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## How we deliver sustainable growth



Transformational investing builds resilience



Outperformance drives sustainable AuM growth



Business growth drives solid set of financials



## Public and private markets are changing roles in financing the economy...

Traditional

### Public Markets

### IPOs as strategic corporate development

- Mature and proven companies
- All industry sectors
- Profitable with earnings history







### **Private Markets**

### Long-term, driving the broader economy

- Focus on profitable companies and assets
- All industry and real asset sectors
- Longer-term oriented, lower leverage





Risk / Strategy

Opportunistic

### **Private Markets**

Opportunistic, event-driven strategies (primarily LBOs)

- Often 'household' names
- · Only consumer and industrial
- Value derived from leverage (>90%¹)





### <u>Public Markets</u>

### IPOs dominated by 'hype' assets

- Often unprofitable companies
- Exit path for VC and growth capital
- Rewarding speculative growth





coinbase

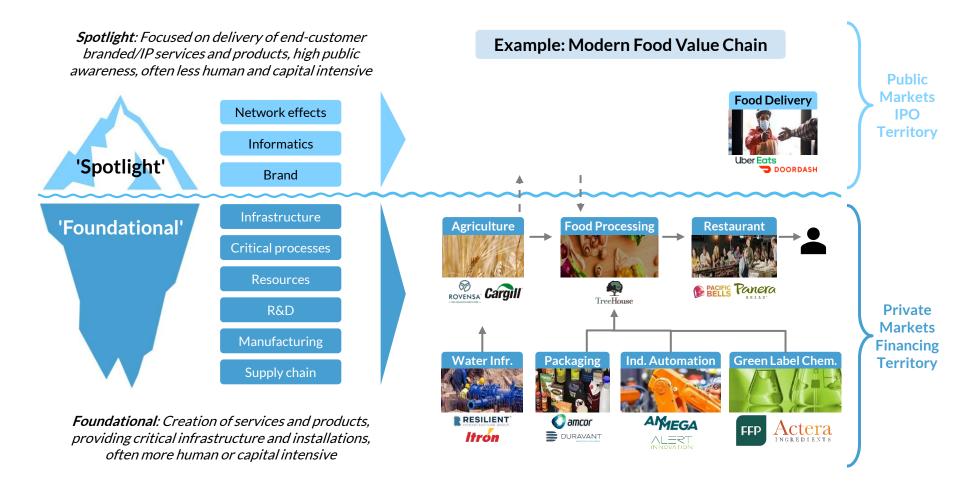
1980

Timeline

**Present** 



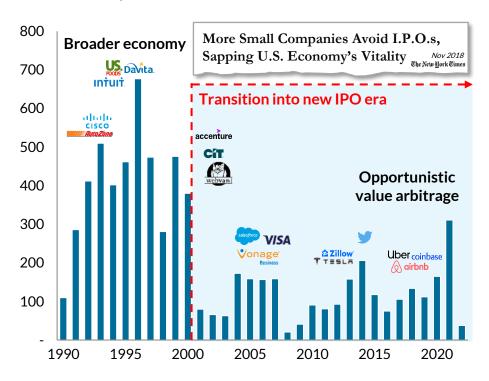
## ...and are dividing between those backing 'Spotlight' vs. 'Foundational' businesses



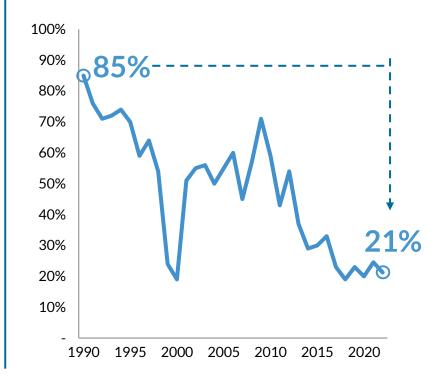


## With a 'Spotlight' focus, IPOs now feature more unprofitable businesses...

### Number of IPOs, 1990-2022<sup>1</sup>



### % of IPO-ed businesses with positive earnings, 1990-2022<sup>1</sup>



IPOs and public markets are shifting from the real economy to opportunistic 'spotlight' companies



## ...whereas 'Foundational' businesses are now primarily built in private markets

### **Private Equity**

### Goods & products







Technology







Health & Life







Services







#### **Private Infrastructure and Private Real Estate**

























Most modern transformation themes are 'Foundational' and may need private markets ownership



'Spotlight' and 'Foundational' relevant



Primarily 'Foundational' driven



## 10 hypotheses for the future of private markets: key takeaways

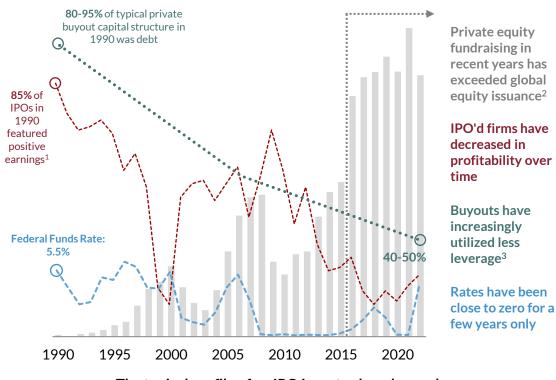




## 1

## The rise of private markets and its role change with public markets is structural

## Private markets have grown independent of a low-rate environment (graph showing industry growth with selected trends)

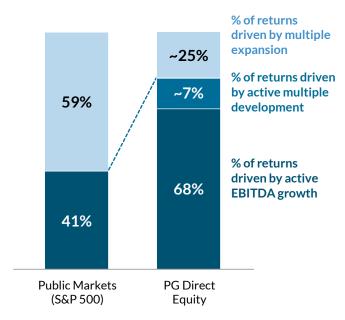


The typical profile of an IPO investor has changed:

End of Era: Passive Equity Funds Surpass Active in Epic Shift Bloomberg Retail traders are coming for the IPO market

S&P Global

Private markets drive outperformance through active EBITDA growth vs. valuation change<sup>3</sup> (Dec 2011 - Dec 2021)



Valuation changes and low rates have been an outsized tailwind for public markets, showing there was no tactical shift to private markets



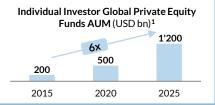


### Democratization of private markets will lead to new market entrants...

## Three pillars are driving broader access to private markets...

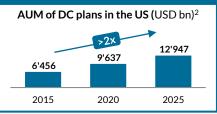
### Growth of Wealth Management

At USD 86 tn of total high net worth individual wealth, even a 10% increase in private markets allocations counts in the trillions



### Growth of Defined Contribution

Regulation is prompting private markets inclusion in Defined Contribution ("DC") plans, and is addressing a USD 30 tn opportunity



#### Growth of Retail Investor Access

Regulation is evolving quickly in both Europe and US to make private markets accessible to retail investors, opening a USD 42 tn market

"...the next big wave of [private markets asset allocation] is likely to come from retail investors, who have largely remained on the sidelines as private markets have expanded."

## ...which will push traditional asset managers to include private markets in allocations<sup>3</sup>

#	Manager	AUM (USD tn)	Private Markets Activity
1	BlackRock.	8.8	••000
2	Vanguard <sup>*</sup>	6.4	●0000
3	<b>Fidelity</b>	4.0	••000
4	STATE STREET.	3.7	●0000
5	J.P.Morgan Asset Management	2.7	●●○○○
6	CAPITAL GROUP®	2.3	●0000
7	> BNY MELLON	2.1	●0000
8	Amundi	1.9	●0000
9	T.RowePrice	1.5	••000
10	<b>▲</b> Invesco	1.4	••000

Asset managers will need to maintain, if not accelerate, the repositioning of their franchises to benefit from the major industry trends that remain consistent amid the Great Reset [of 2022]—such as those toward private markets...

Oct 2022

McKinsey & Company

### Private Markets Democratisation Total AUM Basis<sup>4</sup>



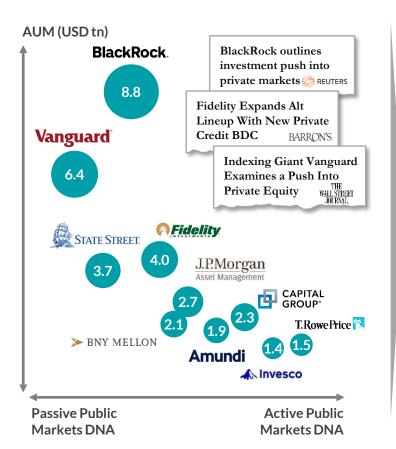
Rating:	00000	●0000	••000	•••00	••••	•••••
Private Markets as % of AUM:	<1.25%	<2.5%	<5%	<10%	<20%	≥20%



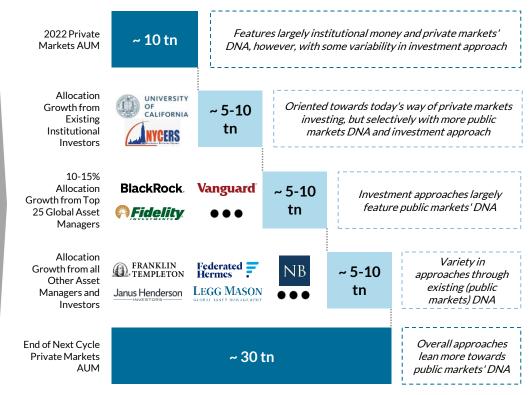


## ...which will significantly develop the private markets investor landscape and DNA...

## Largest asset managers will enter private markets with varying public markets approaches



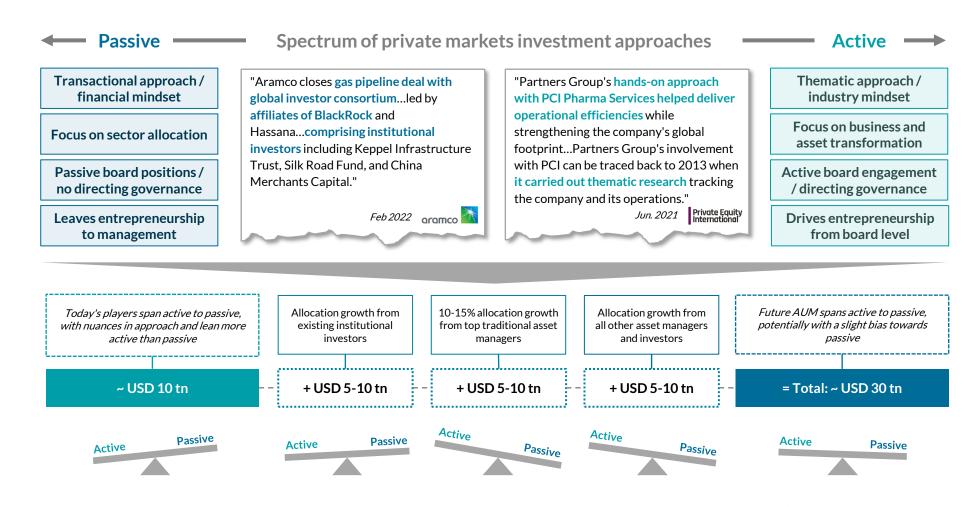
## Private Markets AUM growth and investment DNA with new entrants<sup>1</sup>







## ...and further accentuate an active vs. passive bifurcation in asset ownership

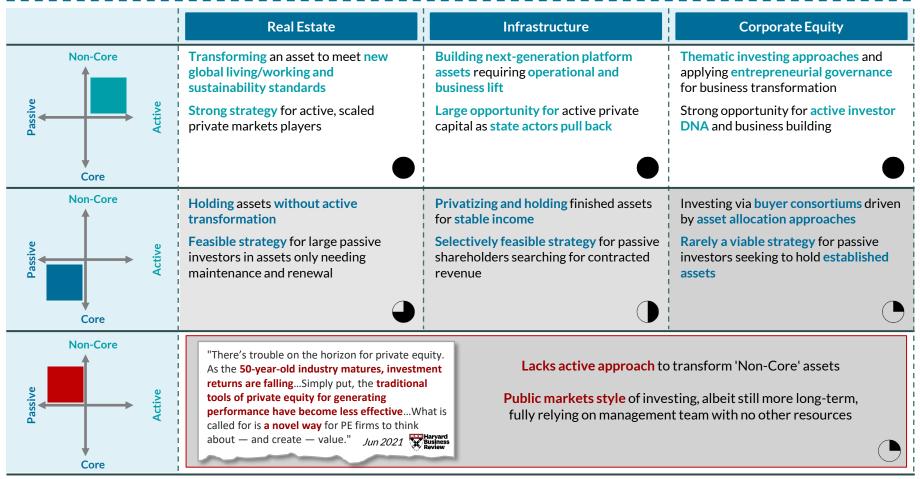






## Parts of private markets will resemble public markets' passive DNA...

For corporates, 'Core' assets and businesses resemble larger enterprises in public markets, need less business building, and are more 'finished'. 'Non-core' assets and businesses are often smaller and selected thematically, need industry-style business building, and are more 'unfinished'.







# ...but passive investing in many private markets assets faces crowding and disruption

Core ← Asset characteristics / strategy ← Non-core

**Crowding** as new entrants compete strongly in 'passive' and 'core' private markets

### Obsolescence risk as three giga themes and disruption continue to

challenge most assets and businesses

"Newly constructed and redeveloped assets with strong ESG credentials are expected to win out, with older assets experiencing headwinds."

Dec 2022 **pwc** 

Three 'Giga Themes' will drive change for decades...

...and 'Super Disruptors' will change business implementation



Digitization & Automation





New Living



Metaverse

"Exposure to new types of



Sustainability

Blockchain

Large opportunity set to create new ecosystems through business

Active next generation business and asset building leverages change

"To participate in the energy transition, investors will need to source deals more creatively and be willing to build businesses."

> Aug 2022 McKinsey & Company

"...some of the current market disruptions will likely persist...Emerging with a (renewed) concentration on critical value creation drivers will be vital to long-term success."

Dec 2022 pwc

investors manage higher levels of risk...benefiting from emerging opportunities calls for more active investing."

A case McKinsey

infrastructure assets demands that

ng." Aug 2022 McKinsey & Company

**Passive** 

Spectrum of private markets investment approaches

 $\longrightarrow$ 

Active

building

'Core' is experiencing an illusion of pause, agility means resilience, and offense is now defense





## Offense is the new defense: transformational investing builds resilience

'Transformational investing' is based on 'the best' of successful 'conglomerates' Strategic rigor and strong industrial logic



De-centralized, entrepreneurial governance



Strong focus on operational value creation



Best-in-class systems and processes



Best-in-class leadership and talent development



'Transformational investing' through thematic investing and entrepreneurship at scale is the answer to the future environment

1

### **Thematic Investing**

Build thematic depth

Leverage

expert and

advisor

networks



K

Thematic sourcing



Compounding long-term winners



2

### **Entrepreneurship at Scale**

Leverage global platform



Deliberate board design



Systematic strategy setting and driving



Apply network of operating directors



"...we believe the next frontier of value creation is to design and manage PE portfolios as a business ecosystem...this value creation system is a major source of alpha...on average, an increase in revenue growth of only 5% — created through the portfolio ecosystem — increases the alpha by 50%."

Jun 2021

Jun 2021



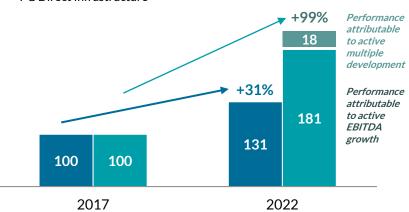


## Active growth is key in a new era with higher rates and without valuation tailwinds

#### 2017-2022 Real Assets returns excluding multiple expansion<sup>1,2</sup>



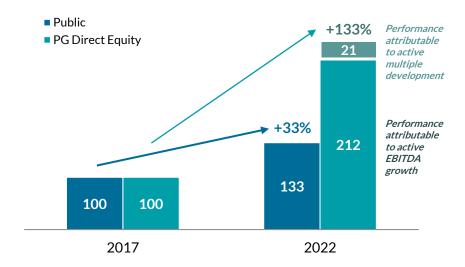




"While infrastructure investments are seen as better able than other investments to withstand such pressures, investors in the asset class still have to deal with the impact of structural shifts in the economic environment...Investors have become accustomed to thinking of infrastructure as a haven...the changing environment means that investors need to be more proactive about asset management."

Aug 2022 Morgan Stanley

#### 2017-2022 Equities returns excluding multiple expansion<sup>1,2</sup>



"As we enter a new phase of the cycle, rising interest rates may lead to reduced leverage and lower multiple expansion, limiting the contribution to performance from these key return levers....earnings growth is likely to be the principal driver of PE returns ahead...multiple compression and rising debt costs will likely see earnings increase its importance as a source of value creation even further. Accordingly, GPs will need a credible growth strategy in order to create value for LPs."

Sep 2022 Morgan Stanley





## Active private markets governance and stakeholder concentration will lead ESG impact

## ESG reporting standards between public and private markets are converging...



"Investors across the landscape of private and public markets are facing ratcheting pressure to allocate their capital in ways that create progress on environmental and social issues, in addition to delivering returns."

Apr 2022

WORLD ECONOMIC FORUM

...but ESG and stakeholder impact could be increasingly driven by select active private markets firms



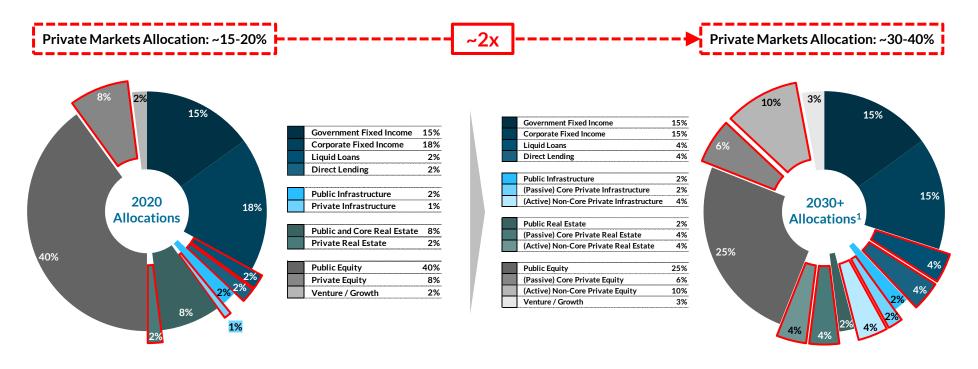
"It cannot be that the industry performs better financially against public markets, but worse in terms of the treatment of employees or other stakeholders."

Partners Group for Private Equity International, May 2020



## 10

## Significant scale of private markets will require new allocation strategies



"The trade into private assets has further to go, the case against bonds is less strong but based on our inflation outlook, many investors still need a higher real return, and investors still should hold more exposure to real assets in their strategic allocations...earning the equity risk premium requires a larger default level of private assets than in earlier decades."

Jul 2022



"The knock-on effect of the pandemic on listed markets since early 2020 has accelerated asset owners' allocations to [private markets]...At Alaska Permanent Fund Corporation, for example, private markets exposure comprised around 20% of the overall portfolio...this has risen to current levels of around 20% for private equity, 12% for real estate and 9% for private credit."

May 2022

PANY MELLON



## How we deliver sustainable growth







Transformational investing builds resilience

Outperformance drives sustainable AuM growth

Business growth drives solid set of financials



## A truly differentiated transformational investing approach...



### Thematic sourcing

Identifying the most attractive **growth trends** across sectors and investing into businesses with the **strongest development potential** 



### **Entrepreneurial governance**

Systematic strategy setting and value creation planning with the board placed at the center of vision, strategy, and accountability

### **Asset transformation**

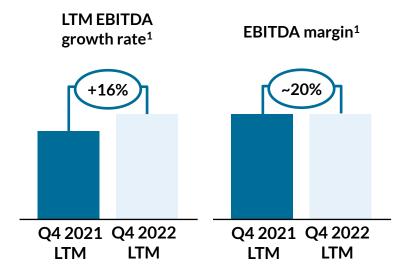
Enhancing business models & operational performance to increase cash flows & margins

### Platform building

Add fundamental value through targeted add-ons to grow market share and build greater resilience

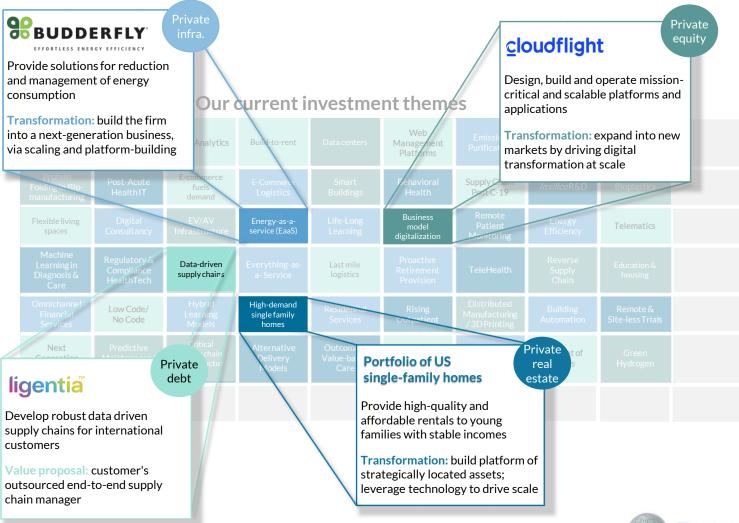
# Continued profitable growth across Partners Group's private equity direct portfolio

(Q4 last twelve months)





## ...allowing us to invest in niche businesses that can be transformed into future leaders



## Strong operational development supports portfolio performance

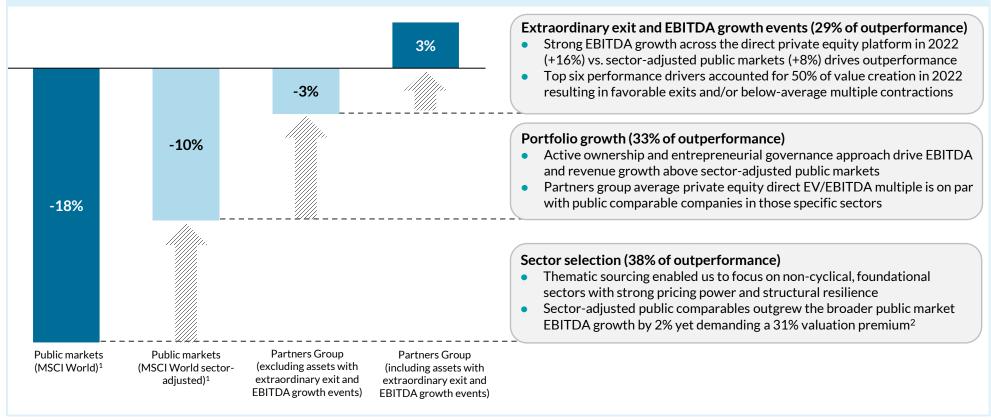
### Net direct portfolio performance overview Partners Group<sup>1</sup> Last 10 years p.a. 2022 as of 31 December 2022 **Private equity** 2.8% 17.8% Private debt 2.1% 6.1% Private infrastructure 13.5% 13.9% Private real estate -0.4% 8.1%

1 Partners Group model net return data as of 31 December 2022. All cash flows and valuations are converted to USD using fixed FX rates as of the date of the track record. Return figures denote pooled internal rates of returns (IRR). Performance fees were included for Private Equity, Private Real Estate, Private Infrastructure, and Direct Lending. Model net returns assume Partners Group's standard management and performance fees with a fee ratchet equivalent to a USD 500 million mandate. Model net figures do not include the impact of other possible factors such as any taxes incurred by investors, organizational expenses typically incurred at the start of the investment program, search fee, admin fee, ongoing operating costs or expenses incurred by the investment program (e.g. audit, hedging) or cash drag. The performance presented reflects model performance an investor may have obtained and does not represent performance that any investor actually attained. Private real estate includes all investments underlying Partners Group's Real Estate Opportunity (REO) strategies, representing private real estate direct investments and (direct) secondary investments. Private equity, private debt, and private infrastructure refer to direct investments. Hypothetical performance has inherent limitations. Investors should be aware that the performance presented may not come to pass and should not be relied upon solely in making an investment decision.. Note: Past performance is not indicative of future returns. For illustrative purposes only. Source: Partners Group (2023).



## Sector selection and active value creation are the foundation for outperformance

### 2022 performance bridge from public markets to Partners Group's direct private equity platform



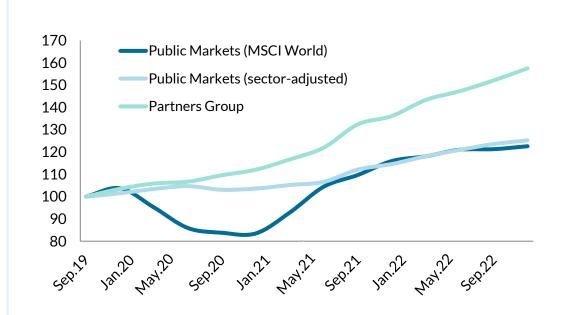
1 Public Markets consists of MSCI World Net TR USD (NDDUWI Index), Public Markets (Sector adjusted) consists of public markets comparable as chosen by Partners Group for individual direct asset valuation purposes. Partners Group performance consists of Partners Group Direct assets (incl. lead, co-lead and joint transactions). The inclusion of this benchmark is used for comparison purposes and should not be construed to mean that there will necessarily be a correlation between the investment return and the benchmark. Public Markets consists of MSCI World Net TR USD (NDDUWI Index), Public Markets (Sector adjusted) consists of public markets comparables as chosen by Partners Group for individual direct private equity asset valuation purposes. Partners Group performance consists of Partners Group Direct assets (incl. lead, co-lead and joint transactions) and is net of fees.

2 Based on EV/EBITDA multiples as of O4/2022.



# Entrepreneurial governance drives EBITDA growth via asset transformation and/or platform building

### EBITDA growth of our private equity direct portfolio since 2019<sup>1</sup>



- Active growth will remain key in a new era with higher rates and without valuation tailwinds
- We aim for long-term outperformance through governance-driven operational value creation
- Our direct private equity businesses translate this into resilient EBITDA growth through market cycles

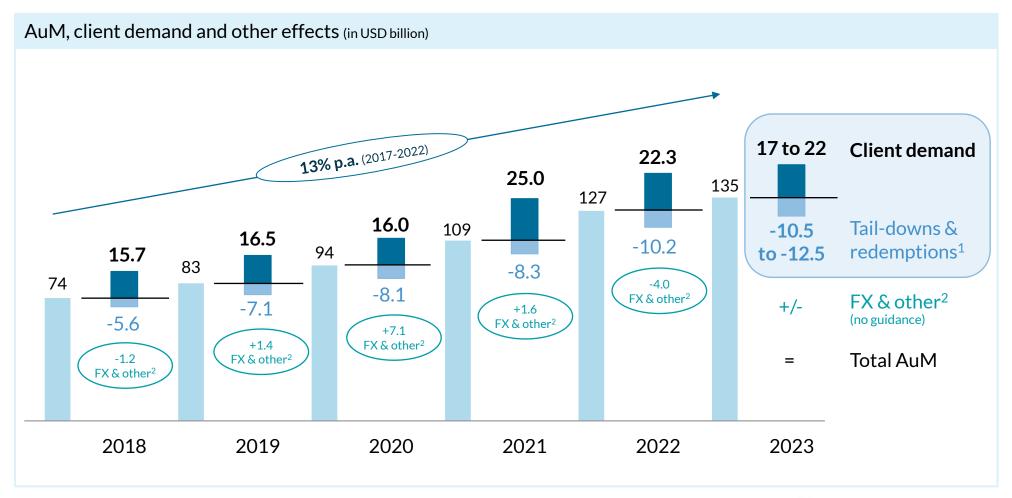


## Further building out our leading position as a global provider of bespoke solutions





## Expected resilient client demand in 2023, assuming normalization of conversion rates





## How we deliver sustainable growth







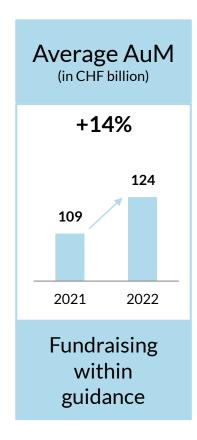
Transformational investing builds resilience

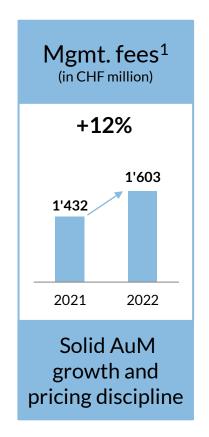
Outperformance drives sustainable AuM growth

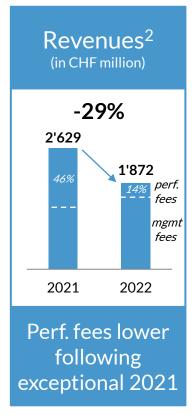
Business growth drives solid set of financials

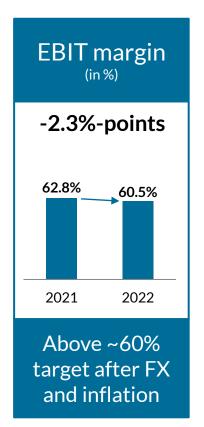


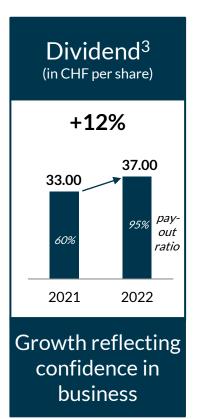
## Solid management fee increase, supported by continued AuM growth











<sup>3</sup> The Board of Directors proposes that a dividend of CHF 37.00 per share be paid for the financial year 2022, subject to the approval of the Annual General Meeting of shareholders to be held on 24 May 2023; the dividend payout ratio is defined as the (proposed) dividend per share divided by diluted earnings per share.

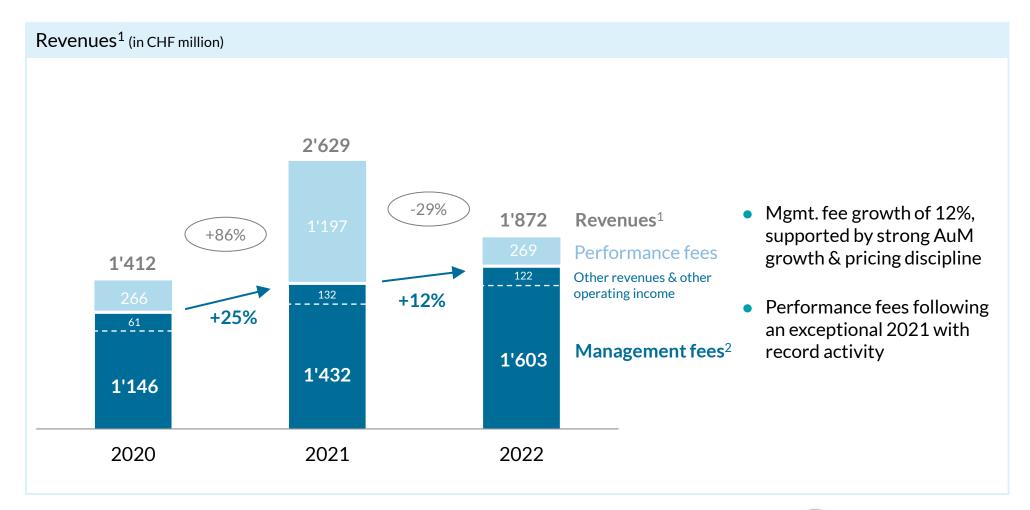
Source: Partners Group (2023).



<sup>1</sup> Management fees and other revenues, net, and other operating income.

<sup>2</sup> Revenues from management services, net, and other operating income.

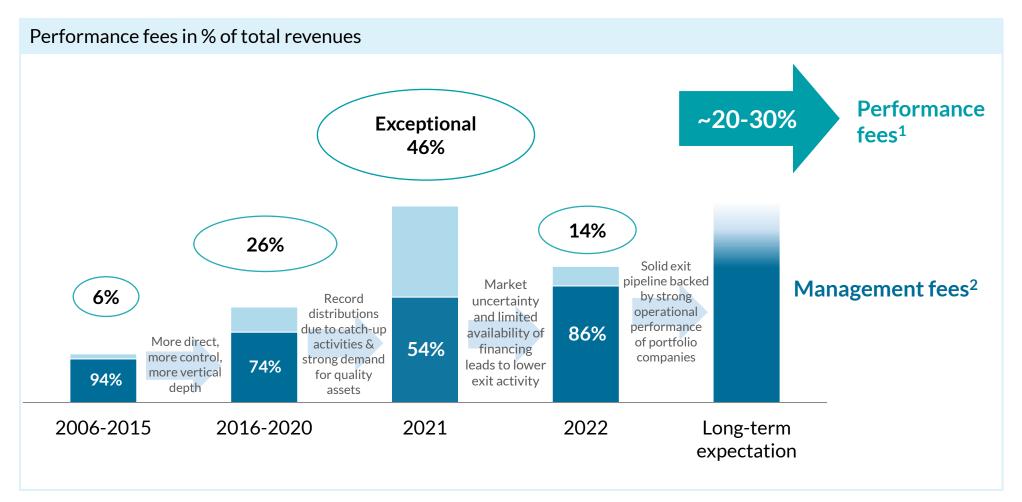
## Revenues underpinned by stable, contractually recurring management fees



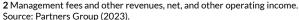
<sup>1</sup> Revenues from management services, net, and other operating income. 2 Management fees and other revenues, net, and other operating income. Source: Partners Group (2023).



## Outlook on performance fees: 20-30% of total revenues

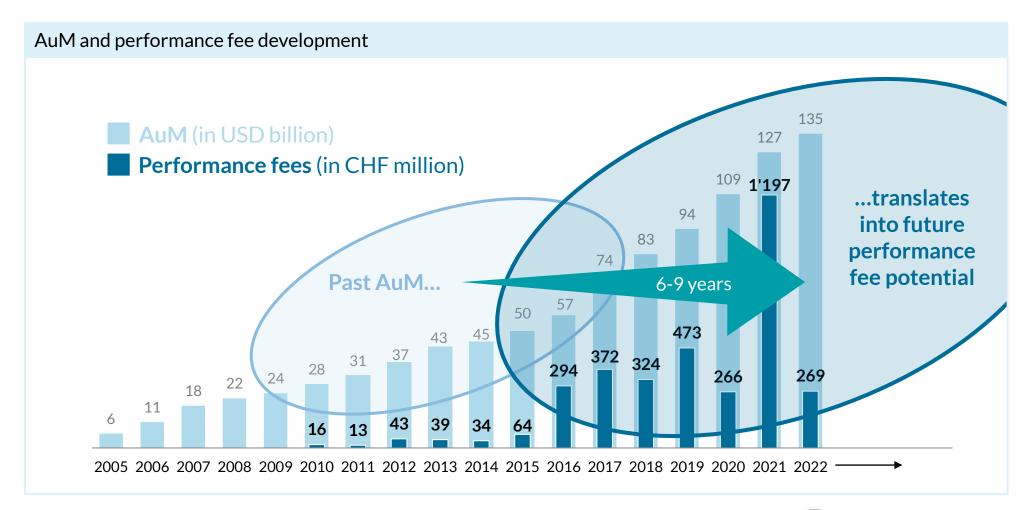


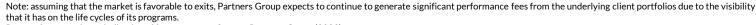
<sup>1</sup> Assuming that the market is favorable to exits, Partners Group expects to continue to generate significant performance fees from the underlying client portfolios due to the visibility that it has on the life cycles of its programs.





## Performance fee potential is expected to follow AuM growth over time

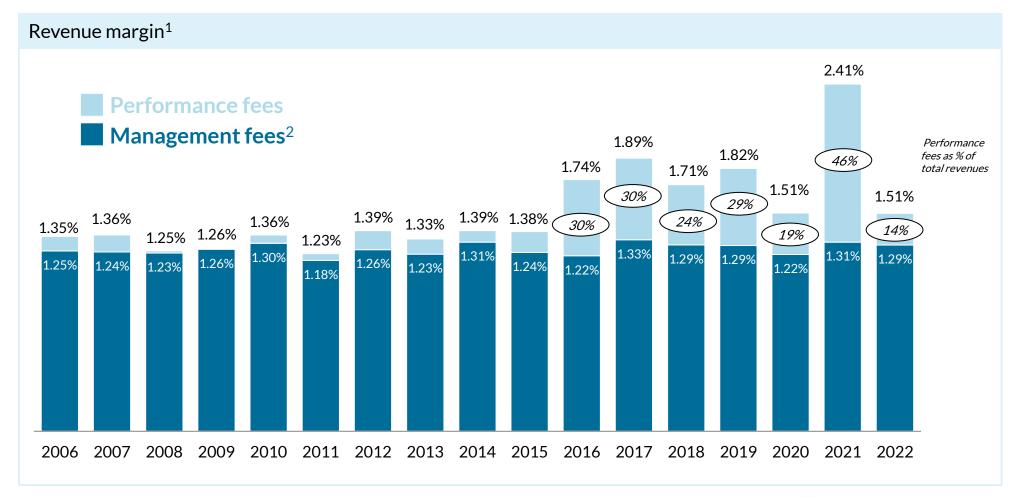








## Continued stability of management fee margin



<sup>1</sup> Calculated as revenues divided by average assets under management, calculated on a daily basis.



<sup>2</sup> Management fees and other revenues, net, and other operating income. Source: Partners Group (2023).

## Costs decrease driven by lower performance fees; increased investments in talent, elevated cost inflation, and normalization of travel

### Revenues, costs and EBIT development (in CHF million)

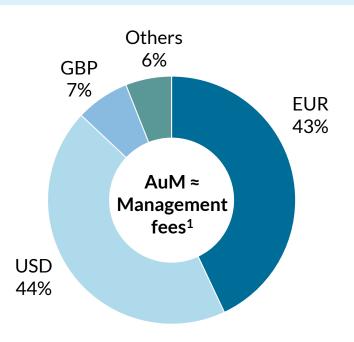
	2022		2021
Revenues	1'872	-29%	2'629
Total operating costs, of which	-740	-24%	-978
Personnel expenses Regular personnel expenses Performance fee-related personnel	-596 -496	-31% +18%	-8 <b>61</b> -420
expenses Other operating expenses	-100 - <b>10</b> 4	-77% +33%	-441 -78
Depreciation & amortization	-40	+2%	-40
EBIT	1'132	-31%	1'650
EBIT margin	60.5%		62.8%
Average FTEs	1'705	+13%	1'516
Year-end FTEs	1'836	+17%	1'573

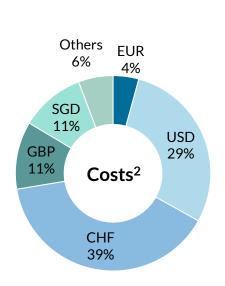
Note: revenues include management fees and other revenues, net, performance fees, net, and other operating income. Regular personnel expenses exclude performance fee-related personnel expenses. Performance-fee-related personnel expenses are calculated on an up to 40% operating cost-income ratio on revenues stemming from performance fees. For further information please refer to the 2022 Annual Report, "Key definitions and alternative performance metrics (APM)", on pages 32 and 33, available for download at www.partnersgroup.com/financialreports.



## Strengthening of the CHF against the EUR negatively impacted the operating margin



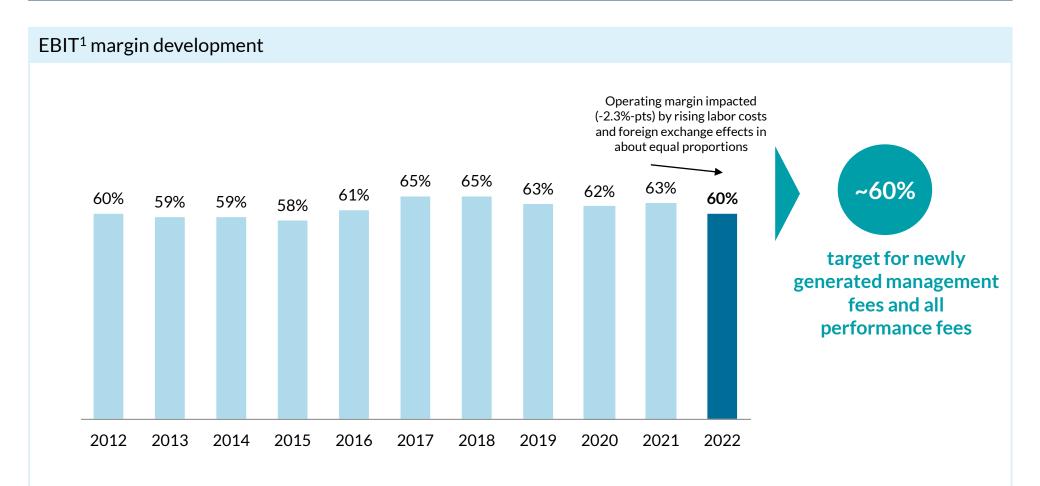




### EUR/USD exchange rate fluctuations impact total revenues and costs as we report in CHF



## Target EBIT margin confirmed and delivered





## Strong underlying financials, balance sheet and liquidity

Key financials (in CHF million, except for per share data in CHF)			
	2022		2021
Revenues <sup>1</sup> , of which	1'872	-29%	2'629
Management fees <sup>2</sup>	1'603	+12%	1'432
Performance fees	269	-78%	1'197
Total operating costs <sup>3</sup>	-740	-24%	-978
EBIT	1'132	-31%	1'650
EBIT margin	60.5%		62.8%
Net finance income and			
expenses	-2		76
Income tax expenses	-124		-263
Tax rate	11.0%		15.2%
Dog Ch	41005	040/	41474
<u>Profit</u>	1'005	-31%	1'464
Diluted EPS	39.09	-29%	55.12

Balance sheet (as of 31 December 2022)		
3.1 CHF billion available liquidity <sup>4</sup>	38% return on equity <sup>5</sup>	
<b>O.8</b> CHF billion in own investments <sup>6</sup>	2.4 CHF billion equity	



<sup>1</sup> Revenues include management fees and other revenues, net, performance fees, net, and other operating income.

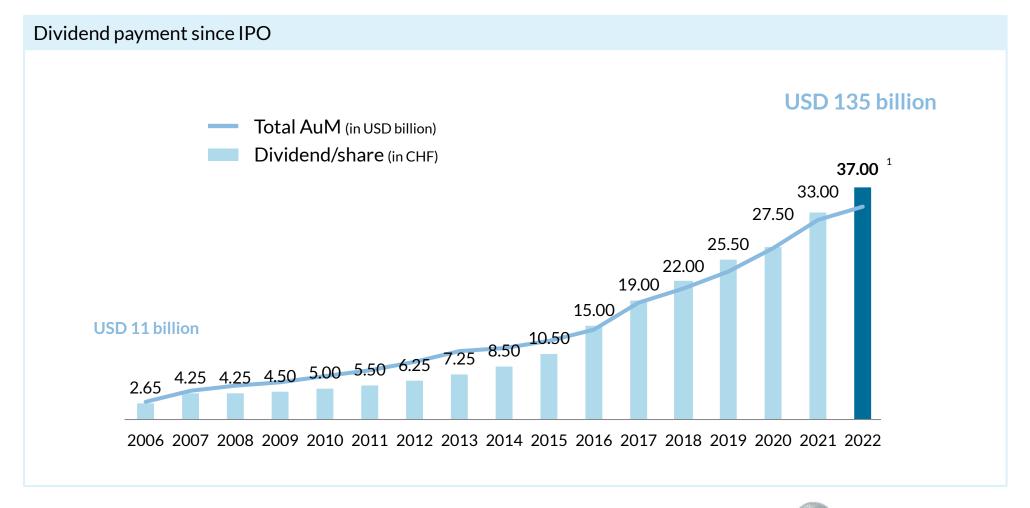
<sup>2</sup> Management fees and other revenues, net, and other operating income.

<sup>3</sup> Total operating costs include personnel expenses, other operating costs as well as depreciation and amortization.

<sup>4</sup> Cash and cash equivalents (CHF 779 million), undrawn credit facilities (CHF 967 million) and short-term loans (CHF 1'325 million) as of 31 December 2022.

<sup>5</sup> Profit for the period, divided by average equity attributable to owners of the firm.

## Dividend up 12% to CHF 37.00 per share



<sup>1</sup> The Board of Directors proposes that a dividend of CHF 37.00 per share be paid for the financial year 2022, subject to the approval of the Annual General Meeting of shareholders to be held on 24 May 2023.



## Our steadfast commitment to responsible investment and stakeholder impact

### Partners Group Sustainability Ambition

Corporate Level

Carbon Reduction Program



Portfolio Level / Controlled Assets

Climate Change Strategy

Realizing Employees'
Potential



Stakeholder Benefits Program

Ownership Excellence



**Sustainability at Scale** 



Our 2022 Corporate Sustainability Report will be published on 25 April 2023



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