AN EXECUTIVE WORKING SESSION · BY INVITATION

From Investment Thesis to Verified Value

For European Family Office Principals, Investment Leaders, Board Members and Portfolio Leaders

An operator-led approach that connects Permanent Ownership intent to accountable execution and measurable cash-yield, margin, resilience and capital-allocation outcomes.

Across European family offices, long-term value must often be created across multiple countries, legal entities, operating environments and generations.

Family offices may own legacy operating companies, direct investments, industrial holdings and diversified private assets across fragmented systems and management structures.

Patient capital provides flexibility, but it can also allow operating weakness, inefficient capital deployment, governance gaps and succession risks to remain unresolved for longer than they should.

Family Office-backed companies may have extensive reporting, advisors, ERP systems and AI initiatives while owners and leadership teams still struggle to answer the questions that matter:

- Where are cash yield, productivity or margin quality beginning to weaken?
- Which financial, commercial, operational and cash signals are connected?
- Where are cross-border operations, fragmented entities or inconsistent systems obscuring performance?
- Which portfolio companies require ownership or management attention first?
- Is retained capital being deployed productively?
- Are distributions supported by sustainable cash generation?
- Are board, ownership and management decision rights sufficiently clear?
- Is the company prepared for intergenerational or leadership transition?
- Will the evidence withstand scrutiny from family shareholders, boards, lenders and future generations?

THE EVIDENCE IS INDEPENDENT AND CONSISTENT

The value gap is real — and it is not a technology problem.

McKinsey’s State of AI 2025 finds that 88% of organisations use AI in at least one function, yet only 39% report enterprise-level EBIT impact and roughly 6% qualify as AI high performers.

BCG’s Widening AI Value Gap 2025 reaches the same conclusion from a separate sample: only 5% of companies are classified as “future-built” and consistently generate substantial value, while 60% report minimal gains despite meaningful investment.

> **The defensible conclusion across both studies is that only around one in twenty organisations currently converts AI into material and consistent enterprise-level financial value.**

This should not be interpreted as meaning that 95% of individual AI projects fail. The research measures organisational maturity and enterprise-level value, not the failure rate of individual use cases.

This is not a model problem. High performers and laggards have access to the same technology. The difference is organisational. Value appears where AI and data are connected to decision rights, workflow redesign, KPI ownership, management adoption, execution responsibility and rigorous expected-versus-actual measurement.

That is precisely the chain this working session demonstrates.

THE MARKET DOES NOT NEED ANOTHER FRAMEWORK

The challenge is not access to more AI, tools or reporting. It is connecting the complete value-creation chain:

Investment Thesis → Business Signals → Operating Intelligence → Decisions Architecture → Execution Support → Performance Outcomes

ValueFabric, in cooperation with Tier 1 Operating Partners, connects two capabilities that usually sit apart.

The organisational conditions required for execution under Permanent Ownership — ownership-intent translation, governance, decision rights, owner-board-management alignment, accountability and operating cadence.

And the intelligence, decision and evidence architecture that connects company context and Business Signals to Operating Intelligence, Decisions Architecture, Execution Support and measurable Performance Outcomes.

Together, these capabilities help family offices, boards and portfolio leadership teams move from long-term ownership intent to accountable execution and defensible results.

BUILT FOR EUROPEAN FAMILY OFFICE REALITIES

The methodology is identical across regions. The European edition applies it with additional emphasis on:

- productivity and margin resilience;
- cash and working-capital discipline;
- cross-border operations;
- fragmented entities and systems;
- capital-allocation discipline;
- governance maturity;
- intergenerational continuity;
- succession readiness;
- governed AI adoption;
- and defensible performance across different operating and regulatory environments.

Europe is one commercial region but not one uniform regulatory or operating environment. Where relevant, the session distinguishes between the EU/EEA, the UK and Ireland, and Switzerland. These distinctions reflect different data-protection environments, governance requirements and approaches to AI adoption. They are treated as part of the operating reality that value creation must account for and are illustrative rather than legal advice.

WHAT STANDS BEHIND THE METHOD

ValueFabric does not ask family offices to take value creation on faith. The approach is built with real-world experts and designed to be verified, not asserted:

- **A network of more than 40 Tier 1 executives and operators** drawn from investment firms and portfolio companies — experienced practitioners, not a black-box model.
- More than ten years of real-world company research across multiple sectors, business models and operating conditions.
- A method built on verification — tracing outcomes from baseline through Business Signal, decision, intervention and execution to measurable Performance Outcomes.
- Academic validation supporting the underlying intelligence design.

The ValueFabric methodology, diagnostic products, analytical logic, Decisions Architecture, programme artefacts and operator-led process are available today.

The governed, layered intelligence engine designed to perform these activities continuously and at scale is in active development. The verified history it creates — connecting company context, Business Signals, decisions, interventions, execution conditions and Performance Outcomes — cannot simply be licensed or purchased. It can only be built through real companies, real decisions, real interventions and measured outcomes.

WHAT WE WILL WORK THROUGH

Using a realistic European Family Office-backed company case, participants will examine how apparently manageable movements in margin, working capital, forecast accuracy, capital expenditure, cash conversion and distributions can combine into a more serious cash-yield, resilience, capital-preservation and succession risk. The working session will demonstrate how to:

- detect emerging performance and capital risk earlier;
- connect financial, commercial, operational and cash signals;
- distinguish isolated KPI movements from a developing company trajectory;

- identify where cross-border operations, entity complexity or fragmented systems are obscuring performance;
- determine which portfolio companies require ownership or management attention first;
- prioritise interventions by impact, urgency, capital requirement and execution feasibility;
- establish clear owner, board and management decision rights across entities and jurisdictions;
- distinguish sustainable distributions from distributions that weaken working capital or resilience;
- evaluate whether retained earnings and capital expenditure are producing measurable improvement;
- connect actions to expected cash-yield, margin, resilience and distribution-capacity outcomes;
- compare expected and actual Performance Outcomes;
- and build stronger evidence for family shareholders, boards, lenders, governance and succession.

THE PRACTICAL DISTINCTION

> **A completed initiative is not automatically value creation.**
> **A KPI movement is not yet verified value.**
> **Cross-border diversification is not automatically operational resilience.**
> **A dividend is not automatically sustainable cash yield.**

Value must be connected to a clear baseline, an accountable decision, an executed intervention and measurable Performance Outcomes — with sufficient evidence to understand what changed, why it changed and whether the improvement is sustainable.

WHO SHOULD ATTEND

- Family Office Principals and Family Shareholders
- Chief Investment Officers and Investment Directors
- Direct Investment and Portfolio Leadership Teams
- Board Members and Holding-Company Executives
- Portfolio CEOs, CFOs and COOs
- Governance and Succession Leaders
- Operating Advisors and Functional Experts
- Interim and Fractional Executives

WHAT PARTICIPANTS WILL LEAVE WITH

A practical understanding of how to connect:

- Permanent Ownership intent to the Business Signals requiring attention;
- Business Signals to Operating Intelligence;
- Operating Intelligence to Decisions Architecture;
- owner, board and management rights to accountable decisions;
- capital allocation to measurable expected outcomes;
- decisions to accountable Execution Support;
- execution to measurable Performance Outcomes;
- and verified Performance Outcomes to stronger cash yield, margin quality, capital preservation, distribution capacity, governance and succession evidence.

This is not another general AI webinar. It is a practical Executive Working Session on how European family offices, boards and portfolio leadership teams can preserve and compound value across cross-border holdings and generations.

EVENT DETAILS

Format Live online Executive Working Session
Duration 90 minutes
Scheduling By arrangement — European time zones
Participation By invitation

Hosted by ValueFabric, in cooperation with Tier 1 Operating Partners

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Contact: contact@value-fabric.com

Following the session, selected participants may nominate one portfolio company for a private discussion on cross-border complexity, working capital, capital allocation, governance maturity, intergenerational continuity and outcome evidence.