An Introduction to Platinum Equity

April 2023



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

\$47B+ 400+

Fund	History
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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

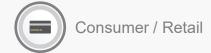
Portfolio company revenue as of December 31, 2022, Pre-fund cash invested and Platinum Equity Capital Partners Funds I, II, III, IV and V: and Platinum Equity Small Cap total capital commitments.

Broad Expertise and Global Reach

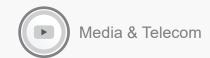
~50 Portfolio Companies with 220k+ Employees Across 6 Continents



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.

Status

Divested: February 2020





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 May 2018





Acquired LifeScan from Johnson & Johnson for \$2.1 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.

Status

Current: Acquired October 2018





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

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 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

For illustrative purposes: does not represent all transactions of Platinum

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

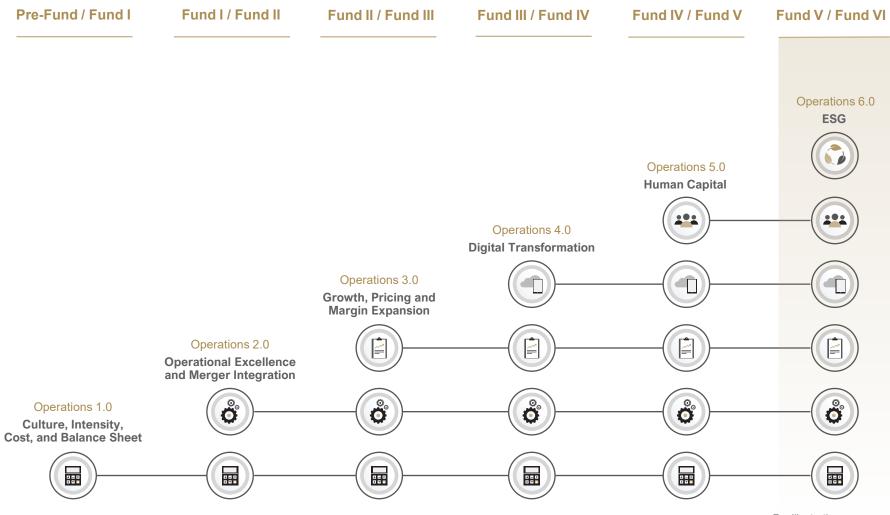
- Ability to close with speed and certainty
- Understand business operations better
- Find value and opportunities where others do not



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





































































57 Deals in 12 Months

3 Platform Acquisitions



Tarter March 2023



Calderys January 2023



Hop Lun September 2022

6 Divestitures



SUMA

Signed February 2022



Arquisocial February 2023



Wain-Roy (Oregon Tool) November 2022



Urbaser Spanish Water division (Urbaser)

August 2022



Indoor Cleaning division (Urbaser)

July 2022



Assets of Ingram Micro

April 2022

For illustrative purposes. Reflects deals signed or closed April 1, 2022-March 31, 2023.

57 Deals in 12 Months (contd.)

48 Add-on Acquisitions

Arrow International

Confidential*
Confidential*

Awaze

Bugan Villas Ltd Coin Secret / Anaka SAS Ecolbiza SL Ferienhaus Agentur Samsø Feriehusudlejning Sandy Blue Lda

Calderys

HarbisonWalker International*

Cision

Factmata Limited

Club Car

Garia Inc

Deluxe

Creative Sound Concepts Inc. Post Haste Digital

De Wave

FCR Finland Mobile Line Srl Wingeco S.R.L.

L&R Distributors

Confidential

LRG

ACORN (Holdings) Ltd.
First Union Property Company
Limited*
GCS Estate Management Ltd
Hose Rhodes Dickson Ltd.
SPL Property Management LLP
Stanley and Partners*

McGraw Hill

Boards & Beyond

Pelican

HVB Kunststofftechnik GmbH

PGS

Stone Source

Solenis

Clearon Corp.

Diversey Holdings, Inc*
Grand Invest Group
Kolb Distribution
Neu Kimya A.S.

SVP

Jaguar International Corporation Hanoi

TruckPro

Drivelines NW
Inland Truck Parts & Service
Plaza
San Loma Inc

Urbaser

Reciclados Palancia Belcaire* Planta de RCD's Roviña, S.L. Wastewise Holdings Limited

USS

Edmunds
Emil Norsic & Son
Metro Studio Services, Inc.
Miller & Company Portable Toilet
Service, Inc.
Mr. Flush
Southwest Site Services

Unical

iAero Thrust CAVU Component Repair

Throne to Go. LLC

Featured Add-Ons



Solenis – Diversey Signed March 2023



Calderys – HarbisonWalker February 2023

Boards&Beyond.

McGraw Hill – Boards & Beyond December 2022



Club Car – Garia Inc



Urbaser – Wastewise Holdings Limited May 2022

*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 21.

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.



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 leading global provider of mission critical, "data through delivery" solutions including equipment, software, and services for postal and parcel automation integrity.
. 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.

Company	Overview		Description
calderys	Transaction Type: Industry: Acquisition Date:	Divestiture from Imerys Industrials January 2023	Acquired for approximately €930M, Calderys is a global solutions provider for industries operating in high temperature conditions, serving customers in the iron and steel, thermal and foundry markets
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 United Technologies Natural Resources August 2012	Provider of wind turbine com ponents and services. Total installed base of over 700 Clipper turbines at customer sites in the U.S. and Mexico.
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.
HON	Transaction Type: Industry: Acquisition Date:	Private Transaction Consumer September 2022	One of the world's largest designers and manufacturers of undergarments and swimwear sold in the US, UK and EU.
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.

Company	Overview		Description
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.
INCRAM &	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 GROUP	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.

Company	Overview		Description
LIVI GSTON 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.
E N G I N E	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.

Company	Overview		Description
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.
Petmate	Transaction Type: Industry: Acquisition Date:	Private Transaction Consumer September 2021	A leading provider 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®.

Company	Overview		Description
TARTER°₹	Transaction Type: Industry: Acquisition Date:	Private Transaction Consumer March 2023	Tarter manufactures animal gates and fencing solutions, tractor implements, planters and fire rings, and animal feeding and handling equipment for ranchers, large institutional farms and smaller farming enthusiasts
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.
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.

Company	Overview		Description
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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