

Our clients are not simply solving for returns. They are solving for control, for legacy and for family alignment. Sometimes that means simplifying multi-entity structures or coordinating strategies across generations. Other times, it means aligning estate planning with charitable intent. Whether building an endowment to last for decades or leaning into lifetime giving that makes an impact today, every solution is tailored, elegant and grounded in purpose.

Strong investment returns and sophisticated tax strategies matter, but the true deliverable—the one clients value most—is clarity and confidence. When markets drop significantly, Oxford uses diversification and risk management to help reduce the declines clients experience. That stability allows them to worry less about volatility and focus more on the things that matter most.

In a world full of noise, clarity provides a competitive advantage. At Oxford, we are committed to providing that clarity so clients can spend less time on complexity and more time enjoying the lives they have worked so hard to build. Whether it is choosing between chickens and eggs, or building endowments and lifetime giving, the goal remains the same: navigating wealth with purpose, and always with confidence.

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MICHELANGELO’S DAVID

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Supporting Family Harmony: Oxford's Approach to Generational Alignment

It often begins with something small—a family dinner, an offhand comment or a story about who was in charge of setting the table as kids. In those moments, you see how patterns of communication, trust and responsibility pass from one generation to the next. Add significant wealth to those dynamics and the stakes rise quickly. Harmony within a family is not only about good feelings; it is a cornerstone of how wealth is stewarded and sustained.

At Oxford, we know that technical sophistication alone, such as trusts, tax strategies or entity structures, is rarely enough. The families we serve face a dual challenge: navigating extraordinary financial complexity while also tending to the human relationships that determine whether their legacy endures. In practice, this means giving the family system the same care we give the balance sheet.

Our work often starts with untangling multi-entity structures, integrating estate and tax strategies and clarifying intergenerational plans. At the same time, we help families articulate values, strengthen communication and align purpose. We have seen how intentional practices, including family summits and rising-generation education, can turn potential points of friction into opportunities for connection.

These conversations are not always easy, but they create clarity that simplifies decisions and prevents conflict down the road.

We view family harmony as a form of risk management. When governance is clear, when beneficiaries understand not only the "what" but the "why" and "when" philanthropy reflects shared values, complexity becomes confidence. Time and again we see that wealth management is less about chasing returns and more about creating synergy across tax, legal and emotional dimensions.

Supporting family harmony is not a "soft" goal; it is central to long-term success and remains one of the most important ways Oxford delivers the difference. The result is a lasting alignment between wealth and purpose—one that carries across generations.

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Future-Proofing the Client Experience: Redesigning Oxford's Client Portal

At Oxford, we have always believed technology should enhance, not replace, the personal, high-touch relationships that define our work with clients. That conviction guided our decision to reimagine the client portal, a tool that has become central to how families engage with their wealth.

Over the past 18 months, we have partnered with F2 Strategy, a leading FinTech consulting firm, to survey the landscape and identify a leading platform that best meets our clients' needs. The result is not a simple upgrade, but a complete refresh, designed to meet today's expectations and help prepare us for the next decade of digital engagement.

The new portal, slated for rollout later this year, is being shaped directly by client feedback. Families asked for a more dynamic and personal experience: configurable dashboards, secure and searchable document vaults and seamless mobile integration across iOS and Android. They want more than static reports. They want tools that let them filter, group and export data in ways that reflect their decision-making. These features, paired with effortless navigation, sit at the heart of the new design.

For a firm like Oxford, where white-glove service is nonnegotiable, digital innovation must reflect the same ethos. The client portal is designed to anchor our digital strategy, bringing robust reporting, secure communication and curated insights together in one intuitive space. By making information clearer, faster and more accessible, we aim to strengthen the human connection our advisors bring to every conversation.

Most importantly, security and confidence remain paramount. In an era of constant change, clients deserve assurance that their data is safe and their experience is consistent. With this platform, Oxford not only advances its digital capabilities but also reinforces its commitment to delivering clarity, confidence and care today and for generations to come.

We encourage all Oxford clients to share their experiences with the new client portal—positive, negative or anywhere in between. Your feedback is essential as we continue improving our digital services. If you have questions, need help getting started or want to let us know what's working (or not), please reach out to your Relationship Manager or email *oxfordportalhelpdesk@ofgltd.com.* We are here to listen and support you every step of the way.

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Institutional Consulting: Expanding Access, Enhancing Outcomes

At Oxford, we believe institutional clients deserve a level of sophistication comparable to that of the largest endowments and pension funds, without sacrificing practicality or flexibility. That conviction shapes the way we approach consulting for boards, committees and business owners navigating complex retirement or reserve obligations.

Our work often begins with mid-sized endowments and foundations looking to move beyond traditional stocks and bonds. By incorporating private equity, direct investments and absolute-return strategies, we can design portfolios that seek higher return potential with reduced sensitivity to inflation and interest rates. This reflects strategies used by larger foundations but in a format designed for clients in the $25 to $500 million range.

Another growing area is employee stock ownership plans (ESOPs). These structures give business owners liquidity while rewarding employees with long-term participation in their companies. On the consulting side, we help organizations plan ahead by building reserves to meet future participant obligations much in the same way pension plans do. Because we understand both the ownership and institutional perspectives, we offer insight into managing these assets prudently while supporting the company's broader mission.

Institutional clients are sharply focused on meeting distribution requirements, typically 4.5% to 5% annually, while also covering expenses and inflation. With inflation above 3%, an 8% return is needed just to maintain principal. Public equities have delivered strong results in recent years, but we view private equity and other diversifying strategies as important components for sustaining long-term obligations. For pension plans, rising rates have improved liability calculations. Even so, disciplined investment strategies remain essential to keep funding ratios strong and contribution requirements manageable.

The environment remains uncertain. Fiscal policy shifts, trade disputes and evolving Federal Reserve decisions all shape the landscape for institutional investors. Our answer continues to be broad diversification: owning a wide range of assets built to perform under different conditions. That discipline supported client objectives in 2025 and remains central to our work in 2026.

Ultimately, institutional consulting is about stewardship. Whether guiding committees on participant-directed plans, helping a business through an ESOP transition or designing endowment strategies that last generations, our role is to provide clarity, sophistication and stability in a noisy world. By giving clients access to the same caliber of opportunities as the largest institutions and tailoring them to their specific needs, we help them fulfill their missions with confidence.

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Building a Legacy that Lasts: Why Succession Planning Matters

Every entrepreneur knows the thrill of the climb: the pursuit of growth, the satisfaction of solving problems and the pride in building something enduring. Yet that same energy often makes succession planning an afterthought. We see it time and again with the families we advise—the drive that fuels success can delay the conversations about what comes next.

At Oxford, our perspective is shaped not only by decades of guiding business-owning families but also by our own commitment to remain privately held. Independence requires us to think not in two- or three-year cycles but across decades. We have learned firsthand that succession is not a single event. It is an ongoing discipline that is designed to promote continuity, stability and confidence for both families and firms.

Many business owners avoid succession planning because acknowledging an endpoint feels like admitting the journey is over. The reality, however, is that unexpected events such as partnership changes, health crises or shifts in tax policy can force decisions quickly. In those moments, the absence of a plan threatens both the business and the legacy it represents.

Succession is about more than who sits at the top. It involves building depth throughout the organization, cultivating leaders, empowering specialists and ensuring every role is aligned with the long-term mission. This approach supports resilience and helps businesses to navigate disruption and sustain success across generations.

Our independence has made succession planning part of Oxford's DNA. Each year, we devote meaningful time refining our partnership structure, leadership development and ownership framework. For more than a decade, we have invested in building a deep bench of leaders, adding senior roles in wealth planning, marketing and other strategic areas to help ensure expertise runs wide and deep.

Just as important, we structure our model to encourage stewardship rather than short-term gain. As partners, we are not focused on extracting the last dollar of value. Instead, we remain committed to a system of delayed gratification that can provide continuity for the firm, stability for our colleagues and confidence for our clients.

Market conditions also shape the succession landscape. Rising interest rates, for example, can complicate ownership transitions by driving up financing costs. Tax policy shifts influence the timing and structure of transfers. For families, these external forces make planning feel more complex, but they also underscore the importance of starting early.

Oxford's approach reflects the intentionality we bring to this work. Succession planning is embedded in our growth strategy, refined not only for ourselves but also as a lens through which we advise clients. When families see how deliberately we plan for the decades ahead, they often gain reassurance and perspective.

Many are surprised to learn how disruptive repeated ownership transitions can be in financial services. Competitors that sell to private equity or banks may experience two or three ownership changes in a decade, leading to cultural upheaval and service disruption. By contrast, our independence and our emphasis on succession helps enable us to deliver continuity across generations.

In the end, succession planning is an act of stewardship. It honors the work of today while protecting the promise of tomorrow. For the clients we serve and Oxford alike, it helps ensure the climb continues with strength, clarity and purpose.

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Looking Forward Together

This year's Annual Report has highlighted many of the qualities that make Oxford distinctive: our independence, our disciplined approach to succession, our investment in technology and innovation and our unwavering focus on client legacies. Together, these themes underscore a simple truth: Oxford exists to help provide permanence and partnership in a world that is anything but predictable.

Remaining privately held means we answer only to our clients and colleagues, not to outside shareholders. We believe it allows us to preserve our culture, attract exceptional talent and make decisions with a long-term perspective. Independence is not just structural; it is central to who we are.

Succession planning, both for our clients and for Oxford, is another cornerstone. Families count on us to help prepare the next generation for wealth and responsibility. In doing so, we have established a sustainable approach that helps ensure Oxford's continued success. Leadership transitions are thoughtful and deliberate. This approach helps ensure the firm remains focused on its mission, to put the needs of our clients first, for decades to come.

We also recognize that legacies endure not only through structure but through relevance. That is why we continue

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to invest in technology, expand services and strengthen our team. From the client portal to the addition of senior leaders, we work to evolve in ways that serve families better while staying true to the Oxford Difference.

At the heart of it all is culture. Our partners and colleagues share a passion for service, creativity and integrity. They are the reason Oxford feels less like a firm and more like a trusted community. This is an organization that blends a commitment to excellence with a welcoming, genuine approach to hospitality.

To our clients: thank you for the trust you place in us year after year. To our partners and colleagues: thank you for bringing the Oxford Difference to life each day. To our extended community of advisors and friends: thank you for introducing us to families who share our values and vision.

As we look ahead, our purpose remains clear. We will continue to help protect and advance the legacies entrusted to us while safeguarding Oxford's independence and culture. Together, we are building something designed to last—not only for this generation but for generations to come.

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