



An Introduction to Platinum Equity

November 2022

Platinum Equity →

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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

Portfolio company revenue as of June 30, 2022. Pre-fund cash invested and Platinum Equity Capital Partners Funds I, II, III, IV and V; and Platinum Equity Small Cap total capital commitments.

Assets Under
Management

~\$36B

Acquisitions
Since 1995

400+

Portfolio
Revenue

\$96B+

Fund History

Pre-Fund 1995-2004 **\$500M+**

Fund I 2004 Vintage **\$700M**

Fund II 2007 Vintage **\$2.75B**

Fund III 2012 Vintage **\$3.75B**

Fund IV 2016 Vintage **\$6.5B**

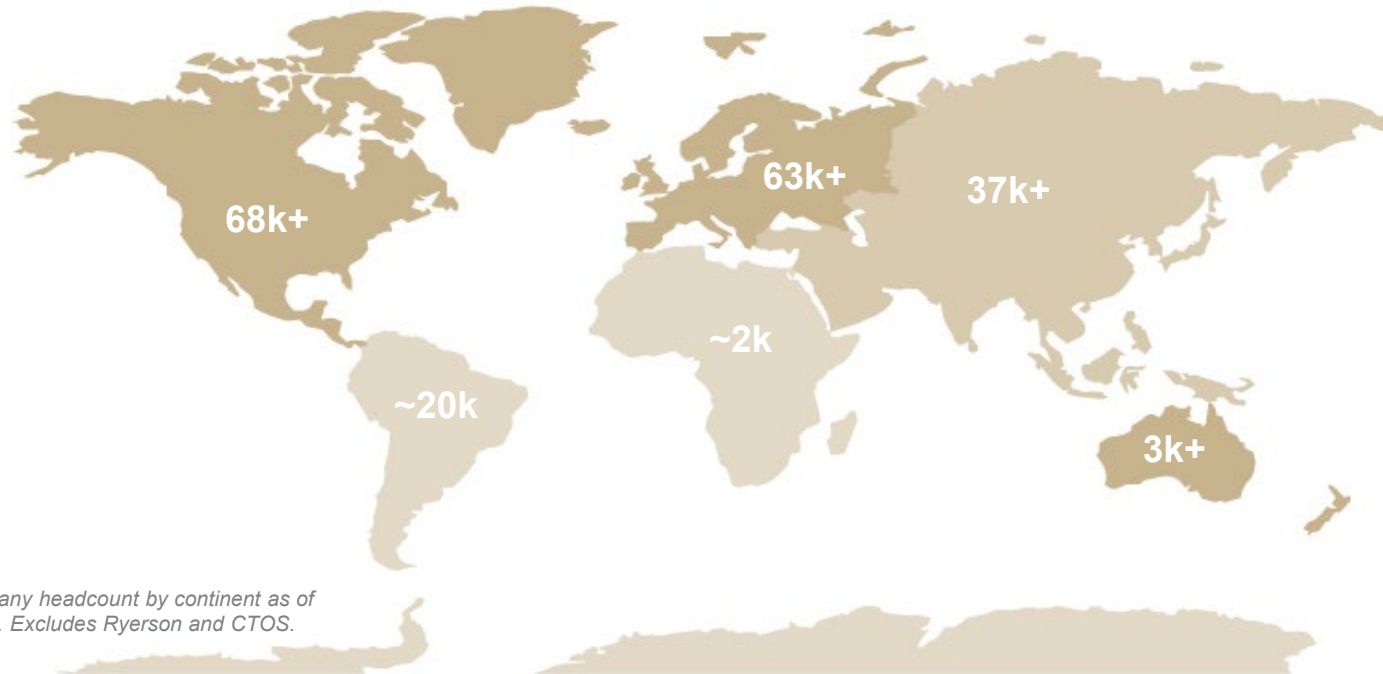
Current Investment Vehicles

Small Cap 2018 Vintage \$1.5B

Fund V 2019 Vintage \$10B

Broad Expertise and Global Reach

~50 Portfolio Companies with
~193k Employees Across 6 Continents



Portfolio company headcount by continent as of June 30, 2022. Excludes Ryerson and CTOS.

Industry Agnostic Approach



Consumer / Retail



Healthcare



Media & Telecom



Technology



Finance



Industrials



Natural Resources

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

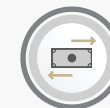
Global Scale Capable Carve-Out Expertise



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.

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

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

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

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.

Status

Divested: February 2020

The "O"

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

Status

Current: Acquired May 2018

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.

Status

Current: Acquired October 2018

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

For illustrative purposes; does not represent all transactions of Platinum

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 glucose 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 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 business

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")

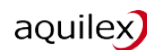


Provider of specialty equipment serving highly attractive and growing infrastructure-focused end markets

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

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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

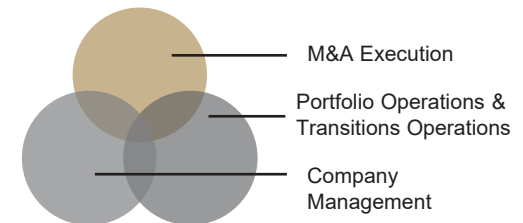
Operational toolkit

- 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

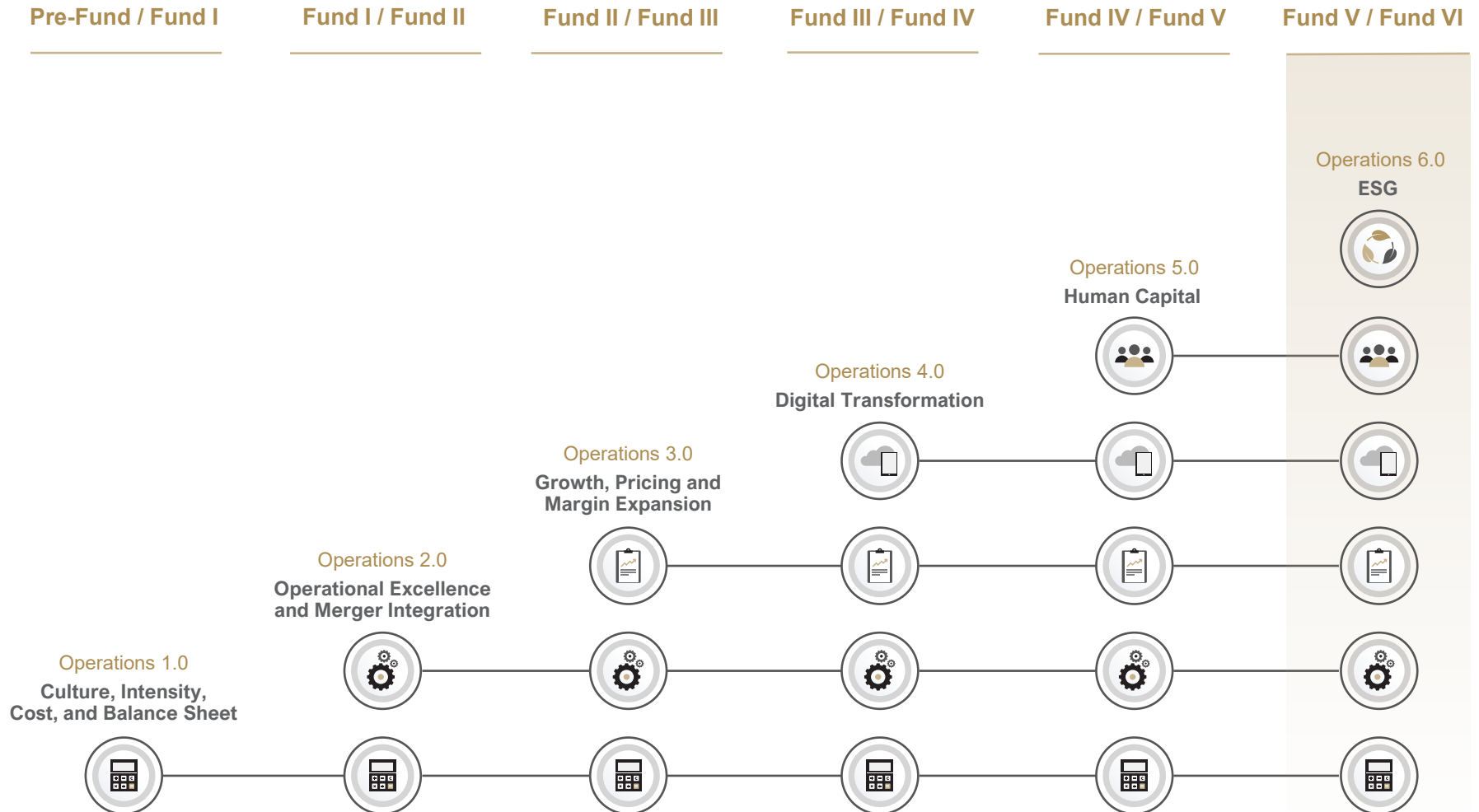


Differentiated approach to unlocking value

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

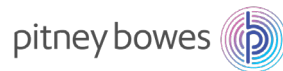
For illustrative purposes

Evolution of the “O” Playbook



For illustrative purposes

Transacting with Industry Leaders



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75 Deals in 12 Months

5 Platform Acquisitions¹

PENDING



Imerys
High Temperature Solutions
Signed July 2022



Hop Lun
September 2022



Leaders Romans Group
February 2022



Pelican Products
December 2021

8 Divestitures¹



Urbaser Spanish Water division (Urbaser)
August 2022



Indoor Cleaning division (Urbaser)
July 2022



Assets of Ingram Micro
April 2022



Ball Metalpack
January 2022



Orbit
November 2021



Sigura
November 2021



PCI
November 2021

For illustrative purposes. Reflects deals signed or closed November 1, 2021–October 31, 2022.

¹Total 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.

75 Deals in 12 Months (contd.)

62 Add-on Acquisitions

Arrow International

Automatic Machine Services
Confidential*

Awaze

1000Villas
Bugan Villas Ltd
Coin Secret / Anaka SAS
Cornwall Cottages
Croatia Luxury Rent
Die Feriehaus
Ecolbiza SL
Istria Home
Mylstria
Samsø Feriehusudlejning
Sandy Blue Lda

Biscuit International

Continental Bakeries

BlueCrest

Window Book, Inc

Cision

Paladin Software
Stream

Club Car

Garia Inc

Custom Truck One Source

Northshore Gro

Deluxe

Éclair Theatrical Services
Creative Sound Concepts Inc.

De Wave

FCR Finland
Mobile Line Srl
Tecnavi

Ingram Micro

BRLink
Keenondots B.V.

L&R Distributors

SJ Creation, Inc.

LRG

ACORN (Holdings) Ltd.
GCS Estate Management Ltd*
Hose Rhodes Dickson Ltd.
Northfields Holdings Limited
SPL Property Management LLP

Mad Engine

Fortune ScreenPrinting

McGraw Hill

Achieve 3000

Multi-Color

Skaniem

Pelican

HVB Kunststofftechnik GmbH

PGS

Stone Source

Sigura

Solenis

Solenis

Clearon Corp.
Kolb Distribution
Neu Kimya A.S.

SVP

Jaguar International Corporation Hanoi

TruckPro

Denali Drivelines
Drivelines NW
San Loma Inc*

Urbaser

Ecoambiental Activa de Colombia
Recicladados Palancia Belcaire*
Wastewise Holdings Limited

USS

All Cal Services
American Portables Services
Clear Water Recycles
Edmunds
Emil Norsic & Son
Florida Fence Rental
Metro Studio Services, Inc.
Miller & Company Portable Toilet Service, Inc.
Mr. Flush
Sonco
Southwest Site Services
Throne to Go, LLC

Unical

CCR

Yak Access

D-B Galloway Construction

Featured Add-Ons



Solenis – Clearon Corp
September 2022



Club Car – Garia Inc
June 2022



Urbaser – Wastewise Holdings Limited
May 2022



Cision – Stream
March 2022



McGraw Hill – Achieve 3000
November 2021



Sigura – Solenis
November 2021

**Pending
For illustrative purposes.*

Select Activity Highlights

Acquisitions



\$4.2B Purchase Price

Business Services
Acquisition from China
Tianying Inc
October 2021



\$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



**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

For illustrative purposes

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

It should not be assumed that Platinum's investments in the portfolio companies included herein have been or will be profitable. Some portfolio companies have been invested in by multiple Platinum funds, and the actual holdings may vary for each Platinum fund. For a list including past Platinum investments, please contact Platinum.







Platinum Equity →

48 Portfolio Companies

Company	Overview	Description
	<p>Transaction Type: Private Transaction</p> <p>Industry: Manufacturing</p> <p>Acquisition Date: December 2020</p>	A leading manufacturer and distributor of pull tabs, electronic pull tabs, bingo products and electronic bingo devices for charitable organizations.
	<p>Transaction Type: Private Transaction</p> <p>Industry: Business Services</p> <p>Acquisition Date: November 2017</p>	Comprises three business lines for government payments and corrections services that operate independently under the Aventiv corporate umbrella: Securus Technologies, JPay, and AllPaid.
	<p>Transaction Type: Divestiture from Wyndham Worldwide</p> <p>Industry: Hospitality</p> <p>Acquisition Date: May 2018</p>	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.
	<p>Transaction Type: Private Transaction</p> <p>Industry: Food and Beverage</p> <p>Acquisition Date: February 2020</p>	A leading European manufacturer of private label sweet biscuits, including traditional biscuits and a growing portfolio of products for consumers with specific dietary requirements.
	<p>Transaction Type: Divestiture from Pitney Bowes</p> <p>Industry: Business Services</p> <p>Acquisition Date: July 2018</p>	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.
	<p>Transaction Type: Divestiture from Broadway Industrial Group</p> <p>Industry: Manufacturing</p> <p>Acquisition Date: December 2016</p>	Acquired the Broadway Foam Plastics Solutions business along with Compartment Flow Control Devices. Broadway is a supplier of protective packaging solutions, insulation, and component products.


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48 Portfolio Companies

Company	Overview	Description
	<p>Transaction Type: Private Transaction</p> <p>Industry: Building Products</p> <p>Acquisition Date: May 2021</p>	<p>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.</p>
	<p>Transaction Type: Private Transaction</p> <p>Industry: Technology</p> <p>Acquisition Date: December 2019</p>	<p>Provider of technology-driven, digital performance marketing solutions to drive lead generation and end-to-end customer acquisition.</p>
	<p>Transaction Type: Public-to-Private</p> <p>Industry: Technology</p> <p>Acquisition Date: January 2020</p>	<p>Acquired for approximately \$2.7 billion, Cision is a leading global provider of software and services to public relations and marketing communications professionals.</p>
	<p>Transaction Type: Divestiture from United Technologies</p> <p>Industry: Natural Resources</p> <p>Acquisition Date: August 2012</p>	<p>Provider of wind turbine components and services. Total installed base of over 700 Clipper turbines at customer sites in the U.S. and Mexico.</p>
	<p>Transaction Type: Divestiture from Ingersoll Rand</p> <p>Industry: Transportation & Mobility</p> <p>Acquisition Date: June 2021</p>	<p>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</p>
	<p>Transaction Type: Public Transaction</p> <p>Industry: Specialty Equipment Rental & Sales</p> <p>Acquisition Date: April 2021</p>	<p>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.</p>



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48 Portfolio Companies

Company	Overview	Description
 <small>SHIP SMARTER AND SAVE</small>	Transaction Type: Divestiture from Multiple Sellers Industry: IT Services Acquisition Date: October 2001	Processes freight bills, mines data, and consults on logistics of the global freight market.
	Transaction Type: Divestiture from WorldCom Industry: Telecom Acquisition Date: March 1997	Provides billing and back-office outsourcing services to telecommunications carriers, resellers, agents, and service providers.
	Transaction Type: Private Transaction Industry: Industrials Acquisition Date: October 2019	A marine contractor that specializes in cruise ship interiors, providing both new build and refit services to ship builders and cruise operators.
	Transaction Type: Divestiture from Deluxe Industry: Entertainment Acquisition Date: June 2020	A leading provider of end-to-end post production services for the world's leading content production studios.
	Transaction Type: Public-to-Private Industry: Equipment Rental Acquisition Date: 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.
	Transaction Type: Multiple Industry: Diversified Industrials Acquisition Date: 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.







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48 Portfolio Companies

Company	Overview	Description
	<p>Transaction Type: Private Transaction</p> <p>Industry: Food and Beverage</p> <p>Acquisition Date: March 2020</p>	<p>Fantini Group Vini acquires grapes from local farmers, oversees production and markets wines under specialty labels to customers internationally.</p>
	<p>Transaction Type: Private Transaction</p> <p>Industry: Interactive Entertainment</p> <p>Acquisition Date: May 2021</p>	<p>A premier skill-based mobile gaming platform that joins gamers from around the world to play and compete in tournaments.</p>
	<p>Transaction Type: Private Transaction</p> <p>Industry: Natural Resources</p> <p>Acquisition Date: June 2018</p>	<p>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.</p>
	<p>Transaction Type: Private Transaction</p> <p>Industry: Diversified Industrials</p> <p>Acquisition Date: March 2018</p>	<p>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.</p>
	<p>Transaction Type: Private Transaction</p> <p>Industry: Food and Beverage</p> <p>Acquisition Date: May 2019</p>	<p>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.</p>
	<p>Transaction Type: Private Transaction</p> <p>Industry: Aerospace, Defense & Government Services</p> <p>Acquisition Date: October 2017</p>	<p>A leading global aerospace and defense supply chain service provider. Pattonair merged with Wesco Aircraft and the combined company now operates as Incora.</p>







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Company	Overview	Description
	<p>Transaction Type: Divestiture from HNA Group</p> <p>Industry: Technology</p> <p>Acquisition Date: July 2021</p>	<p>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.</p>
	<p>Transaction Type: Divestiture from Newell Brands</p> <p>Industry: Consumer</p> <p>Acquisition Date: December 2018</p>	<p>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.</p>
	<p>Transaction Type: Private Transaction</p> <p>Industry: Distribution</p> <p>Acquisition Date: June 2020</p>	<p>A national wholesale distributor of cosmetics and general merchandise.</p>
	<p>Transaction Type: Private Transaction</p> <p>Industry: Business Services</p> <p>Acquisition Date: February 2022</p>	<p>One of the UK's largest property services firms specializing in residential property lettings, sales and associated professional services, including planning and surveying.</p>
	<p>Transaction Type: Divestiture from Johnson & Johnson</p> <p>Industry: Healthcare</p> <p>Acquisition Date: October 2018</p>	<p>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.</p>
	<p>Transaction Type: Private Transaction</p> <p>Industry: Business Services</p> <p>Acquisition Date: April 2019</p>	<p>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.</p>






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48 Portfolio Companies

Company	Overview	Description
	<p>Transaction Type: Private Transaction</p> <p>Industry: Business Services</p> <p>Acquisition Date: December 2020</p>	A full-service, global apparel and accessories company that creates, designs, produces and distributes a full range of licensed, private label and branded products
	<p>Transaction Type: Private Transaction</p> <p>Industry: Education Services</p> <p>Acquisition Date: July 2021</p>	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
	<p>Transaction Type: Private Transaction</p> <p>Industry: Distribution</p> <p>Acquisition Date: March 2021</p>	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.
	<p>Transaction Type: Private Transaction</p> <p>Industry: Industrials</p> <p>Acquisition Date: October 2021</p>	A leading global manufacturer and distributor of professional-grade consumable parts and attachments used in forestry, lawn and garden, agriculture, and concrete cutting applications.
	<p>Transaction Type: Private Transaction</p> <p>Industry: Building Products</p> <p>Acquisition Date: April 2021</p>	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.
	<p>Transaction Type: Private Transaction</p> <p>Industry: Industrials // Healthcare</p> <p>Acquisition Date: December 2021</p>	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.







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48 Portfolio Companies

Company	Overview	Description
	<p>Transaction Type: Private Transaction</p> <p>Industry: Consumer</p> <p>Acquisition Date: September 2021</p>	<p>A leading maker of pet products sold through a wide range of retail partners.</p>
 Pearl Engineered Solutions	<p>Transaction Type: Private Transaction</p> <p>Industry: Diversified Industrials</p> <p>Acquisition Date: April 2015</p>	<p>Purchased as Ying Shing from the founder. Vertically integrated manufacturer of plastic injection molded and metal stamping components. Rebranded as Pearl Engineered Solutions.</p>
 RYERSON. <small>THE STRENGTH IN METAL</small>	<p>Transaction Type: Public-to-Private</p> <p>Industry: Metals & Mining</p> <p>Acquisition Date: October 2007</p>	<p>Processes, fabricates, and distributes metal sheet, coil, plate, and long products through service centers in North America and China. IPO'd in August 2014.</p>
	<p>Transaction Type: Private Transaction</p> <p>Industry: Chemicals</p> <p>Acquisition Date: November 2021</p>	<p>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.</p>
 SVP WORLDWIDE <small>SINGER® VIKING® PFAFF®</small>	<p>Transaction Type: Private Transaction</p> <p>Industry: Consumer</p> <p>Acquisition Date: July 2021</p>	<p>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®.</p>
	<p>Transaction Type: Private Transaction</p> <p>Industry: Distribution</p> <p>Acquisition Date: October 2019</p>	<p>A leading distributor of heavy-duty truck and trailer products, and provider of advanced repair services.</p>

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48 Portfolio Companies

Company	Overview	Description
	<p>Transaction Type: Private Transaction</p> <p>Industry: Aerospace</p> <p>Acquisition Date: August 2021</p>	<p>One of the largest suppliers of new and used serviceable material for the global aerospace industry.</p>
	<p>Transaction Type: Private Transaction</p> <p>Industry: Industrial Services</p> <p>Acquisition Date: August 2017</p>	<p>A leading provider of portable sanitation and related site service solutions in the United States.</p>
	<p>Transaction Type: Private Transaction</p> <p>Industry: Business Services</p> <p>Acquisition Date: October 2021</p>	<p>Acquired for approximately \$4.2 billion, Urbaser is a leading global environmental management company oriented towards sustainability and innovation</p>
	<p>Transaction Type: Divestiture from Cox Media Group</p> <p>Industry: Media</p> <p>Acquisition Date: December 2016</p>	<p>One of the nation's largest direct marketing service providers, reaching more than 100 million consumers through Valpak household mailers.</p>
	<p>Transaction Type: Divestiture from Staples, Inc.</p> <p>Industry: Business Services</p> <p>Acquisition Date: April 2017</p>	<p>A leading B2B distributor of office products in Australia and New Zealand. Rebranded as Winc.</p>
	<p>Transaction Type: Corporate Divestiture</p> <p>Industry: Industrials</p> <p>Acquisition Date: July 2018</p>	<p>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.</p>

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