MERIDIAN DEAL PARTNERS
Private-market opportunity desk

PRIVATE-MARKET OPPORTUNITY FOR FAMILY CAPITAL

The private-market opportunities most capital never reaches.

Meridian gives family offices and funds direct access to private-market opportunities — sourced, negotiated, and structured by a desk that reaches beyond the auctioned market. The deals that compound capital are rarely the ones that arrive in an inbox.

Access is the scarce resource. We are built to supply it.

PROPRIETARY ACCESS

Beyond the auction

Off-market origination

NEGOTIATED & STRUCTURED

Terms that protect

Control · downside · governance

SELECTED

Few, high-conviction

Only what earns capital

THE OPPORTUNITY

The value is increasingly private.
So is the barrier to entry.

Private capital has grown into a multi-trillion-dollar asset class — the fastest-growing allocation for family offices. And within it, the most reliable wealth is built in unglamorous places: essential businesses with recurring revenue, bought sensibly, financed intelligently, and held with patience.

THE MARKET

A vast, quiet opportunity set

For every company on an exchange, thousands trade privately. The most durable are boring by design — waste management, route-based services, testing and inspection — essential demand that does not move with sentiment.

THE TRADE

The leverage bet, done properly

Durable cash flow is what lets intelligent financing work: sensible leverage against recurring revenue, with ownership and time doing the compounding. Most capital knows this trade exists. Few can execute it.

THE SHIFT

Direct, not blind-pool

Family capital — in Singapore, the Gulf, Europe, and the Americas — increasingly wants the asset itself and a say in how it is run, not a line in someone else's fund.

THE CONSTRAINT

Access, not capital

Capital is abundant; differentiated access is not. The scarce resource is the owner who will take your call — and the discipline to price what he owns before a process prices it for you.

Market context — directional and non-advisory. Figures are illustrative.

THE CONSTRAINT

The best opportunities are found, not marketed.

Founder successions, carve-outs, and control positions in essential operators rarely reach a broad auction. By the time a deal circulates, its price already reflects the competition. Real edge is upstream — knowing the owners directly, negotiating the numbers before a process exists, and structuring terms while they are still yours to shape.

> *A family office can raise capital in a week. Building differentiated, diligenced deal flow from a standing start takes years — and the relationships that surface the best situations cannot be bought on demand.*

Warm origination network	Live relationships with principals, holding companies, advisors, and operators — situations surface here first.
Off-market deal flow	Opportunities reached before they circulate, when entry discipline is still possible and the price is not yet set.
Negotiation leverage	Numbers negotiated principal-to-principal with the owner — entry price, structure, and terms set before the opportunity becomes a process.
Structuring capability	Control, structured minority, downside protection, and co-investment — terms built so sensible leverage and patient equity can both do their work.

THE DESK'S EDGE

Access, negotiation, structure — brought to your desk.

Meridian is the origination and structuring layer between a family office and the private market. We find the opportunity, open the conversation, and frame how it could be owned — so what reaches you is real, and ready to judge.

01

Proprietary sourcing

We originate beyond the auctioned market — founder relationships, holding-company networks, and advisor channels surface the operators others overlook, before they circulate.

02

Direct negotiation

We know the owners and deal with them directly. Entry price, structure, and terms are negotiated principal-to-principal — before the opportunity ever becomes a process.

03

Structuring & assembly

Control, structured minority, co-investment, and buy-and-build. Where consolidators and conglomerates are assembling a sector, we position your capital inside that trade — not chasing it.

04

Selection, with conviction

We push out a few deals, not a feed. Each is screened, source-trailed, and pressure-tested against your mandate before it earns a minute of principal time.

THE OPPORTUNITIES

The situations that compound capital.

The private market rewards a specific kind of opportunity — one where value is created through ownership and structure, not simply bought. These are the situations the desk negotiates on your behalf.

Founder succession

Quality operators at a generational handover — where a steward is chosen over the highest bid, and entry discipline is possible.

Corporate carve-outs

Non-core units mispriced inside a larger group — value released through focus, independence, and operational change.

Control & structured minority

Ownership with governance and downside protection — terms under which sensible leverage and patient equity both work.

Buy-and-build platforms

The consolidation trade — a strong core plus disciplined add-ons, in sectors where assembled density commands a premium.

Co-investment

Alongside proven operators, consolidators, and sponsors — institutional-quality deals accessed on aligned terms.

Cross-border corridors

Singapore, Gulf, and Western capital meeting Western operators — reach and relationships a local bidder cannot match.

WHERE WE HUNT

Waste management · Route-based services · Testing & inspection · Industrial maintenance · Specialty logistics · Essential healthcare

Essential, recurring, and unglamorous — which is precisely the point. Demand that does not cycle, revenue that repeats, and owners who answer the phone.

Illustrative of the desk's focus — not a live offer or solicitation.

HOW WE WORK

From mandate to reviewable opportunities — in 30 days.

A mandate sprint turns a thesis into a structured opportunity set. The figures below are representative outputs of how Meridian frames and sources a mandate — not performance claims.

90–140	15–25	6–8	Review
mapped universe	priority screen	principal-ready memos	watch · remove

1

Mandate architecture

Sector lanes, geography, ownership preference, check size, exclusions, and the fit logic that governs everything downstream.

2

Sourcing & market map

A private-company universe built to your mandate — proprietary origination alongside structured coverage, not a database export.

3

Screening & structuring

Weak fits removed; survivors carry ownership signal, timing, and a framed view of how the opportunity could be owned.

4

Fit memos & review

Six to eight principal-ready memos — source trail, return architecture, risks, and a clear next decision: act, watch, or remove.

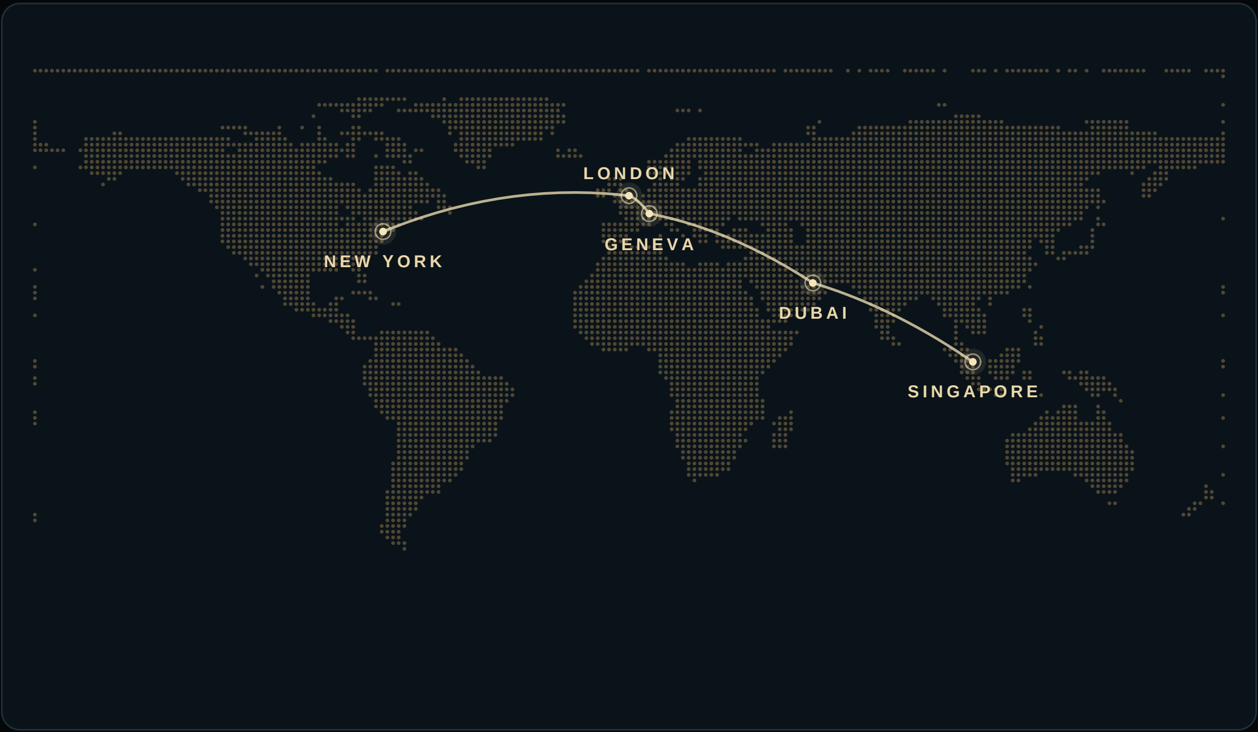
WHAT LANDS ON YOUR DESK

Each cycle arrives as a reviewable set: the opportunity pack, principal memos with source trails and negotiated framing, and every decision recorded in your private Meridian OS workspace. You always know what the desk is doing, and why.

GLOBAL COVERAGE

One desk. Five wealth hubs. Cross-border by design.

Capital and opportunity no longer sit in the same room. The desk is built across the corridors where family wealth actually moves — so a mandate written in one hub can be sourced, negotiated, and closed in another.



WEALTH HUBS

New York · London · Geneva

Principal capital, advisers, holding-company networks, and Western operating-company coverage.

GROWTH CORRIDORS

Dubai · Singapore · India

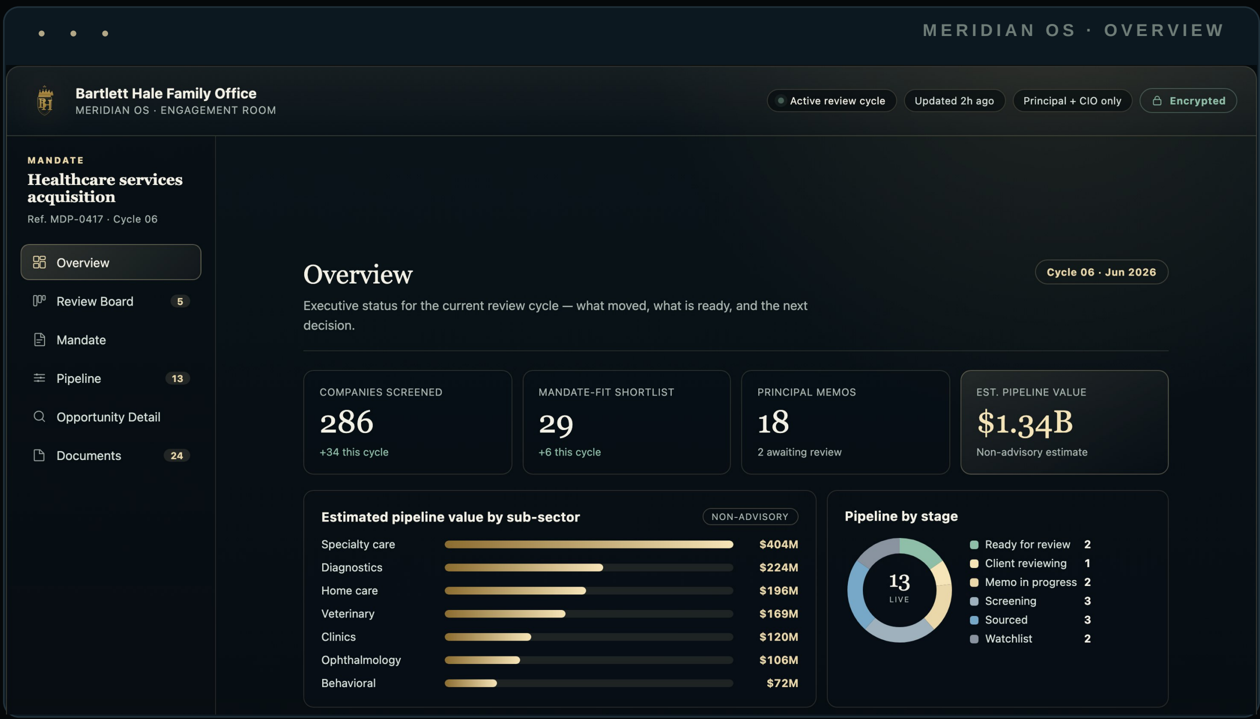
Family-office formation, outbound diversification, co-investment demand, and partnership lanes.

A cross-border situation is often where the quiet advantage sits — a family's reach, relationships, or patient capital carrying weight that a local bidder cannot match.

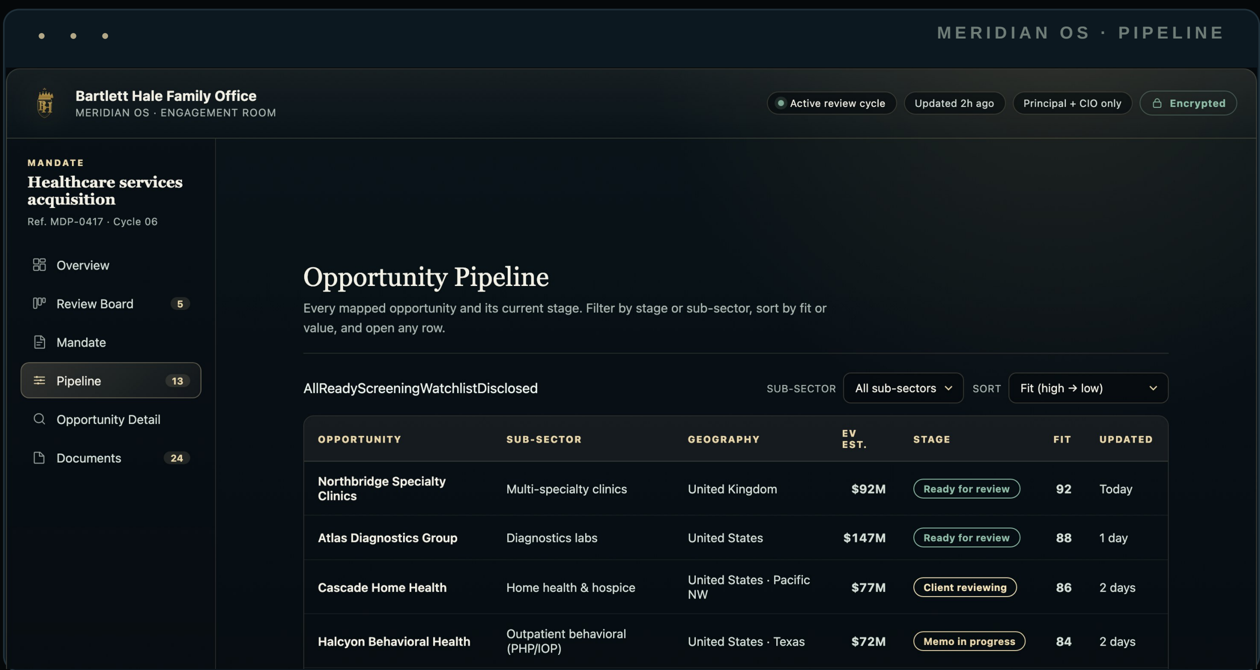
THE PRIVATE WORKSPACE

Every mandate runs inside Meridian OS.

The work does not arrive as forwarded decks. Your mandate, pipeline, memos, source trails, and decision history live in one private room — principal and CIO access only, current at any hour you choose to look.



Executive status for the review cycle — screened, shortlisted, memoed, and pipeline value by sub-sector.



The live pipeline — every name with its stage, mandate-fit score, and the next decision on the record.

Illustrative demonstration workspace with composite data. Live rooms are created after mandate fit is confirmed.

EVIDENCE STANDARD

High conviction, on the record.

Every opportunity that reaches you carries its source trail and a confidence rating. The desk's edge is not volume — it is the discipline to remove weak fits and bring forward only what earns senior capital.

Public filings

Regulatory filings, disclosures, and financial statements where available.

Company registries

Companies House, SEC EDGAR, and equivalents for structure and ownership.

Transaction comparables

Public M&A and financing precedent to frame valuation and platform logic.

Advisor & operator channels

Intermediary, advisor, and operator intake under NDA — provenance recorded.

CONFIDENCE RATINGS

- VERIFIED
- CLIENT-SHARED
- ESTIMATED

Rejection discipline is the point. We would rather show you a near-miss with our reasoning than quietly filter out something you would have wanted to see — and we remove far more than we advance.

NEXT STEP

Request a private sample around your mandate.

Send your target sectors, geography, and check-size range — and whether the office seeks growth, succession, control, co-investment, partnership, or acquisition opportunities. We reply with fit, a source trail, and never a hard sell.

BEST FIT	Family offices, funds, and holding-company principals — Singapore, the Gulf, Europe, the Americas — seeking differentiated private-market access without building an origination team.
OUTPUT	Mandate-fit opportunity packs, principal memos, source trails, return-lever framing, and a private Meridian OS workspace for review.
BOUNDARY	A research and origination retainer — not brokerage or regulated advice. We surface and frame; the principal decides.

partners@meridiandealpartner.com

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