



PERSONAL FINANCIAL SERVICES

SERVICES FOR MEDICAL PRACTICES AND PROFESSIONALS

Premier Financial Solutions for Building Your Practice and Managing Your Wealth

Financial professionals with expertise in the healthcare industry take the time to fully understand your issues and goals to develop integrated financial management solutions for you.

As a physician, your primary goal is to provide quality care to all your patients. We appreciate that your obligations may leave you with little time to search for a financial services provider with the expertise to understand the business of running a medical practice while providing you with unmatched personal financial services.

At Northern Trust our clients are at the center of all we do, as reflected in our holistic approach to addressing your personal and business financial needs. Our financial professionals with expertise in the healthcare industry take the time to fully understand your issues and goals to develop integrated financial management solutions for you.

INTEGRATED SOLUTIONS FOR YOUR PRACTICE

Northern Trust has a longstanding history as a trusted advisor to medical practice groups and physicians. Working in collaboration with medical professionals, we tailor our products and services to meet your needs today and tomorrow. Our consistent financial strength and stability, coupled with unparalleled client service and leading-edge technology, provide physicians like you with innovative products and services that focus on your business.

Lending and Credit Solutions

Like any business, medical practices need innovative strategies to address working capital, commercial real estate, expansion and equipment financing needs. Northern Trust provides a range of creative, flexible solutions with customized terms and attractive pricing, including term loans, leasing programs, credit lines and letters of credit.

Business Checking Services

Not all checking accounts are the same. Northern Trust offers a variety of checking account options to meet the needs of medical practice groups and help you efficiently manage your practice's operating accounts. Maintain liquidity and earn an attractive return on your account balances with the investment options of a sweep account to help your un-invested cash work harder. *The Northern Funds sweep investment option is not FDIC insured.**

Treasury Management Services

Accelerate collections and manage your payables while driving down your expenses and resource requirements with Northern Trust's innovative collection and disbursement services. Our cutting-edge collections solutions apply the latest electronic and imaging technologies, while our payables management services seek to create integrated processes that eliminate redundant and manual processing. And with Passport, Northern Trust's online financial management tool, you can access real-time information, execute transactions, make inquiries, run and download reports 24/7.

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Whether you seek advice on retirement cash flow planning or integrating your retirement and estate plans, Northern Trust professionals can successfully coordinate all your financial goals and objectives.

Employee Retirement Programs

By establishing an employee retirement program, you can give your staff the benefit of Northern Trust's financial expertise while ensuring their well-being. Northern Trust's Employee Benefit Program services include investment program design, investment management, custody and administration along with a full range of reporting options. Select from a spectrum of retirement offerings tailored to the size and investment needs of your practice. Let Northern Trust's experts guide you through the options that best meet the needs of your practice and staff.

INTEGRATED SOLUTIONS FOR PHYSICIANS

As a Northern Trust client, you benefit from a culture that places integrity and objectivity at the forefront of all we do. We understand that with wealth comes complexity. That's why our experts work closely with you and your advisors at each stage of your life and career to develop solutions for building, preserving and transferring your wealth.

Financial Planning

Northern Trust's financial planning professionals review your entire financial picture to develop a comprehensive and flexible financial plan for you. Whether you seek advice on retirement cash flow planning or integrating your retirement and estate plans, Northern Trust professionals can successfully coordinate all your financial goals and objectives.

Private Banking

Northern Trust offers physicians world-class private banking services, including personal credit lines and custom loans, as well as a broad array of depository services. These convenient deposit solutions help you manage your personal, day-to-day finances and include attractive interest-bearing money market accounts and savings accounts. The Northern

Anchor account – our premier automatic personal sweep account with no transaction fees – includes a variety of additional services such as online and telephone banking, online bill payment, stop payments and incoming wire transfers. *The Northern Funds sweep investment option is not FDIC insured.**

Our creative, flexible lending solutions offer a number of efficient options to meet your cash flow needs. Whether you need a residential mortgage or a personalized line of credit, a home equity line of credit or a stock purchase loan, we allow you to manage many of life's surprises and realize opportunities that help you grow and manage your wealth.

Investment Management*

As one of the largest money managers in the world, our clients have access to a broad spectrum of investment products and solutions. Our seasoned investment professionals couple their experience with our award-winning economic research to identify and implement innovative strategies to meet your needs.

At Northern Trust, we take the time to get to know you and your unique investment preferences and inclinations. Whether you seek to accumulate wealth, preserve assets, generate income or manage taxes, you will find investment solutions as unique as your needs. From designing your investment portfolio to self-directed brokerage services, Northern Trust's investment process is centered on you.

Protecting and Transferring Your Wealth

Maintaining long-term financial security for you and future generations requires careful planning. Not only do you need to determine what your needs will be now and in the future, you also may want to consider what you hope to accomplish with your wealth. By establishing a comprehensive wealth transfer plan you can achieve ongoing protection and management of your assets while minimizing taxes, regardless of life's uncertainties.

HOW NORTHERN TRUST PROVIDES VALUE TO YOU AND YOUR MEDICAL PRACTICE

The following examples illustrate real situations and innovative, flexible solutions Northern Trust created for medical practice groups and medical professionals.

SITUATION	VALUE
<p>Uneven cash flows The physicians of a medical practice group needed to efficiently manage liquidity. Cash flows for the practice were uneven throughout the year, leaving the partner physicians with serious cash flow issues at times when payroll and other expenses needed to be met.</p>	<p>Revolving line of credit bridges the cash flow gaps Northern Trust structured financing and liquidity solutions that included a revolving line of credit and active cash management services to bridge the practice's cash flow needs. With this combination of credit and treasury management services, the practice is able to closely monitor cash flows and leverage the line of credit to maintain liquidity throughout the year.</p>
<p>Medical practice at risk A physician owned a medical practice business that employed 80 medical professionals including doctors, nurses and administrative staff. When he applied at Northern Trust for a residential mortgage for a home he was building, the banker detected that the business, while profitable, was at risk due to cash flow challenges.</p>	<p>Financial consulting solutions Northern Trust's holistic approach to financial services includes partnering with advisors to improve our clients' financial health. In this case, the banker recommended a medical accounting and consulting firm to advise the client on reorganizing the practice to improve cash flow and profitability. As a result, the client streamlined the business. Within six months the practice returned to profitability and positive cash flows. In addition, Northern Trust provided a residential new construction loan to finance the physician's new home.</p>
<p>Liquidity event A pair of physicians, who owned a medical practice group that provided medical services in 16 states, experienced a liquidity event when the business was sold. As the couple was approaching retirement and winding down their personal practices, they needed an advisor to manage their assets and help them develop an estate plan to protect their wealth.</p>	<p>Successful investment management and estate planning strategies Based on the strength of our investment management strategies and performance, the couple selected Northern Trust to provide investment management services for the proceeds from the sale of their business. Our successful investment management performance also provided Northern Trust with the opportunity to develop and implement the couple's estate plan.</p>
<p>Structure a deferred compensation plan When the physicians at a large medical practice needed help to structure a deferred compensation plan that would enable the practice to attract and retain key professionals, the practice's advisor approached Northern Trust for guidance and solutions.</p>	<p>Nonqualified deferred compensation trust to reward valued professionals Northern Trust worked closely with the advisor to develop a creative solution that successfully established a nonqualified deferred compensation trust, and structured an interest-only loan secured by the practice's receivables and the physicians' guarantees. Ultimately, this strong incentive allowed the physicians' practice to attract and retain top professionals.</p>

Creating a Legacy

For many, attaining financial security provides the freedom to devote resources to causes that are important to them and to make a difference in the lives of others. When it's time to create your legacy, we can help you select and implement charitable solutions to maximize the effect of your philanthropic plans.

Integrated Online Capabilities

Access the details of your complete financial life through Northern Trust Private Passport®, our online financial management suite. Private Passport services include bill payment, access to your Northern Trust accounts and information on accounts held at other financial institutions (banking, brokerage, mutual fund and credit card accounts), online trading, transfers among Northern Trust accounts, and research via the Internet 24 hours a day, seven days a week.

FOR MORE INFORMATION

To learn more about how Northern Trust can help you effectively manage your medical practice and your wealth, we invite you to contact your relationship manager or call us at 888-289-6542. Outside the U.S. or Canada, please call 312-444-4454 or visit us at northerntrust.com.

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NOT FDIC INSURED	May lose value	No bank guarantee
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