An Introduction to Platinum Equity

April 2022



Platinum Equity at a Glance

Overview

Founded in 1995 by Tom Gores, an entrepreneur and business operator

Headquartered in Los Angeles with offices in Boston, Greenwich, New York, London, and Singapore

Highly differentiated investment approach: M&A&O®

- Fully integrated, operations intensive, execution-focused
- Large team of in-house operations specialists

Experienced and stable leadership team

Cycle-tested over more than 25 years

Assets Under Management

Acquisitions Since 1995

Portfolio Revenue

~\$36B 350+

Fund	History

Pre-Fund 1995-2004 \$500M+

Fund | 2004 Vintage \$700M

Fund II 2007 Vintage \$2.75B

Fund III 2012 Vintage \$3.75B

Fund IV 2016 Vintage \$6.5B

Current Investment Vehicles

Small Cap 2018 Vintage \$1.5B Fund V 2019 Vintage \$10B

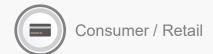
Portfolio company revenue as of December 31, 2021. Pre-fund cash invested and Platinum Equity Capital Partners Funds I, II, III, IV and V: and Platinum Equity Small Cap total capital commitments.

Broad Expertise and Global Reach

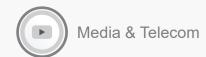
45+ Portfolio Companies with 194K+ Employees Across 6 Continents



Industry Agnostic Approach















Investment Criteria

- Well-positioned in mature markets
- Long-term customers and stable revenue
- Can grow through acquisitions or investment
- Business models with significant variable cost structure
- Ability to drive operational improvements

A Flexible Investment Style

Investing out of Small Cap and Large Cap funds

Enterprise Value up to

\$10B

Historical Equity Deployments up to

\$4B

Capacity to Write Equity Check up to

\$5B

Global Scale Capable Carve-Out Expertise



Corporate Divestitures



Public-to-Private



Private Transactions



Special Situations

Core Competency

Acquiring Non-Core Divisions of the World's Largest Corporations





Acquired the Network
Power business from
Emerson, rebranded as
Vertiv. Emerson retained a
minority interest in the
business.

The "O"

- Build on portfolio of product and service offerings for power, thermal, and IT management capabilities.
- Rationalize complex systems landscape inherited through multiple acquisitions.
- Emphasize growth, speed, agility, and profitability.

WYNDHAM



Acquired Wyndham
European Vacation Rentals
from Wyndham Worldwide.
Rebranded as Awaze.

The "O"

- Integrate operations of businesses acquired in the past.
- Streamline operations and structures.
- Cross-sell inventory across brands and Europe.

Status

Current: Acquired October 2018

Johnson Johnson



Acquired LifeScan from Johnson & Johnson for \$2.1 billion.





Acquired Club Car from Ingersoll Rand for \$1.7 billion.

The "O"

- Drive share and incremental value from digital data through continued investment in technologies and software.
- Increase online, retail, and Point-of-Care presence in select markets.
- Improve operations and supply chain.

The "O"

- Pursue growth opportunities to enhance market position in the consumer and commercial markets.
- Identify strategic partnerships through add-on acquisitions to penetrate new geographies and adjacent markets.
- Execute on various operational improvement opportunities with a focus in technical innovations.

Status

Current: Acquired June 2021

Status

Divested: February 2020

Status

Current: Acquired May 2018

Creating Value Across Transaction Types

Non-Core Divestitures/Complex Carve-Outs



Manufacturer of golf cars, utility, personal transportation and other low-speed vehicles



Rebranded as Awaze: Manager of European vacation rentals



Rebranded as Vertiv: Provider of mission-critical infrastructure technologies



Provider of blood alucose monitoring products and solutions for the treatment of diabetes

Traditional Private Equity



Leading maker of pet products sold through a wide range of retail partners



A manufacturer and CABINETWORKS distributor of kitchen and bath cabinets



Portable sanitation and related site. service solutions



Global supplier of injection molding equipment and services to the plastics industry

Industries in Transition



End-to-end post production services for the world's leading content production studios



Provider of wind turbine parts and services



Australian print and online directories business



Local daily newspaper

Public-to-Private



Provider of software and services to PR and marketing professionals



Provider of labels and packaging solutions



Provider of electronics manufacturing services ("EMS")



Provider of specialty equipment serving highly attractive and growing infrastructure-focused end markets

Special Situations



Equipment rental services provider in the U.S. primarily serving commercial contractors



Rebranded as HydroChem; Provider of industrial services to the oil, gas, and energy industries



Global manufacturer of capacitors used in a broad range of electronics



International contractor providing foundation work

The Platinum Difference: M&A&O®

At Platinum Equity, the "O" is fully integrated into everything we do.

People

It starts with our people – real operators

- Large in-house team with real world industry experience
- They know how to drive change from the ground up
- Hands-on expertise across many functional areas:
 - Manufacturing
 - IT
 - Distribution
 - Supply Chain
 - Procurement
 - Real Estate
 - HR & Benefits
 - Treasury & Cash Management
 - Sales & Marketing
 - Corporate Communications
 - Legal
 - Tax
 - Accounting
 - Technology

Process

Integration at the root level

- In-house operations specialists dig in from the very beginning
- Unique expertise drives thoughtful diligence and tailored solutions in often complex situations
- Transition planning starts early, ensuring seamless carve-outs
- M&A stays engaged post-close to build enterprise value

Operational toolkit

- Production Rationalization
- CapEx investments to take advantage of strategic opportunities
- Cost Reduction
- Restructuring
- Enhancing Revenue Growth
- Pricing Strategy
- · Margin Expansion
- · Digital Transformation

Results

Well-informed, seamless transactions

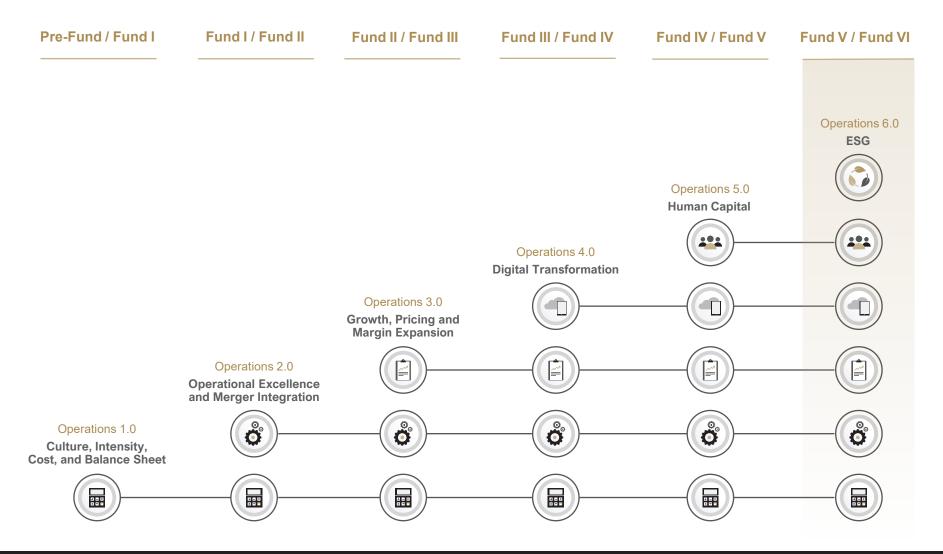
- Ability to close with speed and certainty
- Understand business operations better
- Find value and opportunities where others do not



Differentiated approach to unlocking value

- Apply disciplined operational improvements to build enterprise value
- Collaborate with management to empower them to drive change
- · Invest in systems for long-term growth

Evolution of the "O" Playbook



Transacting with Industry Leaders





































































71 Deals in 12 Months

15 Platform Acquisitions



Leaders Romans Group February 2022



Pelican Products December 2021



Urbaser October 2021



Oregon Tool October 2021



Petmate September 2021



Unical Aviation August 2021



McGraw Hill July 2021



SVP Worldwide July 2021



Ingram Micro July 2021



Club Car June 2021



Game Taco / WorldWinner May 2021



Cabinetworks May 2021



Paramount Global Services April 2021



Custom Truck One Source April 2021

11 Divestitures





Assets of Ingram Micro

Signed December 2021



Landal from Awaze Signed June 2021



Ball Metalpack January 2022



Orbit November 2021



Sigura

November 2021



PCI November 2021



Multi-Color October 2021



Artesyn Consumer **Power Division** August 2021



JM Swank August 2021



ILG April 2021

Reflects deals signed or closed April 1, 2021-March 31, 2022.

Total acquisitions and divestitures reflect the sale of USS by Platinum Equity Capital Partners IV and the acquisition of USS by Platinum Equity Continuation Fund, L.P.

71 Deals in 12 Months (contd.)

45 Add-on Acquisitions

Arrow

Lancaster Bingo Company Nannicola

Automatic Machine Services Limited

Awaze

Amberley House

Bornholm

Cornwall Cottages

Quality Unearthed Limited

1000Villas

Biscuit

Continental Bakeries

Dan Cake

BlueCrest

Fluence Automation Window Book, Inc

Centerfield

Datalot

Cision

Brandwatch Streem

Paladin Software

Custom Truck One Source

Northshore Group

Deluxe

Éclair Theatrical Services Gofilex

De Wave

Tecnavi

Fantini Group

Finca Fella S.L.

Ingram Micro

BRLink

Keenondots B.V.

L&R Distributors

SJ Creation, Inc.

LRG

Northfields Holdings Limited

Mad Engine

Fifth Sun

Fortune Screenprinting

McGraw Hill

Achieve 3000

Multi-Color

Hexagon Skanem*

Petmate

Cosmic Pet

PGS

Stone Source

Securus

Preferred Communications of Texas, LLC

Sigura

Solenis

Solenis

SCL*

SVP

Jaguar International Corporation Hanoi

USS

Empire Plumbing

American Industry Fence

Norcal Portable Services

Sonco

All Cal Services

Clear Water Recycles

American Portables Services

Florida Fence Rental

Yak Mat

D-B Galloway Construction

Featured Add-Ons

Streem

Cision – Streem
March 2022



Biscuit – Continental Bakeries

March 2022

Achieve3000°

McGraw Hill – Achieve 3000 November 2021



Sigura – Solenis November 2021



Petmate - Cosmic Pet

October 2021

*Pending

Select Activity Highlights

Acquisitions



\$7.2B Purchase Price

Technology
Divestiture from HNA
Technology Co
July 2021



\$4.5B Purchase Price

Education Services
Acquisition from funds
managed by affiliates of
Apollo
July 2021



\$4.2B Purchase Price

Business Services
Acquisition from China
Tianying Inc
October 2021



Small Cap Fund Acquisition

Food & Beverage Private Transaction March 2020

Divestitures



Sold to Husqvarna Group

Consumer
November 2021



Sold to Clearlake Capital Group

Building Products
December 2020



Listed on the NYSE

Technology February 2020



Sold via Merger to SPAC

Business Services February 2020

The portfolio companies identified here are indicative of recent transactions that Platinum Equity has made and examples of companies it seeks to acquire. For an exhaustive list of all of Platinum Equity's portfolio companies please see slides 14 to 22.

Our Current Portfolio

Platinum Equity?

Company	Overview		Description
ARROW	Transaction Type: Industry: Acquisition Date:	Private Transaction Manufacturing December 2020	A leading manufacturer and distributor of pull tabs, electronic pull tabs, bingo products and electronic bingo devices for charitable organizations.
aventiv	Transaction Type: Industry: Acquisition Date:	Private Transaction Business Services November 2017	Comprises three business lines for government payments and corrections services that operate independently under the Aventiv corporate umbrella: Securus Technologies, JPay, and AllPaid.
awaze	Transaction Type: Industry: Acquisition Date:	Divestiture from Wyndham Worldwide Hospitality May 2018	One of the largest managers of holiday rentals in Europe, Awaze has more than 110,000 units in over 600 destinations in more than 25 countries. The business operates more than two dozen local brands, including cottages.com, James Villa Holidays, Landal GreenParks, Novasol, and Hoseasons.
BISCUIT	Transaction Type: Industry: Acquisition Date:	Private Transaction Food and Beverage February 2020	A leading European manufacturer of private label sweet biscuits, including traditional biscuits and a growing portfolio of products for consumers with specific dietary requirements.
© BLUECREST	Transaction Type: Industry: Acquisition Date:	Divestiture from Pitney Bowes Business Services July 2018	Acquired Pitney Bowes's Document Messaging Technologies (DMT) production mail business and supporting software for \$361 million. A global leader in enterprise print, mail, and customer communications solutions to a variety of industries and end-markets.
BROADWAY INDUSTRIAL GROUP LIMITED	Transaction Type: Industry: Acquisition Date:	Divestiture from Broadway Industrial Group Manufacturing December 2016	Acquired the Broadway Foam Plastics Solutions business along with Compart Flow Control Devices. Broadway is a supplier of protective packaging solutions, insulation, and component products.

Company	Overview		Description
- CABINETWORKS	Transaction Type: Industry: Acquisition Date:	Private Transaction Building Products May 2021	The largest independently owned manufacturer and distributor of kitchen and bath cabinets in the United States under the nation's leading brands, including: KraftMaid, Medallion, Smart, Merillat, Yorktowne, Echelon, and more.
centerfield	Transaction Type: Industry: Acquisition Date:	Private Transaction Technology December 2019	Provider of technology-driven, digital performance marketing solutions to drive lead generation and end-to-end customer acquisition.
CISION	Transaction Type: Industry: Acquisition Date:	Public-to-Private Technology January 2020	Acquired for approximately \$2.7 billion, Cision is a leading global provider of software and services to public relations and marketing communications professionals.
Clipper	Transaction Type: Industry: Acquisition Date:	Divestiture from WorldCom Telecom March 1997	Provides billing and back-office outsourcing services to telecommunications carriers, resellers, agents, and service providers.
Club Car	Transaction Type: Industry: Acquisition Date:	Divestiture from Ingersoll Rand Transportation & Mobility June 2021	Acquired for approximately \$1.7 billion, Club Car is a global manufacturer of golf cars, utility, personal transportation and other low-speed vehicles, including all-electric models, and related aftermarket parts and services
CUSTOM TRUCK ONE SOURCE.	Transaction Type: Industry: Acquisition Date:	Public Transaction Specialty Equipment Rental & Sales April 2021	A \$2.5 billion combined enterprise value of Nesco Holdings and Custom Truck One Source (CTOS) . CTOS is a leading providers of specialized truck and heavy equipment solutions, including rental, sales and aftermarket parts and service.

Company	Overview		Description
data logistics	Transaction Type: Industry: Acquisition Date:	Divestiture from Multiple Sellers IT Services October 2001	Processes freight bills, mines data, and consults on logistics of the global freight market.
DCA SERVICES	Transaction Type: Industry: Acquisition Date:	Divestiture from WorldCom Telecom March 1997	Provides billing and back-office outsourcing services to telecommunications carriers, resellers, agents, and service providers.
DE WAVE GROUP	Transaction Type: Industry: Acquisition Date:	Private Transaction Industrials October 2019	A marine contractor that specializes in cruise ship interiors, providing both new build and refit services to ship builders and cruise operators.
deluxe	Transaction Type: Industry: Acquisition Date:	Divestiture from Deluxe Entertainment June 2020	A leading provider of end-to-end post production services for the world's leading content production studios.
R Electro Rent	Transaction Type: Industry: Acquisition Date:	Public-to-Private Equipment Rental August 2016	Acquired Electro Rent Corporation for approximately \$382M. Equipment rental company providing electronic test and measurement equipment to customers in the U.S., Europe, and Asia.
Elevate Textiles	Transaction Type: Industry: Acquisition Date:	Multiple Diversified Industrials October 2016	Diversified manufacturer of textiles with operations in the U.S., Mexico, and China. Rebranded from International Textile Group following acquisition of American & Efird.

Company	Overview		Description
FANTINI GROUP FARNESE	Transaction Type: Industry: Acquisition Date:	Private Transaction Food and Beverage March 2020	Fantini Group Vini acquires grapes from local farmers, oversees production and markets wines under specialty labels to customers internationally.
GAMETACO	Transaction Type: Industry: Acquisition Date:	Private Transaction Interactive Entertainment May 2021	A premier skill-based mobile gaming platform that joins gamers from around the world to play and compete in tournaments.
HUNTERSTOWN POWER GENERATION STATION	Transaction Type: Industry: Acquisition Date:	Private Transaction Natural Resources June 2018	Hunterstown is an 810 MW natural gas-fired, combined-cycle power plant built in 2003 and located in the PJM region. Produces and sells electric energy, capacity, and ancillary services to the wholesale power generation sector.
HUSKY	Transaction Type: Industry: Acquisition Date:	Private Transaction Diversified Industrials March 2018	Acquired for \$3.85 billion, Husky is a global supplier of injection molding equipment and services to the plastics industry. A leading provider of PET systems, aftermarket tooling, medical molds, and specialty closure molds.
IBERCONSA	Transaction Type: Industry: Acquisition Date:	Private Transaction Food and Beverage May 2019	Global provider of frozen seafood products, including hake, Argentine red shrimp and squid. The company is vertically integrated across the full value chain, including wild catch, processing, commercialization and distribution.
in <u>co</u> ra	Transaction Type: Industry: Acquisition Date:	Private Transaction Aerospace, Defense & Government Services October 2017	A leading global aerospace and defense supply chain service provider. Pattonair merged with Wesco Aircraft and the combined company now operates as Incora.

Company	Overview		Description
	Transaction Type: Industry: Acquisition Date:	Divestiture from HNA Group Technology July 2021	Acquired for \$7.2 billion, Ingram Micro is the world's largest provider of technology logistics services and solutions. Ingram Micro enables business partners to operate more efficiently through its vast global infrastructure and focus on cloud, mobility, technology lifecycle, supply chain and technology solutions.
Jostens	Transaction Type: Industry: Acquisition Date:	Divestiture from Newell Brands Consumer December 2018	Acquired for approximately \$1.3 billion, Jostens is a provider of yearbooks, publications, jewelry and consumer goods that serve the K-12 educational, college and professional sports segments.
R	Transaction Type: Industry: Acquisition Date:	Private Transaction Distribution June 2020	A national wholesale distributor of cosmetics and general merchandise.
LEADERS ROMANS	Transaction Type: Industry: Acquisition Date:	Private Transaction Business Services February 2022	One of the UK's largest property services firms specializing in residential property lettings, sales and associated professional services, including planning and surveying.
Lifescan	Transaction Type: Industry: Acquisition Date:	Divestiture from Johnson & Johnson Healthcare October 2018	Acquired from Johnson & Johnson for approximately \$2.1 billion, LifeScan is a provider of blood glucose monitoring products and solutions for the treatment of diabetes.
LIVITGSTON Simplify Trade	Transaction Type: Industry: Acquisition Date:	Private Transaction Business Services April 2019	An international trade-services firm which specializes in customs brokerage, freight forwarding and trade consulting. It is Canada's largest customs broker and the third-largest entry filer in the United States.

Company	Overview		Description
MAD ENGINE	Transaction Type: Industry: Acquisition Date:	Private Transaction Business Services December 2020	A full-service, global apparel and accessories company that creates, designs, produces and distributes a full range of licensed, private label and branded products
Mc Graw Hill	Transaction Type: Industry: Acquisition Date:	Private Transaction Education Services July 2021	Acquired for approximately \$4.5 billion, McGraw Hill is a top provider of educational materials in both Higher Education and K-12 markets, and leading content provider in medical, technical and business professional training
ENDC	Transaction Type: Industry: Acquisition Date:	Private Transaction Distribution March 2021	One of the largest master distributors in healthcare and serves as an essential intermediary between medical supply manufacturers and a highly-fragmented base of regional and specialty distributor customers.
OREGON TOOL	Transaction Type: Industry: Acquisition Date:	Private Transaction Industrials October 2021	A leading global manufacturer and distributor of professional- grade consumable parts and attachments used in forestry, lawn and garden, agriculture, and concrete cutting applications.
PARAMOUNT GLOBAL SURFACES	Transaction Type: Industry: Acquisition Date:	Private Transaction Building Products April 2021	A leading importer and distributor of premium porcelain tile and luxury vinyl tile used primarily in remodel and replacement projects by both residential and commercial end users.
PELICAN	Transaction Type: Industry: Acquisition Date:	Private Transaction Industrials // Healthcare December 2021	A global leader in the design and manufacturing of high- performance protective cases and rugged gear for professionals and outdoor enthusiasts, and temperature-controlled supply chain solutions for the healthcare industry.

Company	Overview		Description
Petmate	Transaction Type: Industry: Acquisition Date:	Private Transaction Consumer September 2021	A leading maker of pet products sold through a wide range of retail partners.
Pearl Engineered Solutions	Transaction Type: Industry: Acquisition Date:	Private Transaction Diversified Industrials April 2015	Purchased as Ying Shing from the founder. Vertically integrated manufacturer of plastic injection molded and metal stamping components. Rebranded as Pearl Engineered Solutions.
RYERSON. THE STRENGTH IN METAL	Transaction Type: Industry: Acquisition Date:	Public-to-Private Metals & Mining October 2007	Processes, fabricates, and distributes metal sheet, coil, plate, and long products through service centers in North America and China. IPO'd in August 2014.
♦ SOLENIS.	Transaction Type: Industry: Acquisition Date:	Private Transaction Chemicals November 2021	Acquired Lonza's water care business for \$630 million in February 2019. Rebranded as Sigura. In November 2021, Sigura merged with Solenis for a total combined transaction value of approximately \$6.5 billion. Solenis is a leading global producer of specialty chemicals, focused on delivering sustainable solutions for water-intensive industries.
SVP WORLDWIDE SINGER' VIKING' PFAFF'	Transaction Type: Industry: Acquisition Date:	Private Transaction Consumer July 2021	A leading global sewing machine and accessories company. SVP Worldwide accounts for more than one out of three consumer sewing machines sold worldwide through three iconic brands: SINGER®, VIKING®, and PFAFF®.
TruckPro	Transaction Type: Industry: Acquisition Date:	Private Transaction Distribution October 2019	A leading distributor of heavy-duty truck and trailer products, and provider of advanced repair services.

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Company	Overview		Description
UNICAL	Transaction Type: Industry: Acquisition Date:	Private Transaction Aerospace August 2021	One of the largest suppliers of new and used serviceable material for the global aerospace industry.
United SITE SERVICES	Transaction Type: Industry: Acquisition Date:	Private Transaction Industrial Services August 2017	A leading provider of portable sanitation and related site service solutions in the United States.
urbaser	Transaction Type: Industry: Acquisition Date:	Private Transaction Business Services October 2021	Acquired for approximately \$4.2 billion, Urbaser is a leading global environmental management company oriented towards sustainability and innovation
valpak	Transaction Type: Industry: Acquisition Date:	Divestiture from Cox Media Group Media December 2016	One of the nation's largest direct marketing service providers, reaching more than 100 million consumers through Valpak household mailers.
winc.	Transaction Type: Industry: Acquisition Date:	Divestiture from Staples, Inc. Business Services April 2017	A leading B2B distributor of office products in Australia and New Zealand. Rebranded as Winc.
YAK	Transaction Type: Industry: Acquisition Date:	Corporate Divestiture Industrials July 2018	Provides temporary access mat solutions to remote construction sites, primarily serving the oil/gas (pipeline) and powerline sectors in the U.S. that enable the navigation of difficult terrain and mitigation of environmental disruption, particularly in federally protected wetland.

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