

THE ONLY PLATFORM BRINGING TOGETHER OPERATING PARTNERS & PORTCO TRANSFORMATION LEADERS



THE SECRETS TO PROTECTING VALUE AND MULTIPLYING ALPHA

30+ INDUSTRY LEADING SPEAKERS, INCLUDING



DR. ANNICK DESMECHT
Senior Operational Advisor -
Value Creation, CEO Value XL;
Affiliate Faculty
London Business School



ALEJANDRO ALCALDE RASCH
Senior Director Portfolio Support
Advent International



PETER BANCROFT
Group Chief Transformation
Officer
Rubix



WILL HARMAN
Principal, Margin Expansion
APAX



SEAN CLAY
Operating Partner
Triton Partners

14th – 15th October 2025 | London

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WHY SHOULD YOU ATTEND?

Creating value within portfolio companies has never been more challenging for Private Equity firms. In an unforgiving global business environment typified by higher capital costs, high tariffs and longer holding periods, **value creation must be reimaged**. It's no longer just about improving margins or expanding revenue; **it's about navigating constant change and positioning the company for sustainable growth** through operational, technological and leadership excellence. Though there is one shared challenge, **no two funds take the same approach** – 100 funds will have 100 different approaches for value creation. From digital transformation to supply chain optimisation to go-to-market (GTM) strategies, **value creation requires deep industry experience and specialised functional expertise**.

As a result, value creation teams must rapidly expand their skillsets, mastering everything from growth strategies to M&A integrations to turnaround – so that they are able to respond to different scenarios and requirements. Despite coming from different worlds, **PE operating partners and portfolio**

leadership teams share that as a common goal. However, hardly any platforms offer the depth of insights needed to navigate these challenges effectively, with specific perspectives for both the operating partners and the Chief transformation officers.

Value Creation for Private Equity 2025 bridges this gap, offering a value-packed platform for value creation leaders to exchange insights, navigate complexities and cross-pollinate strategies. It also **serves as a unique forum for PE operating partners and portfolio executives to collaborate and tackle today's most pressing challenges together**, with hard-hitting hands-on transformation experiences and **real-world case studies**.

We look forward to seeing you at the conference!

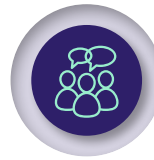


Cathy Gu
Event Director
Value Creation for Private
Equity 2025
IQPC

HOW IS THIS EVENT DIFFERENT?



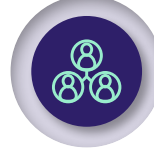
Tailored and deeply relevant and practical content for large cap, mid-market and small cap funds as well as portfolio management teams



A fantastic opportunity for PE funds to bring their portfolio company leadership teams for collective learning and networking



Facilitate meaningful dialogues and connections through closed-door Chatham House rule-based discussions



Structured networking events to ensure you are positioned at the heart of the most valuable PE value creation networks

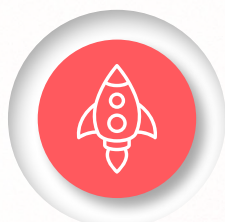


Say no to conference "talking heads"; sharing best practices through hard-hitting real life case studies and ensuring tangible takeaways



Covering and introducing best practices from UK, Europe & MENA region

TOP THEMES AT VALUE CREATION FOR PRIVATE EQUITY 2025



Exploring key strategies to protect value amidst geopolitical uncertainty



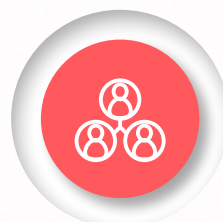
Discovering fresh value creation levers and new pathways for growth



Driving EBITDA value through tested approaches in buyouts, carve-outs, turnarounds, and M&A transactions



Going beyond financials to uncover hidden levers through deep due diligence



Building high-impact leadership teams as a foundation to accelerate value creation



Implementing holistic transformation frameworks across people, process, and product dimensions



Understanding the profound impact of AI in transformation and value creation



Data-driven growth: using data as a strategic asset to fuel scale



PORTCO leadership insights: learning from portfolio company CFOs and transformation leaders



Redefining the role of operating partners by building deep, trusted relationships that drive value

WHO SHOULD ATTEND?

This is a unique platform designed for both operating partners and value creation leadership teams in PE funds as well as transformation leaders in the Portco executive leadership team, with collective learning and networking in mind.

FROM PRIVATE EQUITY FUNDS

- Heads of Value Creation/Portfolio Support/Operations
- Operating Partners (GTM, Technology, Finance, Talent and beyond)

FROM PORTFOLIO COMPANIES

- Chief Transformation Officer
- Chief Strategy Officer
- Chief Finance Officer
- Other C-suite executives that are driving the transformation agenda

HEAR FROM THE GREATEST MINDS IN PRIVATE EQUITY AND INDUSTRY LEADING PORTCO COMPANIES:



London Business School

Dr. Annick Desmecht

Senior Operational Advisor - Value Creation, CEO Value XL; Affiliate Faculty
London Business School



Advent

Alejandro Alcalde Rasch

Senior Director Portfolio Support
Advent International



RUBIX

Peter Bancroft

Group Chief Transformation Officer
Rubix



Apax

Will Harman

Principal, Margin Expansion
APAX



Triton

Sean Clay

Operating Partner
Triton Partners



CD&R

Mittu Sridhara

Managing Director, Digital & Technology, Europe
CD&R



montagu

Tim Cochrane

Partner, Head of FPP
Montagu



EQT

Marine Diot

Associate Director
EQT Group



POLLEN STREET

David Jones

Operating Partner for Technology
Pollen Street



Foresight

Gideon Shmuel

Operating Partner
Foresight Group



MOZAIK

Victor Răcariu

Operating Partner
Mozaik Investments



Parlementia Capital

Ramon de la Sota

Operating Partner
Parlementia Capital Partners



Parlementia Capital

Toni Bonet

Partner
Parlementia Capital & Endra



MUTARES

Markus Zillner

Operating Partner
Mutares/Chairman
Palmia Oy

HEAR FROM THE GREATEST MINDS IN PRIVATE EQUITY AND INDUSTRY LEADING PORTCO COMPANIES:



Varun Srivathsan
Director, Supply Chain & Procurement Practice
Mutares



Slava Shafir
Operating Partner
Corsair Capital



Tim Spillane
Operating Partner
Three Hills



Matteo Siani
Operating Partner
Three Hills



Brendan Tobin
Former Global COO
Macquarie Insurance Facility



Dr. Justain Bracken
Board Member and Digital Transformation Expert, Former Executive Director Portfolio Transformation
ADQ



Jake Breen
Chief Transformation Officer and Head of Distributor Markets
Theramex



James Craig
Portfolio Value Creation Lead
Puma Private Equity



Gerardo Di Francesco
COO, Founding & Managing Partner
Wide Group



Ines Delgado
Portfolio Advisory and Value Creation, Vice President
Motive Partners



Francois Candelon
Partner, Value Creation
Seven2



Paul-Louis Andres
Principal Value Creation
Seven2



Gautam Kainth
Partner
TCP Health Ventures







Victor Vadaneaux
Chief Executive Officer
AQUALUNG GROUP



Carter Looney
General Partner and Head of Strategic Capital
9FB Capital

DAY ONE AGENDA

14TH OCTOBER 2025

7:30	Registration
8:00	NETWORKING BREAKFAST
9:30	<div>  <p>KEYNOTE PANEL: PRE-ACQUISITION: IDENTIFYING VALUE CREATION OPPORTUNITIES THROUGH COMPREHENSIVE COMMERCIAL AND OPERATIONAL DUE DILIGENCE</p> <p>More than ever, operating partners are being involved early in the acquisition process to help build a robust assessment of commercial and operational opportunities and unlock hidden value. Join this session to hear from experienced operating partners on how they evaluate a company's commercial performance, operational readiness, and integration fit – ensuring smarter investments and faster post-deal value realisation.</p> <ul style="list-style-type: none"> › Uncover value drivers and risk factors early through operational and commercial due diligence › Explore methodologies for evaluating market positioning, customer base health and revenue sustainability › Understand how to assess operational maturity, scalability and integration readiness to inform post-deal planning › Gain practical insights where due diligence led to successful value creation or helped avoid value traps › Where can operating partners get involved in due diligence? › What are the perspectives from the Portco executives? <p>Tim Cochrane, Partner, Head of FPP, Montagu David Jones, Operating Partner for Technology, Pollen Street Francois Candelon, Partner, Value Creation, Seven2 Ines Delgado, Portfolio Advisory and Value Creation, Vice President, Motive Partners Sean Clay, Operating Partner, Triton Partners</p> <div>      </div> </div>
10:15	<div>  <p>KEYNOTE PANEL: PREPARING AND IMPLEMENTING EFFECTIVE EXIT STRATEGIES</p> <p>Exit remains the ultimate goal and successful exits don't happen by chance – it requires careful planning and strategic execution well in advance. This session will provide critical insights into preparing for a successful exit and executing strategies that maximise value. Expert panellists will discuss how to optimise portfolio company performance, align management incentives, time market conditions effectively, and leverage technology and data analytics to enhance valuation. Whether planning for an IPO, strategic sale, or secondary buyout, attendees will gain actionable strategies to ensure a well-structured, profitable, and seamless exit.</p> <p>Ines Delgado, Portfolio Advisory and Value Creation, Vice President, Motive Partners</p> <div>  </div> </div>
11:00	NETWORKING BREAK

11:30



DEBATE: CONSULTANTS VS. OPERATORS – ASSEMBLE THE ULTIMATE VALUE CREATION TEAM

In the high-stakes world of private equity, where speed, impact, and ROI define success, who should lead transformation – seasoned management consultants or dedicated in-house operators? Consultants bring structured playbooks, benchmarks and rapid diagnostics, but do they have enough skin in the game to drive lasting change? Transformation officers, deeply embedded in portfolio companies, offer hands-on execution, but can they move fast enough within the PE investment cycle? By examining the strengths and challenges of each approach, we'll explore how to assemble the ideal team that drives transformation and delivers results.

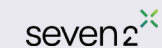
Panel Members Include:

Brendan Tobin, Former Global COO, **Macquarie Insurance Facility**

Dr. Annick Desmecht, Senior Operational Advisor – Value Creation, CEO Value XL; Affiliate Faculty, **London Business School**

Gautam Kainth, Partner, **The Capital Partnership**

Francois Candelon, Partner, Value Creation, **Seven2**



12:15



A CFO PANEL: KEY STRATEGIES TO FINANCE SUSTAINABLE VALUE AND FUTURE GROWTH IN THE HIGH-COST ENVIRONMENT

In volatile times, it is crucial for CFOs to make accurate, well-informed decisions around capital allocation and performance management to protect value and finance the future growth. What are the priorities around which we should be building effective strategies? How do we embed sustainability as a key component to deliver long-term value? How can we leverage innovation and organisational resilience to drive these strategies forward? Beyond that, CFOs are expected to speak the sponsor's language, how can finance leaders successfully navigate the dynamic? Join this session to find out the answers.

- Balancing long-term sustainable value delivery with short and mid-term goals
- Developing a future-proof sustainability governance framework
- Emphasising human resilience to bring forward the future of finance: what are the key areas to focus on?
- Cutting costs, not capacity: transforming finance into a value-creation engine
- Exploring the nuances of CFO-sponsor dynamics, offering insights into effective communication, investor expectations, and the evolving role of finance leaders in private equity-backed businesses
- Challenge the traditional finance mindset: How can I finance the future growth? What strategy do I follow so it's financeable?

Panel members include:

B. Carter Looney, Operating Partner, **Albatris**



13:00

LUNCH BREAK

14:00



INTERACTIVE ROUNDTABLES are designed to make sure you engage in meaningful discussions with like-minded peers, be it a specific function or a pressing challenge.

With functional groups, you will meet with specialist operating partners in **Go-to-Market (GTM)**, **Talent**, **Procurement & Supply Chain**, **Finance**, and **Technology** domain, exchanging proven strategies and operational playbooks. In addition, you will have the opportunity to choose tables that cover practical advice on **career development** as an operating partner.

GTM

ROUNDTABLE 1:
GO-TO-MARKET & COMMERCIAL EXCELLENCE:
DISCUSSING SCALABLE COMMERCIAL STRATEGIES, AI-DRIVEN SALES ACCELERATION, AND NEW CUSTOMER ACQUISITION MODELS

Peter Bancroft, Group
Chief Transformation
Officer, **Rubix**

RUBIX

Talent

ROUNDTABLE 2:
UNLOCKING THE TALENT LEVER:
MEASURING AND DELIVERING VALUE FROM RECRUITMENT TO LEADERSHIP TEAM MANAGEMENT

Operations Transformation

ROUNDTABLE 3:
OPERATIONS & TRANSFORMATION:
ADDRESSING TARIFF IMPACTS TO BUILD OPERATIONS AND SUPPLY CHAIN RESILIENCE

Finance

ROUNDTABLE 4:
LEVERAGING STRATEGIC FINANCE LEADERSHIP TO DRIVE VALUE CREATION

AI & Technology

ROUNDTABLE 5:
AGENTIC AI & DIGITAL TRANSFORMATION:
EXPLORING HOW AUTONOMOUS AI AGENTS CAN ENHANCE DECISION-MAKING IN PORTFOLIO COMPANIES

Organisational Development

ROUNDTABLE 6:
BUILDING ORGANISATIONAL STRENGTH AS THE FOUNDATION FOR VALUE CREATION: WHY TALENT, INCENTIVES, AND LEADERSHIP ALIGNMENT MATTER

Matteo Siani, Operating
Partner, **Three Hills**

THREE HILLS

Board Section

ROUNDTABLE 7:
PICKING THE RIGHT BOARD FOR YOUR PORTFOLIO COMPANY

How is value perceived

ROUNDTABLE 8:
WHAT'S THE GENUINE VALUE FUNDS CAN BRING THROUGH THE OPERATING PARTNER ROLE?

Generalists vs. Specialists

ROUNDTABLE 9:
GENERALISTS VS. SPECIALISTS APPROACH TO VALUE CREATION TALENT

Structure Transformation Effectively

ROUNDTABLE 10:
STRUCTURING TRANSFORMATION IN THE ORGANISATION EFFECTIVELY TO DRIVE CLEAR OUTCOME

Toni Bonet, Partner,
Parlementia Capital & Endra

Parlementia Capital

14:45

CHANGEOVER BREAK

TRACK A: VALUE CREATION CASE STUDIES FOR MID & SMALL CAPS

15:00

**CASE STUDY: REVIVING THE FOUNDER'S FLAME: HOW OPERATING PARTNERS INSPIRE AND CO-CREATE GROWTH WHEN IT MATTERS MOST**

The most impactful operating partners don't just advise from the sidelines or challenge the founders – they get in the trenches side by side with them to fight hard battles together. This case study will showcase what it takes to build growth together, especially in tough times. From reviving go-to-market strategies to unravelling data to literally doing deals together, this session will showcase how operating partners become true co-creators of value.

- Learn how to become a true ally in high-pressure environments
- Speaking the founder's language and build a deep connection that links to the original vision
- How not to lose sight of "why" in the trenches of execution
- Sharing best practices to build performance and growth in tough markets

Gideon Shmuel, Operating Partner, **Foresight Group**



TRACK B: VALUE CREATION CASE STUDIES FOR LARGE-CAPS

CASE STUDY: ALIGNING RESOURCES WITH OPPORTUNITIES AND SCALING OPERATIONAL EXCELLENCE ACROSS A LARGE PORTFOLIO

How do you prioritise and scale across over 85 portfolio companies? Join this session to learn how to leverage data, AI, and culture to maximise impact.

- How to look beyond P&L and identify critical cost optimisation and value opportunities such as procurement, working capital and process bottlenecks?
- Turning dashboards into decisions: Operationalising data and AI to provide evidence-based prioritisation decisions
- What does good look like? Connect strategy with execution and mobilising cross-functional team with speed and empowerment
- Implementing process excellence and improvement methodologies and embedding that as a part of organisational culture

Will Harman, Principal, Margin Expansion, **APAX**



15:30

**PANEL DISCUSSION: DELIVERING OPERATIONAL RESILIENCE AND DRIVE GROWTH THROUGH ROBUST CASH MANAGEMENT**

- Understand how KPIs can be used to monitor the efficiency of working capital management
- How to leverage the metrics to drive positive impact on automation and business outcome?
- How are we leveraging these metrics for strategy and digital transformation?
- What are typical benchmarks in the industry?

Tim Spillane, Operating Partner, **Three Hills**

Varun Srivathsan, Director, Supply Chain & Procurement Practice, **Mutares**

Philipp Ostermann, Associate Director Transformation and Turnaround, AEQUITA; CEO & COO, **Tremonia Mobility**

**PANEL DISCUSSION: HOW DATA IS DRIVING A PARADIGM SHIFT IN VALUE CREATION: INSIGHTS FROM REAL-LIFE, HARD-HITTING CASE STUDIES**

Traditional due diligence often misses critical issues – leaking "roofs" and inefficiencies "swept under the carpet." And once the deal is done, how can PE firms accelerate efficiency improvements and drive bottom-line growth? This session will share examples on how a structured, analytics-driven approach can enhance portfolio value and maximise returns throughout the investment lifecycle:

- Identify early red flags and validate performance metrics before acquisition
- Leveraging data and analytics to carry out rapid operational health assessments and drive ongoing performance monitoring and improvement
- What is the top-line growth opportunity that can be achieved through data and analytics?

David Jones, Operating Partner for Technology, **Pollen Street**



16:00

AFTERNOON BREAK

16:30



AN EXECUTIVE ROUNDTABLE: UNLOCKING THE NEXT VALUE CREATION LEVER THROUGH UNIQUE PERSPECTIVES OF DEAL PARTNERS, OPERATING PARTNERS AND PORTFOLIO COMPANY LEADERSHIP TEAMS

Do deal partners, operating partners and portfolio company leaders share the same vision when it comes to value creation? How can they come together to make sure the value creation priorities are aligned and executed to deliver towards that shared goal? Join this session to hear unique perspectives from different stakeholder groups and how they can work together to unlock innovative value creation strategies.

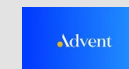
Alejandro Alcalde Rasch, Senior Director Portfolio Support, **Advent International**

Ramon de la Sota, Operating Partner, **Parlementia Capital Partners**

Mittu Sridhara, Managing Director, Digital & Technology, Europe, **CD&R**

Jose De Ochoa, Operating Partner, Private Equity, **Public Investment Fund (PIF)**

Sean Clay, Operating Partner, **Triton Partners**



17:15

RAPID-FIRE BOLD PREDICTIONS & DEBATES FOR VALUE CREATION

- Will value creation be history in 10 years? Is traditional value creation losing its edge?
- Will AI-driven efficiency gains replace 50% of traditional back-office roles in portfolio companies?
- Will Agentic AI replace the traditional ERP setup?

Paul-Louis Andres, Principal Value Creation, **Seven2**



18:00

END OF DAY ONE

18:30







PRIVATE DINNERS & NETWORKING EVENTS

We fully recognise the power of networking when the PE value creation community come together. The private events in the evening of day one creates a powerful environment for forging deep, high-value connections. By bringing together operating partners and value creation executives in a private setting, leaders are well positioned right in the middle of the valuable networks to unlock new opportunities and build lasting relationship with peers and potential partners.



DAY TWO AGENDA

15TH OCTOBER 2025

7:30	Registration			
8:00	CLOSED DOOR SITUATION THINK TANKS (CHATHAM HOUSE RULES)			
	THINK TANK 1: SCALING GROWTH  <p>Share experiences on professionalising founder-led businesses, embedding scalable infrastructure, and driving sustainable growth while preserving entrepreneurial momentum and cultural alignment.</p>	THINK TANK 2: LEVERAGED BUYOUT STRATEGIES  <p>Discuss operational levers, integration approaches and cash discipline under leveraged structures. Share strategies for driving EBITDA growth, managing covenant pressure, and aligning operating models to meet aggressive value creation timelines in high-stakes environments.</p>	THINK TANK 3: CARVE OUT STRATEGIES  <p>Explore high-impact carve-out strategies for day one readiness, disentangling operations, and building standalone value, focusing on hands-on peer-led exchanges.</p>	THINK TANK 4: TURNAROUND/ DISTRESSED ASSETS  <p>Share key insights on cost base resets, restructuring execution, and margin recovery. This peer-led session fosters open dialogue on challenges, lessons learned and value creation levers driving sustainable EBITDA improvement in complex transformation environments.</p> <p>Markus Zillner, Operating Partner, Mutares/ Chairman Palmia Oy </p>
9:15	Opening Remarks			
9:30	A CHIEF TRANSFORMATION OFFICER PANEL: BEST PRACTICES FROM THE TRENCHES FOCUSING ON STRATEGY, EXECUTION AND VALUE LEVERS <p>This session explores how value creation must be approached holistically, pragmatically, and strategically. It blends the perspectives of large-cap multinationals and growth companies, focusing on the hard choices, execution rigor, and leadership capabilities needed to drive real results.</p> <ul style="list-style-type: none"> ➤ The anatomy of a value creation plan defining the key value drivers across P&L ➤ Balancing short-term and long-term priorities ➤ Structuring transformation a robust structure, clear accountabilities and effective measurement metrics ➤ Implementing disruptive strategies to drive breakthrough change ➤ Sharing examples of where transformation efforts fall apart and digging deep into the reasons <p>Panel members include: Jake Breen, Chief Transformation Officer and Head of Distributor Markets, Theramex</p> 			

10:00

THE (GENERATIVE) AI REALITY CHECK: THE BIG BET ON TECH - RISK VS. REWARD

Technology and AI are at the heart of transformation, but are they truly delivering on their promise? While automation and SaaS have driven efficiency and cost-cutting, their impact on long-term growth remains unproven. AI - once hailed as the ultimate game-changer - has yet to demonstrate significant ROI at scale. Should companies invest in AI and technology without clear, immediate EBITDA improvements? How do these debates unfold in the boardroom when leaders looking to make a business case for technology investments? Join this session to hear key decision-making factors:

- Where is Gen AI delivering real ROI today—and where it's falling short?
- How do PE firms approach tech investments (ERP, data & other projects) across the holding cycle?
- The rise of SaaS reduces Capex barriers - but does it truly unlock value creation?
- With boards reluctant to approve tech spend without clear ROI, how to build a business case?
- Should leaders push for bold tech bets, or is cautious investment the wiser play?

Toni Bonet, Partner, **Parlementia Capital & Endra**

Dr. Justain Bracken, Board Member and Digital Transformation Expert, Former Executive Director Portfolio Transformation, **ADQ**

Marine Diot, Associate Director, **EQT Group**



10:30



KEYNOTE CASE STUDY: REWIRING FOR DIGITAL VALUE CREATION: WHY MOST PORTCOS FALL SHORT - AND HOW TO FIX IT

Despite years of digital transformation buzz, many portfolio companies remain slow to adapt. The real barrier to value creation isn't just technology - it's the ability to reimagine how businesses should operate in a digital-first world. In this session, Mittu shares a hands-on, no-fluff approach to turning traditional companies into scalable, agile, platform-driven businesses. He introduces a clear framework for private equity firms to bridge capability and talent gaps across their portfolios and achieve measurable outcomes. This includes enabling non-technical leadership to think like tech-native operators, shifting business models, and driving agile, value-led transformation across varied industry maturity curves.

- Why digital transformations fail in PE? Understanding the critical leadership and talent gaps - and how to fix them
- The operating model shift: How to move from service-led to platform/IP-led models that drive margin, scale, and exit value
- Sharing a pragmatic framework for digital value creation and offering examples where the framework is used to deliver measurable outcome

Mittu Sridhara, Managing Director, Digital & Technology, Europe, **CD&R & Portfolio company**

CD&R

11:00

NETWORKING BREAK

TRACK A: GROWTH VALUE CREATION STRATEGIES

TRACK B: BUYOUT, ROLL-UP & CARVE-OUT VALUE CREATION STRATEGIES

11:30

UNLOCKING MEGA GROWTH OPPORTUNITIES THROUGH DIGITAL, TECHNOLOGY & INNOVATION

- Align growth strategy with operational execution to drive sustainable scale
- Understanding the value of technology for Go-to-Market strategies
- Identify and build high-impact capabilities that unlock product and commercial excellence
- Improving productivity, efficiency and experience through digital innovation and re-invention
- Sharing lessons learned from driving multi-million EBITDA growth through digital transformation and innovation

Dr. Justain Bracken, Board Member and Digital Transformation Expert, Former Executive Director Portfolio Transformation, **ADQ**

A VALUE CREATION ROADMAP FOR TRANSFORMATIONAL SUCCESS WITH BUYOUT DEALS

The buyout success hinges on financial performance, operational efficiencies, and positioning the business for long-term market leadership. This session will provide a deep dive into the key pillars of value creation in buyout deals, including:

- Operational excellence: Streamlining costs while enabling growth.
- Strategic leadership alignment: Empowering management to execute transformative initiatives.
- Technology and digital enablement: Leveraging tech to enhance productivity and market differentiation.
- Capital efficiency: Smart reinvestment strategies to maximise EBITDA growth.
- Exit-readiness mindset: Building long-term equity value from day one.

12:00



PANEL DISCUSSION: PEOPLE, PROCESS & PRODUCT: TACKLING PRACTICAL CHALLENGES OF GROWTH AND VALUE CREATION

While growth value creation strategy is often carefully strategised at the outset, its execution is rarely straightforward. One often overlooked but critical component in implementing a growth playbook is people. This session takes a practical approach to share what it actually takes to implement a scalable growth playbook with the right blending of people, process and product strategies:

- What do you need and look for in people to successfully drive a growth value creations strategy?
- What does a good process look like and what are the best ways to reengineer and optimise your process
- The different approaches between MVPs vs full-scaled rollouts, and what does success look like at each stage?

Victor Răcariu, Operating Partner, **Mozaik Investments**

Gideon Shmuel, Operating Partner, **Foresight Group**

James Craig, Portfolio Value Creation Lead, **Puma Private Equity**



THE HARD TRUTHS ABOUT BUY AND BUILD: TURNING M&A ROLL-UPS INTO TRUE VALUE CREATORS

The Buy & Build model has long been a playbook for PE funds, but the game has changed. Investors now demand proof that these roll-ups can generate real value beyond financial engineering. The problem? Most PE-backed boards struggle to make it work. The result? Stagnation. Frustrated management. Struggling exits. Join this session to tackle the hard truths and find a way out:

- Don't let your buy & build become a house of cards – Putting in real strategies to create sustainable value
- Overcoming the finance-first mindset and build the strategic and operational expertise
- Putting the capital where it matters the most: Investing in operations, tech, and commercial levers that drive growth
- The CEO vs. the Boardroom Standoff – How to align financial decision-makers with operational execution.

12:30



CASE STUDY: €8M EBITDA TURNAROUND THROUGH STRATEGIC RESTRUCTURING, COST OPTIMISATION & MARGIN FOCUS

This case study explores the operational turnaround of Palmia, a Finnish facility management company that transitioned from a public-sector legacy organisation into a commercially disciplined, growth-ready platform. Between 2023 and 2024, Palmia underwent a rigorous restructuring program focused on cost discipline, procurement efficiency, and business performance – yielding a €8M improvement in EBITDA and a shift from negative to positive margin trajectory.

- Sharing key insights on building trust for making foundational change
- Implementing result-driven micro-initiatives under one unified plan
- How operating discipline drove significant EBITDA gains
- Sharing key lessons learned throughout the turnaround transformation

Markus Zillner, Operating Partner, **Mutares**/Chairman **Palmia Oy** **MUTARES**

PANEL DISCUSSION: BULLETPROOF VALUE CREATION FOR CARVE-OUT SUCCESS

Carve-out transactions present unique challenges, requiring a laser-focused approach to unlocking value from day one. Join this session to hear how operating partners can drive immediate impact and long-term success by aligning their carve-out strategy with a bullet-proof value creation plan.

- Embedding value creation at the core of the carve-out agenda.
- Ensuring leadership has the mandate and clarity to execute transformational change.
- Defining critical roles and functions that drive success.
- Aligning execution milestones with the deal's broader ambition to maximize returns.

Panel members include:

Ramon de la Sota, Operating Partner, **Parlementia Capital Partners**

Brendan Tobin, Former Global COO, **Macquarie Insurance Facility**

Jake Breen, Chief Transformation Officer and Head of Distributor Markets, **Theramex**

Sean Clay, Operating Partner, **Triton Partners**



13:00

LUNCH BREAK

13:30	DRIVING VALUE CREATION THROUGH ESG ESG is no longer a compliance checkbox but a critical value creation tool and lever supporting top line growth. In this session we'll discuss practical playbooks for: <ul style="list-style-type: none"> ➤ Identifying material ESG levers by sector ➤ Embedding ESG metrics into 100-day plans and value creation roadmaps ➤ Aligning ESG KPIs with financial performance and operational dashboards ➤ Preparing for ESG due diligence and disclosure expectations at exit ➤ Leveraging ESG for cost savings, customer acquisition, and capital access
14:00	THE NO-NONSENSE, VALUE FOCUSED AGENTIC AI DEPLOYMENTS: DRIVING 10X ROI As artificial intelligence enters the age of agentic AI, the private equity (PE) sector stands on the cusp of transformation. This session cuts through the hype to explore practical, high-impact deployments of intelligent process automation across regulated, high-complexity industries – leveraging AI agents and bots to integrate with legacy systems, automate complex workflows, and unlock 10X ROI – turning €20K investments into €1M returns. <ul style="list-style-type: none"> ➤ Showcasing a series of use cases for Agentic AI: submission processing, product recommendation, customer service augmentation, and more. ➤ Overcoming not just technical but human capital challenges, such as upskilling in slower-adapting labor markets. ➤ Moving beyond speculation to build a winning AI strategy: Stay humble, move fast, and focus relentlessly on value. Gerardo Di Francesco , COO, Founding & Managing Partner, Wide Group 
14:30	 CLOSING KEYNOTE: TRUSTED, NOT TOLERATED: REFRAMING THE OPERATING PARTNER ROLE Too often the relationship between operating partners and the portfolio leadership team starts with scepticism. In this candid and practical session, we'll explore the critical challenges operating partners face when trying to establish credibility and drive value creation alongside portfolio executives and look to answer the below questions: <ul style="list-style-type: none"> ➤ The trust gap: why leadership teams may view operating partners as a threat, not an ally ➤ Misaligned incentives and what to do about them ➤ The danger of being “too helpful”—and how to strike the right level of engagement ➤ Cultural friction between investor urgency and operational realism ➤ What it really takes to shift from oversight to co-ownership of transformation Slava Shafir , Operating Partner, Corsair Capital Dr. Annick Desmecht , Senior Operational Advisor – Value Creation, CEO Value XL; Affiliate Faculty, London Business School  
15:00	CLOSED DOOR MEETINGS WITH PORTFOLIO COMPANY CHIEF TRANSFORMATION OFFICERS, LED BY THE PE FUNDS Why not take this opportunity to come together with your portfolio company chief transformation officers to learn and strategise together? This dedicated session is reserved for PE Funds to co-host a dedicated CTO event for their portfolio companies to drive alignment, innovation, and actionable value creation. Enquire to find out how you can book this space and let us know how many CTOs you are looking to bring together. Cathy.gu@iqpc.co.uk
17:00	END OF CONFERENCE

EXCITING PARTNERSHIP OPPORTUNITIES AT VALUE CREATION FOR PRIVATE EQUITY 2025

Event sponsorship provides an unparalleled opportunity for leading consultancy, advisory, tech and services providers to showcase their capabilities and services to senior-level, targeted decision makers. We are excited to announce a wealth of sponsorship opportunities at the inaugural value creation for Private Equity 2025 all of which are tailored to assist your specific requirements. Join us to be positioned in front of the most pioneering value creation leaders across Europe to achieve your unique branding, marketing and business development objectives!

FACILITATE OR JOIN PANEL DISCUSSIONS

Position your subject matter experts to be at the heart of trend-setting and thought-provoking discussions



DEMONSTRATE THOUGHT LEADERSHIP

Take centre stage in front of our audience of value creation decision makers and demonstrate your core competence by sharing a thought-leadership piece content.



HOST AN INTERACTIVE DISCUSSION GROUP

Draw key insights and pain points from a small, selected group of likeminded attendees through in-depth discussions



SHOWCASING AND DEMONSTRATION

Position your brand, product and services with an interactive booth on the exhibition floor to be at the prime spot for networking



PRIVATE EVENTS

Put your brand in the heart of the most critical network by hosting a tailored private group of select leaders from the event.



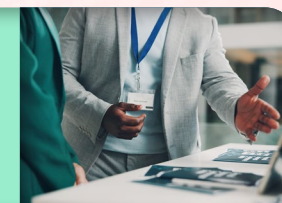
BRANDING

A number of branding opportunities are available for you to keep your branding at the front and centre of attendees attention



NETWORKING

Hosting a drinks reception, luncheon or one of the mixer sessions to build long-lasting relationships



PRICING AND REGISTRATION INFORMATION

Joint pass for 1 Operating Partner + 1 accompanying Portfolio CEO/CFO/CTRO

JOINT PASS PRICE

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Register & Pay by Friday 6th June

SAVE £700
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SAVE £550
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