12TH INTERNATIONAL FUNDS SUMMIT & EXPO

The Next Generation of Private Equity: From Underwriting to Durable Value Creation

Bridging Deal Partners and Operating Partners to align financial returns, public policy and societal outcomes.

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REGIONAL DYNAMICS

US, UK & Europe: Three Markets, Shared Challenges

	United States	United Kingdom	Continental Europe
Market theme	Scale & AI disruption	Mid-market & carve-outs	Cross-border & sector specialisation
Opportunity	Technology-enabled growth	Operational transformation	Industrial and strategic integration
Key risk	Valuation & technology disruption	Execution & integration	Regulatory and market complexity
IC priority	Underwrite AI resilience	Validate operational capabilities	Assess local execution readiness

> *Different market structures require different strategies — but all demand credible execution.*

Sources: McKinsey Global Private Markets Report 2026; KPMG UK Private Equity Landscape; Invest Europe H1 2026

COMMON THEMES

Five Trends Reshaping Global Private Equity

01

Liquidity & Distributions

Realised returns and DPI remain central to LP scrutiny.

02

Longer Holding Periods

Portfolio companies need sustained operational improvement.

03

AI & Digital Transformation

Both a value creation lever and an underwriting risk.

04

Sector Specialisation

Industry expertise increasingly differentiates investors.

05

Operational Value Creation

Execution capability is a critical source of differentiation.

Sources: McKinsey 2026; PwC Private Capital Mid-year Outlook 2026; Invest Europe 2026

OPERATIONAL DUE DILIGENCE

Operating Partners Should Be Involved Before IC

From Post-Deal Execution to Pre-Investment Value Creation

01

Due Diligence

- Validate operational feasibility
- Challenge financial assumptions
- Identify execution risks

02

Investment Committee

- Integrate operational findings into underwriting
- Assess capability, costs and timelines
- Stress-test downside scenarios

03

Post-Investment

- Establish shared KPIs
- Assign clear accountability
- Continuously reassess the thesis

> *Operating Partners should be able to challenge the investment thesis before capital is committed.*

DEAL & OPERATING PARTNERS

From Sequential Handover to Joint Underwriting

TRADITIONAL MODEL

Deal Team	IC Approval	Operating Team

PROPOSED MODEL

Joint Diligence	Integrated IC	Shared Governance
Involve operating expertise where execution risk is material.	Challenge value creation assumptions before capital commitment.	Set shared KPIs and clear decision rights after closing.

INVESTMENT COMMITTEE

The Five Tests Before Investment Committee

Test	IC question
Value	What operational initiatives generate the expected returns?
Evidence	What supports the assumptions, including policy alignment?
Capability	Do we have the people, systems and resources?
Accountability	Who owns execution and key decisions?
Downside	What happens if delivery slips, or policy or societal outcomes fall short?

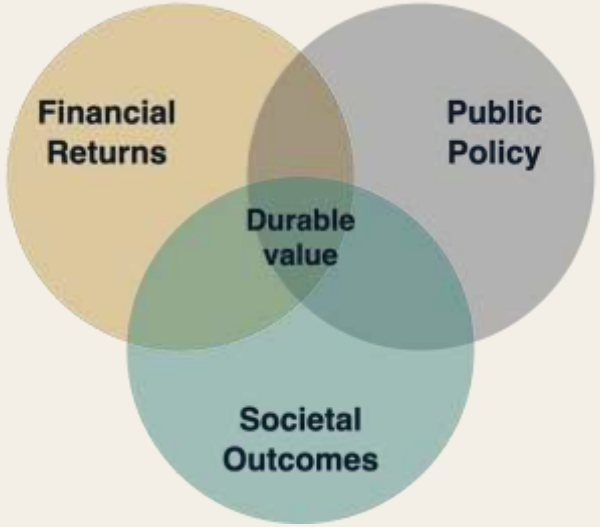
Illustrative example: a thesis assumes EBITDA margin expansion from 15% to 20%. Which initiatives deliver the five points, at what cost, over what timeframe, and with what downside sensitivity?

> *Underwrite execution with the same discipline as financial returns.*

INVESTMENT PHILOSOPHY

Pragmatic Value Creation

Creating durable impact by aligning financial returns, public policy and societal outcomes.



Financial Returns

Sustainable profitability · Capital efficiency · Long-term enterprise value

Public Policy

Regulatory and reimbursement frameworks · Institutional incentives · Policy alignment

Societal Outcomes

Measurable real-world impact · Access, quality and outcomes · Long-term benefit

> *Durable value emerges when commercial incentives, institutional frameworks and societal needs reinforce one another.*

TAKEAWAYS

The Next Generation of PE Starts Before IC

01

Global awareness

Understand regional market dynamics.

02

Integrated underwriting

Connect financial and operational assumptions.

03

Joint accountability

Bridge Deal Partners and Operating Partners.

Different markets. Different opportunities. One investment discipline: underwrite how value will be created, not only what returns we hope to achieve.