JANA
DEPTH WITH DIFFERENCE

# The Rise of Private Markets

## Breakout 1B

Marc deBree - Head of Real Estate and Alternatives | TIAA General Account

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Moderated by Jennifer Cowan

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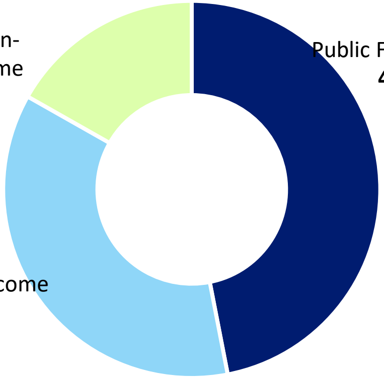
Head of Estate and Alternatives | TIAA General AccountReal

# Portfolio Breakdown – Public & Private
## USD$ 294.4B (Dec 31, 2024)

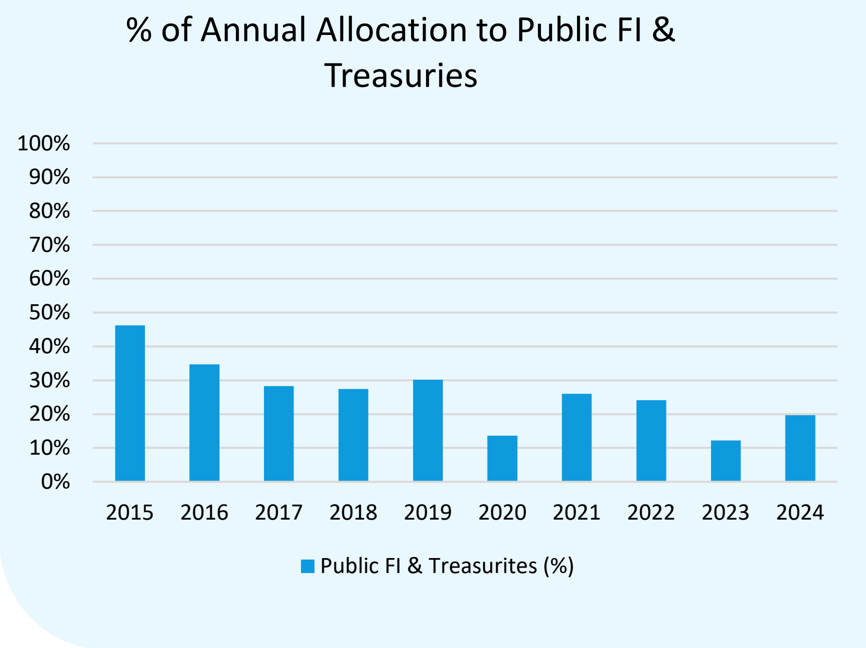
| Asset Classes | % of Private FI |
|---|---|
| Private Placements | 25% |
| Project Finance | 9% |
| Credit Tenant Leases | 12% |
| Private ABS | 11% |
| Middle Market Sr. Loans | 5% |
| Middle Market Sub-Debt | 3% |
| CMBS Distressed | 1% |
| Distressed | 0% |
| Commercial Mortgages (“CML”) | 34% |

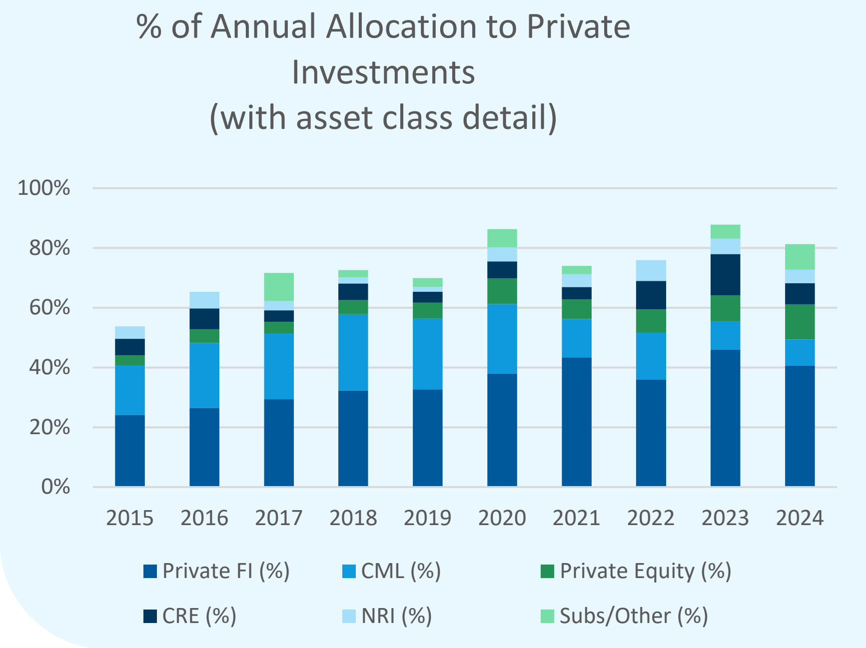
| Asset Classes | % of Private Non-FI |
|---|---|
| PE Funds & Co-Investments | 25% |
| Real Estate Equity (“CRE”) | 26% |
| Real Assets (“NRI”) | 18% |
| Operating Subs/Seed | 17% |
| Other | 14% |




| Asset Classes | % of Public FI |
|---|---|
| US Govt Bonds | 11% |
| DM Govt Bonds | 0% |
| Muni Bonds | 13% |
| IG Corporates | 41% |
| HY Corporates | 3% |
| Leveraged Loans | 2% |
| EM Bonds | 5% |
| Agency MBS | 7% |
| Non-Agency MBS | 2% |
| Residential Mortgages | 3% |
| Structured Credit | 4% |
| IG CMBS | 5% |
| TGPI | 2% |
| Fund Investments | 1% |

# Allocation Trending – Public & Private
## 2015 - 2024




Downward trend in the percent of the GA's annual allocation that is directed to public fixed income & treasuries

Annual allocation to private investment opportunities increasing as percent of allocation. Asset class variation tied to tactical considerations

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Shirley Luo
PM, Opportunistic Credit Strategy | Shenkman Capital

# Key Takeaways: Private Credit vs. Public Credit

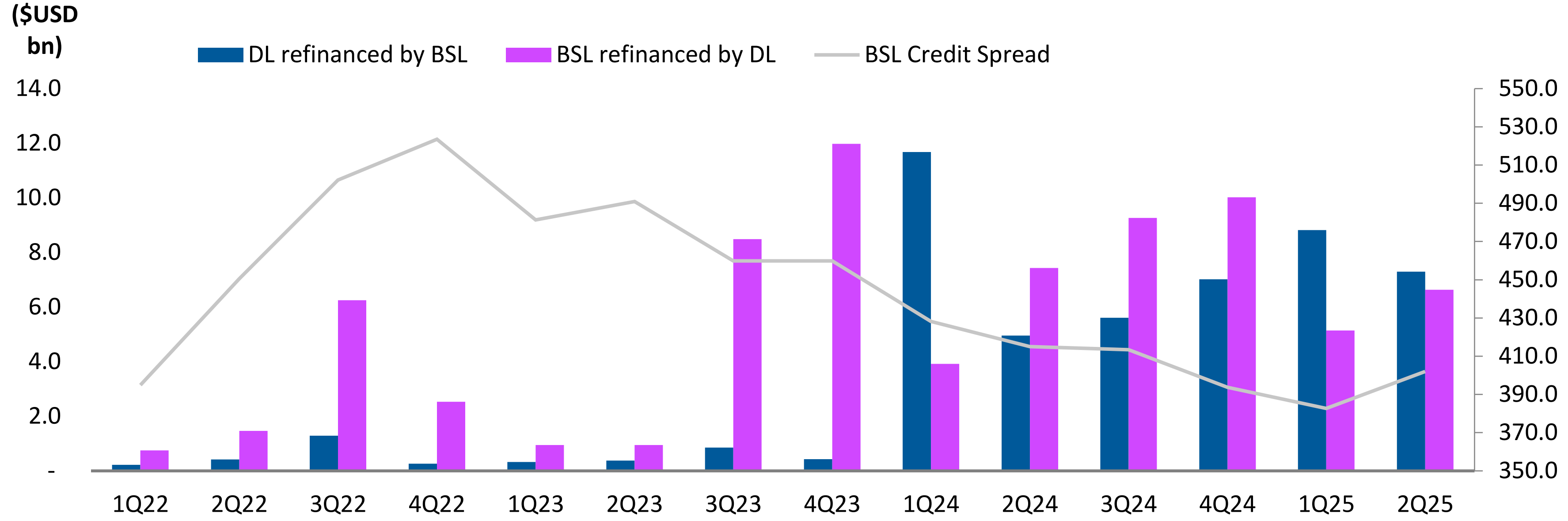
- In the U.S. alone, private credit, or direct lending, has experienced significant growth to approximately USD$1.7T[1] and is now comparable in size to both the U.S. high yield bond and syndicated loan market. In the past, private credit has demonstrated its complementary benefit as an alternative funding venue for companies that may not find the public market available to them.
- As the chart on the next page suggests, when credit spreads widened in 2022/2023, we saw more public credit getting financed away to private credit. This then reversed its course in the first quarter of 2024 when credit spreads tightened, and capital markets became fully open to a wide range of issuers. Private and public credit then became a competitor to one another. For most of 2025, we have witnessed the reversal of past years where more private credits are getting refinanced in the public market.
- This blurring of the lines between the two markets is particularly prominent in larger deals where we are seeing convergence in spreads and covenant structure. Private equity sponsors are now able to compare pricing and choose which market they want to tap into.
- The fact that we are seeing the same issuers or same type of credit risk in both markets means that public market strategies should serve as a complement to private credit strategies as well. The private market benefits from the public market's low volatility nature and flexibility in structures while the public market benefits from the private market's transparency and liquidity characteristics. Both markets have their own unique merits.
- Some public credit strategies, like the Opportunistic Credit Strategy at Shenkman Capital, are purposely built for spread capture when there is volatility, allowing the ability to purchase credits at steep discounts to par and generate double digit return, which is highly comparable to private credit.
- As public and private markets continue to converge, there really is a place for both.



[1] Source: Pitchbook, Shenkman Capital.

# Syndicated Loans and Direct Lending Takeouts

## (US and Europe)




[1] Source: Pitchbook, Shenkman Capital. Data as of 06/30/2025. For illustrative purposes only. "DL" is defined as "Direct Loan." BSL is defined as "Broadly Syndicated Loan." Any trends depicted above may not continue. Please see disclaimers for additional important information.

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# The Rise of Private Markets

Breakout 1B

Srdjan Dangubic

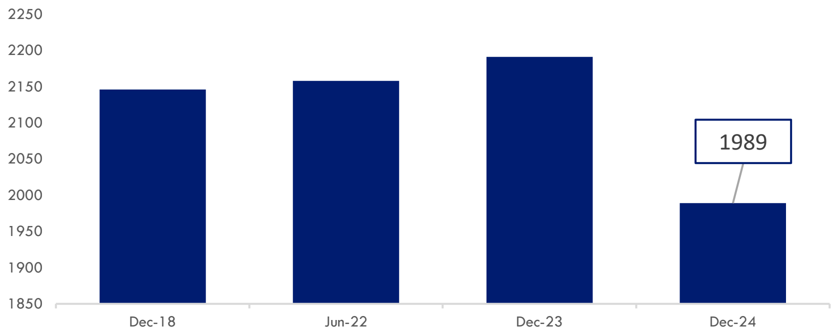
Founder & Partner | Five V Capital

## The Rise of Private Markets

# Private Markets Rising as Public Listings Decline

### Fewer listed companies and rapid private market growth are reshaping how investors access opportunities

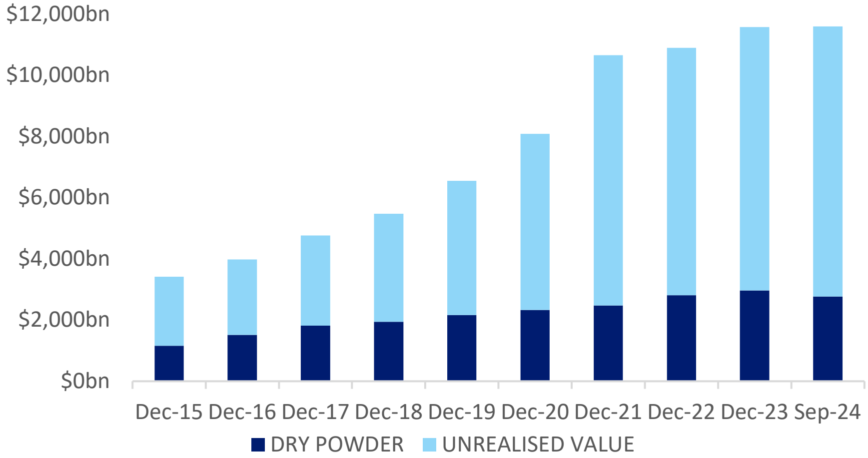
Number of ASX Listed Companies Is Shrinking




1,989 listings as at Dec 2024
**Largest 2-year decline since early 1990s**

Source: ASIC Report 807; ASX Monthly Activity Reports (Dec 2024)

Global Private Equity AUM Has Tripled Since 2015




Source: Preqin, as at September 2024

**With IPOs slowing, investors are turning to evergreen PE for long-term growth and flexibility.**

# Evergreen Private Equity: Growth & Liquidity Design

## Why companies stay private — and how evergreen PE is reshaping the landscape

### Private companies are here to stay

| Drivers |
|---|
| Lower regulatory burden |
| Greater control and flexibility |
| Avoiding short-term performance pressures |
| Market volatility and activist risk |

*Evergreen models are emerging to meet investor demand for private market exposure.*

### Balancing investor access with long-term assets

**Capital**

Fully funded upfront

**Liquidity**

Monthly or quarterly windows with pacing

**Valuation**

NAV-based, more frequent

**Portfolio**

Mix of long-term and liquid assets to meet redemptions

*Disciplined liquidity design protects investors while preserving value.*

**Evergreen structures match long-term growth opportunities with flexible access — but require disciplined liquidity and governance.**