



TRUSTED BUYER FOR IBERIAN SME'S

*An Operationally Led Investment
Platform Focused on Generational
Transitions in Spain & Portugal*

February 2026



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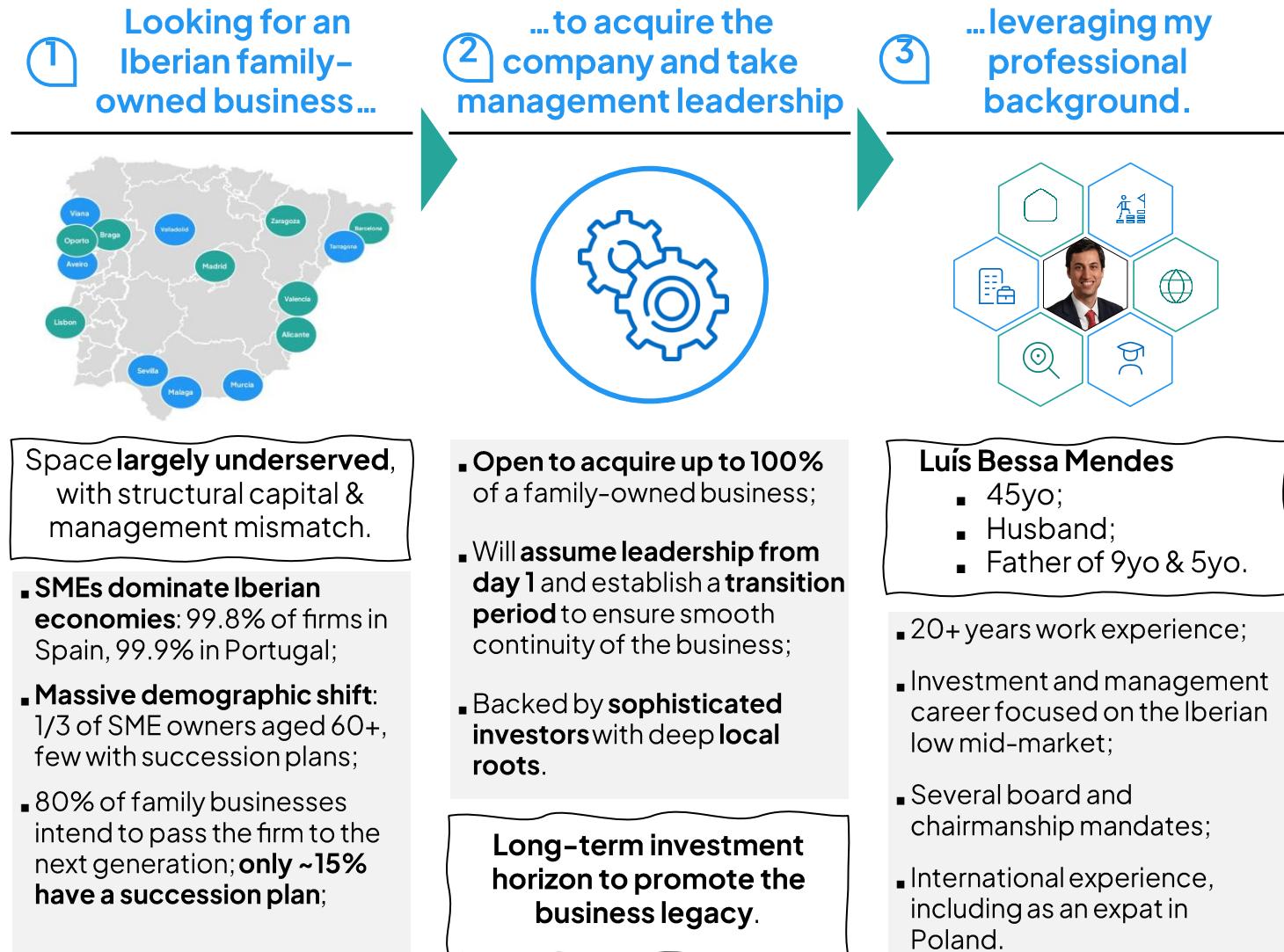
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An Investment Platform to **Acquire** and **Operate** an **Iberian Family-Owned** Business.



Mission

Acquire and Operate an Iberian Family-Owned SME, ensuring continuity and a long-term vision

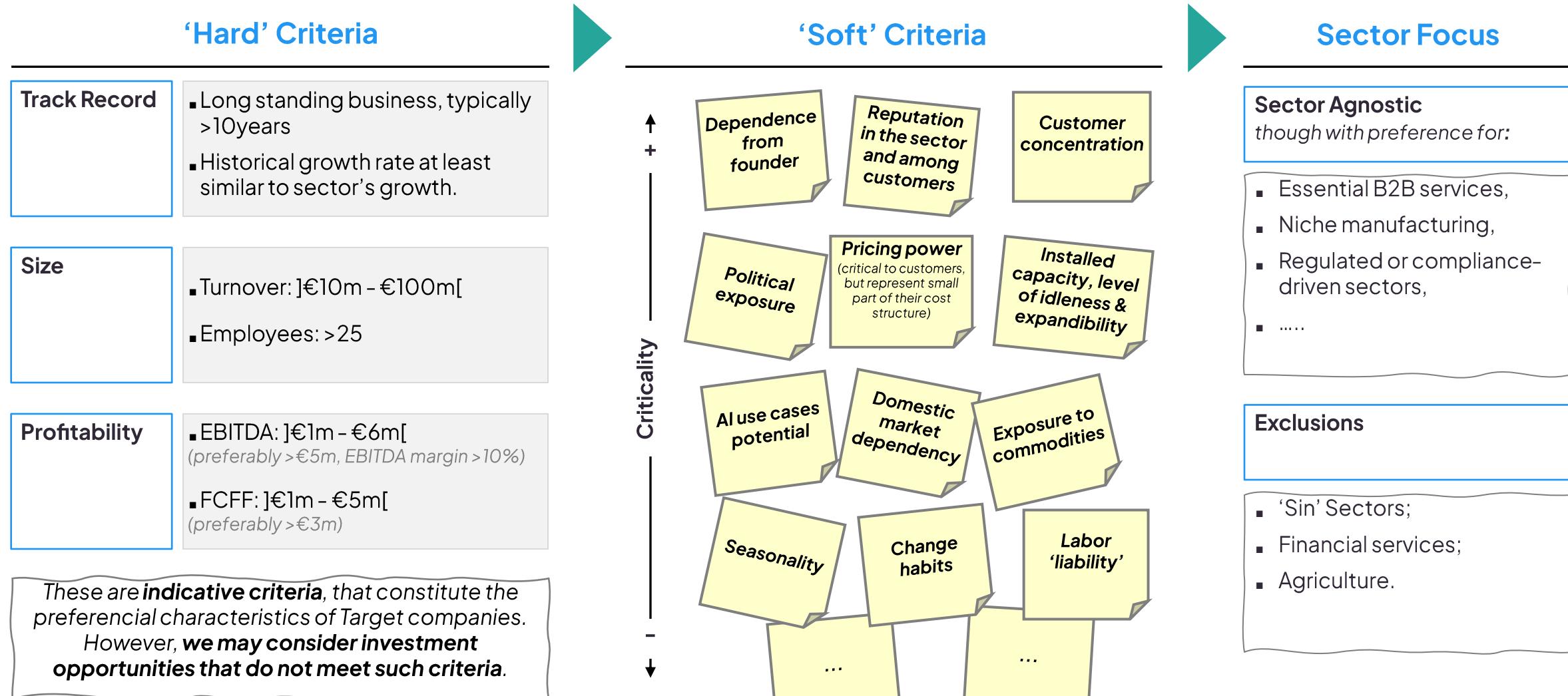
Investment Capacity

- Seestem Operators is backed by a **large** and highly **reputable investors' base**.
- Our investors comprise **HNWI, family offices, business owners, funds of funds** and other **institutional** investors.
- Looking to invest **from €5m up to €50m**, depending on the size and profitability of the business.

Selected sample of investors:



Investment Criteria Focused on **Essential** and **AI-Shielded Businesses** in the Lower Mid-Market.



Industry **Agnostic**, Though **Selective** Search.

2

Shielded AI winners:

- Look for **essential services, shielded from AI disruptions**, but...
- ...with **optimization potential** by adoption of AI advancements.

Examples of exclusions:

- Software
- Design
- Clinical exams / trials
- ...

“This is the time to pivot and adopt AI”

Mustafa Suleyman

(author of book “The coming wave”; CEO of Microsoft AI, and the co-founder of DeepMind.)

1

Tailwinds:

- Look for industries with expected growth rates above expected inflation

Examples of exclusions:

- Automotive
- Printing services & Machinery
- ...

3

Liquidity:

- Look for industries with visible and/or expected M&A activity.
- Explore add-ons opportunities.
- Prepare Exit: understand buyers' rationale and assess best industry's entry point.

Examples of exclusions:

- Textiles
- Molds
- ...

Founder's Snapshot.

Family-anchored professional:

- 45yo;
- Husband;
- Father of 9yo & 5yo.

Proven investment track record:

- Originated, structured and executed multiple deals;
- Led portfolio company oversight through active board mandates.

Iberian low mid-market expert:

- Led Vallis entry in Spain;
- Drove portfolio companies' expansion across the Iberian borders.



20+ years career:

- Vallis Capital Partners, PE focused on the Iberian low mid-market;
- Mota-Engil, listed conglomerate active in >20 countries.

International experience:

- Expat in Poland for 2y;
- Liaison with multiple international and sophisticated stakeholders.

Strong academic background:

- Degree in Economics;
- Several executive programs;
- Constantly learning, recently keen on AI advancements.

Seestem Operators Values are the **Foundational Code** by which it Operates, Grows, and Leads.

Our Values	Integrity	Curiosity	Care	Perseverance
What It Means	<ol style="list-style-type: none">1. We act with honesty.2. We do what we say we do, even when no one is watching.	<ol style="list-style-type: none">1. We challenge what we (think we) know.2. We lead change.	<ol style="list-style-type: none">1. We take care of each other.2. We ensure our clients' success.	<ol style="list-style-type: none">1. We remove and overcome obstacles.2. We build solutions.
How We Live It	<ul style="list-style-type: none">■ Integrity is our baseline, a non-negotiable foundation that creates trust, ensures transparency, and aligns intent with execution;■ Integrity goes beyond honesty. Integrity means upholding promises.	<ul style="list-style-type: none">■ Curiosity is the force that keeps us sharp, adaptive, and one step ahead in a world where yesterday's truths often become tomorrow's traps;■ Curiosity assumes intellectual humility and the courage to change what there is.	<ul style="list-style-type: none">■ We believe in the strength of mutual trust and solidarity among team members who know they can rely on one another;■ We take care of our customers, with an obsession for making our clients win.	<ul style="list-style-type: none">■ Perseverance is what turns ambition into reality;■ We expect friction, volatility, and complexity. We don't flinch. We engineer through adversity, keeping our eyes on the outcome and our hands on the levers.

Design a **Vision** and **Build It** with Disciplined Systems.

SEE:

- symbolizes vision, forward-thinking, and the rare ability to anticipate future potential.
- conveys perceptiveness, strategic clarity, and a commitment to identifying long-term value creation opportunities.

**SYSTEM:**

- reflects structure, method, and the disciplined implementation necessary to convert insight into tangible results.
- signals operational excellence, frameworks for scale, and methodical transformation.



SEESTEM: conceptual fusion of words SEE and SYSTEM, embodying the dual essence of visionary foresight and rigorous execution.

OPERATORS:

- further defines the brand's core identity rooted in management execution **rather than mere financial engineering.**

**Logomark:**

- geometric and symmetrical design composed of two interlocking, open-ended shapes **resembling the figure of an eye**, an intentional nod to the brand's emphasis on vision and foresight.

Want to Talk?

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