



**PACIFIC CURRENT GROUP**

FIRM OVERVIEW

# About Pacific Current Group

- › International, ASX-listed, multi-boutique asset management group with offices in Sydney, Melbourne, Tacoma and Denver
- › 15 affiliated boutique managers focusing on a variety of private and public market strategies
- › Enduring partnerships with asset managers to enhance growth and value
  - Creating flexible partnership structures establishing alignment with boutiques
  - Long-term partners with permanent capital
  - Actively growing boutiques through various global distribution strategies
  - Boutiques remain investment centric to sustain a long-term investment culture
  - Deep experience in business building to provide strategic insights and guidance

# Our Portfolio (as of May 2019)



**Aether Investment Partners**  
Diversified real assets funds



**Blackcrane Capital**  
Concentrated international & global equity strategies (all cap)



**Carlisle Management Company**  
Life settlements



**Freehold Investment Management**  
Australian real estate investment trusts & unlisted properties

INDEPENDENT [FINANCIAL] PARTNERS

**Independent Financial Partners**  
Hybrid RIA platform



**Northern Lights Alternative Advisors**  
Advisory and private placement services



**Seizert Capital Partners**  
Concentrated US core & value strategies



**Victory Park Capital Partners**  
Flexible private debt, credit and equity solutions



**AlphaShares**  
Chinese equity ETFs



**CAMG**  
Private and listed infrastructure vehicles



**EAM Global Investors**  
US, Non-US & emerging market small- and micro-cap equities



**GQG Partners**  
Emerging markets, global, and international equity strategies



**Nereus Capital**  
Private equity focused on renewable energy infrastructure



**ROC Partners**  
Asia-Pacific private equity



**Strategic Capital Investors**  
Hedge fund seeding and acceleration

# Partnering with Asset Managers

Our business is oriented toward growth, not control. We seek to amplify what's unique and distinctive about each of our affiliates. At our core, we see ourselves as partners to the companies in our portfolio, always looking to add value wherever possible.



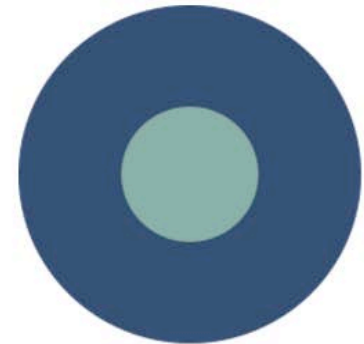
## IDENTIFY

We seek to identify exceptionally talented investors, with attractive business prospects that exhibit the character and cultural attributes that are necessary to build and manage a successful investment business.



## PARTNER

We work with managers to closely align interests by offering flexible deal structures and creative long-term capital. No two managers are alike, and our goal is to find the best structure for each individual manager—addressing their unique goals—to build stable and sustainable partnerships.



## GROW

Our team has decades of experience building, working in, and selling to many of the largest institutional investors in the world. We take that experience and work holistically with our firms to design—and in some cases implement—the most effective growth strategies for them.

# Creating Value for Our Affiliates

As part of our partnership with portfolio companies, we believe one of the keys to our business model is our ability to support the growth of selected affiliated managers by leveraging our resources, relationships, and expertise.

## STRATEGIC

- Work with manager to identify key components of investment and business proposition
- Develop strategic business plan
- Map a clear vision for growth

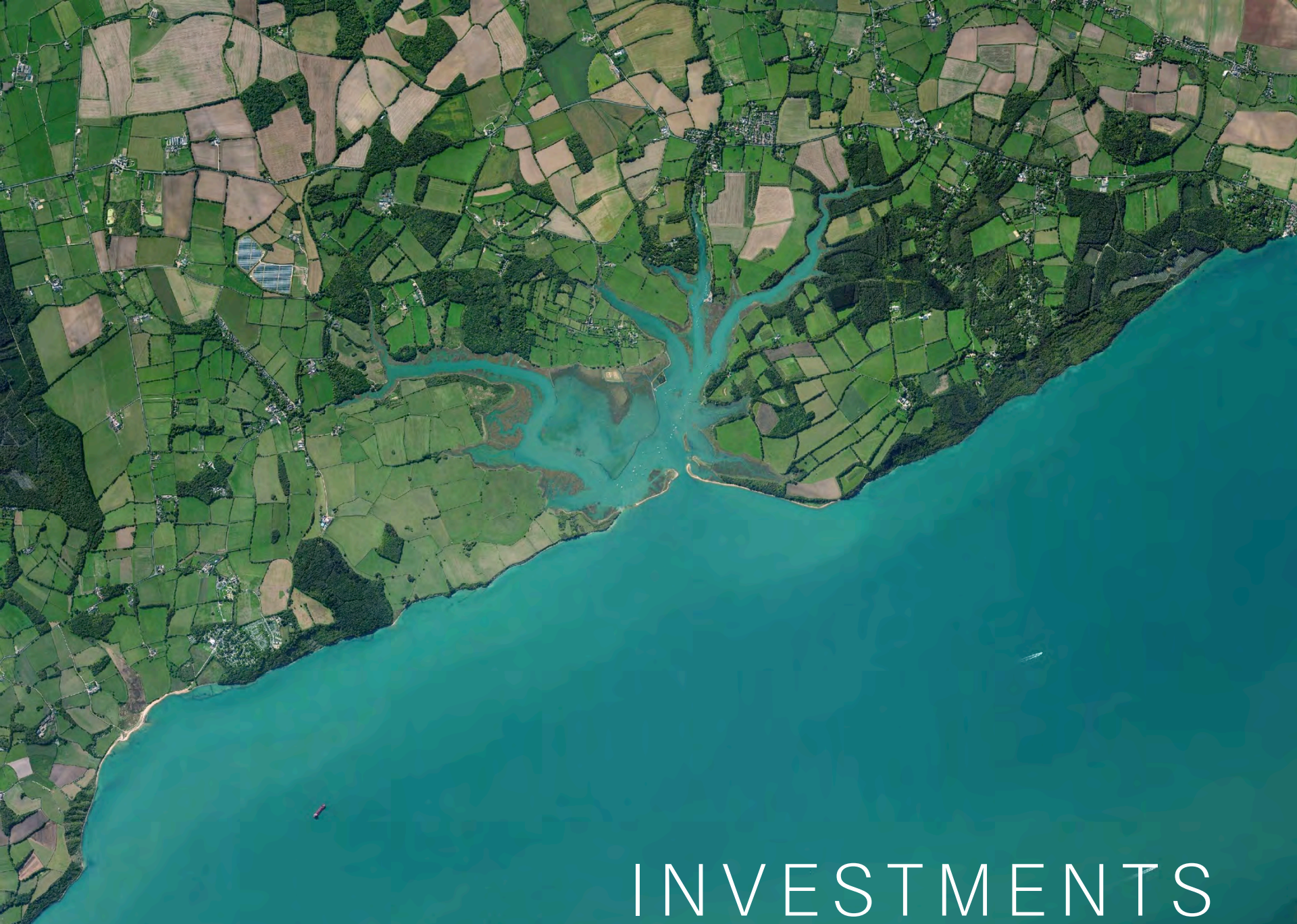
## OPERATIONAL

- Constant engagement with manager to monitor financial, operational and risk management robustness
- Partner with manager to maximise efficiency across operational and administrative functions

## SALES & MARKETING

- Define key markets
- Assess market demand
- Develop positioning points
- Develop supporting marketing collateral
- Employ a strategic distribution approach to systematically attack key institutional markets
- Gather ongoing market intelligence to continuously refine story





# INVESTMENTS

# Investment Philosophy

Our evaluation of potential affiliates is not focused on investment performance or how rapidly a firm has grown. Rather, we search for firms that exhibit the investment process and organizational attributes necessary to provide and sustain their competitive advantages.

- › Seek to specifically identify traits that are essential for perpetuating a firm's success. To facilitate this evaluation we use a conceptual framework that determines "key success factors" for each strategy and then we systematically evaluate how the firm measures across these factors
- › Generally ultra-long-term holders of assets ("permanent")
- › Seek to make two types of investments:
  - Core holdings in larger strategic partnerships
  - Smaller capital commitments to highly scalable opportunities
- › Will from time-to-time divest:
  - If we see fundamental risks to business/portfolio that cannot be managed
  - Maintain alignment with management at all costs

# Core Investment Beliefs

## *Meritocratic*

- The value of an average investment firm should be close to zero, so we must be very demanding
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## *Growth*

- Only seek companies with bright growth prospects
  - Be highly skeptical of investment turnarounds, regardless of price
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## *Culture*

- A healthy investment culture is the only way to sustain long-term excellence
  - Never compromise with regard to integrity
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## *Long-Term*

- Investments are made with a very long-term, perpetual time horizon
  - Ride our winners and trim our losers
  - Selling our stakes should generally not be part of our investment premise
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## *Alignment*

- Achieving alignment with our affiliates is a prerequisite for long-term success
  - We want enduring relationships that enhance growth and enterprise value
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## *Optionality*

- There is an underappreciated “right tail” of outcomes with investment firms
  - Thoughtful structuring and long-term time horizon helps us exploit this optionality
  - Seek asset management platform opportunities when possible
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## *Diversification*

- Thoughtful diversification can reduce earnings volatility and improve access to capital markets
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# Targeted Opportunities



## SUNRISE

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- International, global and emerging markets equities
- Liquid alternatives
- Private capital (equity, debt, real estate)
- Real assets
- Life settlements
- Liability-driven investing (LDI)
- Smart/exotic betas
- Specialty fixed income
- Passive equity
- ESG
- Multi-asset portfolios / target date funds
- ETFs, ETMFs & managed ETFs



## SUNSET

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- Domestic equities, particularly large cap
- Defined-benefit plans
- Traditional hedge fund of funds
- Traditional mutual funds (without 401(k) exposure)
- Style box asset allocation



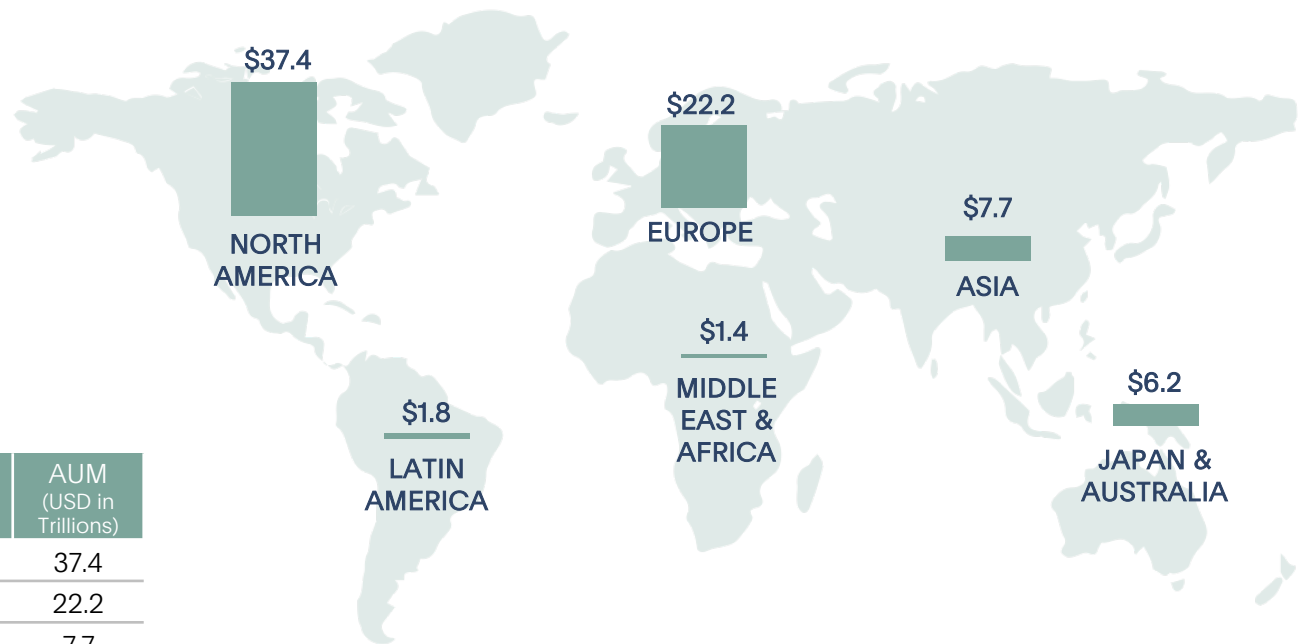


# SALES & MARKETING



# Gaining an Edge on Global Markets

With a global distribution team, Pacific Current Group provides access to a majority of the world's institutional markets.



Geographic Region	AUM (USD in Trillions)
North America	37.4
Europe	22.2
Asia (ex Japan and Australia)	7.7
Japan & Australia	6.2
Latin America	1.8
Middle East & Africa	1.4

Source: Boston Consulting Group Global Asset Management 2018: The Digital Metamorphosis; AUM reflects 2017 AUM.

# Business Development Services

## DISTRIBUTION SYSTEM DESIGN AND IMPLEMENTATION

- Implement strategic sales process to maximize the efficiency and effectiveness of distribution efforts
- Identify and prioritize key databases
- Work with investments and marketing to ensure proper population, positioning and RFP completion
- Evaluate current and prospective client base, consultant relationships, and platform relationships to isolate leverage points, ensure profitability and identify future opportunity
- Establish key goals and metrics for evaluating progress (dashboards, reporting tools, and methods of accountability)
- Set up meetings and phone calls with targeted prospects and attend networking events, fundraisers, and conferences on behalf of the managers

## DIRECT INSTITUTIONAL SALES PROCESS



### INTERESTED MEETING



- Initial meeting completed
- Party is interested
- Potential follow-up items
- Periodic check-in updates



### DILIGENCE



- Committed to diligence process
- Completed RFP, RFI
- Next step activities agreed
- Product and potential funding date specified



### DECISION



- Decision imminent
- Finalist selection and/or finals presentation
- Potential fee negotiation



### WIN UNFUNDED



- Commitment secured
- Awaiting funding



### INVESTOR COMMITMENT

- Signed documents
- Account funded



# Marketing Services

## BRAND AND POSITIONING REVIEW

- Evaluate competitive landscape and gather market intelligence to determine best overall marketing strategy for firm
- Conduct diligence with key members of investment team to understand history of the firm, investment philosophy and process, and to uncover what is unique about the firm and its offerings
- Develop positioning that reflects key strengths and benefits to investors
- Create concise, compelling and repeatable stories, including content/copy for marketing, sales and RFP data banks
- When applicable, refine overall brand image, including design elements and brand messaging

## MARKETING COLLATERAL REFINEMENT AND CREATION

- Create and refine key client and prospect communication materials, including pitchbooks, factsheets, commentaries, and generic DDQs
- Identify and develop additional communication pieces, such as white papers or sales-related interest pieces
- Leverage PR relationships to develop a proactive approach to written and digital communication in media
- Assess current website and digital presence, and if needed, implement a bespoke digital marketing strategy
- Plan and execute email marketing campaign when necessary to enhance the sales process

## ONGOING MARKETING SUPPORT

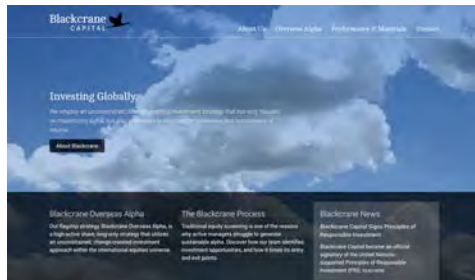
- Assistance with monthly/quarterly updating process including marketing materials, sales-related request documents, and databases
- Management of RFPs, including answering, reviewing, editing, and template management
- Coordinate firm events at conferences, if applicable
- Assist with ad-hoc advertisements, events, or promotional strategies to help enhance brand awareness

# Marketing Case Study

Our marketing team works closely with managers to align branding and positioning with the market and effectively communicate core messages.

## BRANDING

We worked closely with professional designers to ensure Blackcrane Capital's core values were captured in their brand. We helped them apply their brand consistently across their website and other marketing materials.



Blackcrane's mission is to provide investors with the purest form of active outperformance.

We employ an uncompromising, change-oriented investment strategy that not only focuses on maximizing alpha, but also endeavors to improve the timeliness and consistency of returns. We also seek to improve liquidity by embedding accountability checks into the investment process. The unveiling of global inquiries provides an ideal medium to reduce these obstacles.

## MESSAGING

Blackcrane's investment philosophy and processes help them stand out amid a crowded and competitive manager universe. We continue to work with Blackcrane to highlight how and why they are different from peers.

**Investment Philosophy**

Companies that possess good investment characteristics do not necessarily generate positive returns or alpha. We focus instead on those for which we can equitably quantify a positive bias between market perception and reality.

- During moments of fundamental change, companies are generally more difficult to analyze and forecast. Due to market inertia, analysts tend to be more conservative in their projection assumptions, which can lead to significant gaps between consensus expectations and actual results.
- Alpha is created when there is a material divergence between market perception and reality. When a positive information event is released to the public, market perception resets upward to match this newly discovered reality.
- Blackcrane's empirical study, "Extracting Alpha During Positive Earnings," demonstrates that investing in companies that consistently deliver earnings above market expectations led to persistent excess returns throughout the market cycle.

**Investment Process – Idea Generation**

**Idea Generation**

- Blackcrane's proprietary information screen systematically identifies companies that have reported earnings within the past 24 hours.
- On average, roughly 30-100 companies report an earnings beat or miss daily. Large surprises are targeted as a general rule.
- After filtering for non-operational surprises, roughly 4-5 top ideas are discussed during the daily investment meeting.
  - Forward Earnings Progression
  - Seasonality
  - Revenue Upside
  - Operating Leverage
- The top 1-2 candidates are selected for further diligence and investment analysis on a weekly basis.

## MARKETING MATERIALS

We built and now help manage a suite of marketing materials for Blackcrane's core strategy, including a pitchbook, fact sheet, quarterly commentary, generic DDQ, white papers, research reports, and digital and press-related initiatives.

**Overseas Alpha Portfolio Profile**

**Q4 2018 Blackcrane Overseas Alpha**

**Quarterly Update**



APPENDIX

# Leadership Team Biographies

## PAUL R. GREENWOOD, CFA | GLOBAL CHIEF EXECUTIVE OFFICER & CHIEF INVESTMENT OFFICER

As our firm's Managing Director, Global CIO, and President in North America, Paul provides overall leadership and strategic vision, as he spearheads the growth efforts of the firm and guides our global sourcing, investment and portfolio management teams. Paul was a co-founder Northern Lights Capital Group (now Pacific Current Group). Prior to Northern Lights, Paul served as director of US Equity for Russell Investment Group ("Russell"), where he managed a team of more than 20 investment professionals who were responsible for all of Russell's U.S. equity oriented portfolio management and research activities. He also served as a Russell spokesperson and authored many articles and research commentaries related to investment manager evaluation. Paul graduated with a BA in Finance from Washington State University and is a Chartered Financial Analyst.

## DAVID GRISWOLD | GENERAL COUNSEL & CHIEF COMPLIANCE OFFICER

As General Counsel and CCO of Pacific Current Group, Dave serves as the internal legal advisor on all major business dealings and transactions and oversees compliance and risk management for the firm. Previously, he was General Counsel and CCO at Global Index Group, a start-up that develops financial indexes for use in ETFs and similar products. Prior to Global Index Group, he spent more than 19 years at Russell Investments as the firm's Associate General Counsel and Director of Global Regulatory policy. During his time at Russell, Dave represented a number of the firm's business lines, including aspects of the firm's 1940 Act mutual fund products, brokerage firms and Asia-Pacific offices. Dave graduated with a BA in Economics from the University of Washington and holds a JD from the University of Chicago.

## TRENT ERICKSON | CHIEF OPERATING OFFICER – NORTH AMERICA

As Chief Operating Officer, North America, Trent manages all operations in the United States and works closely with finance, legal, human resources, sales & marketing, and investments. Trent also works with our boutiques on a variety of financial and operational projects. Trent served as Chief Financial Officer at Northern Lights Capital Group (prior to merger with Pacific Current Group). Previously, Trent worked for more than 12 years at Deloitte, where he consulted on a variety of tax issues and serviced clients in the venture capital and private equity markets. Trent began his career in Washington, DC, assisting Senator Slade Gorton on commerce, transportation, and judiciary issues. Trent graduated with a BA in political science from Pacific Lutheran University and also holds a JD/LLM/MBA from the University of Washington.



# Leadership Team Biographies

## JUSTIN KROLL | MANAGING DIRECTOR, BUSINESS DEVELOPMENT – NORTH AMERICA

As Director of Business Development for Pacific Current Group, Justin leads our team in new business development and client service. In this capacity, Justin builds and manages our direct selling team and designs partnerships for distribution globally. Previously, Justin served as Director, Intermediary Sales for WHV Investments, primarily covering the RIA, family office and bank/trust channels in the Western United States. Prior to WHV, Justin served as a VP within the Wealth Management Group for OppenheimerFunds and held VP roles with SteelPath Capital Management and Lincoln Financial Distributors. He also held Senior Client Consultant positions at Janus Capital Group and JP Morgan. Justin earned his MBA from the Daniels College of Business at the University of Denver and his BS from the University of Nebraska–Lincoln.

## STEPHEN BRAMLEY | MANAGING DIRECTOR, BUSINESS DEVELOPMENT – AUSTRALIA/ASIA

As Managing Director of Business Development in Australia, Steve Bramley leads new business development, marketing and distribution across the Asia Pacific region for Pacific Current Group's boutique investment managers. He manages key relationships with asset consultants, research houses and fiduciaries responsible for investing on behalf of key stakeholders. Stephen has more than two decades of experience in the investment management industry and has worked in institutional distribution roles with investment management firms such as MLC, Russell Investments, and Mercer Australia, where he led their institutional sales team for five years. Steve graduated with a BCom in Banking in Finance from the University of Canberra.

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- is not personal advice and does not take into account the potential and current individual investment objectives or the financial situation of investors; and
- contains information in summary form and does not purport to be complete.

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