

The Clearlake View

Resilience Through Change



The early months of 2026 have reinforced our conviction that the most resilient businesses strengthen through change.

While market sentiment continues to shift – particularly in technology – we are seeing durable businesses strengthen their positions.

AI, for example, is accelerating innovation within businesses – not simply disrupting them. Many incumbents – including those in the software space – are rapidly embedding AI into their platforms. For them, AI is an advantage rather than a liability.

At the same time, we are seeing demand for alternative capital continue to grow. This is particularly the case in Europe where structural shifts are creating compelling opportunities in private credit as traditional lenders retrench from the market.

In this edition of The Clearlake View, we share highlights from appearances at **Bloomberg Invest** and **PEI NEXUS**, a Q&A on **AI and long-term software investing**, insights into **private credit**, a spotlight on **BetaNXT's** continued growth, and celebrate achievements of the **Clearlake team**.

Our Performance & Scale At A Glance

\$90B+

AUM from \$26B five years ago

~50

Platform investments generating ~\$35B in annual revenue

\$24B+

Returned to investors since 2021

130K+

Employees across Clearlake portfolio companies

Our Global Footprint

Santa Monica | Dallas | New York | London | Dublin | Luxembourg | Abu Dhabi | Tokyo | Singapore

Private Equity | Investing in Qualus

In March, we announced that we signed a definitive agreement to acquire Qualus, a pure-play power solutions platform serving the nation's leading utilities as well as commercial, industrial, and high-tech clients.

We see the company as uniquely positioned to help meet rising demand for electricity grid modernization and resiliency against the backdrop of unprecedented technological mega-trends that will drive growth for the foreseeable future. We look forward to supporting Qualus' next phase of growth as it continues to provide advisory, engineering, digital and field services to a diverse, blue-chip customer base.



[Read the full announcement](#)

Clearlake in the News

Bloomberg Invest

José E. Feliciano, Co-Founder & Managing Partner of Clearlake Capital, joined the conversation at **Bloomberg Invest** to explore the natural evolution of private markets with Goldman Sachs' Global Co-Head of Capital Solutions, Mahesh Saireddy and Bloomberg's Davide Scigliuzzo. You can watch the appearance below.



[Watch here](#)

PEI Group's NEXUS 2026

At **PEI Group's NEXUS 2026** in Orlando, José E. Feliciano participated in a fireside chat about a wide range of topics, including AI disruption, how the private equity industry has changed since Clearlake was founded 20 years ago, and what José thinks technology investing has in common with sports investing.



[Watch here \(paywalled\)](#)

Spotlight on AI and the Evolution of Software

Q&A

WITH PRASHANT MEHROTRA →

Four Investor Takeaways



Partner and Managing Director

As AI continues to dominate headlines and boardroom agendas, the debate has sharpened: will AI disrupt traditional software models – or strengthen them?

We sat down with Prashant Mehrotra, Partner and Managing Director, Clearlake, to explore how Clearlake is thinking about AI through the lens of long-term software investing.

Threat or opportunity?

AI is one of the most important platform shifts in enterprise software in over a decade. It will disrupt parts of the market, particularly where value is at risk of commoditization, but it is also a powerful accelerator for those that adapt.

The winners will be platforms with proprietary data, deeply embedded workflows, and strong customer relationships. These businesses are best positioned to harness AI to increase automation, deepen customer lock-in, and expand the value they deliver. Our focus remains on backing these structurally advantaged companies.

How is AI reshaping the investment landscape?

AI is forcing a fundamental reset in how software is built, and valued. We're already seeing a shift from per-seat pricing to usage and outcome-based models as AI agents become more capable.

This creates both complexity and opportunity. Companies that successfully transition to value-based pricing – and layer intelligence onto existing platforms – stand to capture a disproportionate share of the economic upside.

We are particularly focused on businesses that can leverage scale, proprietary data, and deep integrations to build durable intelligence layers on top of their core platforms.

How do we underwrite AI risk?

AI introduces new risks, but reinforces what has always mattered: durable differentiation.

We evaluate whether AI strengthens or commoditizes a company's core value proposition. Businesses with proprietary datasets, high switching costs, and mission

How is Clearlake helping portfolio companies capitalize on AI?

AI requires more than passive oversight – it demands active engagement.

As part of our *O.P.S.*[®] framework, we established Clearlake AI Labs, an in-house capability dedicated to working directly with management teams to identify

critical workflows are more resilient, and better positioned to benefit from AI.

By contrast, companies relying primarily on orchestration layers or lightweight feature differentiation face greater displacement risk.

We view this as a moment that rewards disciplined, operationally engaged investors.

high-impact use cases, make build-versus-buy decisions, and accelerate deployment across products and operations.

Zywave is a strong example of how partnering with Clearlake AI Labs can accelerate both speed and commercial impact. Together, the teams built and launched a lead generation agent for Zywave's broker customers – from concept to full market release in under 16 weeks.

The result is a monetizable, per-lead product for insurance brokers that is already gaining traction, with strong early adoption and accelerating pipeline growth across Zywave's customer base.

Overall, we believe the firms best positioned to generate alpha in this environment will combine capital with real technical and strategic expertise – and we are investing accordingly.

Clearlake Credit | Positioned to Lean In



AI-driven volatility and a shifting credit backdrop are driving a meaningful market reset – widening dispersion, improving pricing, and increasing structural complexity. We view this as a moment to lean in.

Across private credit, stronger lender protections and tighter structures are coinciding with elevated refinancing needs and more demanding underwriting environments. At the same time, AI is accelerating divergence at the portfolio company level, amplifying the gap between businesses with durable competitive advantages and those without.

These dynamics are creating a target-rich environment for investors like Clearlake, with the flexibility, sector depth, and operational capabilities to both identify and shape outcomes. Clearlake's integrated model – combining flexible capital and deep sector expertise – positions us to lean in to capture what we see as an increasingly compelling set of opportunities across the platform.

Over 25+ years, we have deployed \$75 billion across nearly 3,000 companies globally, investing through multiple cycles. Our focus is consistent: lead transactions where we believe we have an informational advantage and structural control, while remaining highly selective where we do not.

We prioritize downside protection over deployment, with active portfolio management as a core competency, not a reactive function.

In today's market, not all private credit is created equal. The gap between the disciplined underwriters and capital providers is widening and will increasingly define outcomes.

Clearlake Credit | Deals in the Spotlight



Clearlake Credit Day | London, May 12

We look forward to seeing many of you at our **Clearlake Credit Day in London on May 12**, where we'll take a deeper dive into the opportunities and risks in AI through a credit investing lens.

BetaNXT | Scaling a Leading WealthTech Platform



Since Clearlake's 2022 acquisition, BetaNXT has scaled into a core infrastructure platform for wealth management, serving 500+ firms and processing 35M+ daily transactions.

Growth has accelerated through M&A, innovation, and retention, with Mediant (2023) and Delta Data (2025) expanding capabilities and cross-sell opportunities.

Key highlights:

- 45% revenue growth under Clearlake ownership
- \$1B+ in 2025 client renewals
- 85% of customers use multiple solutions
- Launch of DataXChange to drive AI innovation

BetaNXT is well positioned to meet rising demand for integrated, data-driven technology, with Clearlake's

Clearlake Team Updates

WSJ Pro Private Equity Women to Watch list

Marcelia Freeman, Managing Director, Investor Relations, was named in The Wall Street Journal Pro Private Equity's list of [Women to Watch](#).

[Read more](#)



Private Funds CFO New Faces of Finance list

Ben Kruger, Managing Director, was named in Private Funds CFO's 2026 New Faces of Finance list.

[Read more](#)



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