



# H1 2023 RESULTS PRESENTATION

27 JULY 2023

# Today's Speakers



**Mathieu Chabran**  
Co-founder



**Henri Marcoux**  
Deputy CEO,  
France, Finance, Operations



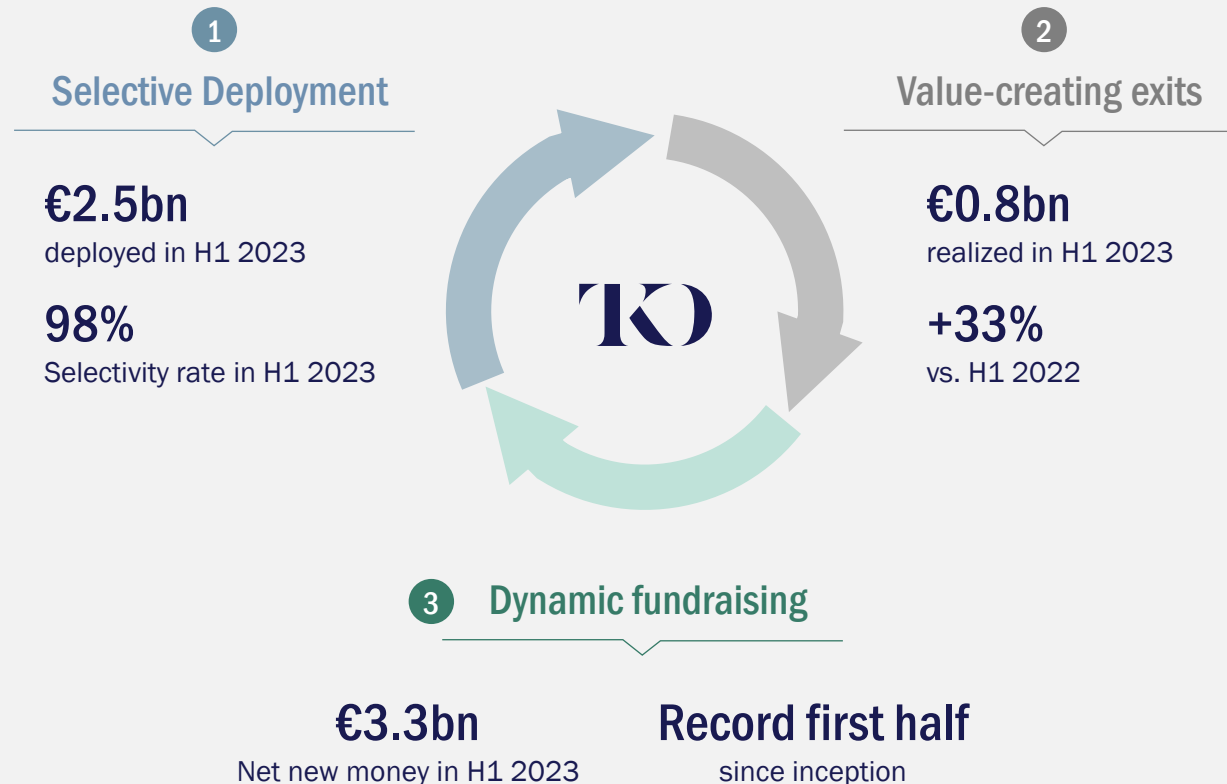
**Frederic Giovansili**  
Deputy CEO,  
Franchise, Clients, Solutions

**01**

# H1 2023 KEY HIGHLIGHTS

# Robust start of the year

## SOLID POSITIVE FLYWHEEL EFFECTS



(1) Excluding Sofidy funds

## CONTINUED EXPANSION OF THE FRANCHISE

60%

of 3<sup>rd</sup> party net new money from non-domestic investors<sup>(1)</sup>



Israel  
Q1 2022



Switzerland  
Q4 2022



UAE  
Q3 2023

15

offices globally to date

## SUCCESSFUL PROGRESS WITH PRIVATE INVESTORS

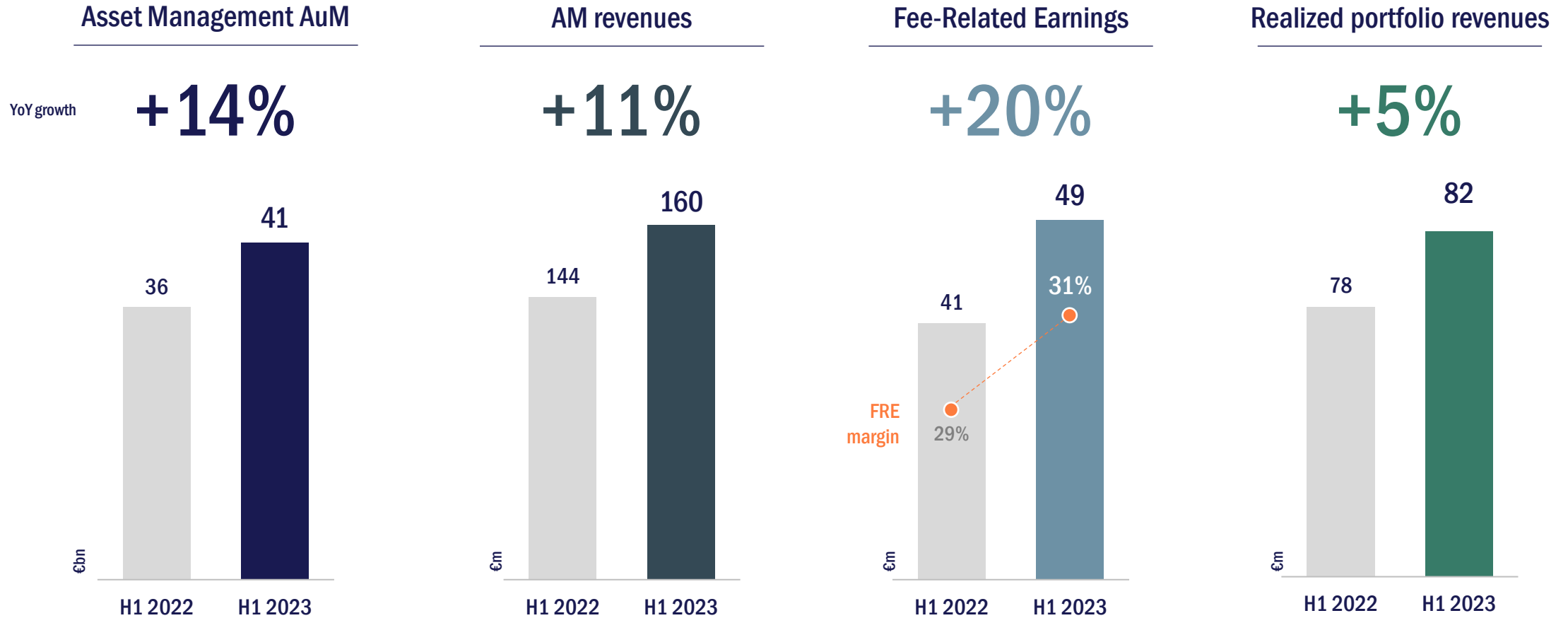
€11.4bn

of AM AuM from private clients at 30 June 2023

26%

of 3<sup>rd</sup> party net new money from private clients in H1 2023

# Delivering solid growth in the first half



# Continued achievements on sustainability

## H1 2023 sustainability initiatives

### The Net Zero Asset Managers initiative

Tikehau Capital commitment since 2021

Finalization of targets in H1 2023

**c.40%**

of AuM committed to be managed in line with net zero

## Thematic & impact platform

### 4 areas of focus



**€3.5bn** > Incl. **€2.4bn**

AuM within the firm's sustainability-themed & impact platform<sup>(1)</sup>

AuM dedicated to climate & biodiversity<sup>(1)</sup>

## External recognition



**Top 4%**

out of the 910 companies in the peer group



**Towards Sustainability**

label awarded to the firm's Regenerative Agriculture strategy

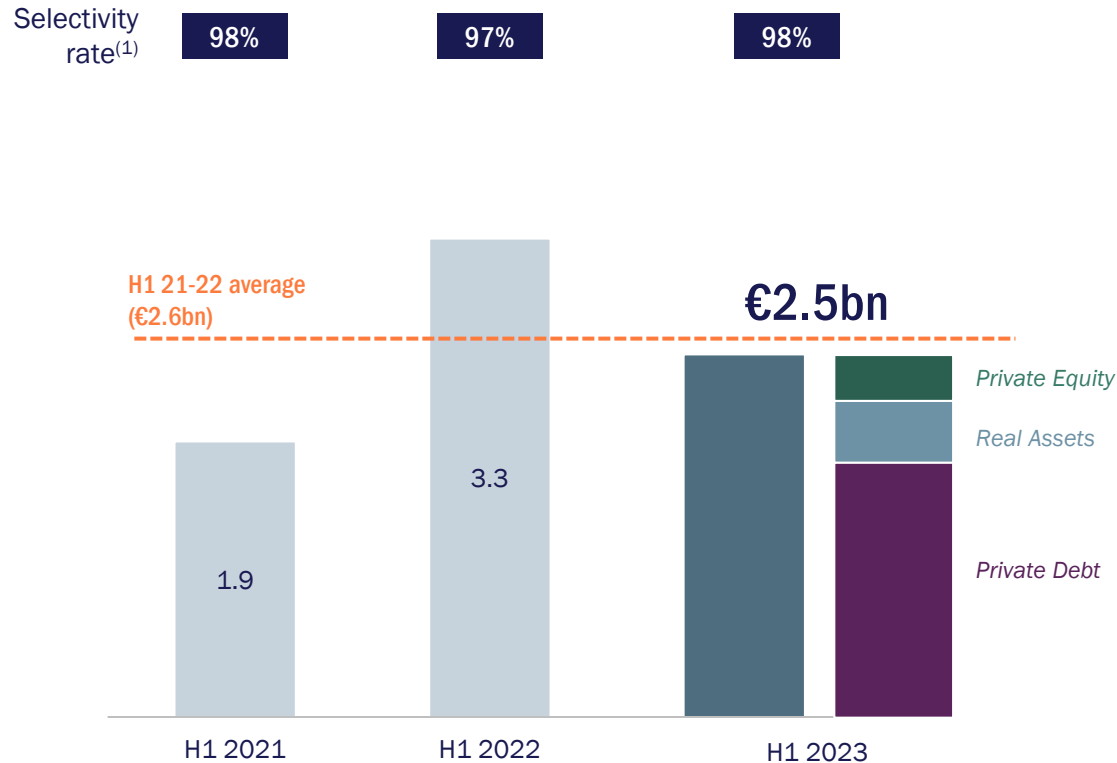
(1) At 30 June 2023

# 02

## H1 2023 OPERATING HIGHLIGHTS

# Selective and prudent capital deployment

- 1 Solid flywheel effect
- 2
- 3



- Strong multi-local platform allowing to source compelling opportunities
- Dynamic deal flow in **Direct Lending** coupled with high selectivity
- Good momentum for **CLOs** issuance
- Prudent and targeted approach in **Real Estate** in a market which is not yet stabilized
- Active deployment for the firm's **Special Opportunities** strategy in a dislocated market

**€6.7bn**  
of dry powder  
within AM funds (30 June 2023)

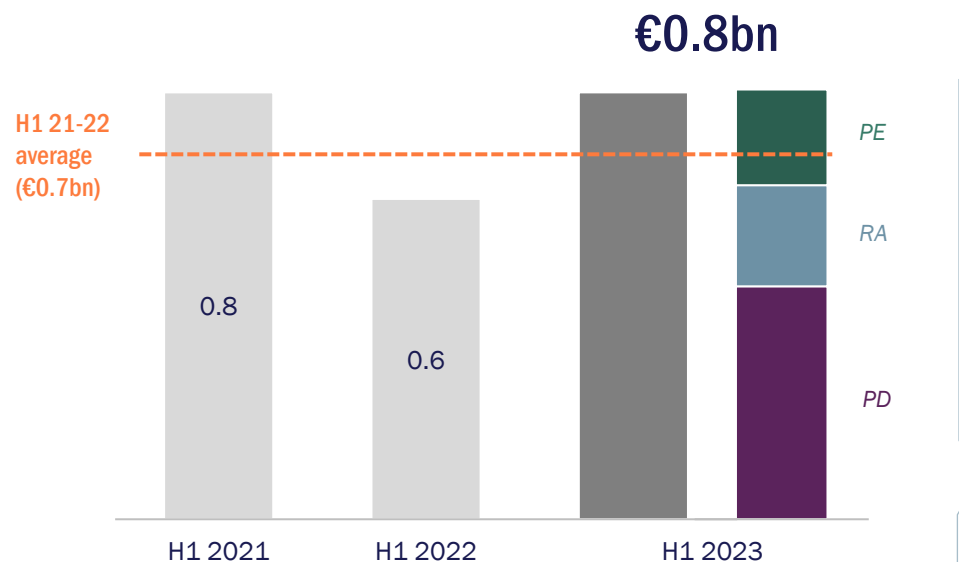
**+16%**  
Dry powder growth  
vs. 30 June 2022

(1) Selectivity rate presented as total abandoned deals / total screened deals



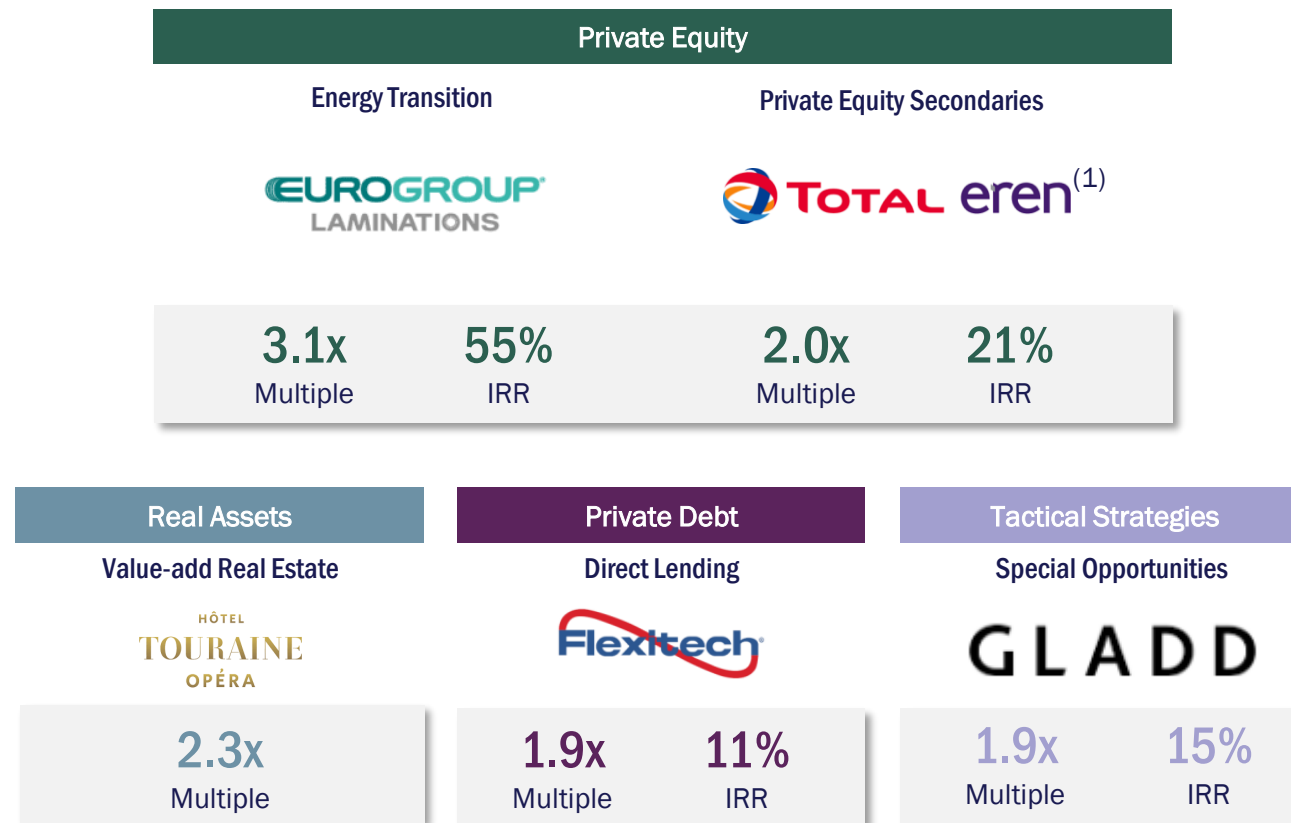
# Good realizations momentum

- 1 Solid flywheel effect
- 2
- 3



- **Healthy pace** of realizations
- Realizations in **Private Equity** mainly linked to the successful IPO of EuroGroup Laminations
- Continued disposal of mid-sized and granular assets in **Real Estate**
- **Private Debt** realizations driven by repayments of financing facilities in Direct Lending

## Examples since January 2023

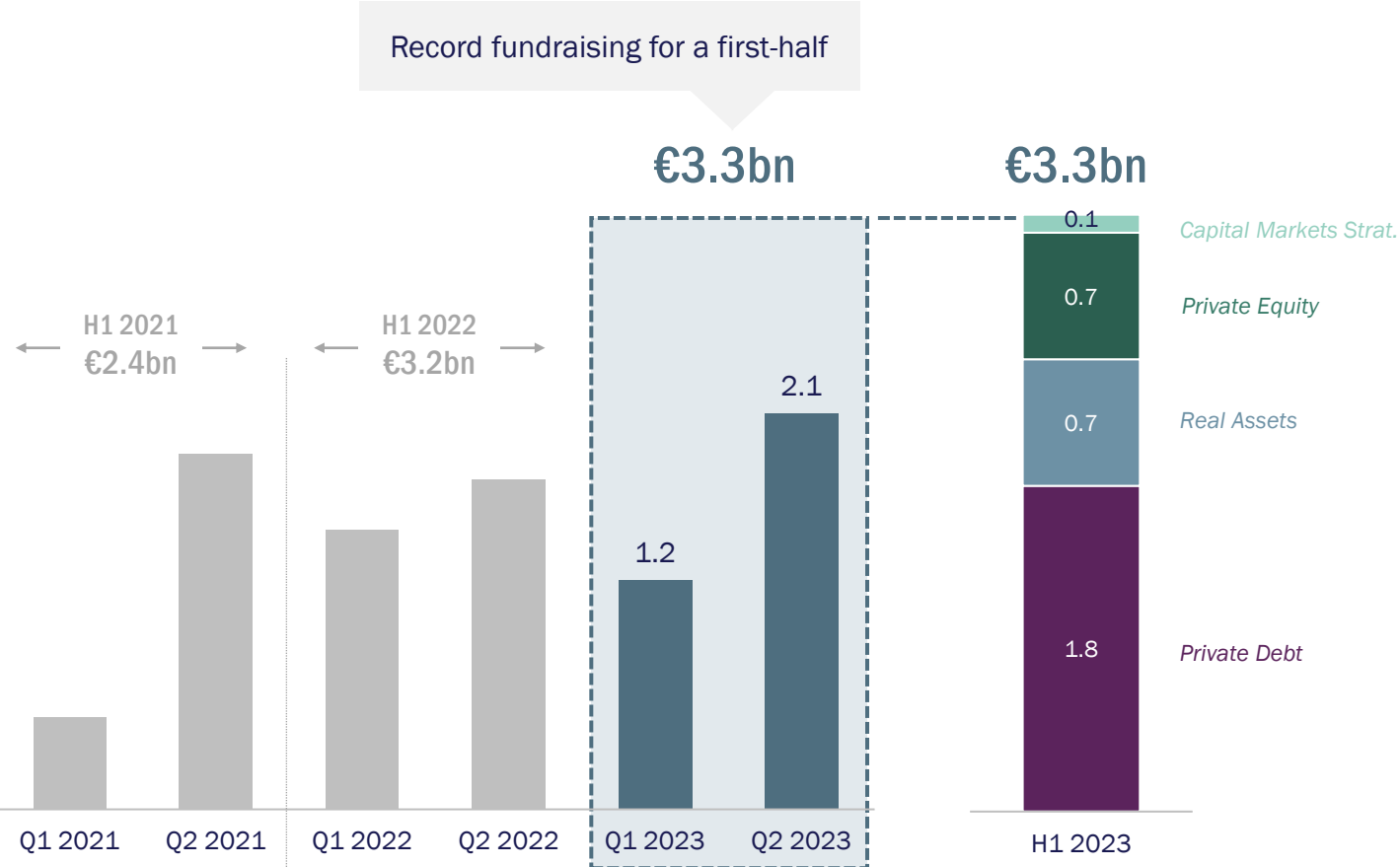


Multiples and IRR are displayed on a gross basis

(1) Completed on 25 July 2023

- 1 Solid flywheel effect
- 2
- 3

# Robust fundraising momentum maintained in Q2



- Dynamic fundraising momentum for **“Yield”** strategies over the first half:

- Strengthening of European and US CLO platform
- Successful final closing for 1<sup>st</sup> Impact Lending strategy at c.€450m
- Continued solid client demand for the private debt unit-linked products launched with MACSF and Société Générale Assurances

- **“Value-Add”** strategies representing 24% of H1 fundraising:

- Continued fundraising for 4<sup>th</sup> vintage of Private Equity cybersecurity fund and 3<sup>rd</sup> vintage of Special Opportunities fund

- 1 Solid flywheel effect
- 2
- 3

# Continued expansion of our client base globally

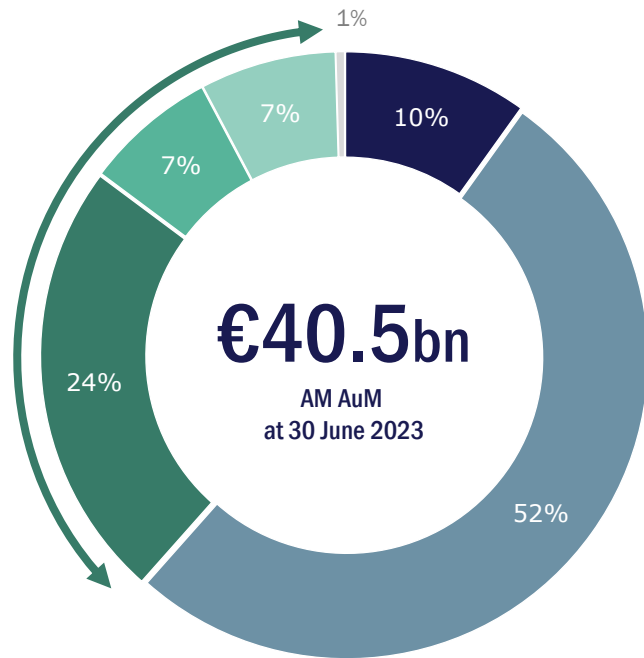
AM AuM breakdown by investors nationalities at 30 June 2023

Non-domestic investors

€15.6bn

+16%

Non-domestic AuM growth vs. H1 2022



● Tikehau Capital ● France ● Europe ● North America ● Asia & Middle East ● RoW

(1) Excluding Sofidy funds  
 (2) At 30 June 2023, excluding French investors

Most represented nationalities in AuM at 30 June 2023<sup>(2)</sup>

Rank	Nationality	Office Opening Year
1	United States	2018
2	Italy	2015
3	United Kingdom	2013
4	Spain	2017
5	Luxembourg	2019

38%

AuM from non-domestic investors at 30 June 2023

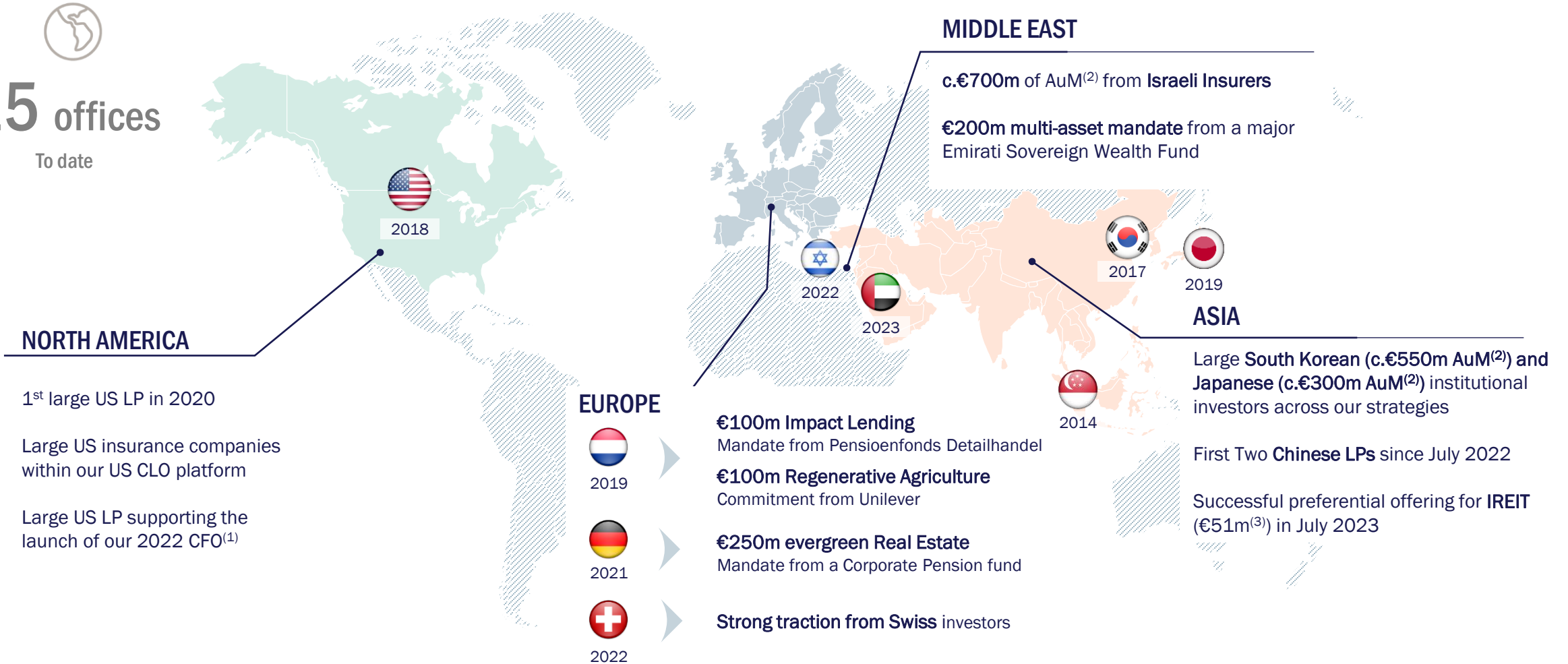
60%

of H1 2023 3<sup>rd</sup> party NNM raised from non-French investors<sup>(1)</sup>

# Strong progress in franchise internationalization

- 1 Solid flywheel effect
- 2
- 3

  
**15 offices**  
 To date



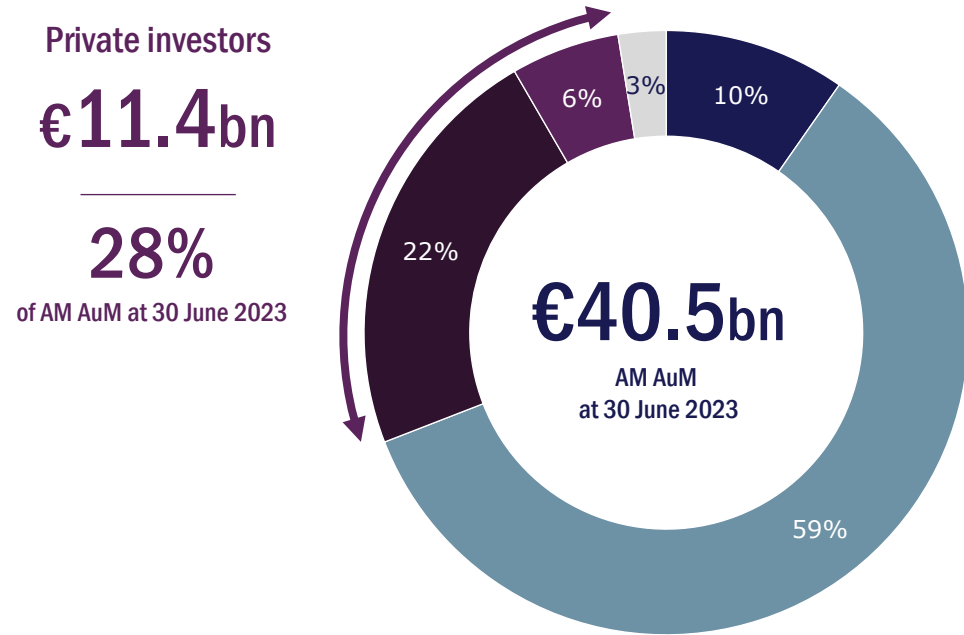
Dates refer to office openings

(1) CFO refers to Collateralized Fund Obligations, (2) At 30 June 2023, (3) S\$76m, please refer to press release dated 13 July 2023

# Continued progress in the democratization of private markets

- 1 Solid flywheel effect
- 2
- 3

AM AuM breakdown by client type at 30 June 2023



● Tikehau Capital ● AM, Banks, Instit. ● HNWI, Retail, Private Banks ● Family Offices ● Other

Key partners

Insurance companies	Private banks	Distribution platform

**26%**

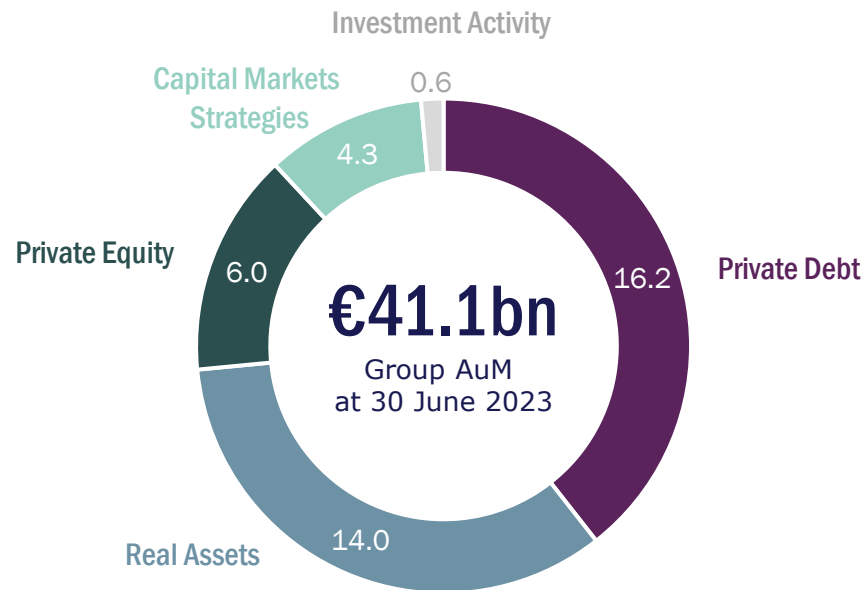
of H1 2023 3<sup>rd</sup> party NNM raised from private investors

Opale Capital's latest secondaries strategy offers investments in the following secondaries funds

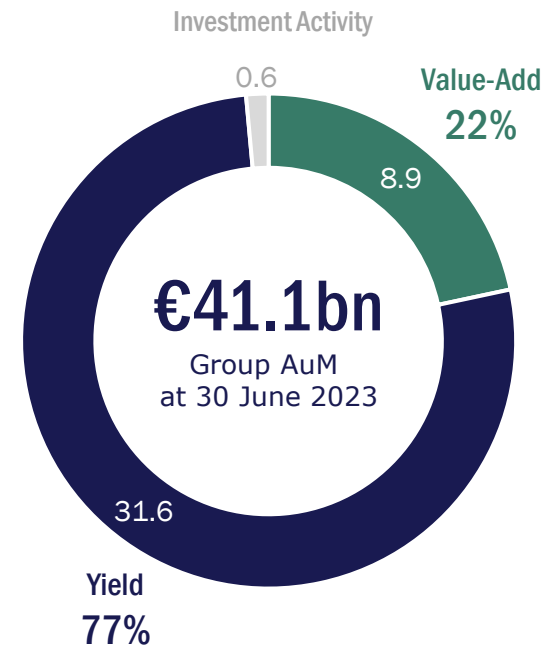

# Diversified investment strategies providing LPs with a relevant value proposition

- 1
- 2 Differentiating expertise
- 3

A balanced exposure to capture client demand across cycles



of which €1.7bn of AuM in Tactical Strategies



Capital gain-driven returns, on targeted themes and long-term megatrends

Income-driven returns, with natural hedge vs inflation and interest rates

# High-quality portfolio of companies and assets

- 1
- 2
- 3 High-quality assets

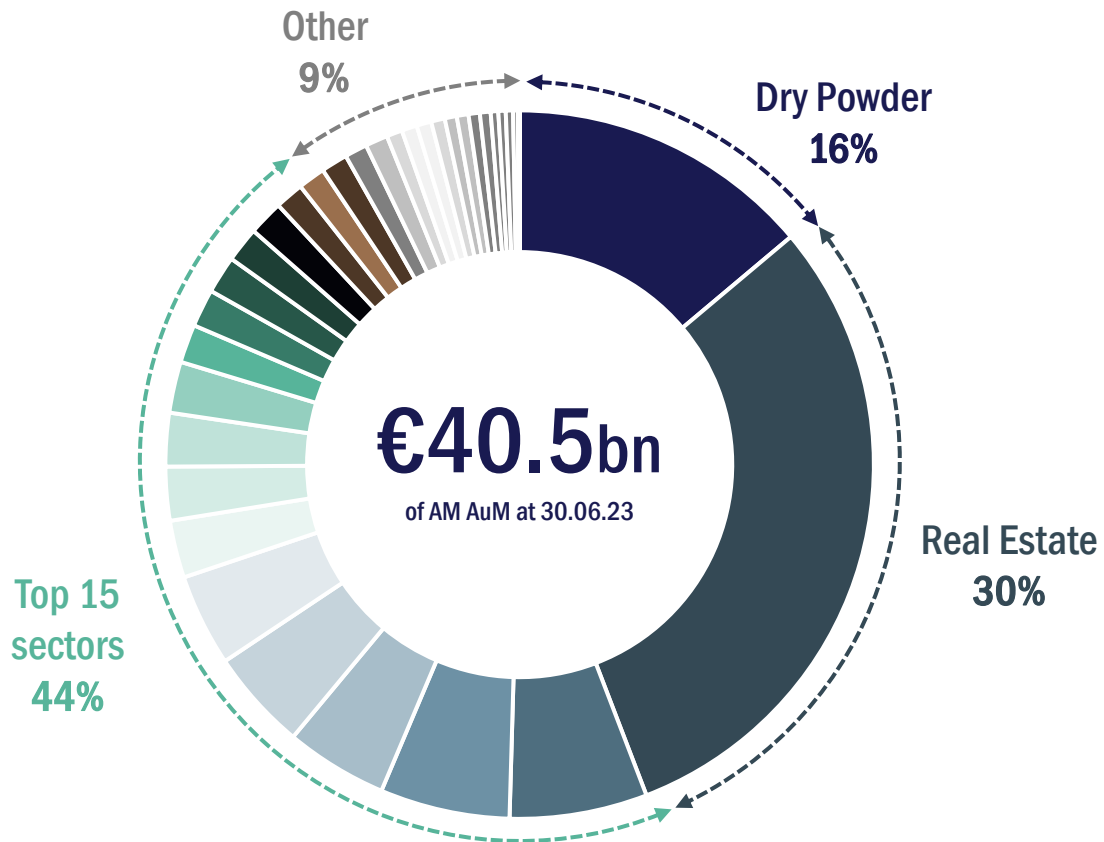
	<u>LTM REVENUE GROWTH</u>	<u>LTM EBITDA GROWTH</u>	<u>EBITDA MARGIN</u>	<u>AVERAGE LEVERAGE</u>
PRIVATE DEBT <sup>(1)</sup>	+14%	+13%	19%	4.4x <sup>(2)</sup>
PRIVATE EQUITY <sup>(3)</sup>	+44%	+22%	20%	3.9x
	<u>AVERAGE RENT COLLECTION RATE</u>	<u>AVERAGE OCCUPANCY RATE</u>	<u>AVERAGE LTV</u>	
REAL ESTATE <sup>(4)</sup>	95%	~90%	25%	

(1) Across Tikehau Capital's Private Debt strategies (excl. secondaries), (2) For 5<sup>th</sup> vintage of Direct Lending strategy portfolio companies, average net leverage at closing, weighted by committed capital, (3) Across Tikehau Capital's Private Equity strategies (growth equity, energy transition, aerospace and cybersecurity), (4) Across Tikehau Capital's Real Estate strategies

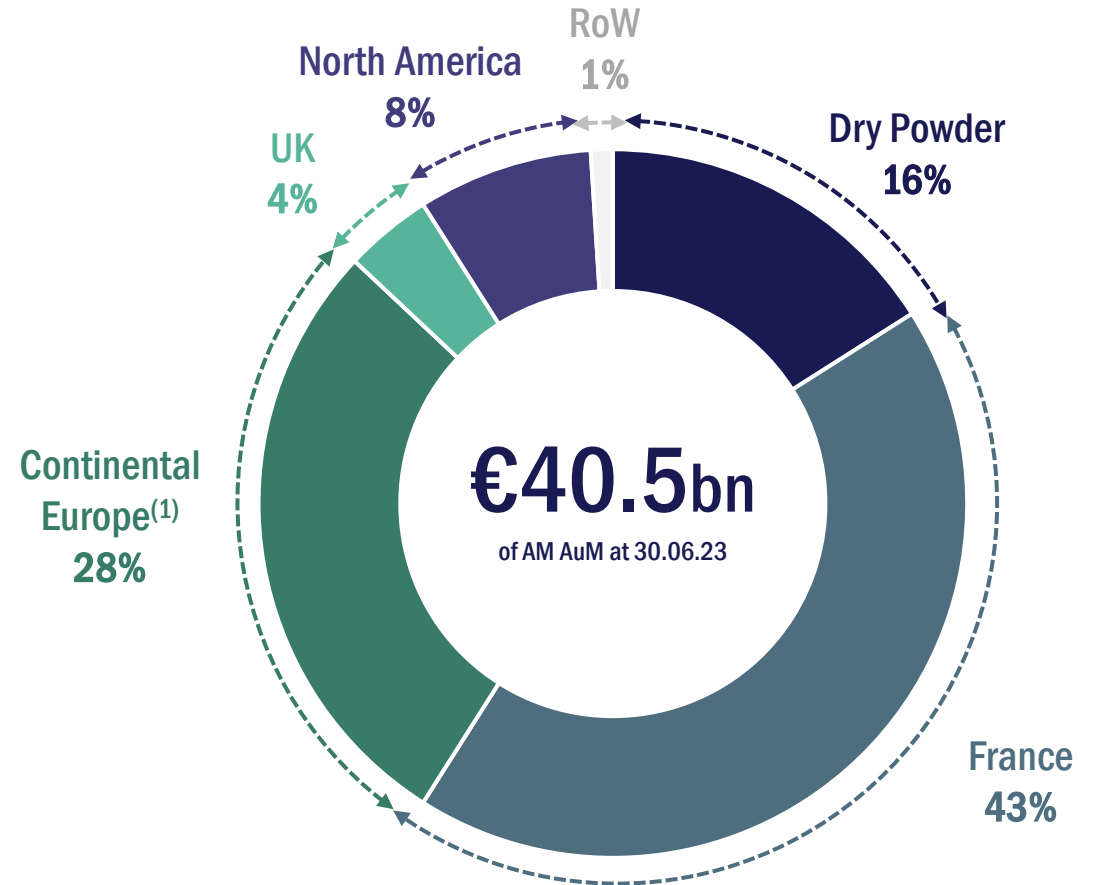
# Highly granular and diversified exposure by sector & geography

- 1
- 2
- 3 High-quality assets

AM AuM breakdown by sector



AM Assets breakdown by geography



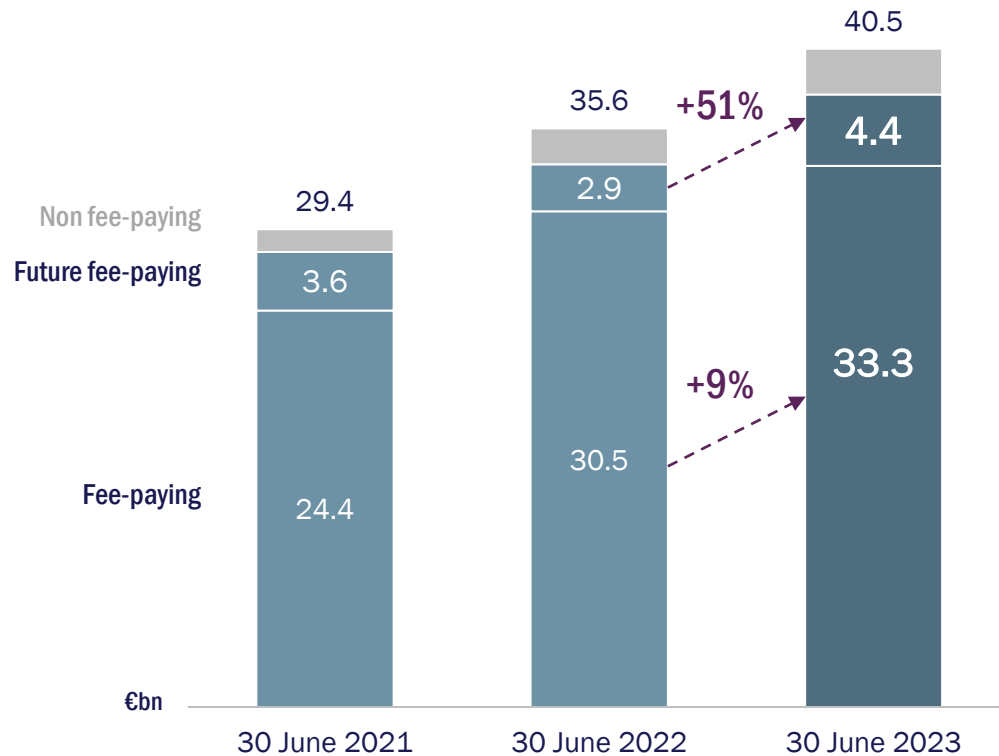
(1) Excluding France



**03**

**H1 2023  
FINANCIAL HIGHLIGHTS**

# Continued growth in Fee-Paying AuM securing long-term management fee generation



**€33.3bn**

of fee-generating AuM  
at 30 June 2023

**+9%**

Fee-generating  
YoY growth

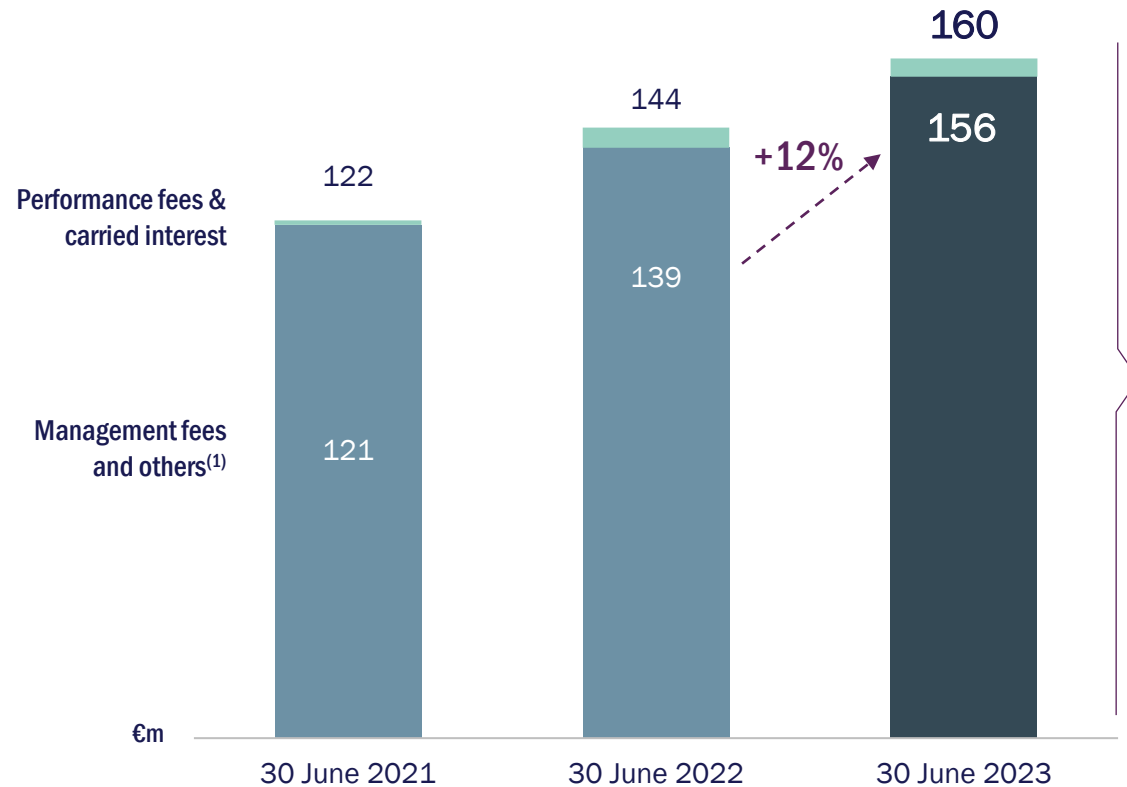
---

**+51%**

Future fee-paying AuM  
YoY growth

Fundraising on strategies  
charging fees on capital  
deployed  
+  
Fundraising on PE funds  
which are not yet activated

# Double-digit management fees growth



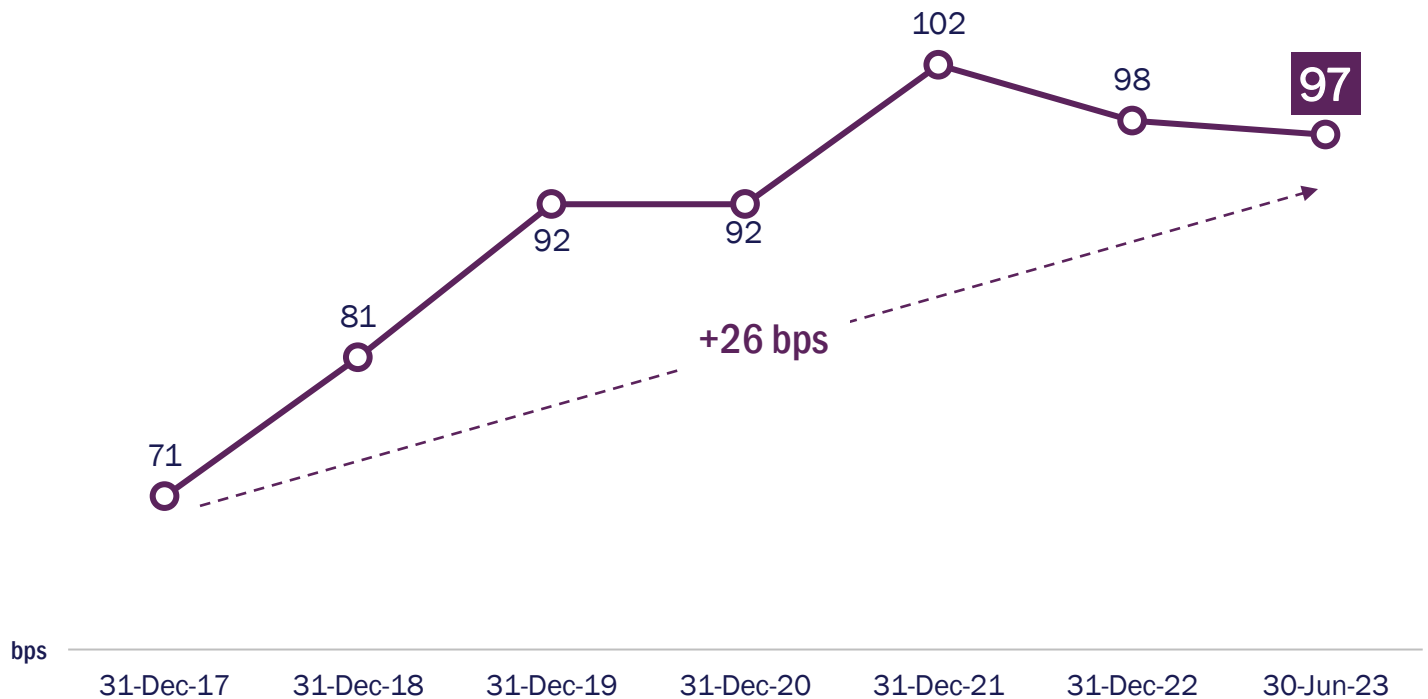
- +12%** Management fees YoY growth
- H1 2023 increase in line with Fee-Paying AuM growth
- 97%** of H1 2023 AM revenues are management fees
- Strong visibility in fee generation
- +15%** AuM eligible to carried YoY growth
- Conservative P&L recognition of carried interests

(1) Include management fees, subscription fees, arrangement fees and other revenues



# Average management fee rate maintained at a high level

Includes €4m of catch-up fees linked to the final close of the 1<sup>st</sup> vintage of Private Equity decarbonization fund in Q1 2021

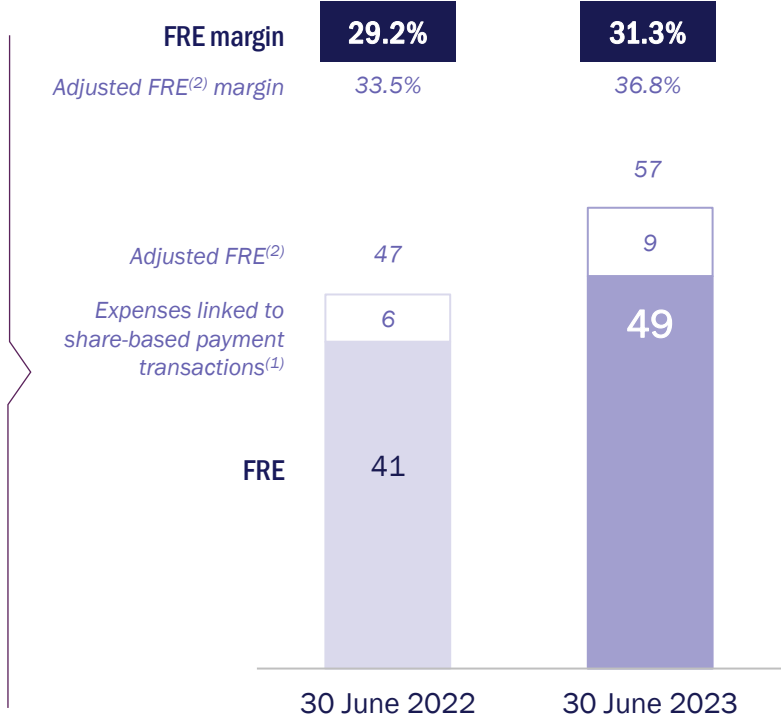
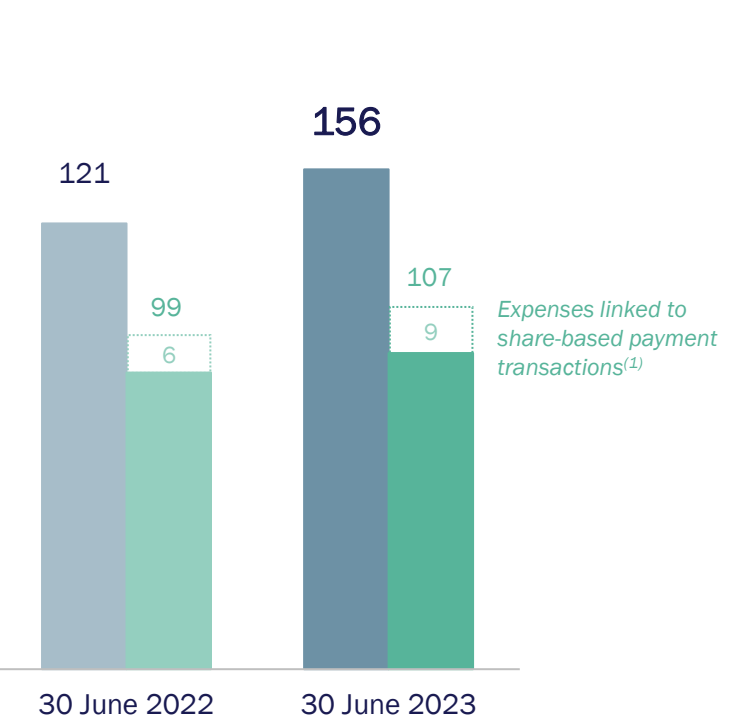


**Structural management fee rate improvement since IPO**

**Resilient management fee rate in H1 2023 reflecting fundraising mix over the LTM**



# 20% FRE growth year-over-year



**+20%**  
FRE YoY growth

**Strong increase in FRE generation over the LTM**

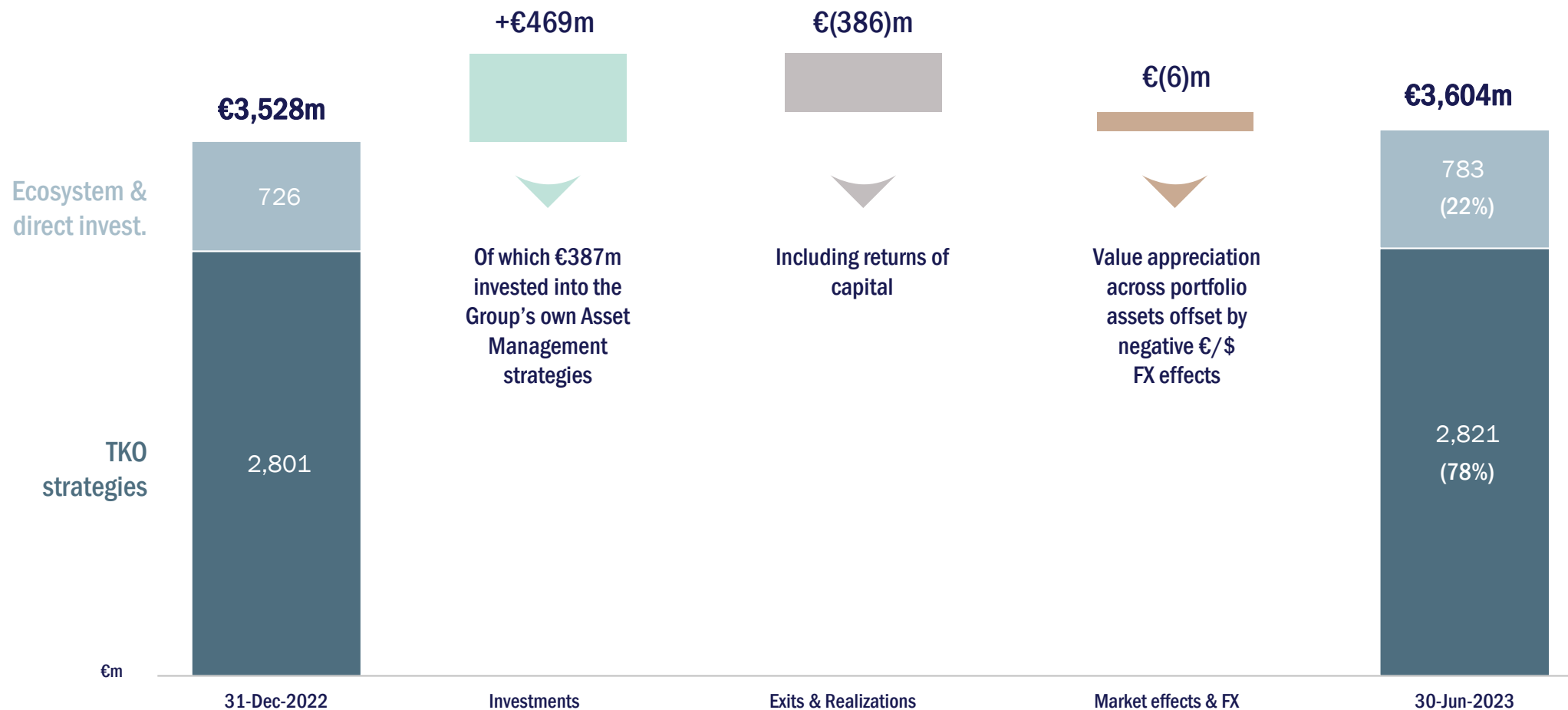
**+7%**  
Operating costs (excl. SBC) YoY growth

**Selective platform investments to support growth**

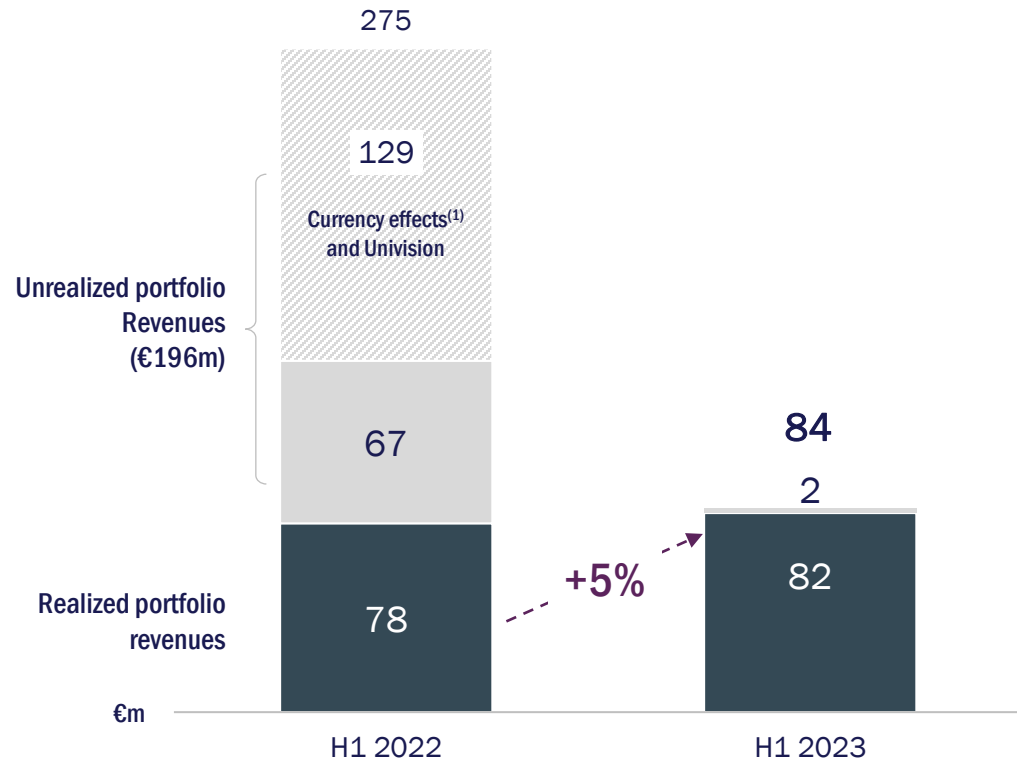
● Management fees & other revenues ● Operating costs

(1) IFRS 2  
(2) Defined as FRE excluding expenses linked to share-based payment transactions (IFRS 2)

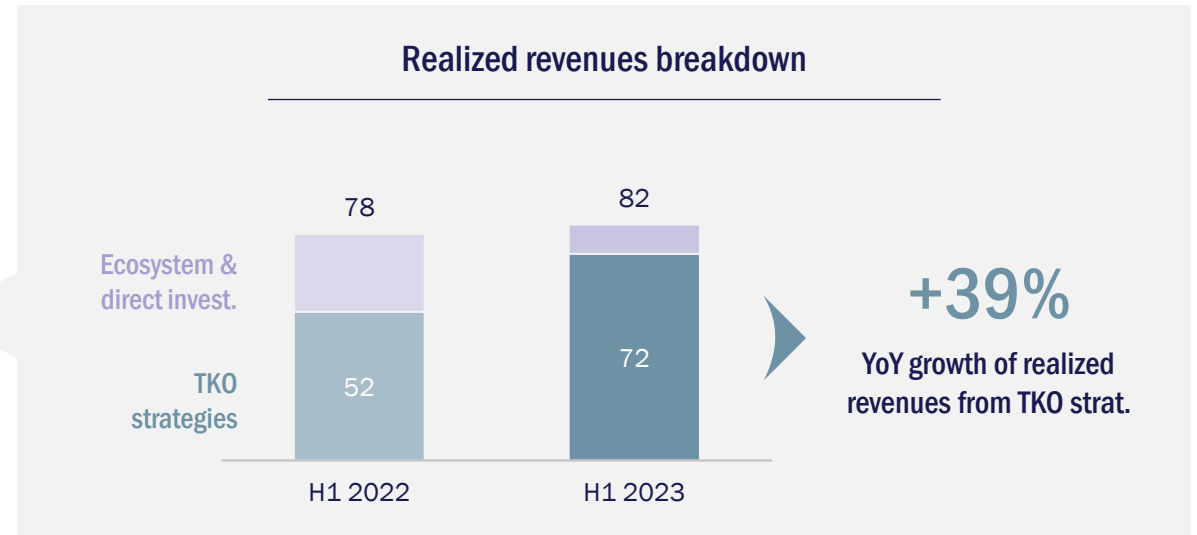
# 78% of the Investment Portfolio invested in own strategies at 30 June 2023



# Realized revenues represent >95% of portfolio revenues



- High basis of comparison in H1 2022
- Growing share of realized revenues coming from **Tikehau Capital strategies**
- Strong contribution from **Growth Equity** and **Energy Transition** funds to unrealized revenues in H1 2023, reflecting fund performance



(1) €/\$ FX effects

# Simplified consolidated P&L



€m	H1 2022	H1 2023
Management fees & other revenues	139.3	156.1
Operating costs	(98.6)	(107.3)
<b>Fee-Related Earnings (FRE)</b>	<b>40.7</b>	<b>48.9</b>
<i>FRE margin</i>	29.2%	31.3%
Realized PRE	4.8	4.3
<b>AM EBIT</b>	<b>45.5</b>	<b>53.1</b>
<i>AM EBIT margin</i>	31.6%	33.1%
<b>Investment portfolio revenues</b>	<b>274.7</b>	<b>84.1</b>
o/w Realized revenues	78.4	82.2
o/w Unrealized revenues	196.4	1.9
Corporate expenses	(30.0)	(32.4)
Financial interests	8.9	(17.8)
Non-recurring items and others <sup>(1)</sup>	20.5	1.2
Tax	(42.4)	(16.6)
Minority interests	(0.0)	0.4
<b>Net result, Group share</b>	<b>277.3</b>	<b>72.0</b>

- +20% FRE YoY growth
- Adjusted FRE (excl. linked to share-based payment transactions<sup>(1)</sup>) of €57m (+23% YoY)

► High basis of comparison in H1 2022 linked to positive foreign exchange effects and the contribution from Univision co-investment

► Positive impact on swaps fair value in H1 2022

(1) IFRS 2

(2) Include net result from associates and non-recurring items, including the residual part of non-recurring share-based payments of 1 December 2017, including social security costs, put in place following the IPO



# Consolidated balance sheet



€m	FY 2022	H1 2023
Investment portfolio	3,526	3,604
Cash & cash equivalents	522	340
Other current & non-current assets	844	866
<b>Total assets</b>	<b>4,893</b>	<b>4,810</b>
Shareholders' equity - Group share	3,144	3,087
Minority interests	7	6
<b>Total Group shareholders' equity</b>	<b>3,151</b>	<b>3,093</b>
Financial debt	1,472	1,471
Other current & non-current liabilities	270	246
<b>Total liabilities &amp; shareholders' equity</b>	<b>4,893</b>	<b>4,810</b>
<i>Gearing<sup>(1)</sup></i>	47%	48%
<i>Undrawn committed facilities</i>	800	800

(1) Gearing = Total financial debt / Group share shareholders' equity

## Robust financial structure supporting the business model

**€3.1bn**  
Shareholders' Equity,  
Group share

**€1.1bn**  
Short-term financial  
resources

**65%**  
ESG-linked debt

## Strong investment grade credit ratings

**S&P Global**  
Ratings

BBB- / stable outlook

confirmed in Q2 2023

**Fitch Ratings**

BBB- / stable outlook

confirmed in Q2 2023

# 04

# OUTLOOK

# Fundraising pipeline



\* Upcoming launch in H2 2023

# 3 flagship strategies to be launched in H2 2023

Yield

6<sup>th</sup> vintage of Direct Lending

European market leader

Attractive features and risk-adjusted returns

Active management

Capital preservation

Solid ESG engagement

Indicative target size

€4bn - €5bn

Yield

2<sup>nd</sup> vintage of Secondaries debt

Early mover

Solid sourcing capacity

High scalability potential

Strong diversification

Regular and stable returns

Indicative target size

\$0.7bn - \$1bn

Value-Add

2<sup>nd</sup> vintage of Private Equity  
Decarbonization

Pioneer in decarbonization with  
solid track record

Granular sourcing capability

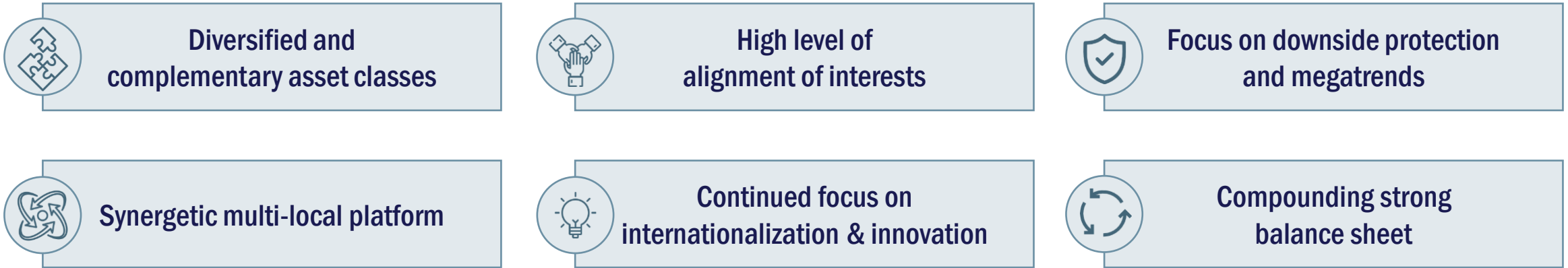
Highly selective investment process

Conservative entry multiples and  
use of leverage

Indicative target size

€2bn - €3bn

# Key differentiating strengths allowing us to keep delivering growth



## Confirmation of 2026 targets

**>€65bn**

2026 AM AuM

**>€250m**

2026 FRE

**Mid-teens**

Return on Equity by 2026

**05**

**Q&A SESSION**



# 06

## APPENDIX

# Deployment & realizations examples

## Private Debt



### Direct Lending

- Industry: MarTech Advisory
- Support Ardian's portfolio company Jakala's acquisition of FFW
- Transaction size: €50m



### Direct Lending

- Industry: provider of value-added connected terminals
- Dividend recap and refinancing
- Transaction size: €71m PIK bond
- Gross IRR: 14%, gross MOIC: 1.7x

## Real Assets



### Value-add Real Estate

- Asset: Prime hotel located in Paris
- Strategy to renovate, reposition and upgrade the hotel via a comprehensive capex program
- Transaction size: c.€120m
- Targeted gross IRR: >15%



### Sale & leaseback

- Asset: Acquisition of 51% of the share of a EDF Group leased portfolio
- Strategy to regearing leases with EDF group and selling land parcels with building rights
- Transaction size: c.€235m

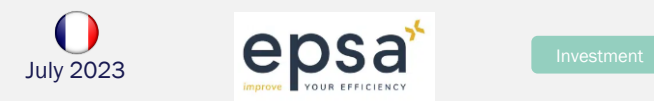
## Private Equity



### Private Equity Secondaries

- Industry: Renewables
- Supported Total Eren to accelerate its development
- Transaction size: €61.5m
- Gross IRR: 21%, gross MOIC: 2.0x

## Tactical Strategies



### Special Opportunities

- Industry: Business Services
- Financing to support a transforming build-up (AB&C) and active bolt-on M&A strategy
- Transaction size: €80m hybrid financing



# Complementary strategies focused on downside protection

## PRIVATE DEBT

- **Leadership position** in European mid-market
- **Focus on downside protection** with low leverage at portfolio companies' level
- **Strict credit documentation** with 100% of financings with covenant attached

## REAL ASSETS

- **Diversified** platform with granular mid-sized assets
- **High-quality** long-term tenants
- Embedded **hedge against inflation**
- Selective **value-add & change of uses** strategy
- **Prudent and targeted** investment approach

## PRIVATE EQUITY

- **Patient** capital and **active** management
- Disciplined investment on **value-creating megatrends**
- Thematics approach with **top-tier corporate partners**
- **Conservative** use of leverage

## CAPITAL MARKETS STRAT.

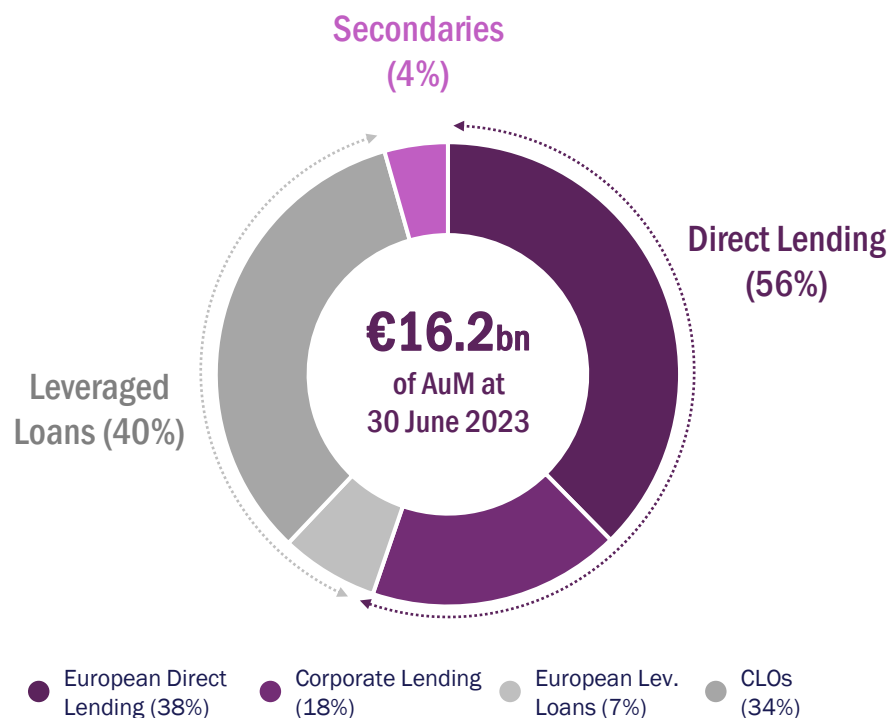
- **Conviction-based** management
- **Fundamental** investment approach
- **Disciplined** investment process

## TACTICAL STRATEGIES

- **Broad and flexible investment mandate** (multi-asset exposure and across capital structure)
- **Transversal** approach

# Solid track record in European mid-market lending

## Breakdown of Private Debt AuM



- Leadership position in European mid-market lending allowing for selective deal sourcing
- Attractive features and risk-adjusted returns thanks to floating rate instruments
- Focus on downside protection with low leverage at portfolio companies' level
- Strict credit documentation with 100% of financings with covenant attached
- Highly selective deployment

**15**

Years of experience and track record

**~20%**

Average EBITDA margins in portfolio companies<sup>(1)</sup>

**4.4x**

Average Debt/EBITDA at closing<sup>(2)</sup>

**0.0%**

Realized Loss Rate<sup>(3)</sup>

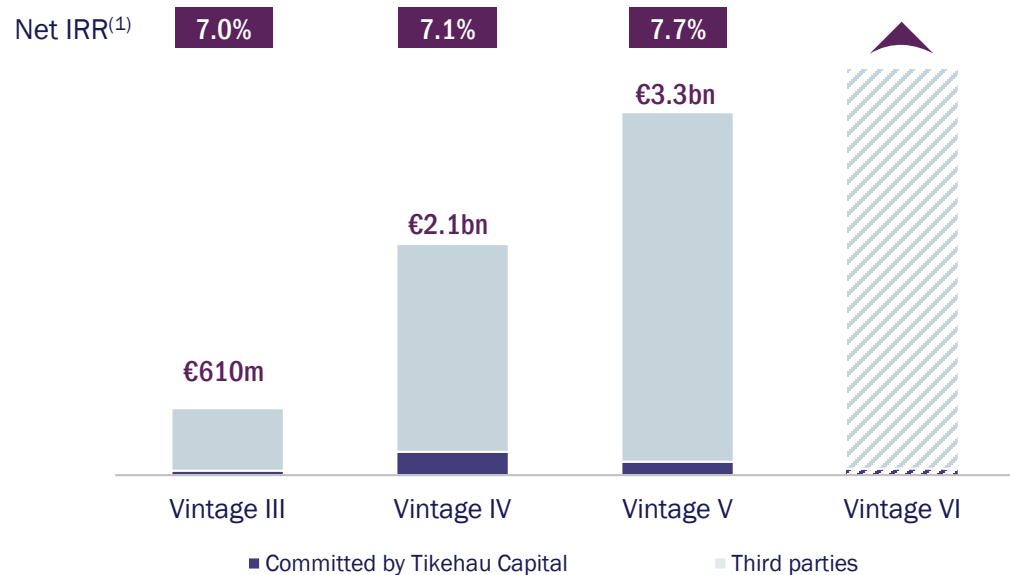
(1) Across Tikehau Capital's Direct Lending strategies at 30 June 2023

(2) For 5<sup>th</sup> vintage of Direct Lending strategy portfolio companies, average net leverage at closing, weighted by committed capital

(3) Across Tikehau Capital's Direct Lending strategies at 31 March 2023

# Solid performance track record in Private Debt (1/2)

## Direct Lending: from emerging to flagship strategy



## Private Debt Secondaries: future flagship in the making

- **Early mover** within the private debt secondaries space illustrating our innovation capabilities
- **Solid sourcing capacity** leveraging our long-standing credit expertise
- **Active portfolio management** supporting sustained growth trends for secondaries

Vintage V key metrics

**81%**

Deals where Tikehau Capital is sole or lead arranger

**86%**

Sponsored transactions

**100%**

Covenanted arranged unitranche

**c. \$1bn**

Total size of the strategy at 30 June 2023<sup>(2)</sup>

**19.9%**

Fund I net IRR

**29.6%**

Fund I gross IRR

Past performance is no guarantee of future results. Investing in private markets involves various risk factors including, but not limited to: potential total capital loss, liquidity constraints and lack of transparency. Issuance and redemption commissions are not included in the performance figures.

(1) As of 30 June 2023

(2) Including co-investments

# Solid performance track record in Private Debt (2/2)

## Direct Lending: from emerging to flagship strategy

€m	Vintage III	Vintage IV	Vintage V
Date of inception	Dec. 2014	Jul. 2017	Oct. 2020
Strategy size <sup>(1)</sup>	€610m	€2,100m	€3,300m
# of companies financed	30	48	53
Average invested amount	€22m	€30m	€34m
Average EBITDA	€24m	€33m	€28m
Sponsored transactions	92%	83%	86%
Tikehau Capital sole or Lead Arranger	76%	77%	81%
Covenanted arranged unitranche	100%	100%	100%
<b>Net leverage at closing</b>	<b>4.1x</b>	<b>4.7x</b>	<b>4.4x</b>
<b>Gross fund IRR</b>	<b>9.4%</b>	<b>9.5%</b>	<b>10.1%</b>
<b>Net fund IRR</b>	<b>7.0%</b>	<b>7.1%</b>	<b>7.7%</b>

## Private Debt Secondaries: future flagship in the making

€m	1 <sup>st</sup> vintage
Date of inception	Oct. 2020
Fund size	\$415m
# of funds / deals invested in	71 / 19
# of companies / instruments invested in	2,100 / 4,500+
<b>Gross fund IRR</b>	<b>29.6%</b>
<b>Net fund IRR</b>	<b>19.9%</b>

Past performance is no guarantee of future results. Investing in private markets involves various risk factors including, but not limited to: potential total capital loss, liquidity constraints and lack of transparency. Issuance and redemption commissions are not included in the performance figures. As of 30 June 2023

(1) Total size of the strategy, including flagship fund as well as co-investment mandates. The metrics displayed on the above table only relate to the flagship fund.

# A granular and diversified Real Assets platform

- Diversified platform composed of **granular** small-sized assets in **prime locations**
- High-quality long-term tenants
- Embedded **hedge against inflation** (rent indexation)
- **Prudent and targeted** investment approach, while taking advantage of **opportunities** offered by a dislocated market
- No liquidity mismatch

>8,500

Real Estate assets across portfolios

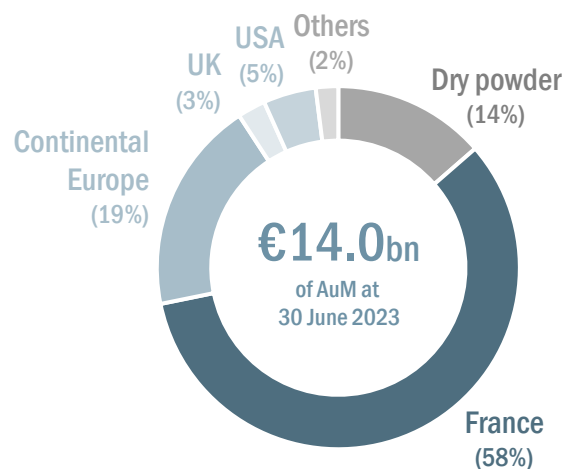
25%

Average LTV levels across portfolios

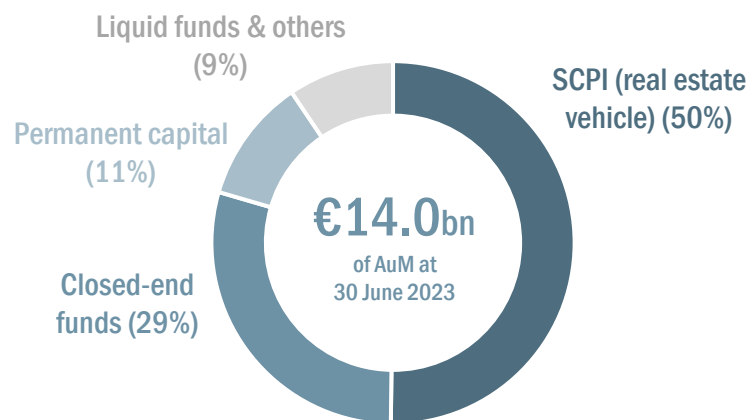
€2.2bn

Dry powder at 30 June 2023

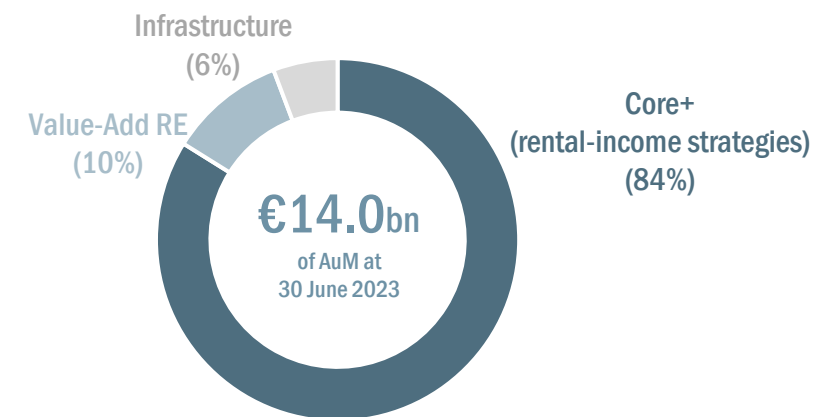
AuM breakdown by geography



AuM breakdown by vehicle type

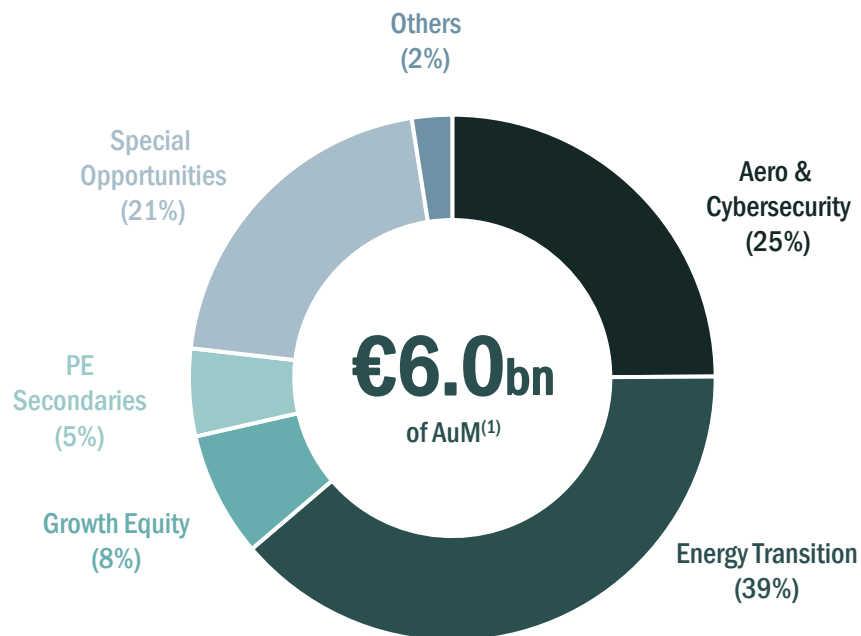


AuM breakdown by strategy



# Our value-creating approach in Private Equity & Special Opportunities

## Tikehau Capital Expertise



- Disciplined investment on value-creating megatrends
- Thematics approach with top-tier corporate partners
- Conservative use of leverage
- Patient capital and active management
- International and seasoned investment team

20%

Average EBITDA margins in portfolio companies<sup>(2)</sup>

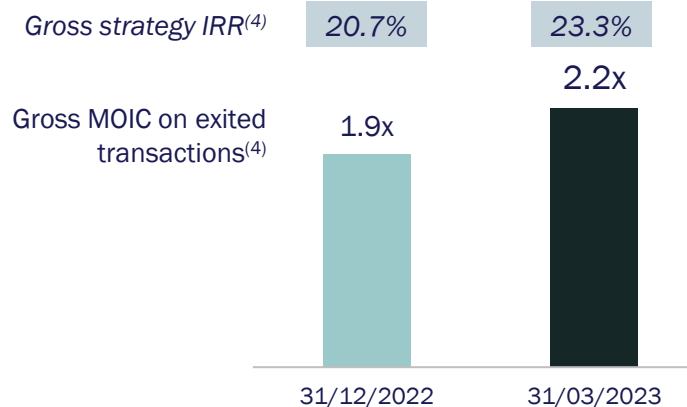
3.9x

Average leverage at portfolio companies level<sup>(2)</sup>

9.2x

Average EV/EBITDA entry multiple<sup>(3)</sup>

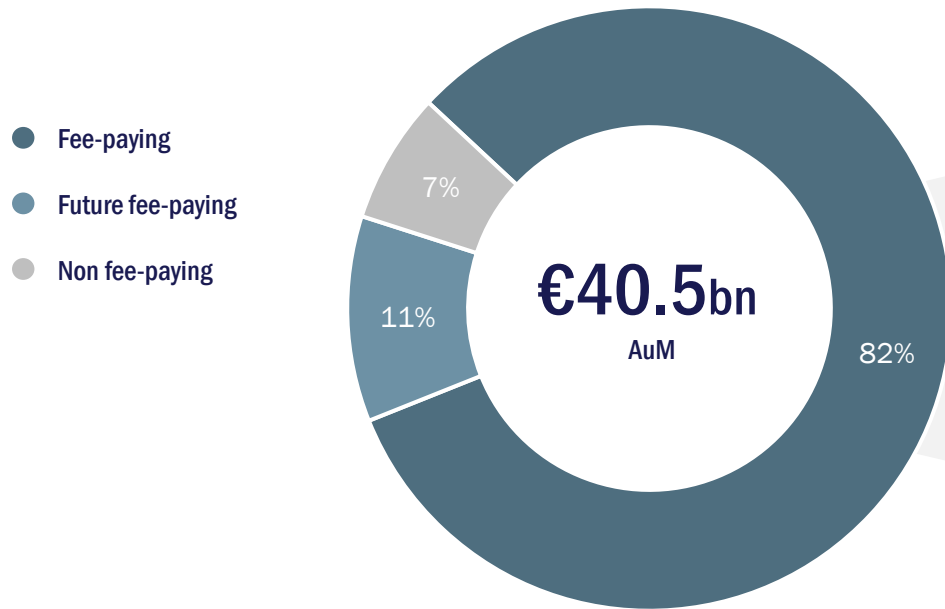
## PE decarbonization performance (€1.4bn)<sup>(5)</sup>



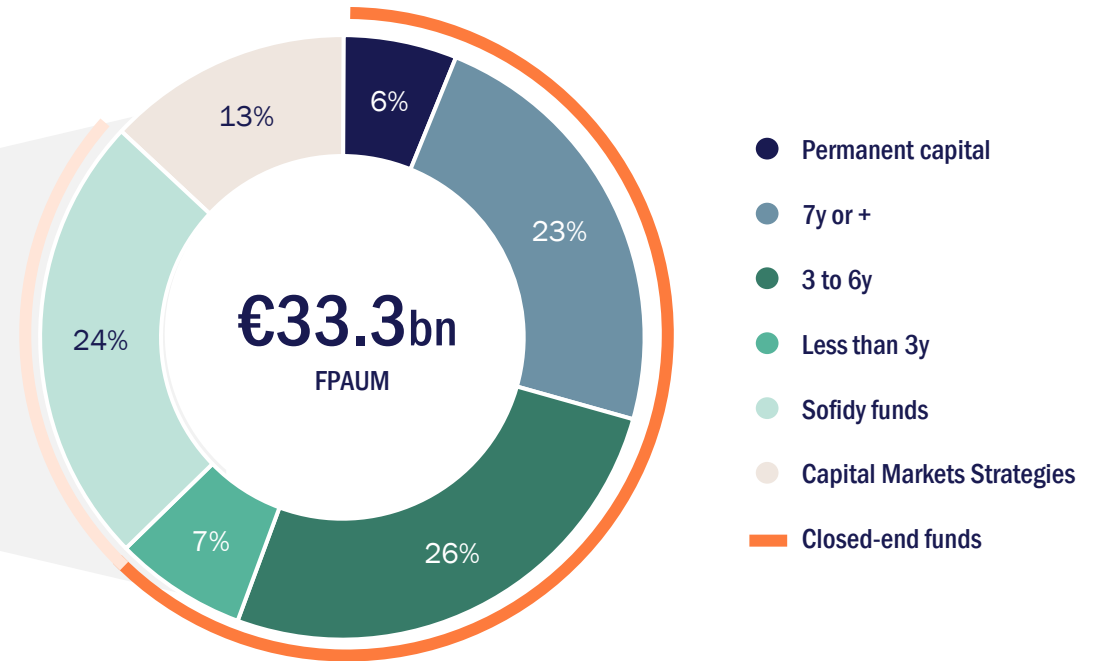
(1) At 30 June 2023; (2) Across Tikehau Capital's Private Equity strategies (growth equity, energy transition, aerospace and cybersecurity); (3) For Tikehau Capital's growth equity and energy transition strategies, (4) Gross IRR for the strategy and Gross MOIC for exited transactions, Net Strategy IRR of 10.4% and 14.3% respectively in 31 Dec. 2022 and 31 March 2023 for the Decarbonization strategy (5) Total size of the strategy including co-investments

# Fee-paying AuM analysis at 30 June 2023

AuM breakdown

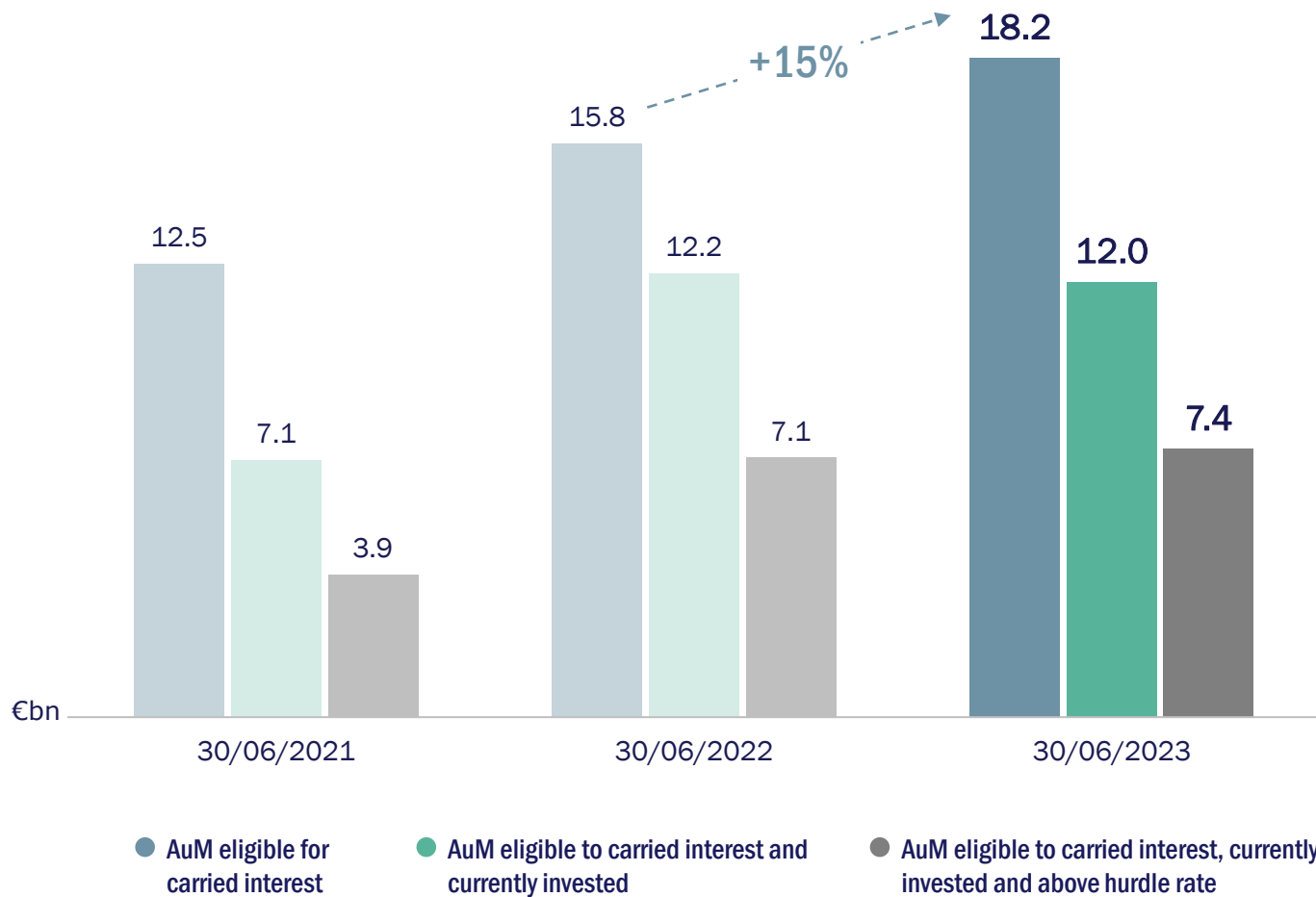


Fee-paying AuM by duration



**91%** of AuM in closed-end funds have durations above 3 years

# Performance-related earnings potential



**+15%**

AuM eligible to carried interest growth vs. H1 2022

**+3%**

AuM eligible to carried interest, currently invested and above hurdle rate growth yoy

## Tikehau Capital's approach to carried interest

Shareholder-friendly allocation

Cautious P&L recognition

Material mid-term profitability driver



# Fee-paying AuM and management fee rate by strategy

in €m	2019	2020	2021	2022	30 June 2023
Real Assets	7,775	8,925	10,188	11,207	11,660
Private Debt	6,727	7,269	9,670	12,255	13,396
Capital Markets Strategies	3,810	4,184	5,124	4,078	4,299
Private Equity	1,637	2,866	3,383	3,877	3,979
<b>Total fee-paying AuM</b>	<b>19,949</b>	<b>23,245</b>	<b>28,366</b>	<b>31,418</b>	<b>33,334</b>

in bps	2019	2020	2021	2022	LTM 30 June 2023
Real Assets	110	96	111	108	107
Private Debt	75	76	84	91	86
Capital Markets Strategies	53	60	53	45	50
Private Equity	>150	>150	>150	>150	>150
<b>Management fees<sup>(2)</sup></b>	<b>92</b>	<b>92</b>	<b>102</b>	<b>98</b>	<b>97</b>
Performance-related fees	5	3	7	4	3
<b>Total weighted average fee-rate<sup>(3)</sup></b>	<b>97</b>	<b>95</b>	<b>108</b>	<b>102</b>	<b>100</b>

(1) Proforma the acquisitions of Sofidy and Ace Capital Partners

(2) AM fees include management fees, subscription fees, arrangement fees and other revenues, net of distribution fees

(3) Implied fee rates are calculated based on average fee-paying AuM

# Portfolio revenues breakdown

in €m	30-Jun-2022	30-Jun-2023
TKO funds	116.9	84.8
SPACs	1.5	(3.1)
Investments alongside TKO funds	13.2	2.8
<b>TKO strategies</b>	<b>131.7</b>	<b>84.5</b>
Ecosystem investments	126.1	2.4
Other direct investments	16.9	(2.9)
<b>Ecosystem and direct investments</b>	<b>143.0</b>	<b>(0.4)</b>
<b>Total portfolio revenues</b>	<b>274.7</b>	<b>84.1</b>

in €m	30-Jun-2022	30-Jun-2023
Dividends, coupons & distributions	78.7	82.2
Realized change in fair value	(0.3)	0.0
<b>Realized portfolio revenues</b>	<b>78.4</b>	<b>82.2</b>
<b>Unrealized portfolio revenues</b>	<b>196.2</b>	<b>1.9</b>
<b>Total portfolio revenues</b>	<b>274.7</b>	<b>84.1</b>

# AuM evolution

LTM evolution In €m	AuM at 30-06-2022	Net new money	Distri- butions	Market effects	Change in scope	AuM at 30-06-2023
Private Debt	13,412	+3,593	(931)	+130	-	16,205
Real Assets	13,223	+1,633	(476)	(392)	-	13,985
Capital Markets Strategies	4,535	(286)	(6)	+111	(32)	4,323
Private Equity	4,461	+1,534	(354)	+353	-	5,993
<b>Total Asset Management</b>	<b>35,631</b>	<b>+6,473</b>	<b>(1,767)</b>	<b>+202</b>	<b>(32)</b>	<b>40,506</b>

YTD evolution In €m	AuM at 31-12-2022	Net new money	Distri- Butions	Market Effects	Change in scope	AuM at 30-06-2023
Private Debt	14,793	+1,758	(465)	+119	-	16,205
Real Assets	13,739	+698	(241)	(211)	-	13,985
Capital Markets Strategies	4,146	+108	(6)	+106	(32)	4,323
Private Equity	5,162	+722	(150)	+258	-	5,993
<b>Total Asset Management</b>	<b>37,841</b>	<b>+3,287</b>	<b>(862)</b>	<b>+272</b>	<b>(32)</b>	<b>40,506</b>

# Our Investment portfolio is 78% exposed to our own asset management strategies

