

CORPORATE REVIEW FRAMEWORK 2026

A year described through decisions.

A structured annual view of ownership, governance, portfolio activity and priorities. Activity is reported only when supported by verified company information.

Chairman's note

Reserved for an approved reflection on the year, the ownership environment, significant decisions and the priorities ahead.

Portfolio overview

Selected participations

Approved company or asset name, sector, geography, ownership type, entry year and ownership role.

Portfolio movement

Verified acquisitions, exits, follow-on capital and material strategic developments.

Capital and liquidity

Approved discussion of commitments, financing, concentration and decision-making capacity.

Responsible ownership

Material governance, people, environmental and compliance priorities supported by evidence.

Governance and leadership

Reserved for approved board composition, committee activity, leadership appointments, succession matters and governance development.

Year in review

Corporate activity

Chronological list of validated transactions, partnerships and appointments.

Portfolio milestones

Approved operational, strategic and governance developments.

Perspective

Original analysis of ownership, markets and capital allocation.

Looking ahead

Priorities framed without forecasts or assurances of future outcomes.

Publication controls

Each statement should have an identified source, responsible owner, legal review status and approval date. Financial figures should reconcile to approved records and clearly state their scope and period.