RDCP

2022 ANNUAL LETTER

Long-Term Investors Providing Permanent Capital

7-12 Tavistock Square, London WC1H 9LT

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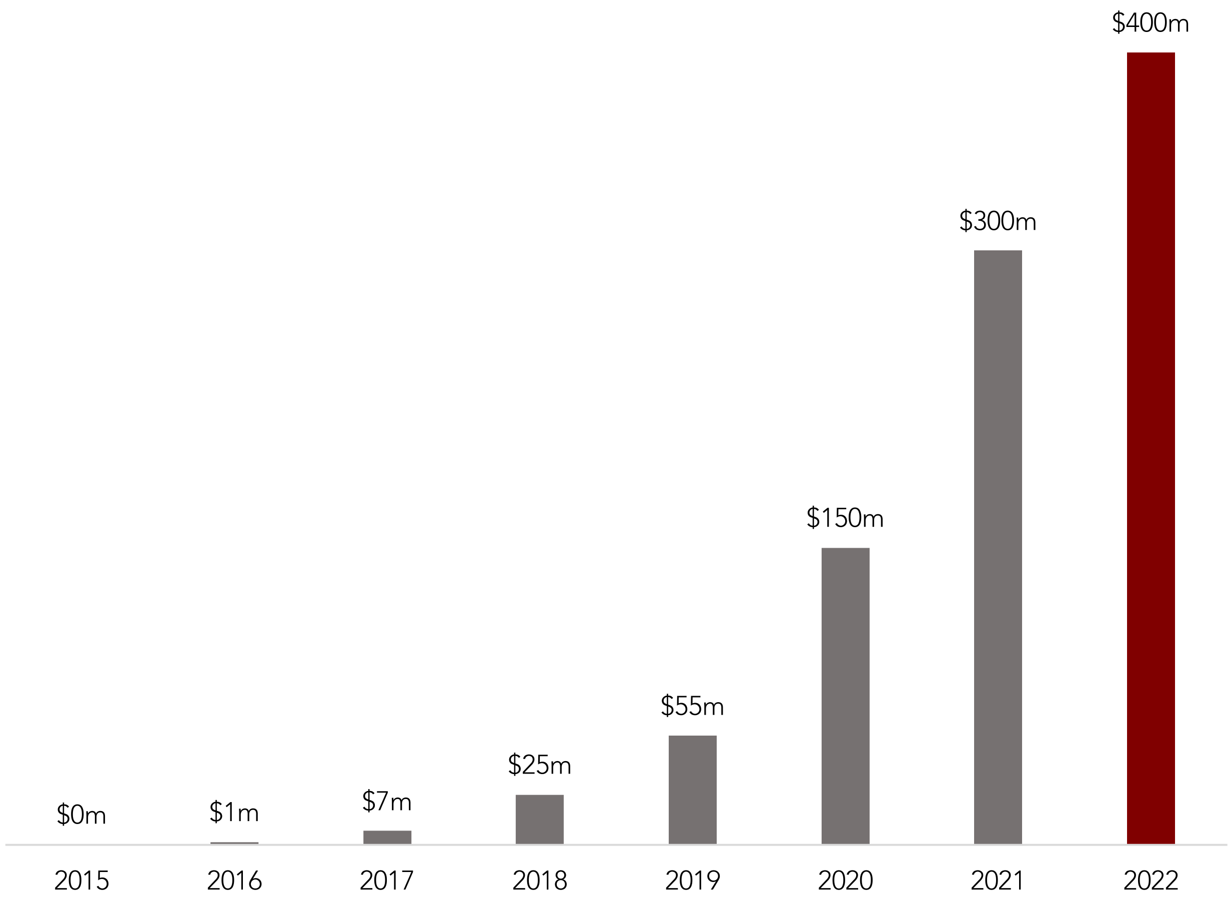
RDCP's Growth in Enterprise Value (EV)



In 2022, we have grown our enterprise value by 25% to $400m, by making a number of meaningful acquisitions, but also because three of our portfolio companies (Ancient House Printing Group, SOS Wholesale and Worcester Electrical Distributors) have grown their respective valuations.

RDCP's Performance vs. the S&P 500 and FTSE 100

	S&P 500	FTSE 100	RDCP Group
Annual Return 2015 – 2022	8.5%	0.7%	103.3%
Total Return 2015 – 2022	84.5%	5.5%	20030.5%

This is the end of our seventh year in business and we are pleased to still maintain a triple digit internal rate of return (IRR). However, as our capital base continues to increase, our average IRR is slowly starting to drop. We expect to grow at high double digit returns once our assets under management (AUM) surpass the $1 billion mark.

To the Stakeholders of RDCP Group:
2022 has been a year with numerous unexpected challenges (and thus opportunities). At the outset of 2022, the world was still caught up in the Covid-19 pandemic mania, but then Russia's unfounded invasion of Ukraine rather quickly shifted focus almost entirely away from the supposed virus and onto a war taking place in the middle of Europe. Without downplaying the atrocities associated with the war in Ukraine, and this does hit close to home because my co-founder and wife Iryna Dubylovska is of Ukrainian origin, the impact the war has had and continues to have economically on global markets is unprecedented.

Obviously, we have experienced a 13-year long bull cycle, which meant a market correction was well overdue. This particularly applied to the over-valued technology sector and to the pure-gamble sectors of cryptocurrencies and blockchain. Both in private and in public, I have been voicing my concerns about these sectors for a couple of years, so it does feel good to see my thesis play out in the markets.

Many, like me, assumed that the pandemic and the associated loose monetary policies of global Central Banks (i.e. brainless printing of money to prop up the economy) would be what causes the bull cycle bubble to burst. Although this certainly has been a major contributing factor, the specific catalyst very much is the unexpectedly high degree of inflation, primarily caused by Russia's invasion of Ukraine.

Today, this means the UK economy, European economy and most global economies are facing the following challenges:

1. Increased and unexpected levels of inflation, impacting virtually every sector.
2. Rising rates environment, meaning end of "cheap money."
3. Cost of living crisis and closely linked energy crisis.
4. Global supply-chain issues due to political friction between the East and the West.
5. Drop in GDP growth rates because of all of the above.

Due to all these reasons, we are experiencing a perfect storm for investors. Just three years in the last hundred, 1931, 1969 and now 2022, have posted negative returns in both fixed income and equity markets. This is highly unusual. As expected, lenders across the board have tightened their credit policies.

We grew RDCP Group from $0 to $400m in seven years, with at least six of these years being a bull market with easy access to cheap money. Even during the 2020-21 pure pandemic years, lenders were putting lots of money out the door, off the back of government loan guarantee schemes such as CBILS and RLS. 2022 was the first year where the lending market decided to take a "breather." Today, certain teams within certain banks are underwriting debt, but incredibly selectively, choosing to exclusively work with investors with a clean track record.

Our business, just like most investment firms or private equity firms, is reliant on debt financing to get acquisitions over the line. Working with lenders means there's a blue-chip financial institution with even more capital at stake that due diligences the companies that we buy. We like having this filter. It helps dramatically reduce risk. Naturally, we often do transactions that are deemed too "high risk" for lenders and thus we fund them purely out of RDCP cash, but for the vast majority, we like the comfort of working with third-party debt.

This year, many lenders revised their credit policies. They were initially getting used to no longer have government guarantees. Then Russia's invasion of Ukraine caused nervousness across all markets and signalled recessionary warnings. Finally, back-to-back rate hikes meant lending for many high-street banks came to a halt. Nevertheless, RDCP is a trusted investment firm that invests its own balance sheet capital, meaning we have significantly more skin-in-the-game than any private equity fund manager. As of December 2022, we have successfully made 23 investments, consolidated into 8 companies, with a 0% loss ratio, resulting in a perfectly clean track record. This demonstrates to lenders that we know how to manage risk and when to avoid catching falling knives (i.e. Chilango). This is how we acquired several brilliant British businesses this year.

Portfolio Overview: 2022 Acquisitions
Over the past seven years, RDCP has made 23 investments that have been consolidated into 8 companies, employing a total of 2,300 of staff members. Below I detail the businesses we have acquired in 2022.

1. Worcester Electrical Distributors

WORCESTER ELECTRICAL DISTRIBUTORS

Month Acquired: Sept 22	Headcount: 75
Leadership: Paul Clunn	Revenue: £24m
Sector: Distribution	EBITDA: £2.5m

Worcester Electrical Distributors is one of the UK's largest wholesalers of electrical items, with 6 branches, 18,000 product lines and a diversified customer base of over 1,600 customers. Specifically, the business stocks many market leading brands of motor control gear and industrial automation products, including ABB, Finder, Omron, Moeller, Telemecanique and Weidmuller. Worcester Electrical also stocks quality brands such as MK, BG and Fitzgerald for the electrical contracting sector.

We acquired 100% of the business in September of this year from sell-side advisors Dains Accountants. The same firm that we bought SOS Wholesale from in December 2021.

Paul Clunn, a highly experienced leader and specialist in the electrical products sector, joined the business as Managing Director shortly after completion. Paul has over 25 years of experience working in the electrical products sector, in senior leadership roles at blue-chip companies such as City Electrical Factors (CEF), Rexel, Eland Cables and Cleveland Cable Company. Paul has a master's degree in law, and he spent five years with the Royal Navy.
Worcester Electrical was one of our more important acquisitions of 2022 and will act as a platform business to execute a buy-and-build strategy with. We are excited to be backing Paul

Clunn and his senior management team, including Michelle Troth and Sue Ricketts, on this growth journey in a new sector for RDCP.

2. Avon Combined Electrical Solutions (ACES)

Month Acquired: Dec 22
Leadership: Steve Sage
Sector: Construction

Headcount: 40
Revenue: £15m
EBITDA: £1.5m

Avon Combined Electrical Solutions (ACES) is a Bristol-based mechanical and electrical engineering firm. We acquired a 90% stake in the business in December 2022. ACES is a bolt-on acquisition for RDCP Infrastructure.

The business has been trading for more than 30 years and is led by a management team with managing director and co-founder Steve Sage at the helm. Steve will retain a 10% stake in business.

There are numerous revenue synergies to explore with other RDCP Infrastructure subsidiary businesses such as Macair and Killingley.

3. Alma Rail

Month Acquired: Dec 22
Leadership: Richard Walker
Sector: Construction

Headcount: 15
Revenue: £m
EBITDA: £1m

Alma Rail is a Chesterfield-based railway track engineering firm. We acquired a 90% stake in the business in December 2022. Alma Rail is also a bolt-on acquisition for RDCP Infrastructure.

Alma Rail was founded in 2009 and is a specialist railway contractor offering on-site track engineering, maintenance, refurbishment, and civil construction services across the UK. Clients include the likes of VolkerRail, Arriva TrainCare and Breedon Group.

Co-founder Richard Walker continues in his role as Managing Director, and still retains a stake in the business.

Alma Rail was seeking a strategic partner that would allow the business to bid on larger contracts with various government bodies, such as TfL and Network Rail. Hence, there will be many organic growth opportunities for the business, along with revenue synergies with other civil engineering businesses within RDCP Infrastructure.

4. Deep End Pools

DEEP END POOLS SINCE 1999	Month Acquired: Dec 22 Leadership: Paul Woodhead Sector: Construction	Headcount: 20 Revenue: £5m EBITDA: £1m

Deep End Pools is one of the UK's most prestigious swimming pool developers and service companies. We acquired a 75% stake in the business in December 2022. Deep End Pools is another bolt-on acquisition for RDCP Infrastructure. One of our medium-term plans for RDCP Infrastructure is to break into home-builder space, and having portfolio companies like Deep Pools helps solidify that plan.

Based in Buckinghamshire, Deep End Pools was established in 1999 and since then has grown to become an award-winning operator known for their leading design capabilities and high service levels. Clients receive the complete leisure package from initial translation of ideas to design, through to specification, construction, finish, commissioning, handover, and beyond with a portfolio on ongoing service, maintenance, and refurbishment services. The business is run by Paul Woodhead and Robert Coombs who will remain Joint Managing Directors and material shareholders.

Exited Businesses

RDCP is not an exit-focused investment firm. We believe that outsized returns and significant wealth creation only occurs by holding investments long-term, allowing the companies' cashflows to deleverage any debts, and reinvesting profits into more businesses.

However, we will exit an investment if we no longer believe in the long-term viability of the business, due to current market conditions or idiosyncratic risk that is endemic to that specific business.

We exited Chilango for this reason. Chilango is a Mexican restaurant chain and brand with 12 sites. We acquired the business in August 2020 and exited in May 2022, selling to a listed competitor called Tortilla, delivering a 3x return in under two years, equating to a 75% IRR for RDCP.

This transaction was a testament to RDCP's ability to successfully turnaround distressed businesses. When we acquired Chilango in August 2020, the business and the sector were facing significant headwinds. However, the board that RDCP put together, which included Wagamama COO Nigel Sherwood, worked to stabilise the business, agree good deals with landlords and manage the supply chain.

We also pushed Chilango to take advantage of the growing delivery market and a large part of the brand's success has come from a strategic push towards delivery kitchens, which allowed the business to grow quickly and stay profitable even during national lockdowns.

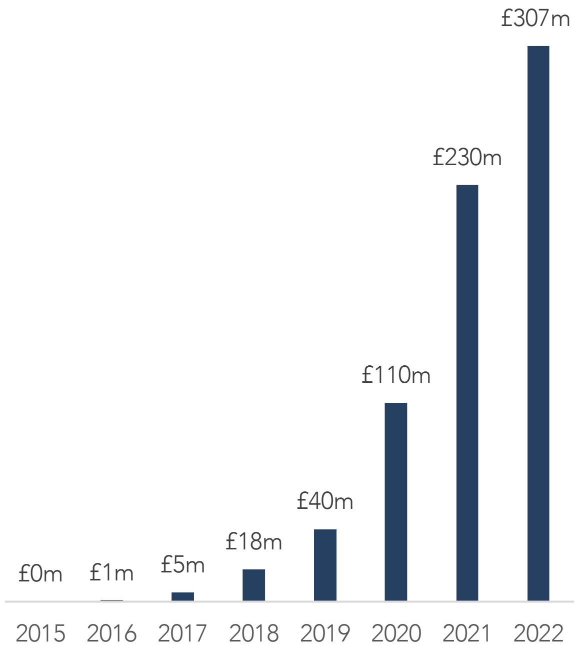
However, we couldn't see a path to long-term profitability. It is common knowledge that making profits in the restaurants businesses is almost impossible. Even large players like Tortilla hardly turn a profit. This was troubling us as investment committee because even our closest competitor, Tortilla, which was about seven times the size of Chilango, could hardly make any money. We estimated that we would need to invest nearly £25m over a five-year period to become the size of Tortilla today. However, this journey seemed pointless if the return on capital was next to nothing, or even negative.

Coupled with the fact that uncontrolled levels of inflation were/are hugely impacting raw material costs, specifically protein costs, and energy costs, meant the Chilango investment was quickly becoming a "falling knife" that we had no intention of wanting to catch.

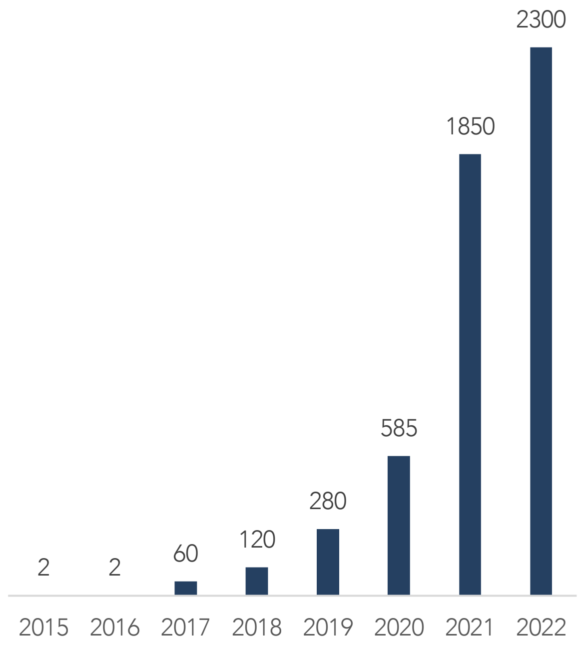
It is for these reasons we exited Chilango in May 2022.

RDCP as a Snapshot in 2022

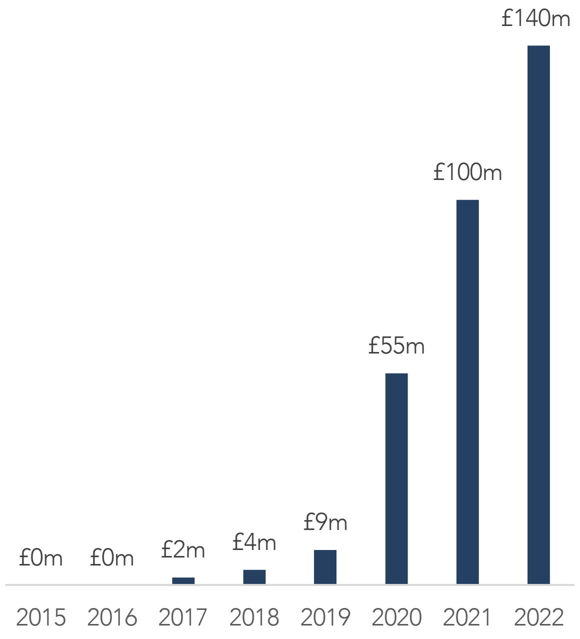
In 2022, three of our businesses grew their valuations, we acquired five new portfolio companies and we exited Chilango. This is what the RDCP portfolio looks like today.



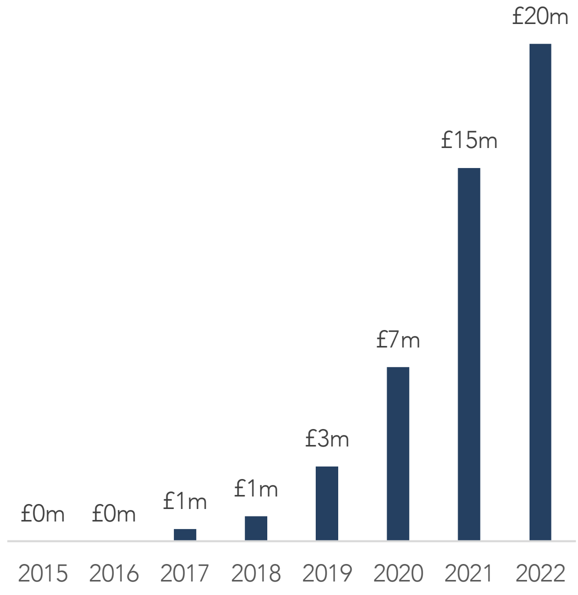
Growth in Enterprise Value (EV)



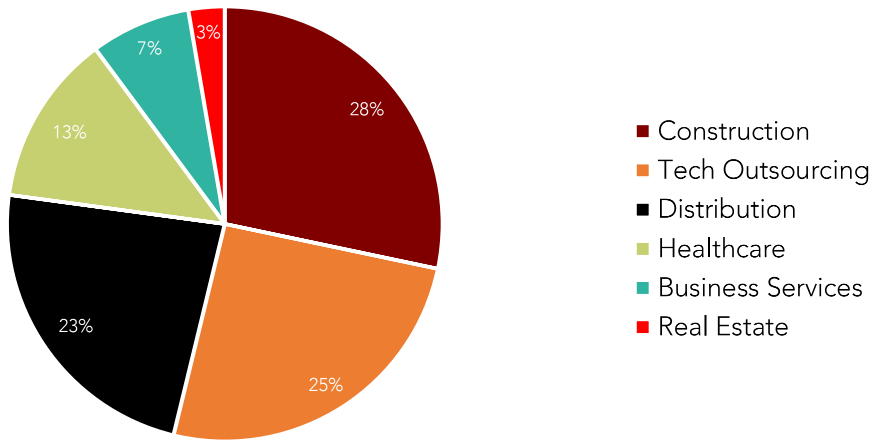
Growth in Staff Headcount



Growth in Run-Rate Revenue



Growth in Run-Rate EBITDA



The RDCP portfolio today comprises 8 portfolio companies across 6 sectors, generating a combined £140m in run-rate revenue and £20m in run-rate EBITDA. Although our enterprise value is £307m, our net asset value or equity value is £250m since we have just over £50m of debt on balance sheet across the various portfolio companies.

Another key performance indicator (KPI) we are immensely proud of, besides our annualised growth rate, is our zero percent (0%) loss ratio. Loss ratio is the ratio of lost capital to total invested capital, which in our case means that none of our companies' holding values or exited values are lower than the original purchase price.

2023 and Beyond Economic Outlook

We expect rough waters ahead for the next few years. This means interest rates will take at least two years before reducing again and inflation will take a few years before stabilising. This will continue to have an impact on M&A activity across UK, Europe and North America.

In times like this, my message to all our portfolio companies is to be frugal: achieve more with less. Constraints breed resourcefulness, self-sufficiency, and innovation. I also continue to push all our leaders to focus on profits and cashflow, rather than low-margin revenue or cash-draining capex-heavy growth.

Despite all the challenges, these next few years will present some incredible, once-in-a-decade, acquisition opportunities. For this, we are armed and ready to hunt.

Lenders of all types, high-street banks, challenger banks and private debt funds, will continue to lend, but only to investors and businesses that they trust and deem high quality managers of risk. Hence, we continue to prioritise managing our reputation and track record, as this "social capital" is what allows us to continue doing business with lenders.

Cryptocurrencies and Blockchain

The recessionary economic environment we find ourselves in does not surprise me. I mean we literally had teenagers becoming overnight millionaires flipping JPEGs of monkeys (called NFTs) on the blockchain, all of whom are now broke, and everyone is still surprised we are in a bear market.

I have always had the opinion that cryptocurrencies are no different to fairy dust. They have no intrinsic value. If you owned 100% of all farmlands in the world, you would be incredibly wealthy. If you owned 100% of all UK equities, you would be incredibly wealthy. But if you own 100% of bitcoin, it is of no value. You may get lucky once or twice if you buy it for *x* and sell it for *2x*. However, this is no different to going to the casino and betting on black on the roulette table.

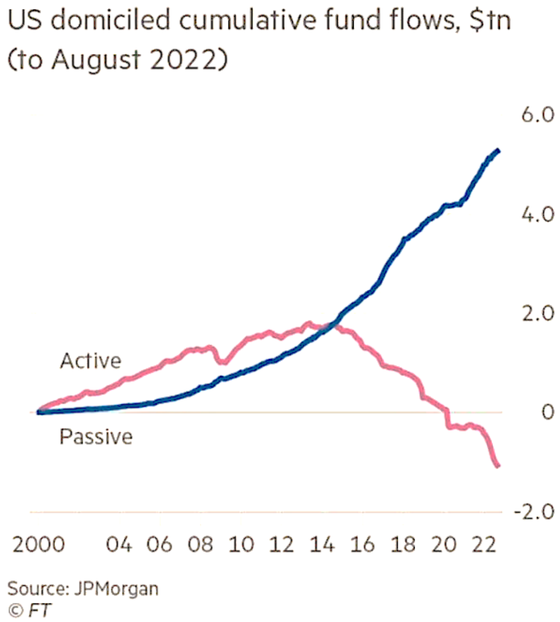
Most rational investors should have seen past this noise. However, the reason cryptocurrencies gained so much popularity is because we are living in a period of weak men. The saying goes: "Hard times create strong men, strong men create good times, good times create weak men, and weak men create hard times." We are living in a period of weak men that want to get "rich" without doing any of the work. This "asset class" supposedly offered that. However, with collapses like FTX and criminal prosecution of the proprietors, namely Sam Bankman-Fried, it is evident that cryptocurrencies for institutional investing purposes always was and continues to be a joke of grand proportions.

RDCP vs Private Equity

I have always maintained the opinion that too much institutional capital has gone and continues to go towards private equity fund managers. Unlike RDCP, where we have total skin in the game since we invest firm capital, private equity fund managers are not really investors, but are actually advisors, advising LP capital and thus are purely interested in their fees.

For example, when you think of Warren Buffett and Berkshire Hathaway, you immediately think about his impressive long-term returns and his famous investments, many of which are still a part of his portfolio today. However, when you think about Steve Schwarzman and Blackstone, it's less about his investment decision making, and more about his ability to raise mega-funds.

Over the last decade or so, most private equity fund returns have failed to beat the market. Understandably, an increasing number of institutional investors are choosing to allocate more capital towards passive strategy ETFs. This chart below demonstrates this.



Another trend that has emerged, which is equally as troubling, is something a Danish pension fund called ATP discovered. ATP are arguing that private equity may have become a 'pyramid scheme.' There is a tendency for private equity funds to sell companies to themselves (i.e. other funds within the same firm) and to peers.

According to FT, Mikkel Svenstrup, chief investment officer at ATP, said he was concerned because last year more than 80 per cent of the sales of portfolio companies by the private equity funds that ATP has invested in were either to another buyout group or were "continuation fund" deals, where a private equity group passes it between two different funds that it controls.

"We're a big fund investor, we have hundreds of funds and thousands of portfolio companies," he said. "This is not good business, right? This is the start of, potentially, I'm saying ‘potentially’, a pyramid scheme. Everybody’s selling to each other . . . Banks are lending against it. These are the concerns I’ve been sharing.”

ATP is a major investor in private equity funds. It has $119bn under management and has committed money to 147 buyout funds, according to PitchBook data.

Svenstrup’s comments, made at the IPEM private equity conference in Cannes, are similar to those made by Amundi Asset Management’s chief investment officer Vincent Mortier. Mortier said some parts of the private equity industry “look like a pyramid scheme in a way”. Svenstrup said the “exponential growth” of the private equity industry in recent years, as investors have poured cash into its funds, would stop “at some point”, adding that this was “just a question of time”. “It’s not that I think the private equity market is going to drop off a cliff,” Svenstrup said. “We’re just going to be looking [at] potentially low returns and high costs.”

ATP is cutting down on the number of private equity groups it commits money to, he told the conference. “Obviously we’ve been looking very carefully at . . . who’s been tweaking [returns figures by] using bridge financing, leveraged funds . . . all those tricks they do to kind of manipulate their IRR,” he said.

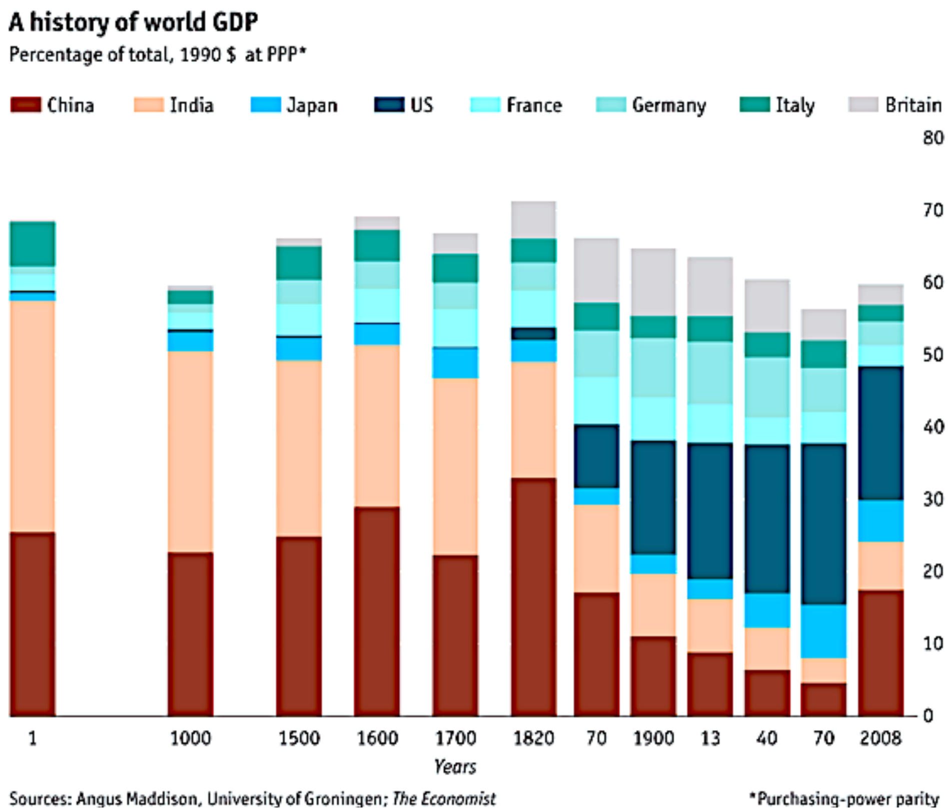
Future of the UK

The United Kingdom (UK) is experiencing a lost decade of sorts and struggling to find its place in the global competitive landscape. In 2016, when we allowed a democratic vote on Brexit, it was the start of political instability in the UK. In fact, the Brexit referendum will go down in history books as an example of Western democracy gone wrong. This year, the UK has had three prime ministers. If this does not shout political instability, then nothing really will. Finally, in September this year, we also lost Queen Elizabeth II.

Just like the Roman Empire, the Ottoman Empire and the Mongol Empire, the British Empire was once thought to be impenetrable. The British Empire started losing its power in the 1900s. India, Britain's most valuable and populous possession, achieved independence in 1947 as part of a larger decolonisation movement, in which Britain granted independence to most territories of the empire. The Suez Crisis of 1956 confirmed Britain's decline as a global power, and the transfer of Hong Kong to China in 1997 marked the end of the British Empire.

Subsequently, the United States of America (USA) became the unquestionable leader of the free world. Since the 1870, USA has been the largest economy by far, meaning their reign has run on for over 150 years. However, in recent times, large Eastern economies of China and India have been rapidly growing their share of global GDP. Interestingly, and most people might not know this, but India and China have always been the two largest economies globally. These great nations dominated global trade for several millennia. Hence, this global shift towards Western power is a recent occurrence, i.e. only 200 years old. However, China and India, powered by nationalist leaders Xi Jinping and Narendra Modi respectively, are now fighting hard to gain back the largest share of global GDP.

The chart below from the Economist dates back to the year 1 AD, showing the history of world GDP over the past two millennia.



Goldman Sachs recently published their forecasts on which countries they expect to be the largest 15 economies in 2050 and 2075. What is striking is that the UK peaked as the 4th largest economy in 2005, dropping to #5 in 2020. But in 2022, India has surpassed the UK's GDP. UK is now out of the top five and never expected to return.

World's largest economies (measured in USD)

Ranking	1980	2000	2022	2050	2075
1	United States	United States	United States	China	China
2	Japan	Japan	China	United States	India
3	Germany	Germany	Japan	India	United States
4	France	United Kingdom	Germany	Indonesia	Indonesia
5	United Kingdom	France	India	Germany	Nigeria
6	Italy	China	United Kingdom	Japan	Pakistan
7	China	Italy	France	United Kingdom	Egypt
8	Canada	Canada	Canada	Brazil	Brazil
9	Argentina	Mexico	Russia	France	Germany
10	Spain	Brazil	Italy	Russia	United Kingdom
11	Mexico	Spain	Brazil	Mexico	Mexico
12	Netherlands	Korea	Korea	Egypt	Japan
13	India	India	Australia	Saudi Arabia	Russia
14	Saudi Arabia	Netherlands	Mexico	Canada	Philippines
15	Australia	Australia	Spain	Nigeria	France

Source: Goldman Sachs Global Investment Research

The other noteworthy trend is that in 2000, 6 out of the 15 largest economies were emerging market nations. In 2022, 7 out of the 15 are emerging market nations. By 2050, Goldman Sachs expects that 10 out of the 15 largest economies will be emerging market nations, and by 2075, 11 out of the 15 will be emerging market nations. This is an astonishing shift of power.

So, what does this mean for RDCP as an investment firm that is currently exclusively focused on UK investments? Well, the saving grace is that the UK is still expected to remain in the top 10, even in 2075. We started RDCP in the UK. This great nation is our home. I believe that becoming a $10bn business in the UK is feasible. However, then trying to grow to $100bn still exclusively focused on the UK will be incredibly challenging. The economy is not large enough. I detail RDCP's vision beyond $1bn in the final section of this annual letter, and where we plan to invest beyond the UK.

Reasons Behind Our Success

Each year I think about what is currently driving our success. Sometimes I may repeat a principle or lesson from a previous year, other times, I may introduce a totally new lesson that contradicts a closely held belief from the past.

1. <u>We buy undervalued British businesses</u>. According to Reuters, UK companies are trading at discounts of about 40% to global peers. As detailed in the previous section of this annual letter, the lost decade that the UK is growing through means that equity valuations (both of private companies and publicly-listed equities) are discounted. For example, the chart on the first page of this letter shows that since we set up RDCP in 2015, the S&P 500 index (the largest 500 companies in the US) has grown by 84.5%, whilst the FTSE 100 (largest 100 companies in the UK) has only grown by 5.5%. That is an annual growth rate of just 0.7%.

2. <u>We avoid competition</u>. Legendary investor Sam Zell once said: "Frankly, there's no substitute for limited competition. You can be a genius, but if there's a lot of competition, it won't matter. I've spent my career trying to avoid its destructive consequences. I jokingly tell people that competition is great—for you. Me, I'd rather have a natural monopoly." Just like Sam Zell, we avoid overly competitive acquisitions, and sectors with an overflow of capital that are pushing up asset prices.

3. <u>We are frugal</u>. We achieve more with less. These de-facto constraints that we put on ourselves breed resourcefulness, self-sufficiency, and innovation at RDCP.

4. <u>We prioritise arbitrage opportunities</u>. Our investment model is simple. Buy businesses at big discounts to their underlying intrinsic valuations. We are then just adding acquired EBITDA to RDCP Group, a large diversified conglomerate that commands a high trading multiple. This is where the arbitrage lies.

5. We apply the 80/20 Pareto Principle. 80% of our successes come from 20% of the effort. This framework allows us to prioritise tasks and projects of the highest importance. Another way to say this is: done is better than perfect.

6. We manage our time like Lionel Messi. Research shows that Messi walks 83% of the time in a football game. Just walks. The other 17% of the time he shows us all what makes him the world's finest footballer. Focus your effort. Do not be busy all the time. Conserve your resources for what really matters.

7. We have a "heads I win, tails I don't lose much" approach to investing. This means we focus on asymmetric returns, i.e. if we lose, we lose 1x of our invested capital, if we win, we win 5x, 10x or even a 100x. This also means our investments are ring-fenced. The collapse of one business cannot hurt another business or hurt the Group.

8. We bet heavily when the odds are overwhelmingly in our favour. On average, we make at least one acquisition each year, where the intrinsic value of the target company is around 20% of RDCP's current group enterprise value. These large acquisitions are what drive significant value creation and allow RDCP to grow at high double-digit rates.

9. We are optimistic. We believe that optimism leads to manifestation, which leads to wins. Since we are optimistic about our growth and about winning deals, our optimism allows us to imagine a near-future where this is growth becomes reality. Eventually, this imagination manifests into reality. Stay optimistic.

10. We never lose money. Profits and cashflow are what matter the most. The rest is noise. Profits (or EBITDA) are what drive our valuation. Profits are the cake, everything else is just sprinkles. This doesn't mean our portfolio companies never have a loss-making month or quarter or even a year. But what it does mean is that we never lose our invested capital.

Future Plans

Our vision has always been to grow our enterprise value (or assets under management) to $1bn in the first 10 years of being in business, by 2025. And we have always wanted to get there by continuing to be fully independent, meaning no third-party equity capital or co-investors involved. We are now just 12 to 24 months away from achieving this goal, about a year ahead of schedule. The question then becomes what happens next. What really is the big zoomed-out 10/20-year vision for RDCP Group?

If you go on the Forbes Billionaires List or Bloomberg Billionaires Index, there are about 2,700 billionaires in the World. If we assume that some are not on the radar of journalists or are more underground, then perhaps the list is more like 3,500 to 4,000 billionaires.

However, only about 180 of these individuals control everything around us. They control all major global infrastructure, they control the largest corporations, and some of them even run nation states like the UAE. They control all money and capital flows. They fund politicians to drive their agendas and world-views. How you think or are programmed to think is largely being driven by these 180 individuals, since they control social media, traditional media, and global politics. These are the 180 most powerful individuals on the planet. And when you get to look behind the curtain and see how their world really works, you realise that it is unfairly set up for them and their progenies to win, and rightfully so.

If we (RDCP) really want to have an impact, whether it be fixing the UK's healthcare system or solving the climate change crisis by powering the planet via solar, we need significant capital and the associated influence that comes with this capital.

With capital, we can have an impact. Without capital, we are insignificant.

These 180 individuals have this kind of capital and influence, and they are all deca-billionaires, which means they are worth a minimum of $10bn. All of them derive this net worth from the companies they own or nation states they control.

For RDCP to truly have a legacy and become a player of global significance, we need to break into this rarefied group of deca-billionaires. However, it is incredibly difficult (almost impossible) to break into this world. There are several attributes RDCP would need to demonstrate to even have a shot at realising this vision:

1. Invest consistently over at least three decades, generating a minimum annualised return of 30% on growing swathes of capital.
2. Compete with and win against incredibly well-funded large private equity players, sovereign wealth funds and other institutional investors.
3. Show consistency and discipline, downside mitigation and risk management, in the ways we manage our portfolio.
4. Ensure all our portfolio companies perform at their best over long periods of time, growing their revenues and profits, paying down debts and building equity value.
5. Avoid making bad investment decisions, but when mistakes are made, work hard and fast to exit the situation rapidly and with minimal collateral damage.
6. Attract top talent to join RDCP Group and our portfolio companies, allowing for meritocracy of ideas to thrive.
7. Become a global business with a presence not just in the UK, but also in USA and Europe.

This list can go on and on because just so much needs to go right, along with copious amounts of good luck, to break into this rarefied group of 180 deca-billionaires.

In fact, it is the challenging nature of this quest that makes it so worthwhile. This is our vision for the future.

As grand as this vision is, we only make progress by working hard (and smart) consistently over long periods of time, but focusing on the daily, weekly, quarterly and yearly milestones and goals. This is how we grew the business to $400m, and this is how we will grow to $1bn and subsequently $10bn.

Furthermore, the next two years will undoubtedly be challenging as we navigate through a recessionary environment in the UK. Most investors can grow and make money in a bull market, only a handful can continue generating outsized returns in a bear market. I want RDCP to be one of those rare few. As Warren Buffett says, "only when the tide goes out do you discover who has been swimming naked."

For seven years now, Iryna and I have thoroughly loved our jobs. Daily, we do what we find interesting, working with people we like and trust. Over these seven years, we have successfully made 23 investments that have been consolidated into eight companies. Our cadre of resourceful managers leading our portfolio companies, along with our rational investment principles, mean that RDCP Group is ready for whatever the future brings.

Respectfully,

Sameer Rizvi
Founder & CEO
27th December 2022