

*Platinum Equity* →

# An Introduction to Platinum Equity

---

August 2024

*Platinum Equity* →

# Platinum Equity at a Glance

## Overview

- Founded by Tom Gores in 1995
- Deploys a specialized investment approach, M&A&O®: Mergers. Acquisitions. Operations – that works across industries and transaction types
- Cycle-tested, differentiated and execution-focused
- In-house operations experts integrated throughout the investment process
- Core competencies in corporate carveouts and complex transactions
- Alignment with management teams and resources to reach shared ambitions
- Global presence
  - Los Angeles - Headquarters
  - Boston
  - Greenwich
  - New York
  - London
  - Singapore

Assets Under  
Management

\$48B+

Acquisitions  
Since 1995

450+

Portfolio  
Revenue

\$90B+

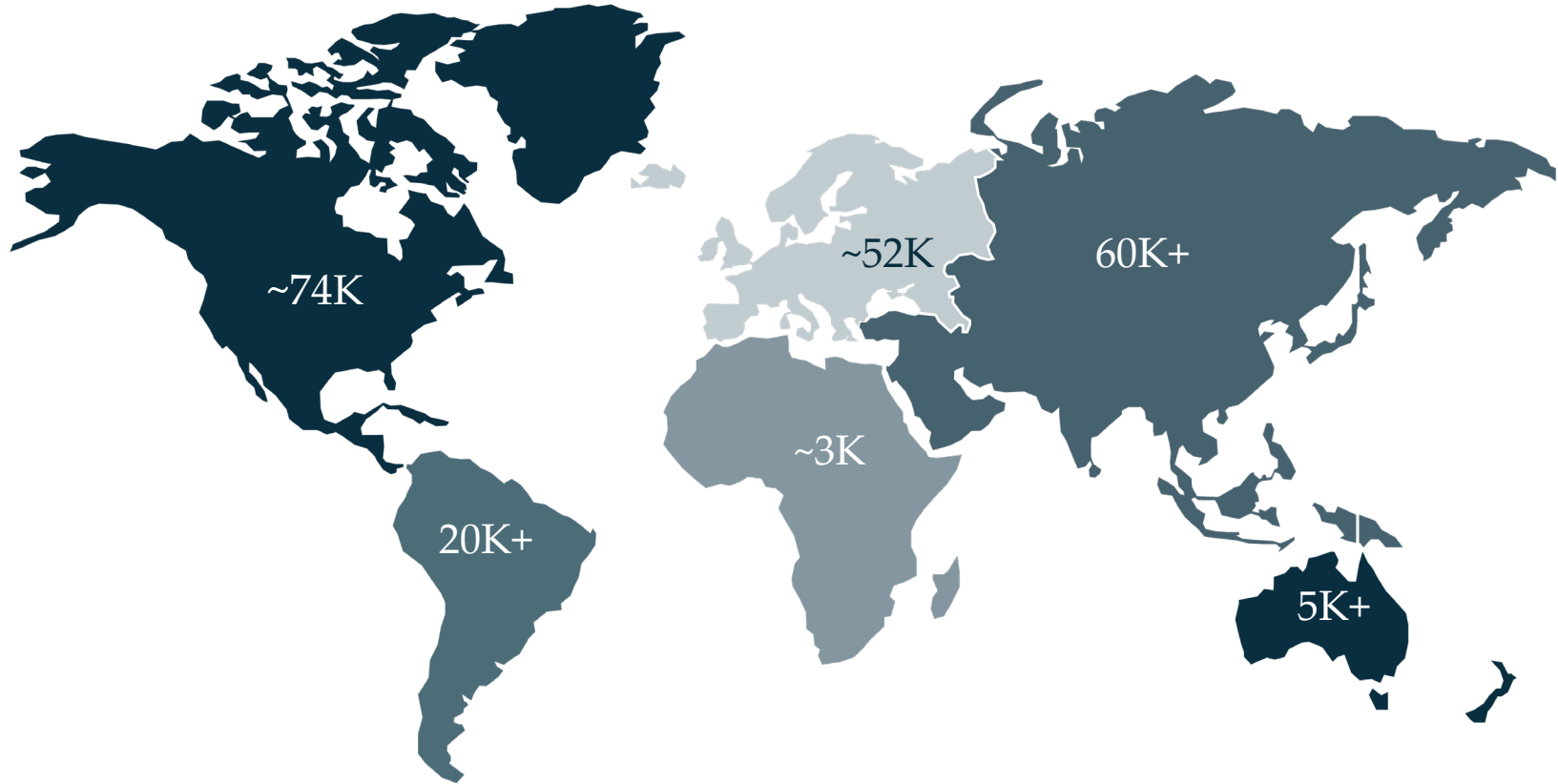
## Fund History

▶ Fund V 2019 Vintage	\$10B
▶ Small Cap 2018 Vintage	\$1.5B
▶ Fund IV 2016 Vintage	\$6.5B
▶ Fund III 2012 Vintage	\$3.75B
▶ Fund II 2007 Vintage	\$2.75B
▶ Fund I 2004 Vintage	\$700M
▶ Pre-fund 1995–2004	\$500M+



# Broad Expertise and Global Reach

~50 Portfolio Companies With 214K+ Employees Across 6 Continents



## Industry-Agnostic Approach



Consumer/  
Retail



Healthcare



Media and  
Telecom



Technology



Finance



Indrials



Natural  
Resources

# Investment Criteria

Targets typically have

- A strong position in mature markets
- Long-term customers and stable revenue
- Potential to grow through acquisitions or investment
- Business models with significant variable cost structure
- Ability to drive operational improvements

## A Flexible Investment Style

Investing from 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**

---

## Carveout Expertise at Global Scale

▶ Corporate Divestitures

▶ Private Transactions

▶ Public to Private

▶ Special Situations



# Providing Solutions through Creative Transaction Structures

Execution-focused investment teams with expertise on transactions of varying structures and complexities



Acquired July 2023

## The Transaction

Platinum Equity portfolio company Solenis acquired Diversey in an all-cash transaction valued at approximately \$4.6 billion. Deal combined two industry leaders in adjacent but highly complementary markets.

## About Diversey

Diversey is a leading provider of hygiene, infection prevention and cleaning products and technology.



Acquired December 2023

## The Transaction

Acquired a co-controlling stake from Bain Capital. Platinum and Bain maintain joint ownership and equal board control.

## About U.S. LBM

U.S. LBM is a leading distributor of specialty building materials in the United States. U.S. LBM offers a comprehensive portfolio of specialty products, including windows, doors, millwork, wallboard, roofing, siding, engineered components and cabinetry.



Acquired November 2023

## The Transaction

Acquired majority interest of The Cook & Boardman Group. Littlejohn & Co. remains a significant minority shareholder.

## About Cook & Boardman

Cook & Boardman is a leading specialty distributor of commercial door and security integration solutions. The company offers a broad range of products including metal and wood doors, locks, doorframes, and other related building components for non-residential applications.



Acquired November 2023

## The Transaction

Platinum acquired Augusta Sportswear Brands and later Augusta acquired Founder Sport Group. Following the merger, the combined companies rebranded as Momentec Brands.

## About Momentec

Momentec is a portfolio of complementary brands and suppliers of team uniforms, off-field performance wear and fan apparel for the youth and recreational sports markets.



For illustrative purposes only. The selected case studies presented herein are not representative of all Platinum transactions pursued or completed by Platinum and are solely intended to be illustrative. Moreover, the actual investments to be made by Platinum will be made under different market conditions. Accordingly, there can be no assurance that the investment performance of Platinum will be comparable to past performance of the investments set forth herein or that Platinum will be able to implement its investment strategy or achieve its investment objective.

# Core Competency: Acquiring Noncore Divisions of Global Corporations

Hands-on collaboration with division leaders in an effort to realize the company's fullest potential



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

## Operations Initiatives

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

## Status

- Current: Acquired May 2018

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

## Operations Initiatives

- Pursue growth opportunities 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

Acquired the Horizon Organic and Wallaby brands from Danone.

## Operations Initiatives

- Execute initiatives across the operational network including milk processing, manufacturing, and procurement improvements and network redesign
- Optimize end-to-end supply chain and logistics from inbound milk hauling through to customer delivery
- Pursue organic growth opportunities and evaluate strategic M&A

## Status

- Current: Acquired April 2024

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

## Operations Initiatives

- 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



For illustrative purposes only. The selected case studies presented herein is not representative of all Platinum transactions pursued or completed by Platinum and is solely intended to be illustrative. Moreover, the actual investments to be made by Platinum will be made under different market conditions. Accordingly, there can be no assurance that the investment performance of Platinum will be comparable to past performance of the investments set forth herein or that Platinum will be able to implement its investment strategy or achieve its investment objective. All other names, logos, product and service names, designs and slogans on the slide are the trademarks of their respective owners.

# Creating Value Across Transaction Types

Noncore Divestitures/ Complex Carveouts	Traditional Private Equity	Industries in Transition	Public to Private	Special Situations
 <p><b>IMERYS</b></p> <p>Rebranded as Calderys and combined with <b>HarbisonWalker International</b>; a leading global provider for industries operating in high temperature conditions</p>	 <p><b>BISCUIT</b> INTERNATIONAL</p> <p>Leading European manufacturer of private-label sweet biscuits</p>	 <p>End-to-end post-production services for the world's leading content production studios</p>	 <p><b>CISION</b></p> <p>Provider of software and services to PR and marketing professionals</p>	 <p>Equipment rental services provider in the U.S. primarily serving commercial contractors</p>
 <p><b>WYNDHAM</b> WORLDWIDE</p> <p>Rebranded as Awaze; manager of European vacation rentals</p>	 <p><b>CABINETWORKS</b> GROUP</p> <p>A manufacturer and distributor of kitchen and bath cabinets</p>	 <p><b>McGraw Hill</b></p> <p>A top provider of educational materials used in a broad range of educational and professional markets</p>	 <p><b>MCC</b> GLOBAL LABEL SOLUTIONS</p> <p>Provider of labels and packaging solutions</p>	 <p><b>aquilex</b></p> <p>Rebranded as HydroChem; provider of industrial services to the oil, gas and energy industries</p>
 <p><b>CBS</b> CORPORATION</p> <p>Rebranded as Exterion Media; a leading European out-of-home media company</p>	 <p><b>THE COOK &amp; BOARDMAN</b> GROUP</p> <p>A leading specialty distributor of commercial door and security integration solutions</p>	 <p><b>sensis</b></p> <p>Australian print and online directories business</p>	 <p><b>Diversey</b></p> <p>A global provider of hygiene, infection prevention and cleaning solutions</p>	 <p><b>KEMET</b> ELECTRONIC COMPONENTS CHARGED</p> <p>Global manufacturer of capacitors used in a broad range of electronics</p>
 <p><b>KOHLER</b></p> <p>A global leader in energy resilience, providing mission-critical power solutions to homes, businesses and equipment</p>	 <p><b>HUSKY</b></p> <p>Global supplier of injection molding equipment and services to the plastics industry</p>	 <p><b>The San Diego Union-Tribune</b></p> <p>Local daily newspaper business</p>	 <p><b>CUSTOM TRUCK</b> ONE SOURCE</p> <p>Provider of specialty equipment serving highly attractive and growing infrastructure-focused end markets</p>	 <p><b>TERRATEST</b></p> <p>International contractor providing foundation work</p>



# Strong History of Investing in Operational Improvements

Operations leaders equipped with capital to drive value

## PBH MARINE



Sold November 2018

### Operations Initiatives

- Renewed focus on top-line, digital transformation
- Launched new Exterion Media brand identity
- Performed add-on acquisition
- Won lucrative London Underground contract

### About Exterion

Exterion Media is a leading European out-of-home media company providing traditional and digital media solutions to agencies and advertisers.



Acquired June 2020

### Operations Initiatives

- Completion of simultaneous add-on acquisitions
- Improvement of top-grade leadership talent

### About Deluxe

Deluxe is a leading provider of end-to-end post-production services for the world's leading content production studios.



Acquired October 2021

### Operations Initiatives

- Focused on organic growth through renewal of key contracts
- Implement operational excellence program

### About Urbaser

Urbaser is a leading global environmental management company oriented towards sustainability and innovation.



Acquired July 2021

### Operations Initiatives

- Acceleration and expansion of transformation initiatives
- Product and engineering digital transformation
- Strategic acquisitions

### About McGraw Hill

McGraw Hill is a top provider of educational materials in both the higher education and K-12 markets, and a leading content provider in medical, technical and business professional training.



Acquired January 2023

### Operations Initiatives

- Completed transformative add-on acquisition of HarbisonWalker International
- Implement operational excellence programs

### About Calderys

Formerly Imerys High Temperature Solutions, Calderys is a global solutions provider for industries operating in high temperature conditions, serving customers in the iron and steel, thermal and foundry markets.



For illustrative purposes only. The selected case studies presented herein are not representative of all Platinum transactions pursued or completed by Platinum and are solely intended to be illustrative. Moreover, the actual investments to be made by Platinum will be made under different market conditions. Accordingly, there can be no assurance that the investment performance of Platinum will be comparable to past performance of the investments set forth herein or that Platinum will be able to implement its investment strategy or achieve its investment objective.



The Platinum Difference:  
**M&A&O<sup>®</sup>**

**People:** Our people are the foundation, bringing M&A&O to life with on-the-ground expertise

Large in-house team with real-world industry experience

Focus on empowering management to drive change and long-term growth

Hands-on experience across all facets of a business

Proven operational toolkit to build enterprise value

**Process:** The “O” is integrated into every step of the deal intending to drive flawless, flexible execution and new value creation in partnership with management

Transaction development

Uncovering opportunities by bringing in in-house operations specialists early

Diligence

Taking on complex transactions with targeted diligence and creative problem-solving, understanding all details of operations

Deals

Enabling seamless transitions with early planning to close with speed and certainty

Post-close

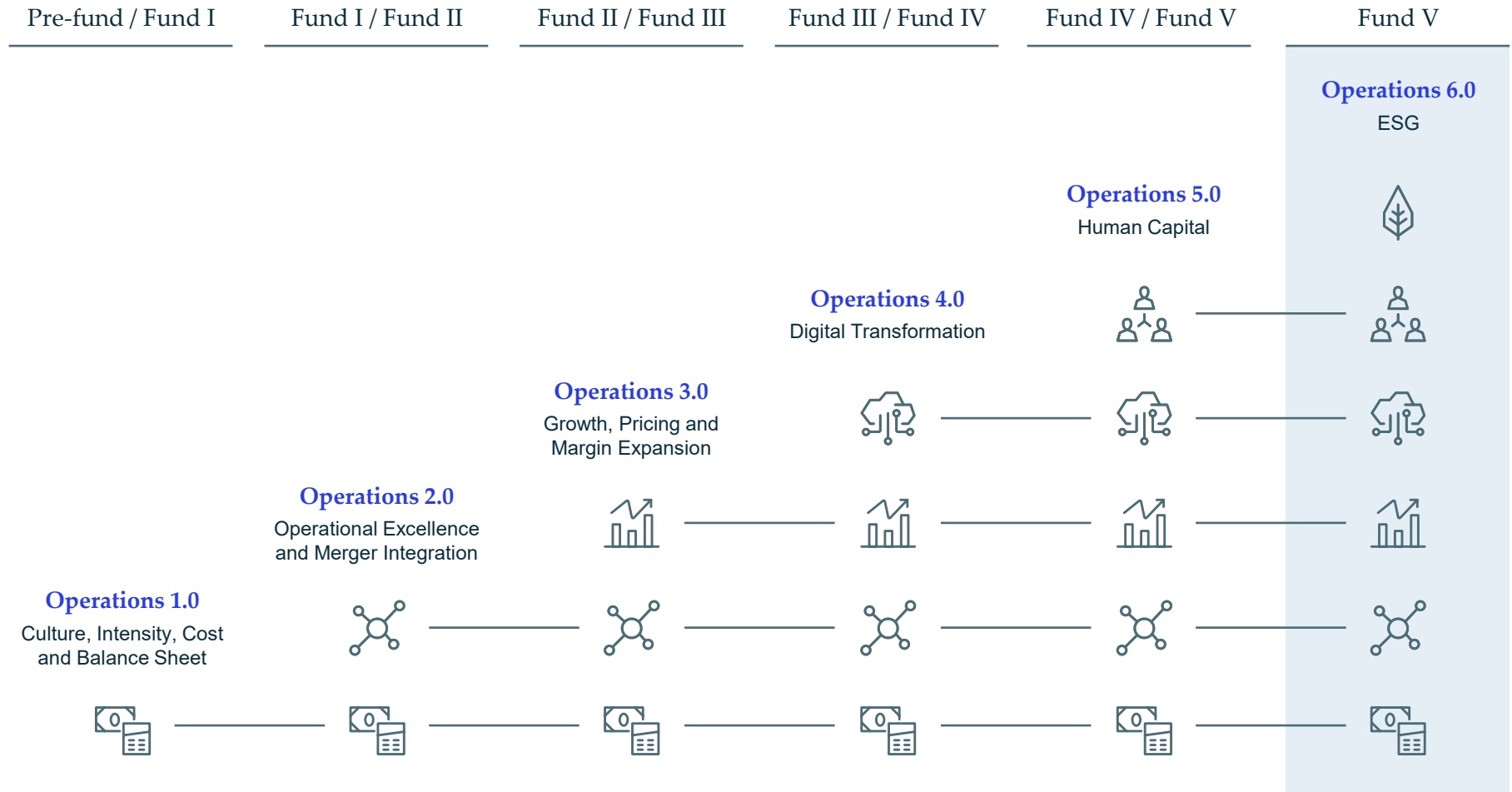
Building enterprise value through full integration between M&A and operations

Operating

Collaborating with management on disciplined operational improvements for long-term growth



# Evolution of the “O” Playbook



# Partnering With Industry Leaders



# 57 Deals in 12 Months

# 14

Platform  
Acquisitions



**GSM Outdoors**  
July 2024\*



**ASP Global**  
July 2024



**Motors & Armatures**  
July 2024



**Héroux-Devtek**  
July 2024\*



**Confidential**  
June 2024\*



**Sunrise Medical**  
June 2024\*



**Kohler Energy**  
May 2024



**Horizon Organic**  
April 2024



**TAK Communications**  
February 2024



**E&A Scheer**  
January 2024



**US LBM**  
December 2023



**Augusta Sportswear**  
November 2023



**Cook & Boardman**  
November 2023



**HC Companies**  
August 2023



\*Pending

Reflects deals signed or closed 8/1/2023 through 7/31/2024.

For illustrative purposes only. The selected case studies presented herein are not representative of all Platinum transactions pursued or completed by Platinum and is solely intended to be illustrative.

# 57 Deals in 12 Months (cont'd)

# 31

## Add-on Acquisitions

### Augusta Sportswear

Founders Sports/Badger Sportswear

### Cook & Boardman

Discovery Door  
Lanmor Services  
OKEE Industries  
Mcbride Door & Hardware  
Bunting Door & Hardware

### DeWave

Inoxking

### HC Companies

Classic Home and Garden

### Hop Lun

Rainbow West Apparel  
P.H. Garment Manufacturing

### Ingram Micro

Colsof SAS

### LRG

Stirling Ackroyd  
Alexander and Co.  
Dragonfly Lettings  
Alan Francis Estate Agents & Lettings

### NDC

United Physicians Society

### Solenis

CedarChem  
Aqua Chempacs

### Tarter

Smith Sales

### TruckPro

Whatever It Takes Repair  
TransAxle

### Urbaser

UBB Waste  
Carmona – Invermentos

### US LBM

Old Mission Windows  
Homestead Building Systems  
Better Built Truss  
Raks Building Supply  
Automated Products

### Confidential

Confidential  
Confidential  
Confidential

# 12

## Divestitures

### Aventiv

AllPaid\*

### Cabinetworks

Cabinetworks 2000

### Hunterstown

### Mad Engine

L-R-G Apparel

### Urbaser

50% Ownership of Tecnologias Medioambientales  
Urbaser UK  
Nordic Division  
Onisán Inmuebles

### Unical

Quick Turn Engine Center

### Valpak

### Yak Access

### Yak Access

BluRoc



\*Pending

Reflects deals signed or closed 8/1/2023 through 7/31/2024.

For illustrative purposes only. The selected case studies presented herein are not representative of all Platinum transactions pursued or completed by Platinum and is solely intended to be illustrative.

# Select Activity Highlights

## Acquisitions

---



### **\$4.2B Purchase Price**

Business Services  
Acquisition from China Tianying Inc.  
October 2021

---



### **\$7.2B Purchase Price**

Technology  
Acquisition 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**

Telecom  
Private Transaction  
February 2024

---

## Divestitures

---



### **Sold to United Rentals for \$1.1B**

Industrials  
March 2024

---



### **Sold to Sonoco**

Packaging  
January 2022

---



### **Listed on the NYSE**

Technology  
February 2020

---



### **Sold to Husqvarna Group**

Consumer  
November 2021

---



For illustrative purposes only. There can be no assurances that these investment opportunities will exist in the future or that the investment performance of Platinum will be comparable to past performance of the investments set forth herein or that Platinum will be able to implement its investment strategy or achieve its investment objective. 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 15-23.

# Our Current Portfolio



# 54 Portfolio Companies

Company	Overview	Description
	<p>TRANSACTION TYPE: <b>Private Transaction</b></p> <p>INDUSTRY: <b>Media and Telecom</b></p> <p>ACQUISITION DATE: <b>December 2020</b></p>	A leading manufacturer and distributor of pull tabs, electronic pull tabs, bingo products and electronic bingo devices for charitable organizations.
	<p>TRANSACTION TYPE: <b>Private Transaction</b></p> <p>INDUSTRY: <b>Healthcare</b></p> <p>ACQUISITION DATE: <b>July 2024</b></p>	A leading strategic partner to the healthcare industry that develops, sources and distributes consumable medical products for healthcare providers and distributors.
	<p>TRANSACTION TYPE: <b>Private Transaction</b></p> <p>INDUSTRY: <b>Business Services</b></p> <p>ACQUISITION DATE: <b>November 2017</b></p>	Comprises two business lines for government payments and corrections services that operate independently under the Aventiv corporate umbrella: Securus Technologies and JPay.
	<p>TRANSACTION TYPE: <b>Divestiture From Wyndham Worldwide</b></p> <p>INDUSTRY: <b>Hospitality</b></p> <p>ACQUISITION DATE: <b>May 2018</b></p>	One of the largest managed vacation rentals and holiday resorts businesses in Europe, which brings together some of the continent's most trusted travel brands, including cottages.com, Hoseasons and NOVASOL.
	<p>TRANSACTION TYPE: <b>Private Transaction</b></p> <p>INDUSTRY: <b>Food and Beverage</b></p> <p>ACQUISITION DATE: <b>February 2020</b></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: <b>Divestiture From Pitney Bowes</b></p> <p>INDUSTRY: <b>Business Services</b></p> <p>ACQUISITION DATE: <b>July 2018</b></p>	Acquired Pitney Bowes' 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.





# 54 Portfolio Companies

Company	Overview	Description
	<p>TRANSACTION TYPE: <b>Private Transaction</b></p> <p>INDUSTRY: <b>Building Products</b></p> <p>ACQUISITION DATE: <b>May 2021</b></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>TRANSACTION TYPE: <b>Divestiture From Imerys</b></p> <p>INDUSTRY: <b>Industrials</b></p> <p>ACQUISITION DATE: <b>January 2023</b></p>	Acquired for approximately €930 million, Calderys is a global solutions provider for industries operating in high temperature conditions, serving customers in the iron and steel, thermal and foundry markets. Platinum Equity acquired HarbisonWalker International (HWI) by way of a merger agreement with Calderys and combined the companies in February 2023.
	<p>TRANSACTION TYPE: <b>Private Transaction</b></p> <p>INDUSTRY: <b>Technology</b></p> <p>ACQUISITION DATE: <b>December 2019</b></p>	Provider of technology-driven, digital performance marketing solutions to drive lead generation and end-to-end customer acquisition.
	<p>TRANSACTION TYPE: <b>Public to Private</b></p> <p>INDUSTRY: <b>Technology</b></p> <p>ACQUISITION DATE: <b>January 2020</b></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>TRANSACTION TYPE: <b>Divestiture From United Technologies</b></p> <p>INDUSTRY: <b>Natural Resources</b></p> <p>ACQUISITION DATE: <b>August 2012</b></p>	Provider of wind turbine components and services. Installed base at customer sites in the United States and Mexico.
	<p>TRANSACTION TYPE: <b>Divestiture From Ingersoll Rand</b></p> <p>INDUSTRY: <b>Transportation and Mobility</b></p> <p>ACQUISITION DATE: <b>June 2021</b></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.



# 54 Portfolio Companies

Company	Overview	Description
	<p>TRANSACTION TYPE: <b>Public Transaction</b></p> <p>INDUSTRY: <b>Specialty Equipment Rental and Sales</b></p> <p>ACQUISITION DATE: <b>April 2021</b></p>	<p>A \$2.5 billion combined enterprise value of Nesco Holdings and Custom Truck One Source (CTOS). CTOS is a leading provider of specialized truck and heavy equipment solutions, including rental, sales and aftermarket parts and services.</p>
	<p>TRANSACTION TYPE: <b>Public Transaction</b></p> <p>INDUSTRY: <b>Specialty Equipment Rental and Sales</b></p> <p>ACQUISITION DATE: <b>April 2021</b></p>	<p>A \$2.5 billion combined enterprise value of Nesco Holdings and Custom Truck One Source (CTOS). CTOS is a leading provider of specialized truck and heavy equipment solutions, including rental, sales and aftermarket parts and services.</p>
	<p>TRANSACTION TYPE: <b>Divestiture From Multiple Sellers</b></p> <p>INDUSTRY: <b>IT Services</b></p> <p>ACQUISITION DATE: <b>October 2001</b></p>	<p>Processes freight bills, mines data, and consults on logistics of the global freight market.</p>
	<p>TRANSACTION TYPE: <b>Divestiture From WorldCom</b></p> <p>INDUSTRY: <b>Telecom</b></p> <p>ACQUISITION DATE: <b>March 1997</b></p>	<p>Provides billing and back-office outsourcing services to telecommunications carriers, resellers, agents, and service providers.</p>
	<p>TRANSACTION TYPE: <b>Private Transaction</b></p> <p>INDUSTRY: <b>Industrials</b></p> <p>ACQUISITION DATE: <b>October 2019</b></p>	<p>A marine contractor that specializes in cruise ship interiors, providing both new build and refit services to shipbuilders and cruise operators.</p>
	<p>TRANSACTION TYPE: <b>Divestiture From Deluxe</b></p> <p>INDUSTRY: <b>Entertainment</b></p> <p>ACQUISITION DATE: <b>June 2020</b></p>	<p>A leading provider of end-to-end post-production services for the world's leading content production studios.</p>



# 54 Portfolio Companies

Company	Overview	Description
	<p>TRANSACTION TYPE: <b>Private</b></p> <p>INDUSTRY: <b>Food and Beverage</b></p> <p>ACQUISITION DATE: <b>January 2024</b></p>	<p>E&amp;A Scheer is the largest global blender and vendor of premium rum in bulk. Headquartered in Amsterdam, the company specializes in sourcing and blending to create high-quality, custom-made rum blends for business-to-business customers. The company's blending operation is located at its Amsterdam headquarters. Its aging facilities, including subsidiary The Main Rum Company, are located in Liverpool, United Kingdom.</p>
	<p>TRANSACTION TYPE: <b>Public to Private</b></p> <p>INDUSTRY: <b>Equipment Rental</b></p> <p>ACQUISITION DATE: <b>August 2016</b></p>	<p>Acquired Electro Rent Corporation for approximately \$382 million. Equipment rental company providing electronic test and measurement equipment to customers in the United States, Europe and Asia.</p>
	<p>TRANSACTION TYPE: <b>Private Transaction</b></p> <p>INDUSTRY: <b>Food and Beverage</b></p> <p>ACQUISITION DATE: <b>March 2020</b></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: <b>Private Transaction</b></p> <p>INDUSTRY: <b>Interactive Entertainment</b></p> <p>ACQUISITION DATE: <b>May 2021</b></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: <b>Private Transaction</b></p> <p>INDUSTRY: <b>Packaging</b></p> <p>ACQUISITION DATE: <b>August 2023</b></p>	<p>HC Companies produces a wide range of planters, pots and accessories for the greenhouse, nursery and retail markets.</p>
	<p>TRANSACTION TYPE: <b>Private Transaction</b></p> <p>INDUSTRY: <b>Consumer</b></p> <p>ACQUISITION DATE: <b>September 2022</b></p>	<p>One of the world's largest designers and manufacturers of undergarments and swimwear sold in the United States, United States and European Union.</p>






# 54 Portfolio Companies

Company	Overview	Description
	<p>TRANSACTION TYPE: <b>Divestiture From Danone</b></p> <p>INDUSTRY: <b>Food and Beverage</b></p> <p>ACQUISITION DATE: <b>April 2024</b></p>	<p>Horizon Organic is the largest USDA-certified organic dairy brand in the world and is a pioneer in dairy beverages, having introduced the first organic milk available coast to coast in the United States in 1991. Horizon Organic's portfolio of organic dairy products includes milk, creamers and whiteners, yogurt, cheese and butter.</p>
	<p>TRANSACTION TYPE: <b>Private Transaction</b></p> <p>INDUSTRY: <b>Diversified Industrials</b></p> <p>ACQUISITION DATE: <b>March 2018</b></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: <b>Private Transaction</b></p> <p>INDUSTRY: <b>Food and Beverage</b></p> <p>ACQUISITION DATE: <b>May 2019</b></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: <b>Private Transaction</b></p> <p>INDUSTRY: <b>Aerospace, Defense and Government Services</b></p> <p>ACQUISITION DATE: <b>October 2017</b></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>
	<p>TRANSACTION TYPE: <b>Divestiture From HNA Group</b></p> <p>INDUSTRY: <b>Technology</b></p> <p>ACQUISITION DATE: <b>July 2021</b></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: <b>Divestiture From Newell Brands</b></p> <p>INDUSTRY: <b>Consumer</b></p> <p>ACQUISITION DATE: <b>December 2018</b></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>



# 54 Portfolio Companies

Company	Overview	Description
	<p>TRANSACTION TYPE: <b>Divestiture From Kohler Co.</b></p> <p>INDUSTRY: <b>Energy</b></p> <p>ACQUISITION DATE: <b>May 2024</b></p>	<p>A global leader in energy resilience, providing mission-critical power solutions to homes, businesses and equipment. Its market-leading portfolio of backup and prime power equipment, traditional and electrified powertrain technologies, and home energy solutions are trusted around the world.</p>
	<p>TRANSACTION TYPE: <b>Private Transaction</b></p> <p>INDUSTRY: <b>Distribution</b></p> <p>ACQUISITION DATE: <b>June 2020</b></p>	<p>A national wholesale distributor of cosmetics and general merchandise.</p>
	<p>TRANSACTION TYPE: <b>Private Transaction</b></p> <p>INDUSTRY: <b>Business Services</b></p> <p>ACQUISITION DATE: <b>February 2022</b></p>	<p>One of the United Kingdom's largest property services firms specializing in residential property lettings, sales and associated professional services, including planning and surveying.</p>
	<p>TRANSACTION TYPE: <b>Divestiture from Johnson &amp; Johnson</b></p> <p>INDUSTRY: <b>Healthcare</b></p> <p>ACQUISITION DATE: <b>October 2018</b></p>	<p>Acquired from Johnson &amp; 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: <b>Private Transaction</b></p> <p>INDUSTRY: <b>Business Services</b></p> <p>ACQUISITION DATE: <b>April 2019</b></p>	<p>An international trade-services firm which specializes in customs brokerage, freight forwarding and trade consulting. One of the largest customs broker and entry filers in the United States and Canada.</p>
	<p>TRANSACTION TYPE: <b>Private Transaction</b></p> <p>INDUSTRY: <b>Business Services</b></p> <p>ACQUISITION DATE: <b>December 2020</b></p>	<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>









# 54 Portfolio Companies

Company	Overview	Description
	<p>TRANSACTION TYPE: <b>Private Transaction</b></p> <p>INDUSTRY: <b>Power &amp; Utilities</b></p> <p>ACQUISITION DATE: <b>July 2024</b></p>	<p>A leading distributor of HVAC/R parts, supplies and equipment in the United States and Canada.</p>
	<p>TRANSACTION TYPE: <b>Private Transaction</b></p> <p>INDUSTRY: <b>Education Services</b></p> <p>ACQUISITION DATE: <b>July 2021</b></p>	<p>Acquired for approximately \$4.5 billion, McGraw Hill is a top provider of educational materials in both the higher education and K-12 markets, and a leading content provider in medical, technical and business professional training.</p>
	<p>TRANSACTION TYPE: <b>Private Transaction</b></p> <p>INDUSTRY: <b>Consumer</b></p> <p>ACQUISITION DATE: <b>November 2023</b></p>	<p>Momentec is a portfolio of complementary brands and suppliers of team uniforms, off-field performance wear and fan apparel for the youth and recreational sports markets. Platinum acquired Augusta Sportswear Brands and later Augusta acquired Founder Sport Group. Following the merger, the combined companies rebranded as Momentec Brands.</p>
	<p>TRANSACTION TYPE: <b>Private Transaction</b></p> <p>INDUSTRY: <b>Distribution</b></p> <p>ACQUISITION DATE: <b>March 2021</b></p>	<p>One of the largest master distributors in healthcare, NDC serves as an essential intermediary between medical supply manufacturers and a highly-fragmented base of regional and specialty distributor customers.</p>
	<p>TRANSACTION TYPE: <b>Private Transaction</b></p> <p>INDUSTRY: <b>Industrials</b></p> <p>ACQUISITION DATE: <b>October 2021</b></p>	<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>
	<p>TRANSACTION TYPE: <b>Private Transaction</b></p> <p>INDUSTRY: <b>Building Products</b></p> <p>ACQUISITION DATE: <b>April 2021</b></p>	<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>



# 54 Portfolio Companies

Company	Overview	Description
	<p>TRANSACTION TYPE: <b>Private Transaction</b></p> <p>INDUSTRY: <b>Industrials/Healthcare</b></p> <p>ACQUISITION DATE: <b>December 2021</b></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.
	<p>TRANSACTION TYPE: <b>Private Transaction</b></p> <p>INDUSTRY: <b>Chemicals</b></p> <p>ACQUISITION DATE: <b>November 2021</b></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. In July 2023, Solenis acquired Diversey Holding for \$4.6 billion. Solenis is a leading global producer of specialty chemicals, focused on delivering sustainable solutions for water-intensive industries.
	<p>TRANSACTION TYPE: <b>Private Transaction</b></p> <p>INDUSTRY: <b>Consumer</b></p> <p>ACQUISITION DATE: <b>July 2021</b></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>TRANSACTION TYPE: <b>Private Transaction</b></p> <p>INDUSTRY: <b>Telecom</b></p> <p>ACQUISITION DATE: <b>February 2024</b></p>	A leading telecommunications and broadband service provider that offers full value chain communications services and solutions to its customers across the United States, from project management, engineering and construction to drops, fulfillment and door-to-door sales.
	<p>TRANSACTION TYPE: <b>Private Transaction</b></p> <p>INDUSTRY: <b>Consumer</b></p> <p>ACQUISITION DATE: <b>March 2023</b></p>	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.
	<p>TRANSACTION TYPE: <b>Private Transaction</b></p> <p>INDUSTRY: <b>Distribution</b></p> <p>ACQUISITION DATE: <b>October 2019</b></p>	A leading distributor of heavy-duty truck and trailer products and a provider of advanced repair services.



# 54 Portfolio Companies

Company	Overview	Description
	<p>TRANSACTION TYPE: <b>Private Transaction</b></p> <p>INDUSTRY: <b>Aerospace</b></p> <p>ACQUISITION DATE: <b>August 2021</b></p>	One of the largest suppliers of new and used serviceable material for the global aerospace industry.
	<p>TRANSACTION TYPE: <b>Private Transaction</b></p> <p>INDUSTRY: <b>Industrial Services</b></p> <p>ACQUISITION DATE: <b>August 2017</b></p>	A leading provider of portable sanitation and related site service solutions in the United States.
	<p>TRANSACTION TYPE: <b>Private Transaction</b></p> <p>INDUSTRY: <b>Environmental Services</b></p> <p>ACQUISITION DATE: <b>October 2021</b></p>	Acquired for approximately \$4.2 billion, Urbaser is a leading global environmental management company oriented toward sustainability and innovation.
	<p>TRANSACTION TYPE: <b>Private Transaction</b></p> <p>INDUSTRY: <b>Building Products</b></p> <p>ACQUISITION DATE: <b>December 2023</b></p>	US LBM is one of the nation's leading distributors of specialty building materials. The company offers a comprehensive portfolio of specialty products, including windows, doors, millwork, wallboard, roofing, siding, engineered components and cabinetry.
	<p>TRANSACTION TYPE: <b>Divestiture from JELD-WEN Holding</b></p> <p>INDUSTRY: <b>Building Products</b></p> <p>ACQUISITION DATE: <b>July 2023</b></p>	Acquired for \$461 million, Ventora is a leading Australian designer, manufacturer and distributor of windows and doors. Platinum acquired JELD-WEN Australasia and rebranded as Ventora.
	<p>TRANSACTION TYPE: <b>Divestiture From Staples, Inc.</b></p> <p>INDUSTRY: <b>Business Services</b></p> <p>ACQUISITION DATE: <b>April 2017</b></p>	A leading B2B distributor of office products in Australia and New Zealand. Rebranded as Winc.





# Legal Notices

This presentation (the "Presentation") is being furnished for information purposes only and is not intended as an offer or solicitation with respect to the purchase or sale of any security in any investment fund or any co-investment vehicle managed or advised by Platinum Equity, LLC; Platinum Equity Advisors, LLC; or their affiliates ("Platinum") (each a "Platinum Fund"). This Presentation may not be reproduced or redistributed in any manner.

Certain information contained herein has been obtained from published sources prepared by third parties. In addition, certain information contained herein has been obtained from companies in which investments have been made by one of our prior investment vehicles and its affiliated entities. While such information is believed to be reliable for the purposes used herein, neither the general partner, Platinum nor any of their respective directors, shareholders, partners, members, advisors, officers, employees, managers, consultants, affiliates or agents assumes any responsibility for the accuracy or completeness of such information.

There can be no guarantee that investments similar to those highlighted herein will be pursued by any Platinum Fund if it were available to it. Such investments are for illustrative purposes only.

**Platinum makes no representation or warranty, express or implied, as to the accuracy or completeness of the information contained herein and nothing contained herein should be relied upon as a promise or representation as to past or future performance of any fund or any other entity.** Certain information contained in this Presentation (including certain forward-looking statements and financial, economic and market information) has been obtained from published and non-published sources prepared by other parties, which in certain cases have not been updated through the date hereof. In addition, certain information contained herein (including performance information and operating results) has been obtained from third parties, including companies in which investments have been made by entities affiliated with Platinum. Any use of information, assumptions or analysis from third party sources does not imply that Platinum has independently verified or otherwise agrees with such information, assumptions or analysis. While such information is believed to be reliable for the purpose used in this Presentation, none of the Platinum Funds, general partners, Platinum or any of their respective directors, officers, employees, members, advisors, managers, consultants, affiliates, agents, partners or shareholders assumes any responsibility for the accuracy or completeness of such information, and such information has not been independently verified by Platinum. Except where otherwise indicated herein, the information provided in this Presentation is based on matters as they exist as of the date of preparation and not as of any future date, and will not be updated or otherwise revised to reflect information that subsequently becomes available, or circumstances existing or changes occurring after the date hereof. [Unless otherwise indicated, financial information contained herein is as of March 31, 2023. The descriptions herein regarding Platinum's policies and procedures and current plans for operating Platinum, the Platinum Funds and their portfolio companies are as in effect as of the date hereof and are subject to modification. In addition, in diligencing, executing, monitoring, structuring, restructuring, acquiring or disposing of a potential or actual investment, Platinum may, from time to time, adapt its plans and procedures in light of specific circumstances.

Statements contained in this Presentation (including those relating to current and future market conditions and trends in respect thereof and analysis of prior and current events or circumstances and conclusions drawn therefrom) that are not facts are based on current expectations, estimates, projections, opinions and/or beliefs of the Platinum Funds. Such statements involve known and unknown risks, uncertainties and other factors, and undue reliance should not be placed thereon. Unless specified, any views reflected herein are subject to change without notice. Platinum is not under any obligation to update or keep current the information contained herein. Certain information contained herein constitutes "forward-looking statements," or statements of opinion or intention, which can be identified by the use of forward-looking terminology such as "may", "can", "will", "should", "would", "seek", "expect", "anticipate", "forecast", "project", "estimate", "potential", "intend", "continue", "target", "plan", or "believe" or the negatives thereof or other variations thereon or comparable terminology. Whether or not such forward-looking statements or projections are in fact achieved is subject to significant risks and will depend upon future events, some of which are not within the control of Platinum. Due to changes in circumstances or to various risks and uncertainties, actual events or results, market conditions, or actual performance of the Platinum Funds or their investments may differ materially from those reflected or contemplated in such forward-looking statements. As a result, investors should not rely on such forward-looking statements. No representation or warranty is made as to future performance or such forward-looking statements. None of the information contained herein has been filed with the U.S. Securities and Exchange Commission ("SEC"), any securities administrator under any securities laws of any U.S. or non-U.S. jurisdiction or any other U.S. or non-U.S. governmental or self-regulatory authority. No such governmental or self-regulatory authority will pass on the merits of the offering of the Platinum Funds or the adequacy of the information contained herein. Any representation to the contrary is a criminal offense.

Statements contained herein describing documents and agreements are summaries only and such summaries are qualified in their entirety by reference to such documents and agreements. Information herein with respect to expected sources and uses are summaries only and reflect only current expectations and accordingly there can be no guarantee that any such sources, including for example, with respect to the debt, notes or other borrowings, will be available at all or on the terms described herein. Neither Platinum nor any of its affiliates, employees, representatives or advisors intends to update or otherwise revise the financial projections, estimates and other information contained herein to reflect circumstances existing after the date identified on the cover page of the Presentation to reflect the occurrence of future events even if any or all of the assumptions, judgments and estimates on which the information contained herein is based are shown to be in error. Platinum and its affiliates, employees, representatives and advisors expressly disclaim any and all liability based, in whole or in part, on such information, errors therein or omissions therefrom.

None of the individual investment professionals nor any partners, members, managers, employees or officers of Platinum referred to herein hold themselves out to any person for any purposes as a general partner. Statements contained herein that are attributable to Platinum or its investment professionals are not made in any person's individual capacity, but rather on behalf of the applicable general partner, which manages and implements the investment program of the applicable Platinum Fund.

All other names, logos, product and service names, designs and slogans on this document are the trademarks of their respective owners.



# Our Locations

---

## WORLD HEADQUARTERS

360 N. Crescent Drive  
Beverly Hills, CA 90210  
+1 310.712.1850

---

## BOSTON

3 Allied Drive, Suite 109  
Dedham, MA 02026  
+1 781.461.8888

---

## GREENWICH

1 Greenwich Office Park  
N. Building, Floor 2  
Greenwich, CT 06831  
+1 203.930.2010

---

## NEW YORK

52 Vanderbilt Avenue  
21st Floor  
New York, NY 10017  
+1 212.905.0010

---

## LONDON

5 Hanover Square  
1st Floor  
London W1S 1HQ  
United Kingdom  
+44 (0) 20.3535.0899

---

## SINGAPORE

12 Marina View #21-05  
Asia Square Tower 2  
Singapore 018961  
+65 (0) 6709.4090

