





## Introduction

### Cycle and crisis

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in, Rortfolios – which could be global portfolios – and international LPs so come to market with portfolios containing Asian positions."

All that uncertainty, hesitation and retrenchment has been sharply heightened by the coronavirus pandemic. The overall impact for the private equity industry and for the Asia Pacific region has yet to be fully assessed, and is the subject of feverish debate. Industry analyst PitchBook has warned that "PE is in triage mode."

Some GPs don't need to look far to see immediate impact. "Our portfolio is half in healthcare and half in consumer businesses. We have a couple of companies in hospitality – a group of hotels and an online travel agency. The hotels are probably going to be down 40% for the next couple of months, given the travel bans," says T.J. Kono, a partner at Japan-based Unison Capital. "The impact is far larger than what we saw after the global financial crisis."

Other firms look at the crisis and its consequences as something of a vindication of their model. Rodney Muse, a managing partner at Navis Capital Partners, describes the virus as "worse than SARS and more of a black swan for Asia than the global financial crisis." But, he adds, Navis has historically tended to use much less leverage than other firms. "Our model assumes these shocks happen and typically we have balance sheets that can survive such events."

# Assets under management and M&A

#### Mediocre M&A



## The exit environment

#### **Rockier realizations**

