AN EXECUTIVE WORKING SESSION · BY INVITATION

From Investment Thesis to Verified Value

For US 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 US family offices, patient capital is increasingly deployed across direct operating businesses, legacy holdings, new private investments and diversified portfolios.

The challenge is not simply acquiring or holding strong businesses. It is creating consistent operating discipline across companies with different management teams, governance structures, reporting environments and levels of maturity — without removing the entrepreneurial ownership that made those companies valuable.

Family offices may have significant influence or control. Yet value creation still frequently stalls between ownership intent, board oversight, management decisions and operational execution.

Portfolio companies may have dashboards, advisors, transformation programmes and AI initiatives while owners and leadership teams still struggle to answer the questions that matter:

— Where are cash yield, margin quality or capital efficiency beginning to weaken?
— Which financial, commercial, operational and cash signals are connected?
— Which portfolio companies require ownership or management attention first?
— Is retained capital being deployed into initiatives that create measurable value?
— Are distributions supported by sustainable cash generation?
— Who owns the decision and its execution?
— Is management becoming stronger and less dependent on individual owners or executives?
— Is the company prepared for a leadership or generational transition?
— Will the evidence withstand scrutiny from family shareholders, boards, lenders and future leadership?

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 US FAMILY OFFICE REALITIES

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

- sustainable cash generation;
- margin quality;
- capital-allocation discipline;
- retained-earnings productivity;
- distribution capacity;
- portfolio-company accountability;
- management professionalisation;
- board and governance clarity;
- leadership and succession readiness;
- and governed AI adoption.

The edition recognises that Permanent Ownership can combine patient capital, concentrated ownership and significant decision authority. But control alone does not create value.

The central challenge is translating ownership authority into professional governance, management accountability and measurable operating improvement without weakening entrepreneurial speed or company-level ownership.

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 US 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;

- 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;
- distinguish sustainable distributions from distributions that weaken resilience;
- evaluate whether retained earnings and capital expenditure are creating measurable value;
- strengthen management accountability and reduce key-person dependency;
- 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 and succession decisions.

THE PRACTICAL DISTINCTION

> **A completed initiative is not automatically value creation.**
> **A KPI movement is not yet verified value.**
> **Patient capital is not automatically productive capital.**
> **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 US family offices, boards and portfolio leadership teams can convert patient capital and ownership authority into measurable, sustainable value.

EVENT DETAILS

Format Live online Executive Working Session
Duration 90 minutes
Scheduling By arrangement — US time zones
Participation By invitation
Hosted by ValueFabric, in cooperation with Tier 1 Operating Partners

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Subscribe to receive upcoming dates and a custom planning for your family office or portfolio.

Contact: contact@value-fabric.com

Following the session, selected participants may nominate one portfolio company for a private discussion on cash yield, capital allocation, board accountability, management capacity, succession readiness and outcome evidence.