

STATE OF THE MARKET

EVERCORE | Private
Funds Group

STATE OF THE MARKET 2023

EVERCORE

FORTIS EST NON
PERTUBARIS IN REBUS ASPERIS

EVERCORE

The contents of this document are not provided for any person other than those specified below including, without limitation, any retail persons.

This document must not be copied, reproduced, published, distributed, disclosed or passed to any other person, directly or indirectly, in whole or in part, by any person, through any medium or in any form, at any time without the formal written authorisation of Evercore Partners International LLP (“Evercore”). By accepting this document, the recipient agrees to be bound by the obligations and limitations in this disclaimer.

This document has been prepared using materials and information that were made available to Evercore and other organisations that have authored articles herein from publicly available sources. In writing the content of this document, Evercore and the other organisations that have authored articles herein may have assumed and relied upon the accuracy and completeness of any financial and other information and data they have used without independent verification of such information or data.

This document does not purport to be comprehensive or exhaustive or contain all the information that a recipient may need in order to evaluate or act on any of the matters disclosed within it. This document speaks as of the date hereof and has not been independently verified and no representation or warranty, express or implied, is made as to the accuracy or completeness or sufficiency of such information and nothing contained herein is, or may be relied upon as, a representation, whether as to the past, the present or the future. Each of Evercore, its affiliates and their respective directors, officers, employees, agents, representatives, affiliates and/or advisers expressly disclaims any obligations or undertaking to update or verify any such information.

This document is necessarily based upon economic, market and other conditions as Evercore believes to be in effect on, and the information made available to Evercore as of, the date hereof. There are a number of risks, uncertainties and factors that could cause actual results and developments to differ materially from those expressed or implied by these statements and forecasts. Past performance cannot and should not be relied on as a guide to future performance. To the maximum extent permitted by law, and except in the case of fraud, Evercore, its affiliates and their respective directors, officers, employees and agents expressly disclaim any liability which may arise from this document and any information contained within it, or any other written or oral information provided in connection therewith, and any errors, misrepresentation or misstatement contained therein and/or omissions therefrom.

This document has been prepared for information purposes only and is not to be construed as an offer or invitation or solicitation or recommendation or provision of advice to sell or purchase any securities or conduct any other investment activity or transaction and is not a commitment by Evercore (or any of its affiliates or their respective officers, employees, representatives or agents or advisers) to provide or arrange any financing or other service for any transaction or to purchase or sell any security or other investment in connection therewith.

This document may not reflect information known to other professionals in other business areas of Evercore and its affiliates.

By accepting this document, the recipient acknowledges and agrees that Evercore does not and will not act in a fiduciary capacity for the recipient. Evercore may only be regarded by any recipient as acting on its behalf as financial adviser or otherwise following the execution of an engagement letter between us on mutually satisfactory terms.

Evercore and its affiliates do not provide legal, accounting or tax advice. Accordingly, any statements contained herein as to tax, legal or accounting matters are neither written nor intended by Evercore or its affiliates to be used and cannot be used by any taxpayer for the purpose of avoiding tax that may be imposed on such taxpayer. Each person should seek legal, accounting and tax advice based on his, her or its particular circumstances from independent advisors regarding the impact of the information or matters described herein.

This document should not be viewed as advice or recommendations with respect to any particular investment or investment strategy. This document contains articles written by Evercore employees and by third parties. All third-party articles were written specifically for this issue, and any data or viewpoints contained in any third-party articles belong solely to their authors, may not reflect the viewpoints or authorship of Evercore or its affiliates, and in no way shall Evercore or its affiliates be held liable or responsible for them. Any views or opinions expressed herein reflect the judgment at this date of the respective authors and are subject to change without notice.

Where Evercore or an affiliate is licensed in a jurisdiction, the recipient of this document shall consider such distribution to have come from only from the relevant licensed Evercore entity (ies). Notwithstanding the foregoing, this document is not directed at, or intended for distribution to or use by, any person or entity who is a citizen or resident of or located in any jurisdiction (including the United Kingdom) where such distribution, publication, availability or use would be contrary to applicable law or regulation or which would subject Evercore and/or its subsidiaries or affiliates to any registration or licensing requirements in such jurisdiction.

The distribution of this document and its contents in jurisdictions other than the United Kingdom may be restricted by law and, accordingly, recipients of this document represent to Evercore that they are able to receive this document without contravention of any legal, registration or regulatory requirements in the jurisdiction in which they reside or conduct business, or any requirement for Evercore and/or its affiliates to undergo any registration or licensing requirements in such jurisdiction. Recipients of this document outside of the United Kingdom should inform themselves about and observe any applicable legal restrictions in their jurisdiction which may be relevant to the distribution, possession or use of this document and recognise that Evercore does not accept any responsibility for contravention of any legal restrictions in such jurisdiction or which are otherwise applicable to such recipient.

To the extent this document or any statement contained within it constitutes a financial promotion which is not exempt for the purposes of the Financial Services and Markets Act 2000 (Financial Promotions) Order 2005 (the “Order”), this document is only being distributed and delivered to certain persons in the United Kingdom on the basis that such person falls within one of the exemptions contained in the Order. The contents of this document have accordingly not been approved by an authorised person for the purposes of Section 21 of the Financial Services and Markets Act 2000 (“FSMA”). Such approval of this document would be required by Section 21 FSMA if the exemptions referred to below, or some other exemption, did not apply. This document and its contents are being distributed and delivered on a confidential basis only to persons in the United Kingdom who are (or who are reasonably believed to be):

- (i) a person having professional experience in matters relating to investments as defined in Article 19 of the Order; or
- (ii) a high net worth company or trust or other person of the kind to which Article 49(2) of the Order applies; or
- (iii) any other person to whom it may otherwise be lawfully communicated in accordance with the Order.

Any investment or investment activity to which this document or information relates is available only to such persons as are referred to in the paragraph above and will be engaged in only with such persons. Persons not falling within these categories should not rely or act upon this document or any information contained within it. If you have received this document and you are not such a person you should immediately return it to Evercore. Otherwise you will be deemed to have warranted that you are such a person, or are otherwise a person to whom such information may be lawfully distributed and delivered by Evercore.

Evercore, its affiliates and their respective directors, officers, employees, agents, representatives and/or advisers shall not be responsible for any costs or expenses incurred by any recipient of this document in connection with the appraisal of it or its content and/or for any other costs and expenses incurred by such recipient.

Any matter, claim or dispute arising out of or in connection with this document or its contents, whether contractual or non-contractual, is to be governed by and determined in accordance with English law and the recipient, by accepting delivery of this document, agrees that the courts of England shall have exclusive jurisdiction to resolve any dispute, whether contractual or non-contractual, arising out of or in connection with it or its contents.

© Evercore. All rights reserved. This presentation is confidential and proprietary to Evercore. Evercore accepts no liability for the actions of third parties in relation to the redistribution of the material in this document.

INTRODUCTION

Richard Anthony,
Evercore
pg 1

01

FINDING VALUE IN VULNERABILITY

Ben Brazil, FitzWalter Capital,
Alexander Rayden, Evercore
pg 3

02

BUILDING A PRIVATE EQUITY PORTFOLIO FOR THE LONG TERM

Sofie Kulp-Tåg,
Skandia Life Insurance Company
pg 6

03

WHY IS THE GERMAN INFRASTRUCTURE MARKET DIFFERENT? AND HOW TO FIND ATTRACTIVE INVESTMENT OPPORTUNITIES

Alexander Krater, Steffen Reeser,
Palladio Partners
pg 9

04

ICONIC BRAND BUILDER JENNY MING ON BEING A LIFELONG LEARNER, MAKING THE GREATEST STRIDES WHEN UNCOMFORTABLE, AND ELEVATING MORE FEMALE LEADERS

Kristin DePlatchett, Jenny Ming,
Trilantic North America
pg 13

05

THE POWER OF THE NICHE

Jeremy Barnes,
Falko Regional Aircraft
pg 15

06

HARVESTING RETURNS: THE RELATIONSHIP BETWEEN ENVIRONMENTAL SUSTAINABILITY AND INVESTING IN FARMLAND

Daniel Little, Gabe Santos,
Mark Lambert,
Homestead Capital and Revive Ag
pg 19

07

PRIVATE EQUITY SECONDARIES ROUNDTABLE DISCUSSION

Chris Perriello, AlpInvest Partners,
Vladimir Colas, Ardian,
Verdun Perry, Blackstone Strategic Partners,
Jeffrey Keay, HarbourVest Partners,
Ricardo Lombardi, ICG Strategic Equity,
Nigel Dawn, Evercore
pg 23

08

INVESTING IN HEALTHCARE IN 2023: "MINERS" OR "PICKS AND SHOVELS"?

Samuel Levy,
Lauxera Capital Partners
pg 28

09

NOBODY EVER GOT FIRED FOR BUYING SENIOR CREDIT

Nayef Perry, Trevor Messerly,
Hamilton Lane
pg 31

10

OPENING DOORS FOR PRIVATE WEALTH IN PRIVATE MARKETS

Jason Proctor, Truffle Invest Ltd,
Edoardo Pecorari, Evercore
pg 34

11

GROWTH IN SUSTAINABLE INFRASTRUCTURE AND TRANSITION ASSETS

Ulla Frimor Agesen,
Nordic Investment Opportunities
pg 39

12

WHAT IS THE DIFFERENCE BETWEEN IMPACT AND ESG – AND WHY DOES IT MATTER?

Johanna Levander, Pia Irell,
Trill Impact
pg 43

13

THE OTHER “CFO” YOU SHOULD KNOW ABOUT: COLLATERALISED FUND OBLIGATIONS

Ahmet Yetis, Ned DiLisio,
Evercore
pg 45

14

MINORITY CAPITAL COMES OF AGE

David Whileman,
Inflexion
pg 49

15

EVOLUTION OF TAX CONSIDERATIONS IN PRIVATE MARKETS

Claus Kirkeby Olsen,
TaxRoom
pg 51

16

SMALL AND MID-CAP CO-INVESTMENTS: OPPORTUNITIES IN A CHALLENGING ENVIRONMENT

Daniel Boege, Vaishnavi Katamreddy,
Golding Capital Partners
pg 53

17

THE RISE AND FALL OF THE SPAC MARKET

Wyatt Geiger,
Pathway Capital Management
pg 57

18

MEDAC – “BEST MIDDLE MARKET DEAL OF 2021” AWARDED TO QUEKA REAL PARTNERS

Carmen Álvarez-Novoa,
Queka Real Partners
pg 61

19

BLOCKCHAIN: THE OPPORTUNITY FOR INSTITUTIONAL INVESTORS

Maneesh Gandhi, Mike Liddy,
Evanston Capital Management
pg 63

20

EVOLUTION OF ESG IN ASIA

Rebekah Earp,
CVC Asia Pacific Limited
pg 66

APPENDIX

Recent private equity fundraising highlights
pg 69

Harvesting returns: The relationship between environmental sustainability and investing in farmland

BY DANIEL LITTLE AND GABE SANTOS, CEOS AND CO-FOUNDERS OF HOMESTEAD CAPITAL AND REVIVE AG, AND MARK LAMBERT, CEO OF REVIVE AG

Environmental sustainability is a growing area of focus in agriculture, driven by increasing awareness from consumers, investors, farmers and food companies. Smart farmland asset managers must determine how to increase their exposure to these themes. We believe that this exposure can create greater value, but scaling these strategies can present challenges requiring a new approach for institutional farmland asset managers and their investors.

Homestead Capital is a private equity firm that employs a value-add strategy to investing in United States farmland. We combine a strong local presence and top-down portfolio construction to help manage the risks inherent in farming, including weather variability, water availability, and commodity price volatility. We believe this approach positions us to deliver attractive, risk-adjusted returns to investors from the US farmland market.

Farmland is an attractive investment in a diversified portfolio. Historically, farmland has delivered robust returns across various economic environments, with total annual returns from income and price appreciation averaging 9.5% since 1960.¹ Moreover, farmland investments typically perform well during inflationary periods given the inherent tie between food prices — which generally increase with inflation — and revenue from

crop sales. Lastly, farmland has low or negative correlation to most traditional asset classes and is a reliable store of value during periods of economic volatility, offering safe haven characteristics to investors.

Only about 3% of the 900 million acres of US farmland is institutionally owned and managed today. Institutional interest has grown rapidly over the past decade, with an estimated \$8.7 billion in institutional funds focused on the asset class in the past five years.² However, the asset class is on the cusp of a significant transition, with the average age of the American farmer recently surpassing 58. Tens of millions of acres of US farmland are expected to change hands over the coming decade. Faced with rising interest rates, a tightening farm labour market, and changing consumer preferences, farmland owners will have an increasingly difficult decision to make: whether to invest the requisite capital to position their farms for the future, or sell their land. We believe this will create significant opportunities for institutional investors to increase their exposure to the farmland asset class in coming years.

Environmental, social and governance (ESG) considerations are driving greater and greater investor interest, and scrutiny, in the farmland asset class. Much has been written about the growing investor demand for ESG-themed investments, and sustainable

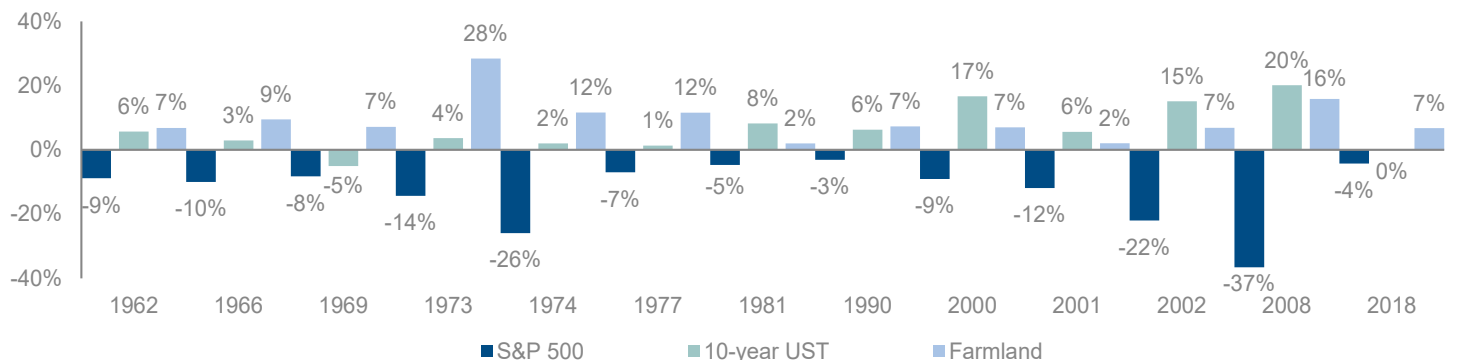
investing has rapidly moved from fringe to mainstream over the past decade. Capital allocations to sustainable investing topped \$17 trillion in 2021,³ and by some estimates will exceed \$50 trillion — more than one-third of global AUM — by 2025.⁴

Several factors play into the increasing attention on the farmland asset class from ESG-oriented investors.

First is the recognition of agriculture's significant contribution to climate change — and its potential to mitigate it. It is estimated that more than one-third of global anthropogenic greenhouse gas emissions directly result from agricultural production and the food system.⁵ But changes in farming practices have the potential to transform agriculture from net contributor to net mitigator of climate change. Certain 'climate-smart' farming practices have been proved to lower greenhouse gas emissions and remove atmospheric carbon by storing it within farm soils. Accordingly, investors that desire to create climate impact and reduce carbon emissions see significant potential to achieve these objectives via investments in sustainably managed farmland assets.

Second is the recognition of the risks that a changing climate poses to infrastructure and other real assets, in particular nature-based real assets like farmland. Increasing weather variability associated with a changing climate

Figure 1 – Farmland outperformance during market downturns



Source: S&P 500 and 10-yr US Treasury data obtained from the Federal Reserve database in St. Louis, as sourced via New York University Professor Damodaran. Farmland data through 1991 reflecting the total rate of return on farm assets as published by the USDA; subsequent data from NCREIF

is expected to disproportionately impact the agricultural sector, limiting productive potential and impairing asset values. Indeed, climate-related challenges are already impacting consumer products: in 2022, extreme heat and drought led to shortages of Dijon mustard and the disappearance of sriracha hot sauce from shop shelves. These trends are motivating investors to pay closer scrutiny to climate-related risks and the steps being taken by real asset managers to adapt to these challenges. See, for example, Climate Action 100+, an investor-led initiative representing \$68 trillion in assets and 700 investors working to ensure the world's largest corporate greenhouse gas (GHG) emitters take necessary action on climate change. The SEC is taking note as well, having proposed new climate disclosure rules in March that would require public companies to report climate-related impacts and risks to their businesses. If enacted, these would mandate the disclosure of supply chain, or 'Scope 3' emissions, if they are material investors. Critically, Scope 3 emissions include those associated with agricultural production for large food and beverage (F&B) companies.

The growing interest in agricultural sustainability extends well beyond the investment community. Consumers are demanding healthier food grown with greater transparency and lower environmental impact. Carbon labelling and sustainability certifications are creating opportunities for food companies to differentiate their products with consumers, and potentially secure price premiums. Many of these companies have committed to reduce their corporate carbon footprint or decarbonise their supply chains entirely through 'net zero' emissions pledges. Among them are multinational giants like Unilever, PepsiCo, and General Mills. And given that 90% or more of a F&B company's GHG emissions are produced in their upstream supply chains (which includes the production, processing, and transportation of crops), helping these farmer suppliers adapt will be critical if reduction targets are to be achieved. This creates opportunities for investors and asset managers that can influence production practices on their farmland assets.

As responsible stewards of a natural resource, Homestead Capital has always sought to integrate sustainability into our management philosophy. This has the added benefit of diversifying our exposure to various operating strategies. Thoughtful portfolio construction is vital to delivering superior risk-adjusted returns to farmland investors. Homestead takes a multi-faceted approach to portfolio construction, with diversification across 13 states and 17 crop types, and relationships with over 100 farmer tenants operating under a variety of lease structures. Sustainability-focused farming initiatives

offer further opportunities for diversification. To date, this has involved conversion to certified organic production, restoration of wetlands to create saleable mitigation credits, and efficiency improvements in on-farm water and energy use.

More recently, we have augmented our roster of sustainability initiatives with 'climate-smart' farming practices, which can reduce carbon impact while improving profitability and long-term asset value. In addition, these practices boost the resilience of farmland by improving soil health and protecting farms from climate variability, water stress, and other natural risks. When used in concert with innovative technologies (such as low-emissions equipment or products that help reduce the use of fertilisers), we believe these practices can uniquely position Homestead to serve the growing investor, consumer, and corporate interest.

However, it can be challenging for Homestead, and by extension other institutional and non-institutional landowners, to identify tenants who are willing to or capable of employing climate-smart farming practices. This is in part due to the specialised knowledge and relationships that these crops and practices typically require. This has frustrated efforts by investors and asset managers to boost their exposure to climate-smart farming practices and achieve ESG or impact objectives. It has also prevented the supply of climate-smart crops from scaling at a pace commensurate with the growing demand from consumers and F&B companies.

In 2021, we founded Revive Agriculture to address this issue and help fill what we perceived to be an unmet need in agriculture — a national-scale farming company focused on implementing climate-smart farming practices and innovative technologies. As a tenant, Revive provides Homestead with greater exposure to climate-smart operations and more control over lease terms, types of crops grown, and farming practices employed.

Revive's services also include the collection and reporting of farm-level environmental impact data, which supports not only rigorous impact reporting to ESG-oriented investors but also unlocks an opportunity for carbon and other environmental credit sales. With the increasing focus on GHG reductions, the sale and trade of carbon credits has become big business — a record \$1 billion of voluntary credits (that is, those outside of government-controlled carbon schemes) were transacted in 2021, with some projections suggesting a total market size of \$30 billion by 2030.⁶ Rises in GHG reduction commitments from global F&B companies,

together with sharpening appetites for carbon credits from corporate buyers in other sectors, are creating significant demand for credits produced from agriculture.

We believe Revive can play a valuable role for landowners, including other institutional land managers, seeking to expand their exposure to climate-smart management. Given the shifting risk and opportunity landscape that natural real asset managers must contend with under a changing climate, such an approach may soon be relevant to more than just those who are seeking ESG exposure. What's smart for the climate today could well become what's smart for all investors tomorrow.

1. Reflects NCREIF farmland index data for all post 1992 data, USDA Farm Income and Wealth Statistics data for all pre-1992 data
2. Financial Times, Investors seeking inflation hedge snap up US farmland, 6 April 2022
3. US SIF, Report on US Sustainable and Impact Investing Trends 2020
4. Bloomberg, ESG assets may hit \$53 trillion by 2025, a third of global AUM, 23 February 2021
5. M. Crippa, E. Solazzo, D. Guizzardi, F. Monforti-Ferrario, F.N. Tubiello, A. Leip, Food systems are responsible for a third of global anthropogenic GHG emissions, Nature Food, 2 (2021), pp. 198–209
6. McKinsey & Company, A blueprint for scaling voluntary carbon markets to meet the climate challenge, 29 January 2021



***Daniel Little is CEO and Co-Founder of Homestead Capital,** as well as Co-Founder of Revive Ag, with over 20 years of investment management and agriculture experience. Formerly, Dan was a Fund Manager at J.P. Morgan. He holds an M.A. from Columbia University and a B.A. from Hamilton College.*



***Gabe Santos is CEO and Co-Founder of Homestead Capital,** as well as Co-Founder of Revive Ag. He has over 20 years of investment management and agriculture experience. Formerly, Gabe was an Executive Director at Goldman Sachs Global Natural Resources Group Investment Banking Division. He holds a J.D. from Georgetown University Law Center and a B.A. University of California, Los Angeles.*



***Mark Lambert is CEO of Revive Ag.** He has over 15 years of experience working at the intersection of finance and sustainable agriculture. Mark was formerly VP at Quantified Ventures and the Co-Founder of the Soil and Water Outcomes Fund. He holds a B.A. from the University of California, Berkeley.*

