

Halberd Capital Partners

Q1 2026 Firmwide All-Hands Deck

Tuesday 2026-04-15, 12:00 ET, hybrid (Boardroom 1 + Zoom).

Speakers: Hugh Pemberton, Naomi Fischer, Lara Bennett, Ola Adeyemi.

Q&A. Lunch.

Internal - Confidential

Agenda



Welcome & Headlines (Hugh)



Capital Deployment YTD



Portfolio Performance



People Updates (Lara)



Investor Relations (Naomi)



Information Security (Ola)



ESG & Stewardship (Naomi)



Operating Themes for the Quarter



Closing & Q&A (Hugh)



Welcome & Headlines (Hugh)

Q1 2026 was a busy operating quarter.

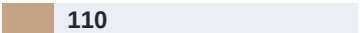
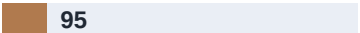
Project	Status
Project Stratus	Signed exclusivity
Project Ridgeline	Diligence is underway
Project Northwind	Closed
Project Beacon	Lapsed at price

Project Albatross opened. Daniel and Vivian's team are running an outside-in look at a NZ consumer asset; preliminary findings expected end-Q2.

Capital markets read continues to be supportive for sponsor-backed mid-market mandates.

Annual Investor Meeting in September; please save the date.

Capital Deployment YTD

Sector	Deals	Capital deployed	Relative scale (USD M)
Industrials & Specialty Materials	4 deals	USD 760M deployed	 760
Consumer & Agri	2 deals	USD 360M deployed	 360
Healthcare Services	1 deal	USD 110M deployed	 110
Distribution & Logistics	2 deals	USD 285M deployed	 285
Business Services	1 deal	USD 95M deployed	 95

Pacing on plan; pipeline coverage healthy across sectors.

Portfolio Performance

Aggregate portfolio revenue **+7%** year-on-year

Aggregate EBITDA **+9%** year-on-year

Both above plan.

Cyber	Above-median maturity across the portfolio
ERP harmonization	Below median

Both standing items.

Health & safety performance trending in the right direction across industrial portcos.

People Updates (Lara)

New joiners since the last all-hands:	4 (1 Senior Associate, 2 Associates, 1 Operating Partner support).
Internal moves:	2 promotions to Vice President. Welcome to the new VP cohort.
Departures:	1 Senior Associate moving to a portfolio company; we wish them well.
Hiring focus for H2:	2 senior IR roles (London and NY); 1 ESG & Stewardship analyst (NY).



Investor Relations (Naomi)

Annual Investor Meeting: 22-23 September 2026, NY. Save the date is out; agenda being finalized.

Quarterly LP pack assembly: deal-team drafts due to Sector Partners by 15 May.

PRI submission: filed in February. Stewardship Report 2025: published 14 March.

Information Security (Ola)

Q1 phishing simulation: **4%** click-through on the simulated lure. Within target band; 2024 baseline was 7%.

MFA hardware key rollout: **100%** of personnel on YubiKeys.

Approved AI tooling list: refreshed; full list on the intranet.

Reminder: external-sender warnings and external-link sandboxing are firm-default. Do not turn them off.

ESG & Stewardship (Naomi)

Stewardship Report 2025 published 14 March. Topics covered: portfolio H&S, cyber, workforce engagement, decarbonization methodology, governance.

PRI submission filed. Assessment expected Q3.

Sector deep-dive published in Q1: industrial coatings environmental compliance.

2026 review items: animal welfare guidance, supply-chain modern-slavery diligence refresh.

Operating Themes for the Quarter

Portfolio AI roadmap: cross-portfolio working group convening monthly.

Procurement consolidation pilot: insurance and freight under review with brokers.

ERP harmonization program: 5-year horizon; revisit at Q4 portfolio review.

Closing & Q&A (Hugh)

Thank you for the work this quarter. The next all-hands is 16 July.

Please make time to attend the AIM in September; it is the most important touchpoint of the year for our LP relationships.