



From friction to fusion:

ALIGNING PUBLIC AND PRIVATE CAPITAL

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Director, Alternatives Solutions

A series of five parallel, wavy orange lines that start from the bottom left and curve upwards and to the right, ending near the bottom right of the slide.

Invest without boundaries™

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From friction to fusion

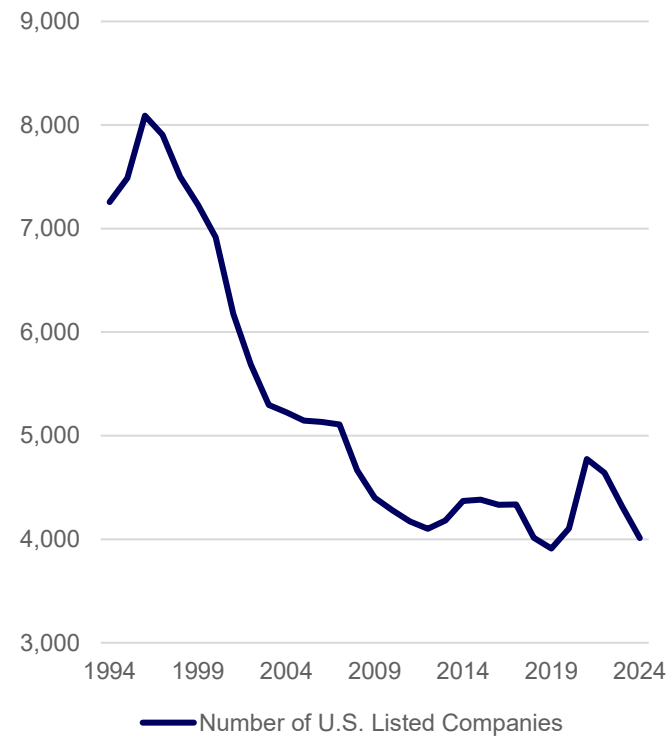
Driving integration between public and private capital for a smoother, more resilient journey



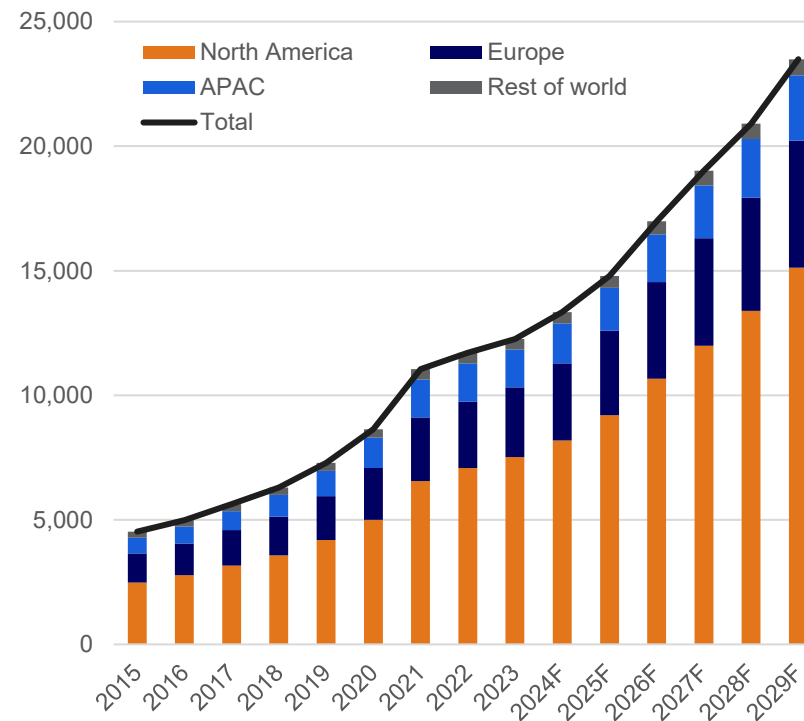
Why it matters now?

Public and private markets have evolved

FEWER PUBLIC COMPANIES



PRIVATE CAPITAL CONTINUES TO GROW



WHICH MEANS THAT...

- ✓ Private markets are no longer niche but are becoming a dominant part of the investable universe.
- ✓ Public and private market strategies must converge — allocators need an integrated approach to access growth, manage risk, and capture value.

Source: World Bank for public companies (data as of December 2024), Preqin (data as of September 2024) for private capital. AUM Figures exclude funds denominated in Yuan Renminbi. Private capital excludes hedge funds. To avoid double-counting, total excludes secondaries and funds of funds. Russell Investments

Friction: common barriers to integration

What's slowing progress toward unified portfolio design

- Structural & operational barriers
- Liquidity & governance constraints
- Investment expertise & resource gaps
- Measurement & reporting challenges



Fusion: bringing it together

Unlocking the full potential of integrated portfolio design

ENHANCED RISK-ADJUSTED RETURN

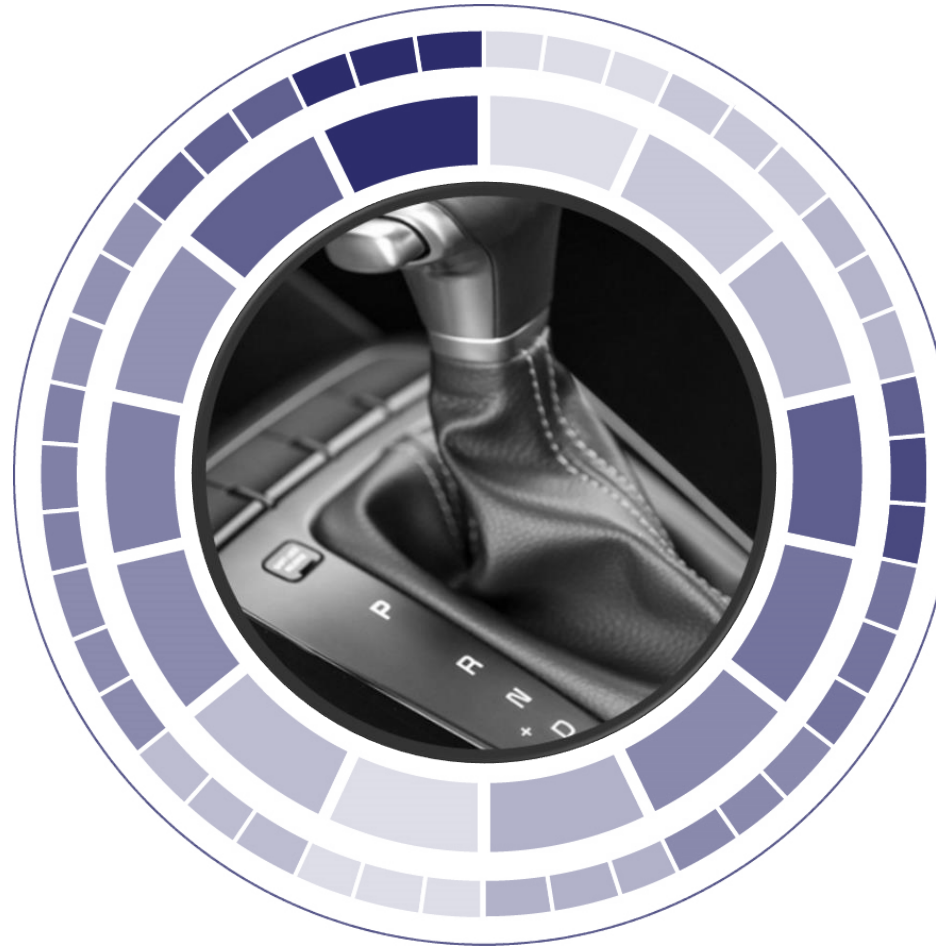
Private markets' illiquidity premium, when blended with public assets, may improve overall Sharpe ratio

BROADER ACCESS TO GROWTH & INNOVATION

Integrated portfolios capture value from early-stage private capital through to public market maturity

STRONGER DIVERSIFICATION

Lower correlation between public and private assets may help smooth portfolio returns across market cycles



IMPROVED RESILIENCE

Longer-dated private assets help dampen volatility and support long-term funding objectives

FLEXIBLE CAPITAL DEPLOYMENT

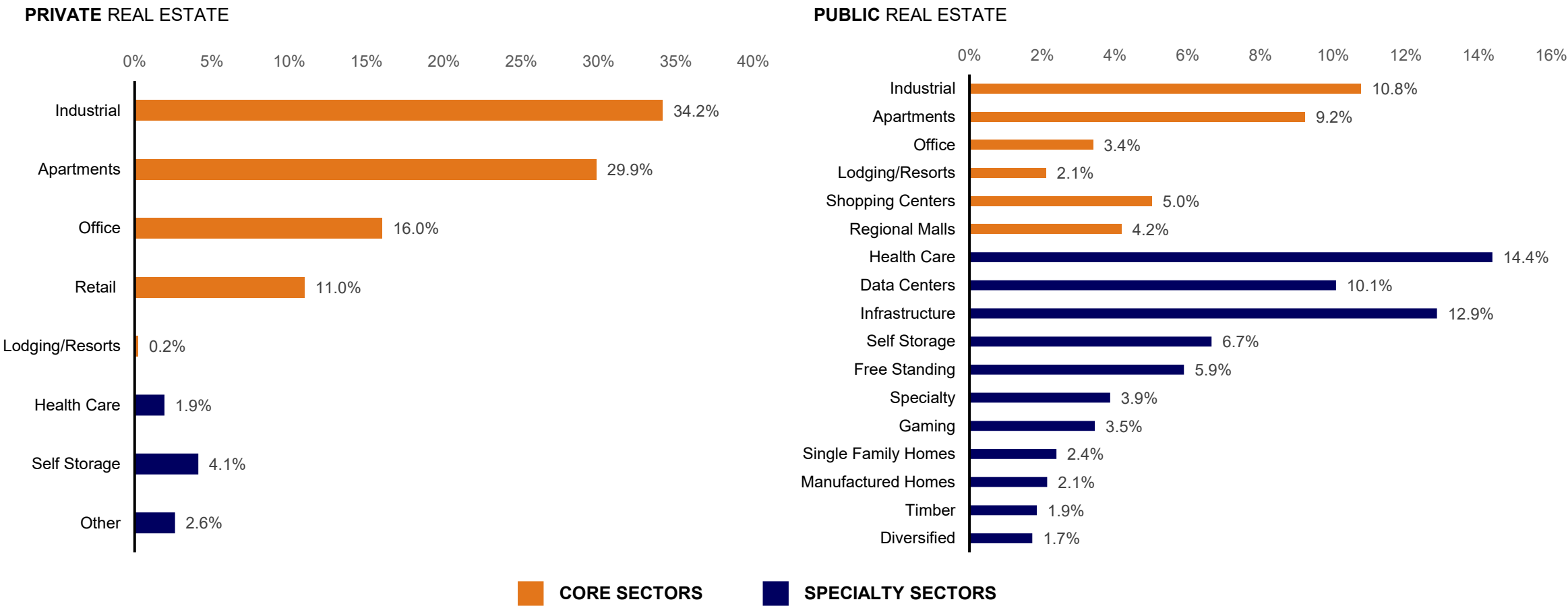
Opportunistic rebalancing and more efficient funding of private commitments

HOLISTIC OVERSIGHT & GOVERNANCE

Integration supports total-portfolio risk and liquidity management, not fragmented sleeves

Case study: real estate in focus

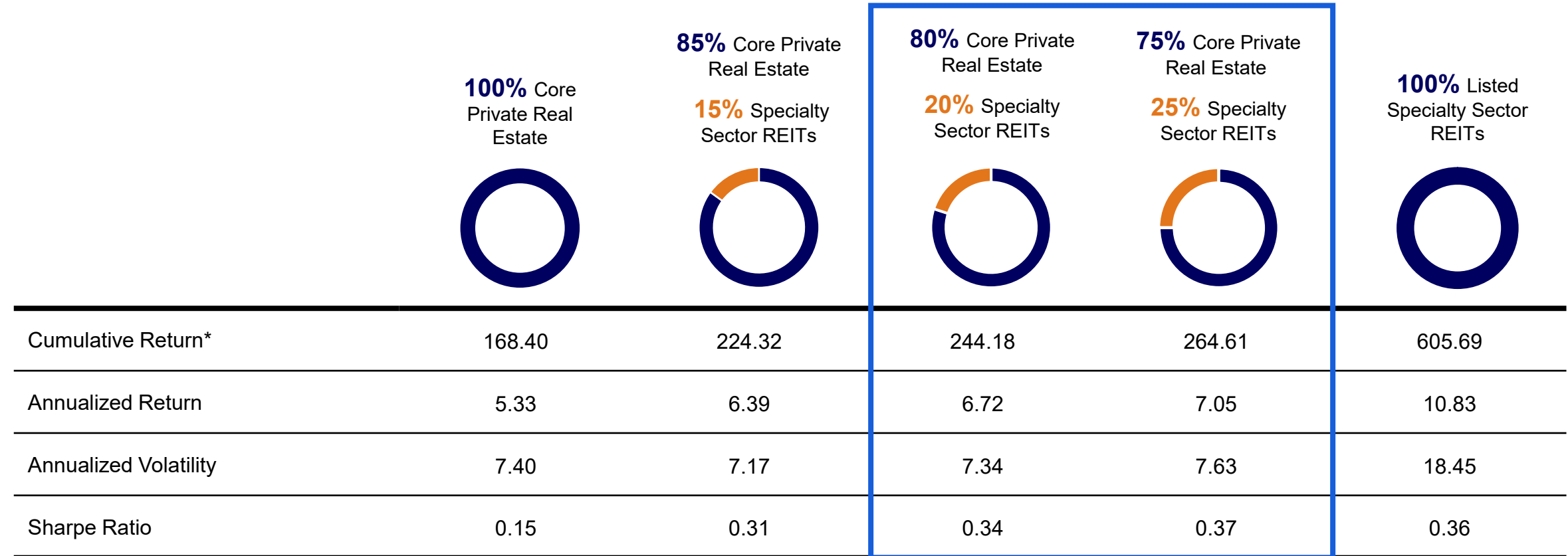
Providing greater access to the 21st century real estate ecosystem



Source: FTSE NAREIT All Equity REIT Index and NCREIF ODCE (National Council of Real Estate Investment Fiduciaries) as of June 30, 2025

Case study: real estate in focus

Finding the optimal portfolio exposure by combining private and public real estate



Source: NAREIT, NCREIF ODCE, Duff & Phelps as of June 30, 2025.

*Cumulative return starting September 30, 2006

Activating the shift

Translating integration from strategy to execution with practical next steps



- ✓ Establish your integration foundation
- ✓ Enable unified portfolio visibility
- ✓ Integrate scenario modeling and liquidity planning
- ✓ Evolve governance and decision making
- ✓ Align benchmarks and active total portfolio management tools

Questions?

