CAPITAL CATALYST

STRATEGIC ACCESS TO PRIVATE MARKETS

ALLOCATOR-ALIGNED | INDEPENDENT | SELECTIVE

Québec, Canada

CAPITAL CATALYST

Positioning

Capital Catalyst operates at the intersection of institutional capital and private market opportunities.

WE SUPPORT:

Institutional investors in navigating private markets

Investment platforms in understanding allocator expectations

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The Reality

Private markets are structurally inefficient.

Allocators are overwhelmed with inbound

Manager positioning often lacks clarity

Misalignment between strategy and portfolio needs

Access ≠ relevance

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Our Role

Allocator-driven sourcing and alignment.

Identify institutional demand signals

Highlight relevant opportunities

Facilitate targeted introductions

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Institutional Investors

Capital Catalyst engages with a broad range of institutional capital:

- Family Offices (Single & Multi-Family)
- Pension Plans (Public & Private)
- Specialized Platforms
- Foundations & Endowments
- Labour Funds

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Québec Advantage

A unique institutional ecosystem.

High allocation to private markets

Long-term capital orientation

Strong ESG and impact considerations

2026 REALITY

Allocator Demand (2026)

Income + downside protection

Inflation-linked real assets

Value-add strategies

True manager differentiation

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Focus Areas

01

Infrastructure

Core and essential assets, including energy transition and co-investment opportunities

02

Real Assets

Diversified real estate strategies across core to value-add profiles

03

Private Credit

Income-oriented strategies with a focus on capital preservation and downside protection

04

Private Equity

Buyout, growth, co-investment, and secondaries across market segments

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Approach

Disciplined and selective.

01

Identify

Demand signals

02

Source

Aligned strategies

03

Validate

Strategic fit

04

Facilitate

Introductions

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Value Creation

FOR ALLOCATORS

Curated access

Time efficiency

Independent filtering

FOR MANAGERS (SELECTIVELY)

Market positioning insights

Targeted institutional access

SELECTED ENGAGEMENTS

Representative Experience

Illustrative exposure across private and public markets. Names withheld; available in appropriate context.

PRIVATE MARKETS

Global Venture / Growth Equity Platform
VC / Growth Equity · ~$6B+

North American Infrastructure Platform
Infrastructure / Real Assets · ~$2B+

European Multi-Asset Private Markets Manager
PE, Credit, Real Estate · ~$10B+

Canadian Residential Real Estate Platform
Real Estate (Value-Add) · ~$1B+

Global Insurance-Affiliated Real Estate Manager
Real Estate Equity & Debt · $60B+

PUBLIC MARKETS

Canadian Systematic Investment Manager
Public Equities (Quantitative) · ~$1B+

Alternative Multi-Strategy Platform
Alternatives / Hedge · ~$500M+

Global Asset Manager
Multi-Asset (Public Markets) · $300B+

Engagements focused on aligning institutional investors with relevant strategies across market cycles.

The nature of these engagements is confidential.

DIFFERENTIATOR

Market Insight

Current dislocation is creating selective opportunities.

Private credit: liquidity constraints vs continued performance

Real estate: repricing and recapitalization phase

Infrastructure: sustained demand for inflation-linked assets

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Engagement Model

Capital Catalyst operates on an advisory basis only.

WE PROVIDE

- Strategic advisory
- Market insights
- Selective introductions

NOT ACTING AS

- Broker
- Dealer
- Placement agent

Compliance Positioning

CAPITAL CATALYST DOES NOT:

Solicit investments

Distribute securities

Provide investment advice

Receive transaction-based compensation

ACTIVITIES LIMITED TO:

Strategic advisory

Market intelligence

Introductions between sophisticated parties

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Team (1 / 4)

1

François Dufour — Founder

Institutional capital markets professional with a track record of building trusted relationships with ultra-high-net-worth families, family offices, and institutional investors across Canada and internationally. Founder of Capital Catalyst, an independent advisory platform supporting Canadian institutional investors in navigating private markets on an allocator-first model. Previously served as Relationship Manager at Mirabaud, where he contributed to the relaunch of the firm's Family Office offering in Canada and onboarded some of the largest mandates in the platform's history. Earlier experience includes VP at Koïos Intelligence, contributing to significant revenue growth. Brings strong connectivity across Québec's institutional ecosystem and deep understanding of allocator priorities across private equity, private credit, real estate, and infrastructure.

Team (2 / 4)

2

Reford MacDougall, C.M. — Strategic Advisor

Distinguished Canadian business leader and Member of the Order of Canada, with over four decades of experience across the financial sector, public affairs, and economic policy. Began his career as a financial journalist in Montréal before building extensive experience across all facets of the financial industry. Background includes public service and international policy, notably with the Adam Smith Institute in London, and was part of the founding group of the Montréal Economic Institute. Has supported over 30 charitable organizations and was appointed to the Order of Canada in recognition of his contributions. Brings a unique combination of financial expertise, policy insight, and deep relationships across Canada's business and institutional landscape.

Team (3 / 4)

3

Scott Pritchard — Strategic Advisor

Senior business development professional with deep experience across Canadian public capital markets and investor networks. Founder of Pritchard Network Inc., advising companies on strategic positioning, capital markets access, and investor engagement, with a focus on supporting private companies transitioning to public markets, including listings on the CSE across Québec and Eastern Canada. Serves as a Senior Advisor to the Canadian Securities Exchange (CSE) for over a decade. Also actively engaged with alternative asset managers seeking access to family office and high-net-worth investor networks in Montréal.

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Team (4 / 4)

4

Leander Alphonso, CFA — Advisor

Investment professional with experience across global financial institutions and institutional asset managers. Most recently served as a Senior Analyst within Public Markets at CPP Investments, supporting derivatives oversight, valuation, and P&L analysis across trading desks. Previously held roles at Citco (hedge fund valuation and performance reporting), Morgan Stanley, and SS&C GlobeOp. Brings institutional rigor, global market exposure, and technical expertise across public markets, derivatives, and alternative investment structures.

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Why Capital Catalyst

1. Deep institutional connectivity
2. Québec access advantage
3. Allocator-first mindset
4. High selectivity and discretion

In private markets, access is abundant.

Alignment is scarce.

Capital Catalyst filters and aligns opportunities with institutional capital.



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