



Shifts in family office priorities

India – Q3/2026

July 2026

Background

We regularly reach out to leading family offices and try to understand their orientations, concerns and interests.

This document presents an outcome of a similar assessment conducted in May-June 2026 with a focus on Indian family offices. Some global family offices were also consulted to get a global perspective on some issues



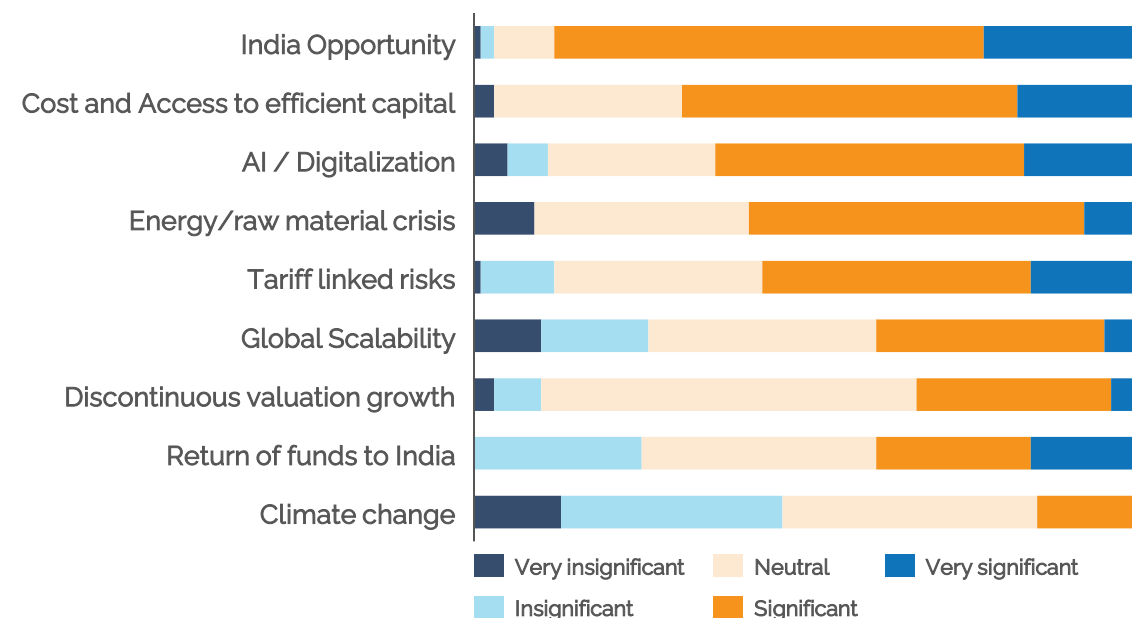
Management Summary

- Family offices have undergone a profound institutional transformation, evolving from wealth custodians into sophisticated investment organizations with growing influence across global capital markets. Anchored by long-term investment horizons, they increasingly pursue a balanced mandate of capital preservation, calibrated risk-taking and diversified portfolio construction. While these trends are well established across traditional developed markets—they are equally shaping the trajectory of family offices in high-growth markets such as India.
- Against a macroeconomic backdrop defined by geopolitical fragmentation, shifting trade dynamics and heightened policy uncertainty, globally family offices are broadening their approach to portfolio risk management. Geopolitical developments now rank among the most material investment considerations for most family offices, while the influence of interest rates has moderated as investors adapt to a structurally higher-rate environment and reorient portfolios toward resilience rather than tactical positioning.
- Unlike many mature Western family offices, Indian family offices continue to benefit from strong domestic structural growth. Consequently, investment portfolios increasingly combine a "home market growth" strategy with global diversification, seeking to capture India's long-term economic expansion while reducing dependence on a single geography or currency. Alternative investments continue to gain prominence.
- Private equity remains one of the highest conviction asset classes, supported by increasing allocations to venture capital, private credit, infrastructure funds and secondaries. Larger family offices are also expanding direct investment and co-investment capabilities, particularly in sectors where the family possesses operating expertise. Investment committees are placing greater emphasis on manager selection, governance rights, due diligence and operational value creation rather than purely financial engineering.
- Sector preferences reflect both India's structural opportunities and global investment megatrends. Digital infrastructure, AI-enabled technologies, healthcare and life sciences, manufacturing, logistics, renewable energy, energy transition infrastructure, financial technology and premium consumer businesses remain key areas of interest. Infrastructure continues to attract strong attention, supported by India's long-term public investment agenda and increasing private participation.
- From a geographic allocation perspective, India remains the primary destination for incremental capital deployment. At the same time, family offices are steadily increasing allocations to North America for technology and innovation exposure, while developed European markets continue to offer opportunities in industrial technology, healthcare and sustainability. Select investors are also exploring opportunities across the Middle East and Southeast Asia as global supply chains diversify and cross-border investment corridors strengthen.



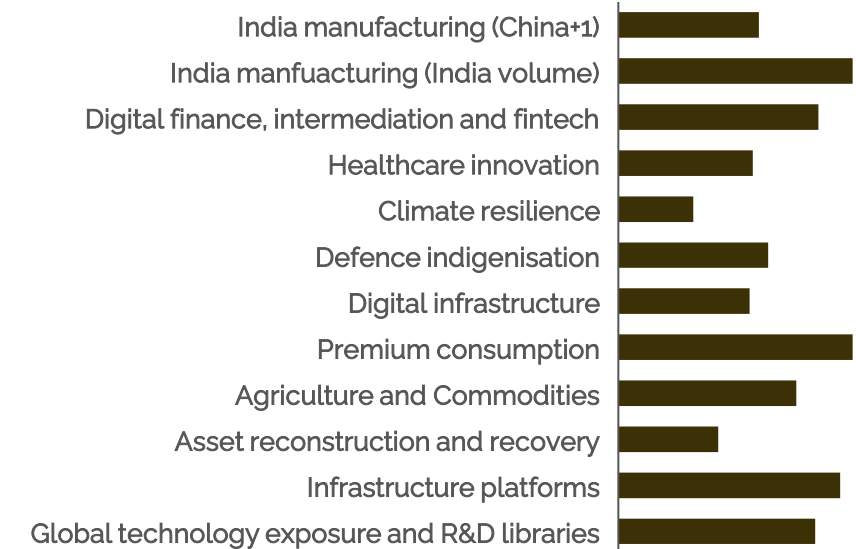
Concerns for family offices

- Indian family offices remain strongly optimistic about India's long-term growth, with domestic investment opportunities emerging as the foremost priority. Confidence is driven by structural economic expansion, digital transformation, infrastructure development and favourable demographics. While global diversification remains important, India continues to serve as the primary engine of long-term wealth creation and portfolio growth.
 - Investment decisions increasingly reflect a balance between growth and resilience. Access to efficient capital, AI adoption, digitalisation and tariff-related uncertainties rank among the most significant considerations. Family offices are adapting portfolios to navigate technological disruption, geopolitical fragmentation and evolving trade dynamics through diversified, institutionally managed investment strategies.
 - The survey also indicates that traditional macroeconomic risks are giving way to structural concerns. Energy and raw material volatility remains important, although it is viewed through the broader lens of supply chain resilience and industrial competitiveness rather than as an isolated commodity issue. Similarly, discontinuous valuation growth and global scalability receive moderate attention, suggesting that investors are increasingly focused on sustainable earnings quality, operational scalability and realistic valuations rather than pursuing growth at any cost. This reflects the maturing investment philosophy of institutionalized family offices.
 - Interestingly, climate change and repatriation of capital appear to attract comparatively lower levels of concern, with responses clustered around neutral or lower significance.
- This does not necessarily imply these issues are unimportant; rather, they may currently be viewed as longer-term strategic considerations relative to more immediate growth and market opportunities. Overall, the findings portray Indian family offices as optimistic yet increasingly sophisticated investors—prioritising India's structural growth while embedding technological change, capital efficiency and geopolitical resilience into a more institutional investment framework.



Investment priorities that are emerging

- Indian family offices are increasingly adopting a thematic investment approach, focusing on long-term structural trends rather than individual sectors. Instead of making isolated bets, they are evaluating investment opportunities through broad economic, technological, and demographic shifts that are expected to shape India's growth over the coming decade. The themes below reflect areas that feature prominently in their investment consideration sets, regardless of whether capital has already been deployed.
- Domestic growth drivers dominate current preferences. India manufacturing (volume-led growth) and premium consumption emerge as the most widely studied themes, each attracting favourable consideration from an overwhelming majority of respondents. Infrastructure platforms also rank highly, reflecting confidence in India's continued urbanisation, logistics expansion, and infrastructure build-out. These themes underscore a strong belief in the country's expanding domestic economy and rising consumer purchasing power.
- Technology-enabled transformation is another major area of focus. Digital finance and fintech (64%), global technology exposure and R&D libraries (63%), and AI across industries (62%) collectively highlight the growing importance of digital capabilities in investment portfolios. Rather than viewing AI or fintech as standalone sectors, family offices increasingly see them as horizontal enablers capable of improving productivity, creating new business models, and enhancing competitiveness across multiple industries.
- Several strategic and policy-driven themes are also receiving considerable attention. Agriculture and commodities, defence indigenisation, India manufacturing linked to the China+1 strategy, and healthcare innovation are being evaluated as emergent focus priorities out of supply chain diversification, government initiatives, food security priorities, and increasing healthcare demand. These themes combine structural growth with strategic national importance.
- While comparatively fewer respondents currently prioritise digital infrastructure (42%), asset reconstruction and recovery (32%), and climate resilience (24%), these areas remain firmly within the broader investment radar. Their lower consideration levels likely reflect longer investment horizons, higher capital intensity, or evolving regulatory and commercial frameworks, rather than a lack of strategic relevance. As markets mature and policy support strengthens, these themes may attract increasing attention from family office investors.



Additional considerations that Indian family offices are generally working through

Indian family offices are undergoing a fundamental transformation driven by demographic change, expanding wealth, evolving investment priorities, and increasing institutional sophistication. Beyond preserving capital, they are building professional governance structures, embracing alternative investments, and positioning themselves to capture emerging opportunities in both domestic and global markets.

- **Massive Intergenerational Wealth Transfer:** An estimated US\$1.3–1.5 trillion is expected to transfer across generations over the next decade. Despite the scale of this transition, only 20% of family offices currently have a formal succession plan, making governance and continuity a strategic priority.
- **Rising Allocation to Alternative Assets:** Family offices are increasingly diversifying beyond traditional investments. Although currently underweight in private equity and venture capital, these asset classes generate approximately 25% returns on just 20% of deployed capital, with growing interest in AI, healthtech, renewable energy, and digital assets.
- **Next-Generation Leadership and ESG Integration:** More than 50% of family offices now involve Millennial and Gen-Z family members in investment decisions. Their influence is accelerating adoption of ESG principles, sustainable investing, digital-first investment strategies, and more formal family governance frameworks.
- **Institutionalisation and Global Expansion:** Family offices are evolving from wealth preservation vehicles into professionally managed investment platforms. Increasing use of GIFT City structures is enabling greater global diversification, cross-border investments, tax-efficient structuring, and exploration of emerging opportunities such as asset tokenisation.



To know more

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