



TIKEHAU CAPITAL
FY 2018 RESULTS

21 MARCH 2019



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"IRR" represents the aggregate, compound, annualized internal rate of return calculated on the basis of cash flows to and from all investors, but disregarding carried interest, management fees, taxes and organizational expenses payable by

investors, which will reduce returns and, in the aggregate, are expected to be substantial.

Calculations of Gross Return at the investment level use the date of the relevant investment without regard to whether the investment was initially funded by investor contributions or by borrowings under a revolving credit facility to be subsequently repaid with investor contributions.

Calculations of Gross Return at the fund level use the scheduled date of contribution by fund investors to the fund for the relevant investments. For funds that borrow on a temporary basis prior to calling capital, if calculations of Gross Return at the fund level used the dates of each investment rather than the dates of each contribution by fund investors, the Gross Return may be lower since internal rate of return calculations are time-weighted and the relevant calculations would incorporate longer periods of time during which capital is deployed.

There is no guarantee any of the companies acquired will reach their IRR targets. There can be no assurance that investment objectives or investments made by Fund will be successful.

Targeted investments are based on generally prevailing industry conditions. Adverse economic, regulatory and market conditions could negatively impact our business assumptions.





TABLE OF CONTENTS


1	FY 2018 highlights	P. 6
2	Business review	P. 11
3	Financial review	P. 29
4	Strategic outlook	P. 46

EXECUTIVE SUMMARY

Strong growth momentum in 2018 for Tikehau Capital

- **€22.0bn of Assets under Management as at 31 December 2018**, up +59% in total vs 31 December 2017 and +20% excluding acquisitions
- **Rebalancing of the Group's business** mix well under way, in particular with the strategic acquisitions of Sofidy in Real Estate and ACE Management in Private Equity
- **+25% increase** in Asset Management net operating profit versus 2017
- **Investment activities' net operating profit at €(113.1)m and net profit Group share at €(107.4m)**, affected by non-cash impacts linked to adverse changes in the value of certain listed assets
- **BBB-/Stable outlook credit rating** assigned by Fitch Ratings in January 2019, reflecting the Group's robust financial situation
- **Proposed dividend of €0.25 per share**
- **New guidance for Assets under Management and operating profit from asset management activities for 2022**





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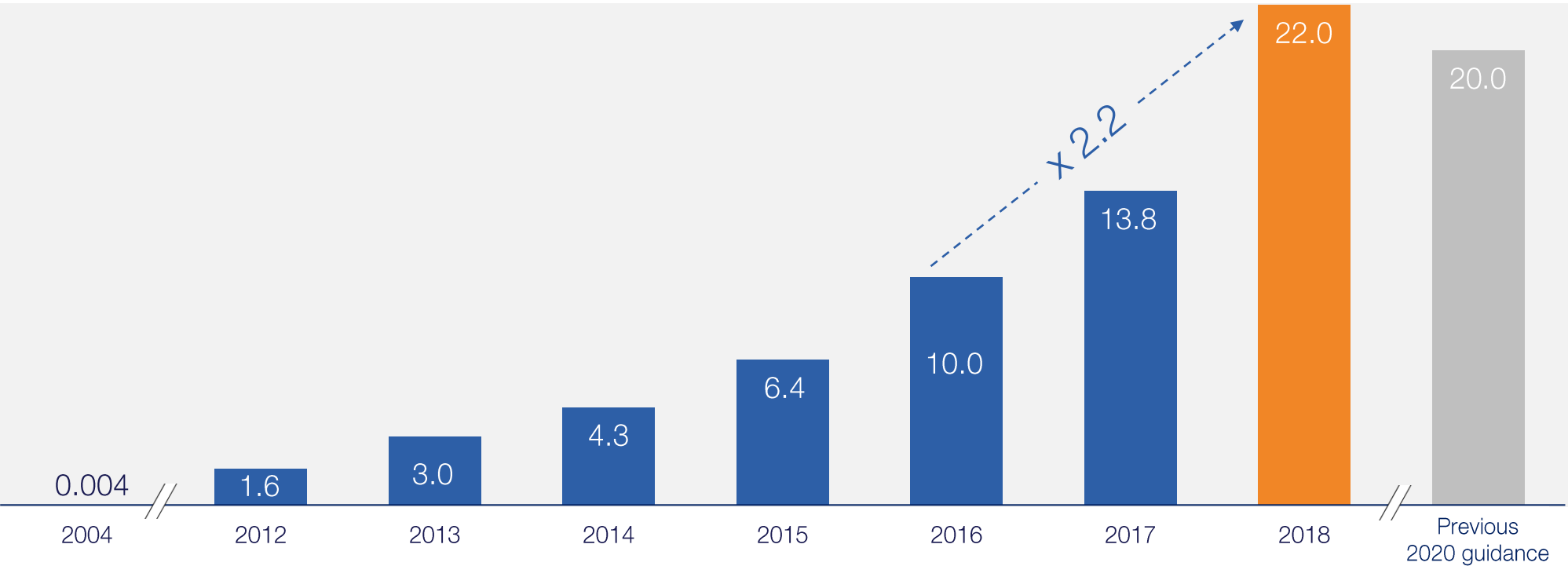
FY 2018 highlights



TOTAL GROUP AUM MORE THAN DOUBLED IN 2 YEARS

Initial 2020 AuM guidance surpassed in 2018

Total Assets under Management in €bn



TIKEHAU CAPITAL DELIVERS ON ITS OBJECTIVES

2018 achievements fully consistent with our strategy

2017-2020 ambition

Continue expansion to become a leading alternative asset manager

Strategic objectives set at the IPO

INCREASE
OUR FOOTPRINT



- Acceleration of investor base's internationalisation, with international surpassing domestic fundraising in 2018
- Ramp-up of international offices, and opening of the New York office

ENHANCE
OUR POSITIONNING



- Strategic partnerships to enlarge our product offering (DWS, Groupama)
- Increased investment in our AM platform
- Strategic acquisitions to reinforce our positioning on key strategies

REBALANCE
OUR BUSINESS MIX



- Launch of new Real Estate and first-time Private Equity funds, on top of strategic acquisitions in these fields
- Solid fundraising momentum in Direct Lending
- +25% growth in Asset Management operating profit

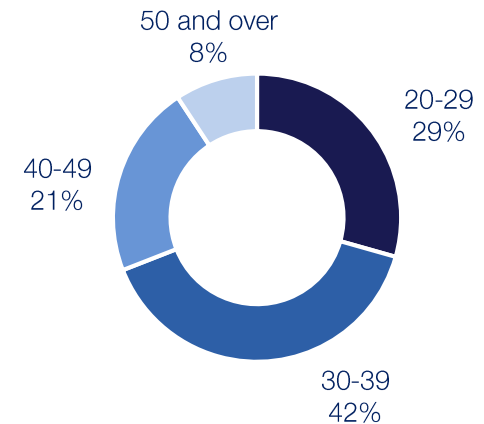


HUMAN CAPITAL

Experienced and diversified teams

- A growing experienced team
 - >430 FTEs at year-end, including Sofidy and ACE Management
 - Average experience of around 12 years
- A diversified team to support innovation and growth
 - Gender-balanced teams
 - ~70% of staff below 40 years old
 - 25 nationalities throughout Europe, Asia and the US
- Strong experienced backbone, reinforced by senior hires in 2018
- Performance shares granted to employees to incentivize and create alignment of interests

FTEs by age



DIVIDEND

Dividend proposition for an atypical year

- Tikehau Capital proposes a dividend of €0.25 per share for the year 2018
 - Distribution of a dividend for 2018 in spite of a negative net result Group share for the year, due to non-cash mark-to-market effects
 - The Group remains committed and on track to keep creating long-term shareholder value

- Dividend calendar for the year 2018
 - Detached from the share on 24 May 2019

 - Paid on 28 May 2019



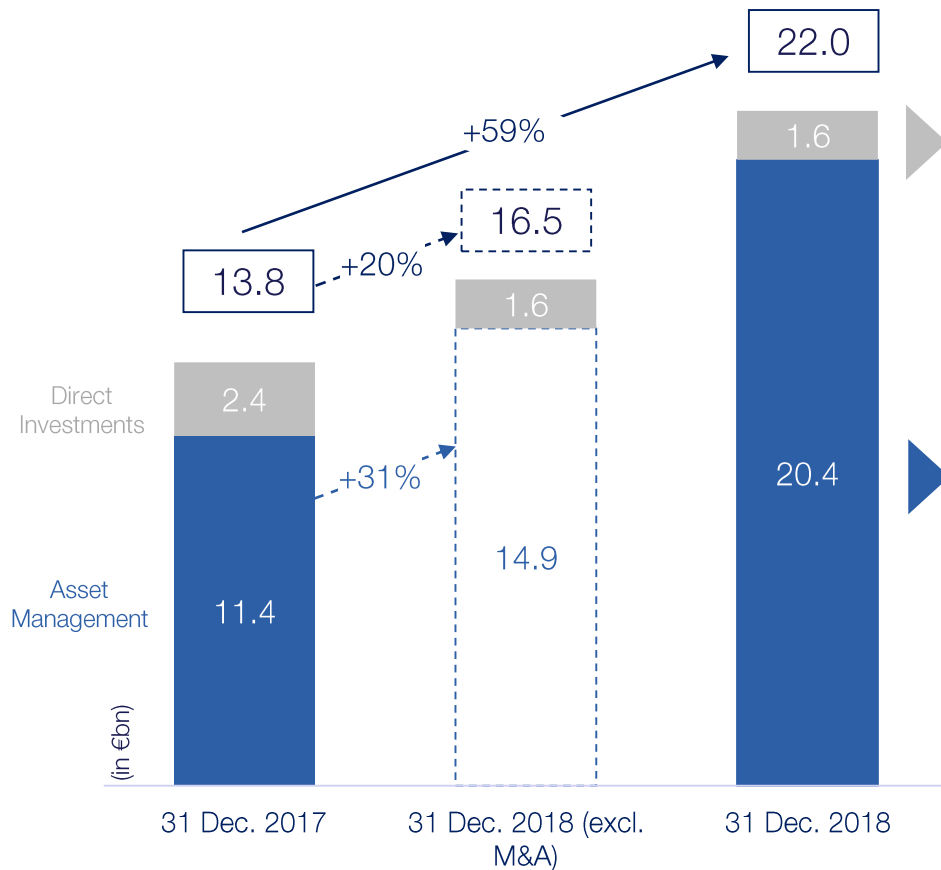
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Business review



AUM EVOLUTION IN 2018

Very strong momentum for Asset Management



+€8.2bn
+59%

Total AuM growth in 2018

+€2.7bn
+20%

growth excluding acquisitions

Direct Investments

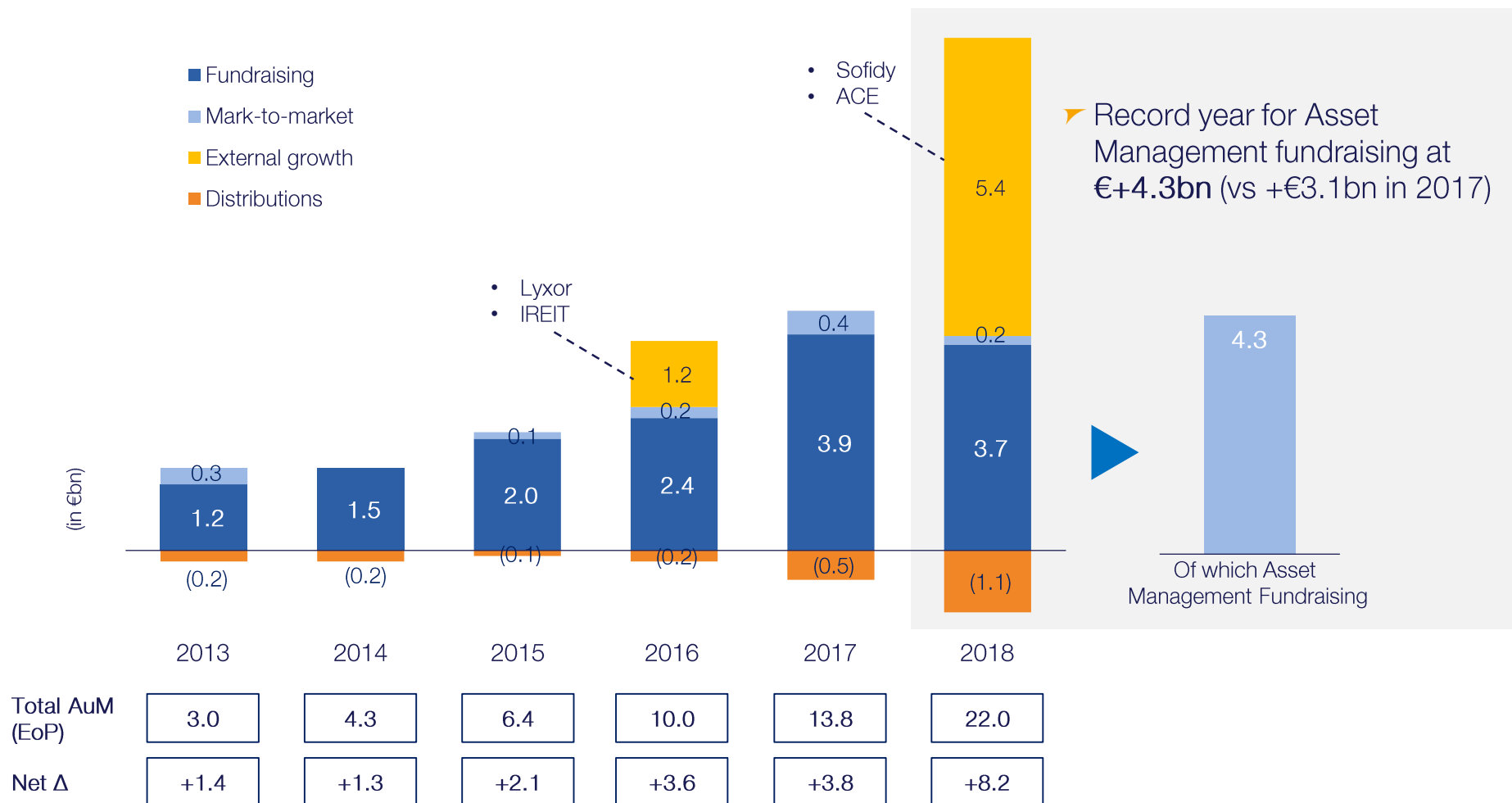
- Change mainly reflects the commitments made by Tikehau Capital in the Group's funds launched during the year
- Confirms the implementation of the Group's strategy to align its interests with its clients'

Asset Management

- +€9.0bn increase in 2018 (+79%), driven by strong fundraising and strategic acquisitions
- Excluding acquisitions, very solid organic growth of +€3.5bn, or +31%, thanks to strong fundraising momentum

STRONG FUNDRAISING IN 2018

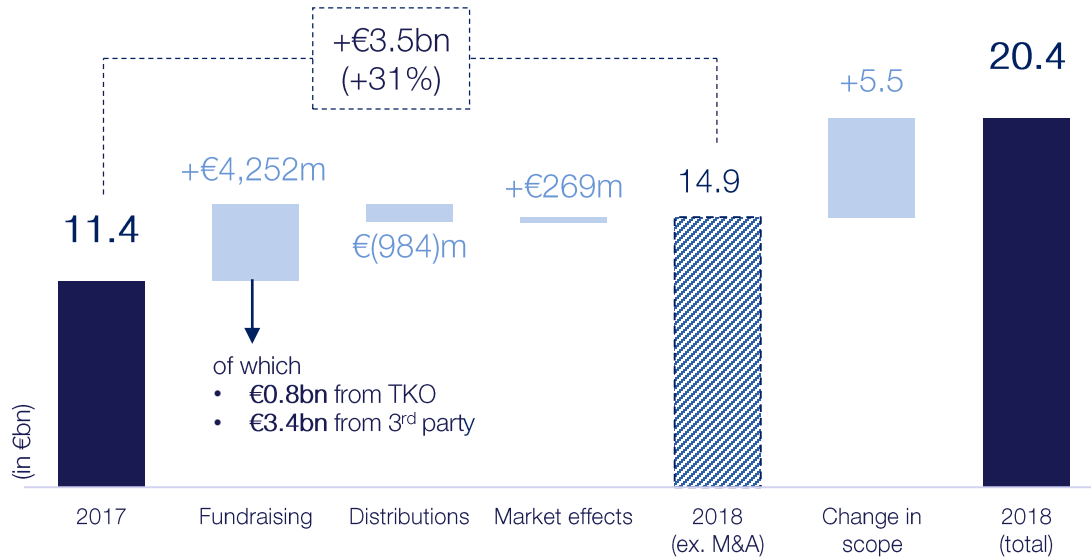
AuM increase driven by and sustained fundraising and external growth



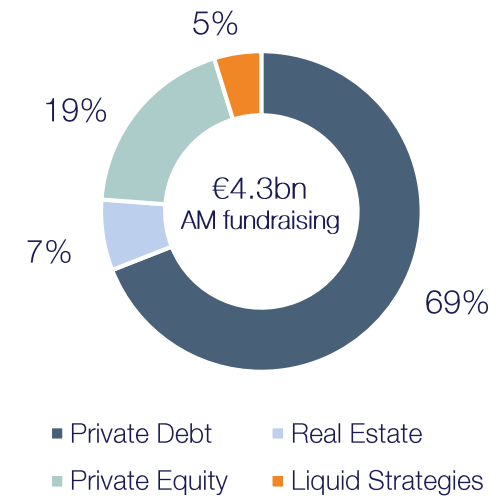
FOCUS ON ASSET MANAGEMENT AUM

Record level of fundraising in 2018, driven by Private Debt

Evolution of Asset Management AuM (€bn)



Asset Management fundraising by business line

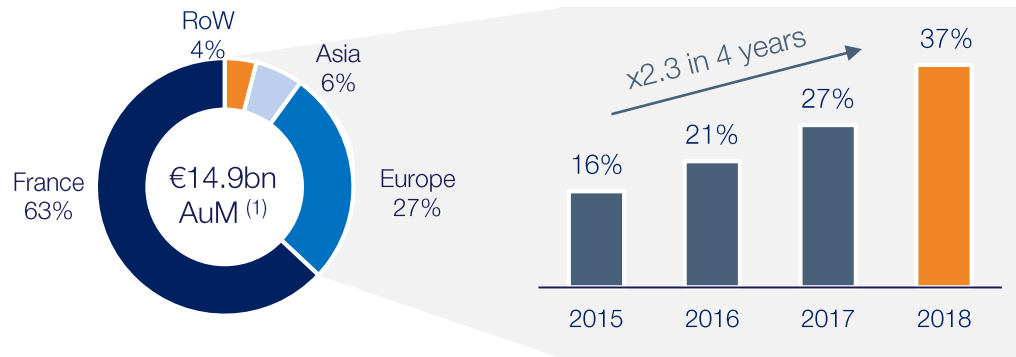


- Very strong €4.3bn fundraising in 2018 for Asset Management (excl. acquisitions)
- Positive contribution from all strategies, with Private Debt leading the way
- Distributions mainly linked to Private Debt and Real Estate funds
- Asset Management activities reinforced by two strategic acquisitions (Sofidy and ACE Management)

ASSET MANAGEMENT INVESTOR BASE

Strong internationalisation of investor base (at constant perimeter)

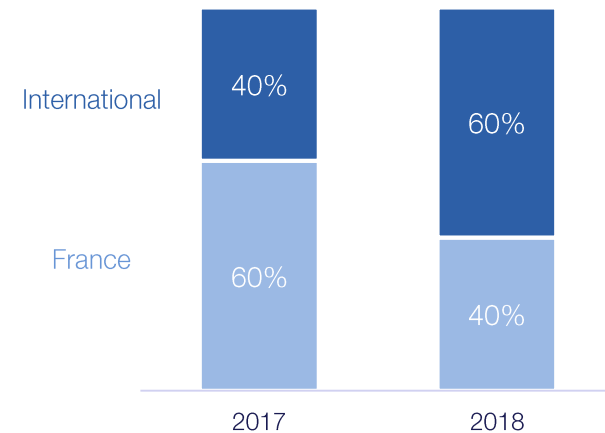
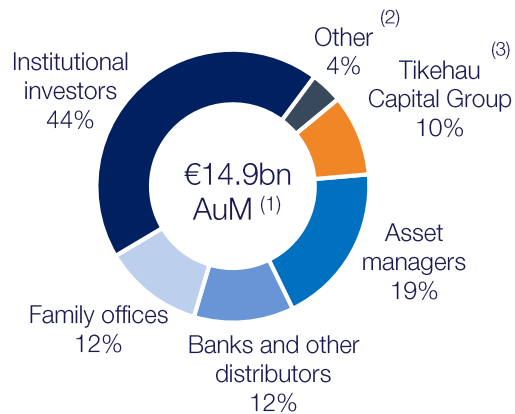
Expansion of international investor base in 2018



2018 3rd party fundraising by origin

- 60% of the 3rd party Asset Management fundraising in 2018 came from international clients
- Fundraising from international investors exceeds fundraising from French-based clients for the first time

Diversified investor base at end-2018



(1) AM AuM at constant perimeter, excluding Sofidy and ACE Management

(2) Including corporate groups, funds of funds and foundations

(3) Including commitments by Tikehau Capital and its subsidiaries



TIKEHAU CAPITAL DEPLOYMENT

Screenings and execution in 2018 show maintained high selectivity

Private Debt team ⁽¹⁾



Real Estate team



Private Equity team ⁽²⁾



- An increasing strong domestic and international deal-flow
- A strict investment discipline maintained in 2018 across all business lines, leading to carefully selected deals

(1) Only relates to Direct Lending activities

(2) Excluding 22 direct investments deals in 2018 (25 in 2017)

2018 Private Equity figures include TKS which accounted for 93 screened deals, 9 deals with staffing and 6 deals closed



RESPONSIBLE INVESTOR APPROACH

Environmental, social and governance criteria ("ESG") integration

ESG by design



- Regular trainings of all teams including climate issues
- First reporting at Group level considering TCFD¹ recommendations

ESG Committee



- 8 cases studied in 2018 leading to 2 unpursued opportunities, exclusions of thermal coal and tobacco²

ESG Convictions



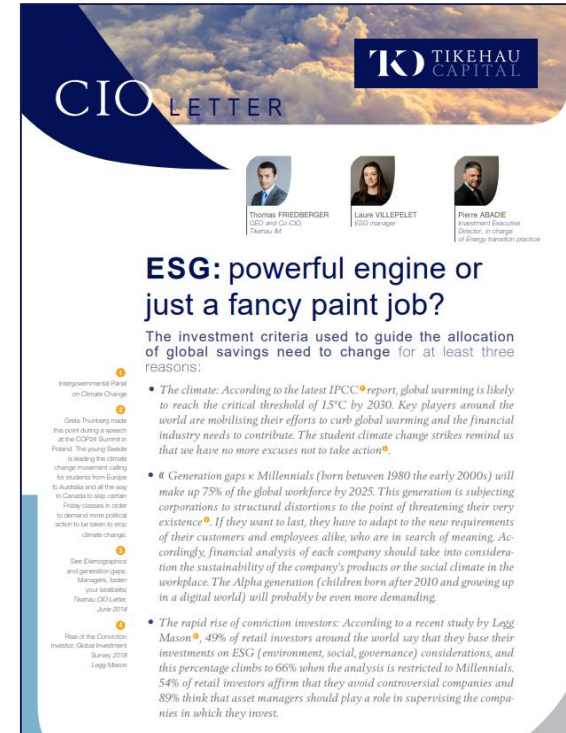
- Development of T2 Energy Transition impact framework with a focus on contribution to the UN SDGs³

ESG Clauses



- Inclusion of ESG clauses in legal documentation where possible
 - Publication of Tikehau ESG clause within the UN PRI⁴ private debt report

Increasing ESG communication



(1) Task Force on Climate Related Financial Disclosures (TCFD)

(2) For issuers deriving more than 30% of their revenues from thermal coal (mining, trading and power production) and tobacco (farming and manufacturing). Moreover, Group exclusions on controversial weapons and adult entertainment are also applicable.

(3) United Nations Sustainable Development Goals (UN SDGs)

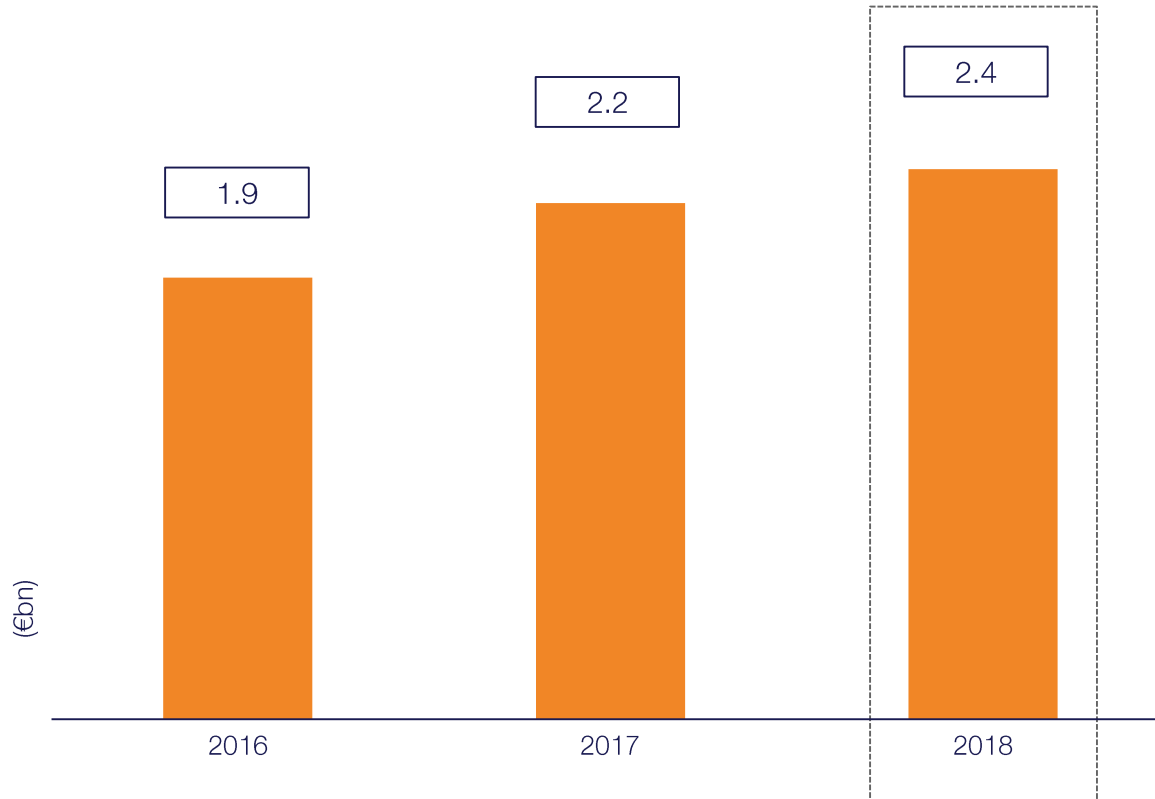
(4) United Nations Principles for Responsible Investment (UN PRI), 2018 report "Spotlight on responsible investment in private debt"



FUND DEPLOYMENT

Solid deployment maintained in closed-ended funds, with high level of selectivity

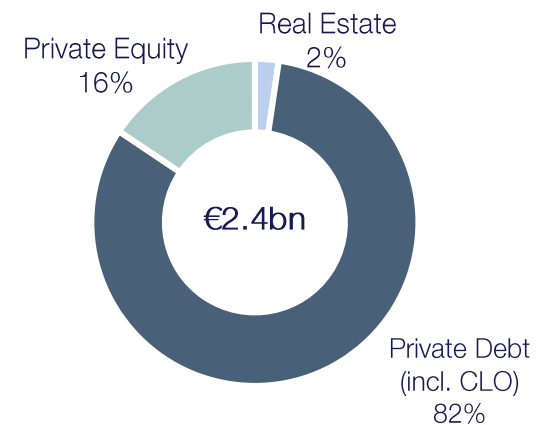
Total deployments by Tikehau Capital's closed-ended funds



(1) Excluding CLOs

- €2.4bn invested in 2018 on closed-ended funds
- 179 companies financed (Private Debt¹ and Private Equity) in 2018
- A variety of financing solutions provided (private debt, equity, structured products, crowdfunding, etc.)

Investments by business line



SNAPSHOT ON OUR BUSINESS LINES



2018 HIGHLIGHTS

- **€22.0bn Group AuM** as at 31 December 2018, up +59% over the last twelve months
- **Strong organic growth** during the year (+€2.7bn), with continued strong momentum in Private Debt, new funds launched in Real Estate and Private Equity, solid resistance from Liquid Strategies in spite of a tough year-end for the markets
- **Strategic acquisitions** of Sofidy (€5.1bn) and ACE Management (€0.4bn) further contribute to rebalance the Group's business mix

BUSINESS LINE UPDATE

€8.3bn

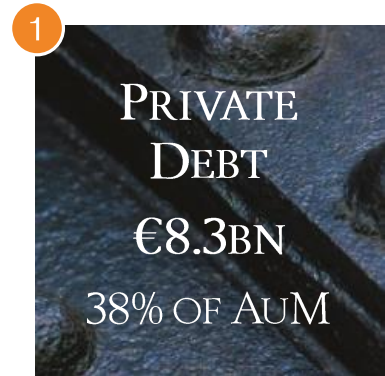
AuM at 31 December 2018

+39%

AuM growth in 2018

+€2.9bn

fundraising in 2018



Investment universe

- Across the capital structure
 - Senior loans, stretched senior, unitranche, mezzanine, preferred equity
- All sectors in Europe
- Target size
 - Revenues (€30m - €2bn)
 - Value (€50m - €1bn)

Differentiation factors

- A team of 50+ professionals
- A pioneer in alternative financing
- Strong partnerships with private equity funds & banks
- Innovative & flexible structuring capabilities

2018 Highlights

- Favourable momentum across 2018 for the 4th vintage of Direct Lending funds, which reached a record of €2.1bn total AuM in February 2019
- Launch of NOVO 2018, with €0.2bn AuM
- CLO IV completed for €0.4m, bringing the total AuM for this activity at €1.8bn at end-December
- Continued fundraising of TSL III
- Several dedicated private debt mandates signed during 2018
- Strong deal flow



BUSINESS LINE UPDATE

Areas of expertise in Private Debt

PRIVATE DEBT

Private debt platform

Direct Lending
AuM of €4.2bn ⁽¹⁾

Leveraged Loans
AuM of €4.1bn ⁽¹⁾

European
Direct Lending

Corporate Direct lending
to French SMEs

European
Leveraged loans

CLOs

Core European Direct Lending funds:

- Tikehau Direct Lending III
- Tikehau Preferred Capital
- Tikehau Direct Lending IV / 4L

Core Corporate Lending funds:

- **NOVO 2**
- **NOVI 1**

Core European Leveraged Loans funds:

- Tikehau Corporate Leveraged Loan
- Tikehau Senior Loan II
- Tikehau Senior Loan III

CLOs:

- Four CLOs completed

(1) As at 31.12.2018



FY 2018 RESULTS PRESENTATION
Tikehau Capital

2018 CASE STUDIES

Examples of European mid-market direct lending deals arranged by Tikehau Capital

PRIVATE DEBT



Altafit – July 2018



- Leading low-cost fitness group in Spain with 43 clubs.
- €32 million first-ranking financing arranged, with 7-year maturity, within our 4th vintage of Direct Lending Funds
- Purpose: accompany a private equity player in the tie-up between Altafit and iFitnessGroup, to create a major player on the Spanish low-cost fitness club market



Coyote – October 2018



- Pioneer and leader in developing community-based driving assistance solutions in France and Benelux
- Arrangement of a 5-year first-ranking unitranche financing, within our 4th vintage of Direct Lending Funds
- Purpose: debt refinancing, international development strategy and boost expansion in the B2B market following an acquisition in 2018



Momenta – October 2018



- Leading supplier of highly qualified temporary staff in the financial services sector in the UK, Australia and North America.
- Arrangement of a 5-year first-ranking unitranche financing, within our 4th vintage of Direct Lending Funds
- Purpose : consolidation of shareholding structure and bolster international development
- First-ever private deal in the UK for Tikehau Capital

BUSINESS LINE UPDATE

€7.6bn

AuM at 31 December 2018
(including Sofidy)

€2.5bn

AuM at 31 December 2018
(excluding Sofidy)

+11%

AuM growth in 2018
(excluding Sofidy)

+€0.3bn

Fundraising in 2018
(excluding Sofidy)



Investment universe

- Core + and Value-add strategies across Europe and all real estate asset classes (shopping centres, retail, offices, logistics, etc.)
- Opportunities with strong potential for value creation/ asset Conversion
- Mixed uses redevelopments

Differentiation factors

- 20 professionals + 148 professionals at Sofidy
- Innovative & flexible approach
- Long-standing track record
- Tailor-made financing capabilities

2018 Highlights

- Launch of Tikehau Capital's first value-add real estate discretionary fund in H1 2018, with first closing at €300m
- Escoffier park (TLP I fund) sold to Bouygues/ Tikehau fund joint venture for €170m in October 2018
- Acquisition of Sofidy (€5.1bn of AuM) in December 2018, a leading independent player in the real estate management landscape in France and Europe



CASE STUDY

Combination of successful fund performance and promising reinvestment

REAL ESTATE



Escoffier warehouses – June 2018

- Sale to Bouygues Immobilier of an asset comprising 28,840 m2 of warehouse units acquired in July 2016 by a fund managed by Tikehau IM.
- First stage of a major urban site renewal programme under the *Inventing the Grand Paris Metropolitan Area* request for proposals
- Creation of a 50-50 JV with Bouygues Immobilier to continue developing a 195,000 m2 joint project.
- This is the first deal done by the new Real Estate discretionary fund launched by Tikehau Capital in 2018



FOCUS ON SOFIDY

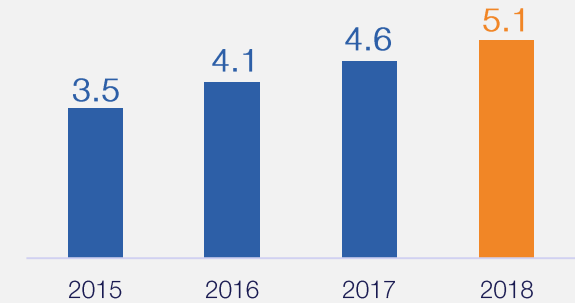
With €5.1bn of AuM, Sofidy is a leading real estate AM company



Business & Investment universe

- A leading independent real estate asset manager in France
- Specialized in retail and offices, invested at 82% in France
- National footprint with offices in Paris, Lyon, Bordeaux, Aix-en-Provence and Nantes
- Invests mainly in small assets (below €10m per asset) and manages more than 4,100 assets
- Distributes most of its products through SCPI to retail investors directly to more than 50k+ private individuals and indirectly through insurers

Historical AuM evolution (€bn)



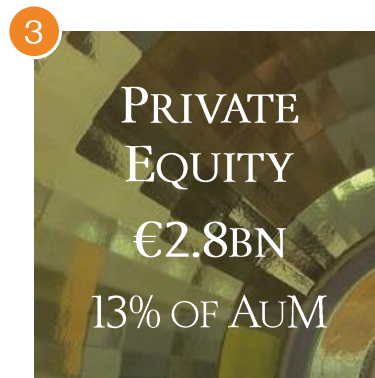
Key offer

	IMMORENTE	EFMO1	SOFIPIERRE	IMMORENTE2	SELECTIRENTE
Strategy	Retail properties Largest cap.	Offices properties	Retail & shopping areas	Retail Prime	Retail properties
Creation date	1988	1987	1999	2011	1997
Yield 2018 (%)	4.70%	5.06%	4.71%	2.90%	+4% NAV on FY18

Transaction summary

- Strong complementarities with Tikehau Capital
- Acquisition announced in September and closed in December 2018
- Equity value of €220m:
 - €120m of EV
 - ~€100m of net cash and net financial assets
- 100% ownership by Tikehau Capital

BUSINESS LINE UPDATE



€2.8bn

AuM at 31 December 2018

€1.2bn in Asset Management

€1.6bn in Direct Investments

Investment universe

- Non-listed companies with growing and profitable fundamentals in Western Europe
- Minority investments, cash out, recap, spin-offs
- Invest at inflection point: expanding and scaling operations, entering new markets, etc.
- Promising verticals (Energy Transition, Aeronautics / Defence, Med-Tech)

Differentiation factors

- 20 professionals + 13 professionals at ACE Management
- Investment as a minority shareholder alongside entrepreneurs and founding families
- Pragmatic approach and entrepreneurial DNA
- Long-term and flexible investment maturity

2018 Highlights

- **Asset Management:** successful launch of PE strategies
 - Growth equity fund, with first investments already done
 - Fund dedicated to energy transition, alongside Total: €350m first closing announced in December 2018
 - Acquisition of ACE Management, asset management company specialising in the aerospace, defence and cyber-security sectors (€0.4bn of AuM)

- **Direct Investments:**
 - Increased co-investments in Tikehau Capital funds, as per Group's strategy

2018 CASE STUDIES

Growth equity fund and energy transition fund already at work

PRIVATE EQUITY



Nextteam – July 2018

- Nextteam is a French aerospace supplier, specialized in hard metal parts. Nextteam employs 900 FTEs in France, Poland and Romania across 8 operating sites, and generates ~150m in revenues
- €114m invested by Tikehau Capital's growth equity fund and NOVI Investissement
- 2 months after the transaction, Nextteam almost doubled its size through the acquisition of aeronautics supplier Mecafi to consolidate its position in the aviation supply chain



GreenYellow – October 2018

- Founded in 2007, GreenYellow offers unique solutions in the emerging field of energy transition. The Group employs more than 260 employees and has a presence in France, Latin America, Africa and Asia.
- Joint investment of €150m by Tikehau Capital's energy transition fund (launched in 2018 in partnership with Total SA) and BPI France, through a capital increase
- This investment aims at supporting the international expansion of GreenYellow, which is positioned on a fast-growing promising market

BUSINESS LINE UPDATE

€3.3bn

AuM at 31 December 2018

+5%

AuM growth in 2018

+€0.2bn

fundraising in 2018



Investment universe

- High yield, investment grade corporates and subordinated financials
- Primarily pan-European credit and Asian credit
- Value-quality and special situations equity stocks on pan-European and US markets

Differentiation factors

- 15+ professionals in credit and equity strategies (Investment and Research)
- UCITS funds
- Conviction-based management, benchmark-free approach
- Fundamental investment approach and disciplined investment process

2018 Highlights

- AuM are up +€0.1 billion (+5%) over the year, despite particularly difficult market conditions at the end of 2018
- Despite this broader context, the performance of the funds remained solid in 2018 compared to peers, particularly for the diversified fund InCA (Tikehau Income Cross Assets)



3

Financial review

SIMPLIFIED P&L

FY1 2018 net loss reflects adverse impacts from mark-to-market valuation of some investments

	in €m	2018	2017	Δ 18/17
Asset Management activities	AM revenues	75.2	57.9	+17.3
	Operating costs	(55.2)	(41.9)	(13.3)
	AM net operating profit	20.0	16.0	+4.0
Investment activities	Investments revenues	(39.8) ⁽²⁾	387.3	(427.1)
	Operating costs ⁽¹⁾	(74.5)	(40.0)	(34.5)
	Net results with associates	1.3	(0.1)	+1.3
	Investments net operating profit	(113.1)	347.2	(460.3)
Group	Financial interest	(23.8)	(28.2)	+4.4
	Non-current share-based payments ⁽³⁾	(5.7)	-	(5.7)
	Tax	15.2	(19.0)	+34.3
	Minority interests	-	(1.6)	+1.6
	Net profit - Group share	(107.4)	314.4	(421.7)

(1) Investment activities' operating costs include the compensation of Tikehau Capital General Partner, as per the by laws, for €59.9m in 2018 and €26.8m in 2017

(2) Including negative fair-value adjustments for €(109.6)m, mainly linked to Eurazeo and DWS

(3) Non-current share-based payments refer mainly to free shares plan charges (IFRS 2) including social charges of 1 December 2017 plans, which followed the IPO process



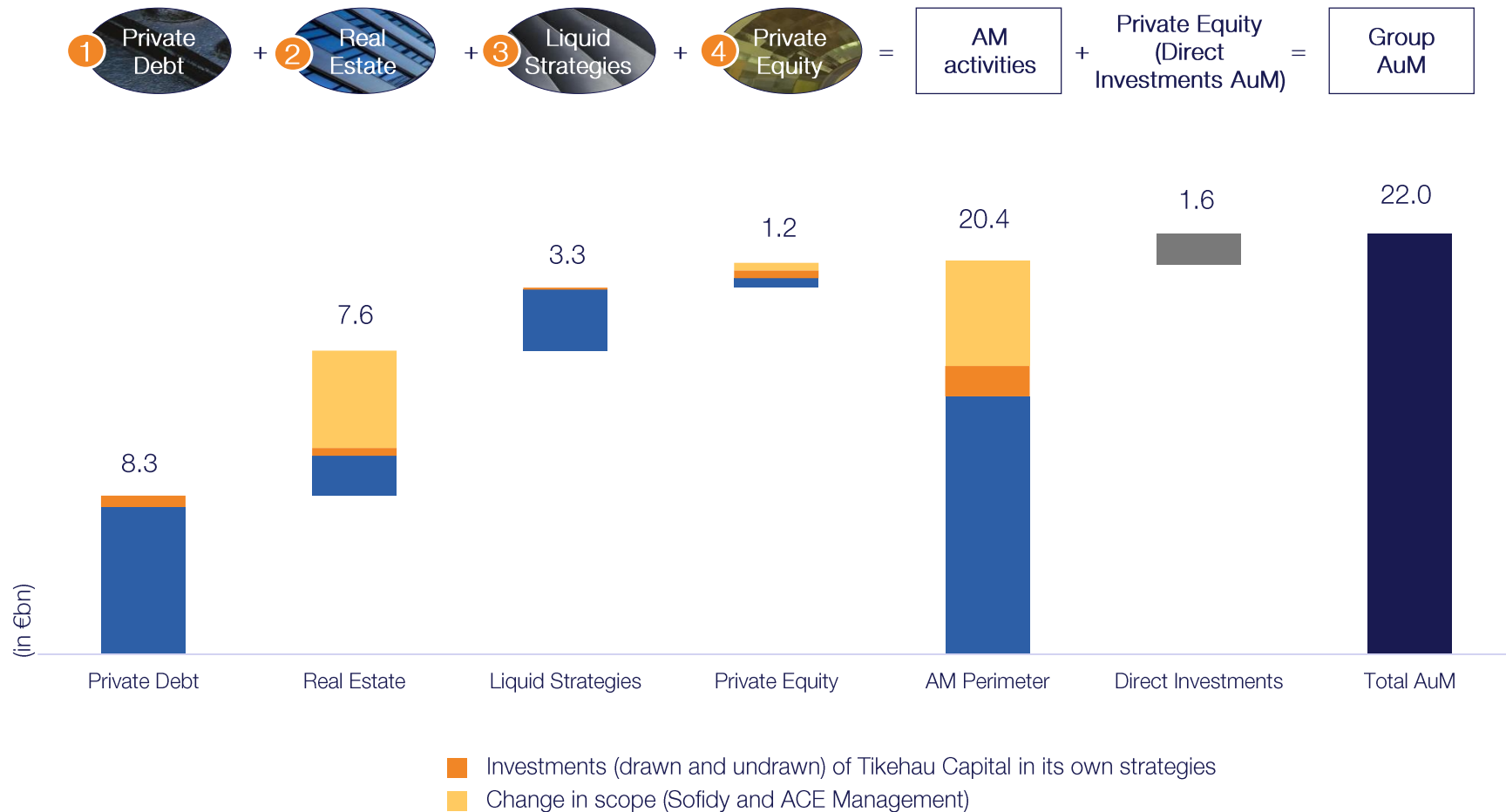


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Asset Management activities

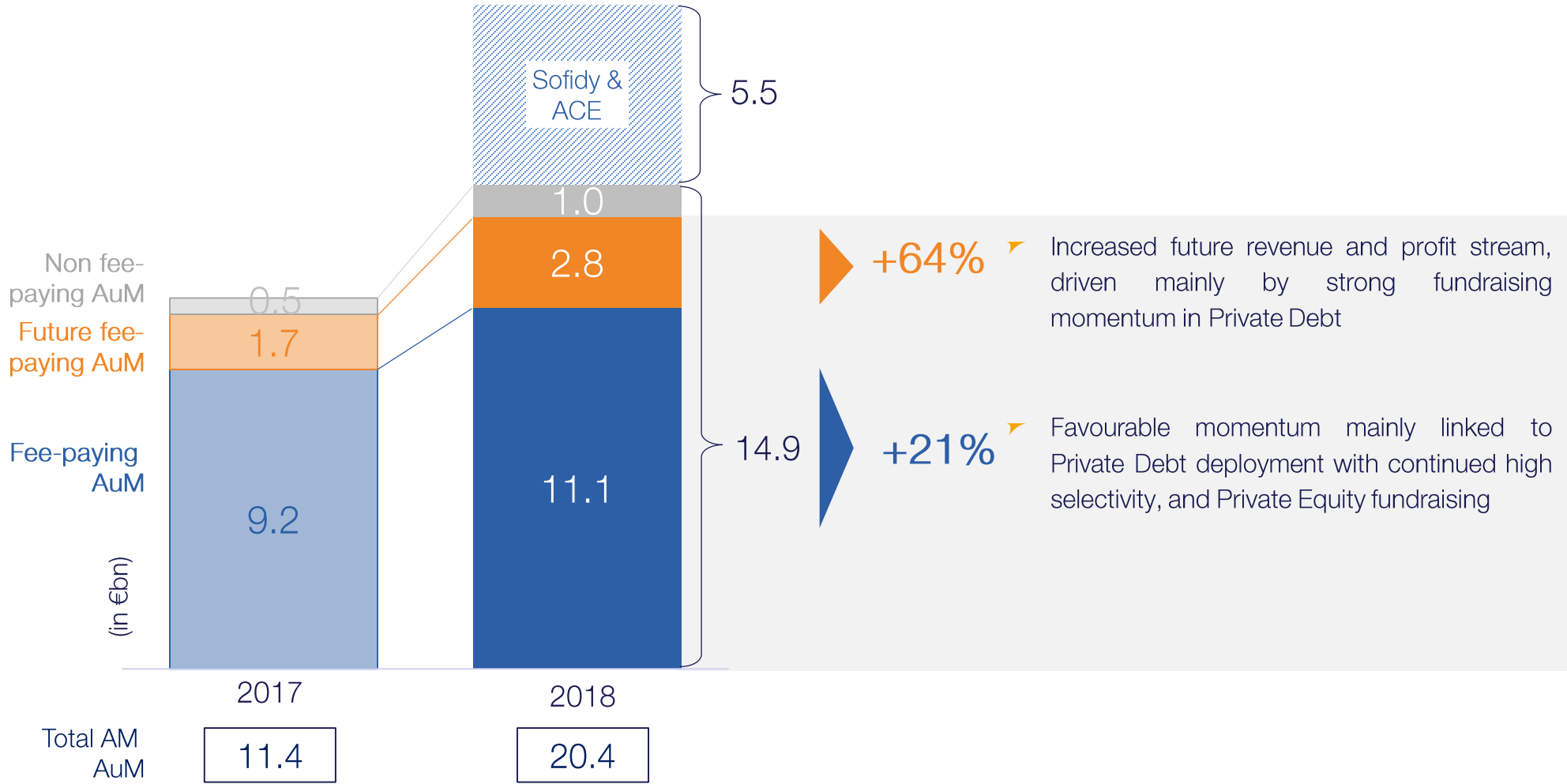
GROUP AUM – OVERVIEW

With €22.0bn of AuM as at 31 December 2018, Tikehau Capital's activities are organised around 4 strategies



FEE-PAYING AuM

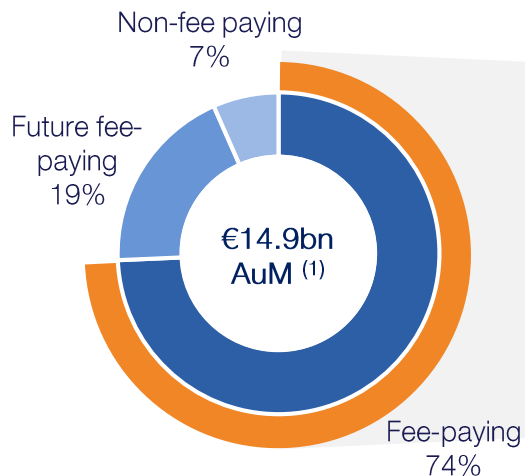
€11.1bn of Fee-paying AuM at end-December 2018 (excluding acquisitions), up by +21%



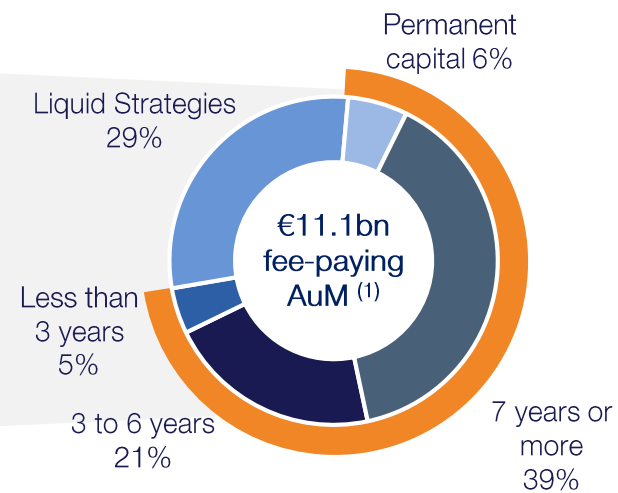
FEE-PAYING AUM ANALYSIS

Strong fee-paying base, with long durations

AuM breakdown (AM activities) ⁽¹⁾



Fee-paying AuM by duration ⁽¹⁾



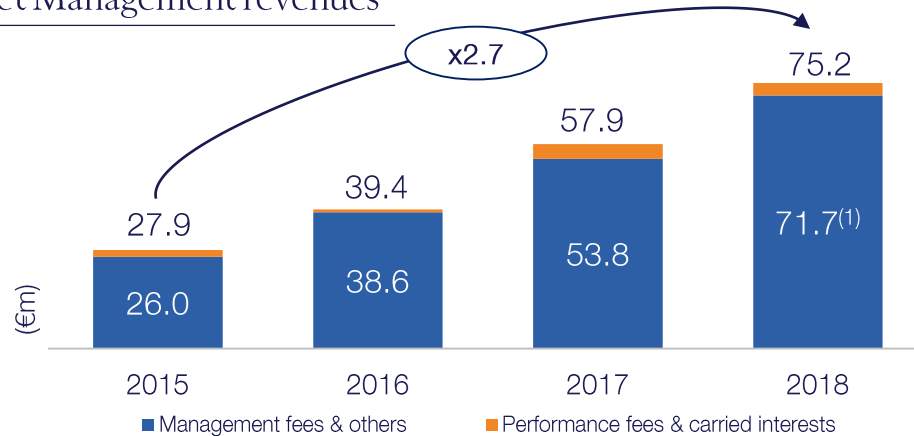
- Increase in fee paying base by €1.9bn from €9.2bn at year-end 2017 to €11.1bn at year-end 2018, driven by overall AuM increase (+€3.5bn at constant perimeter)
- 94% of fee-paying AuM on closed-ended funds have a duration of over 3 years and more

(1) AM AuM at constant perimeter, excluding Sofidy and ACE

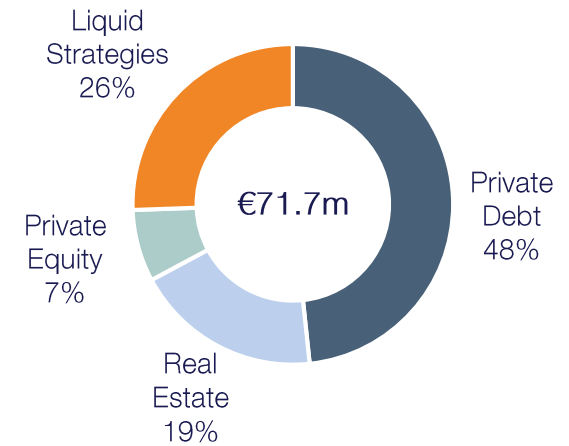
ASSET MANAGEMENT REVENUES

Recurrent stream of Asset Management revenues following the growth in AuM

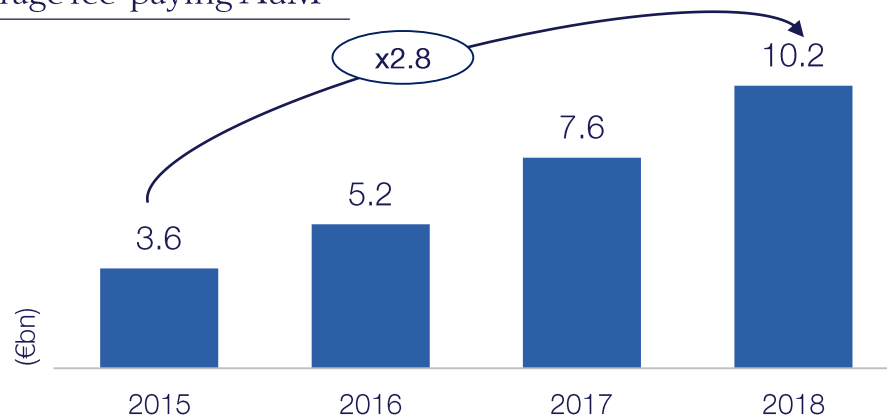
Asset Management revenues



FY 2018 AM fees by business line⁽⁴⁾



Average fee-paying AuM^{(2) (3)}



➤ €3.5m of performance fees and carried interests in 2018

(1) Includes €1.4m from the consolidation of Sofidy

(2) For each year n, average fee-paying AuM = (fee-paying n - fee-paying AuM n-1) / 2

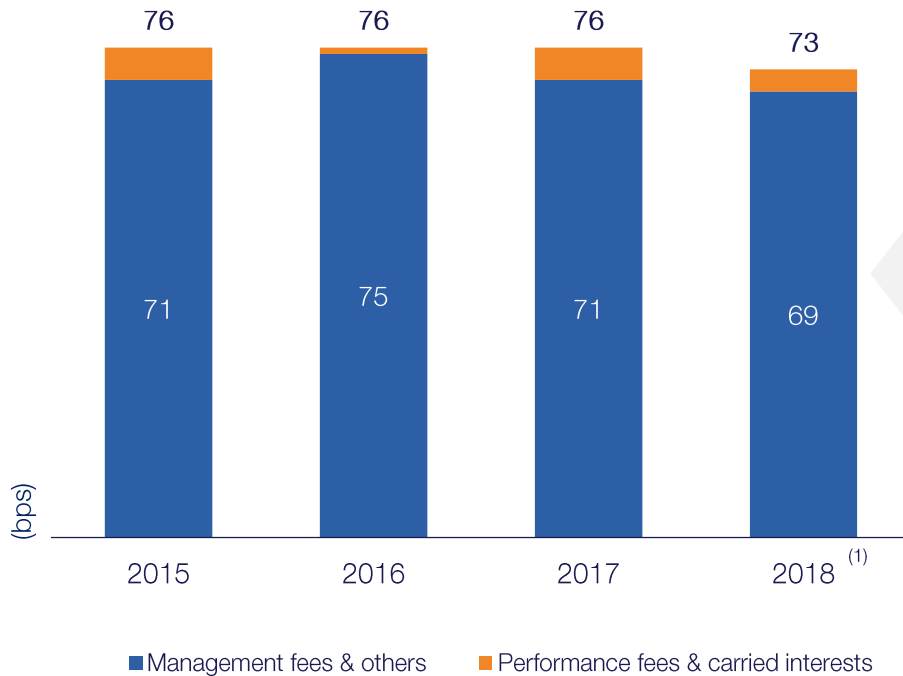
(3) Excluding Sofidy and ACE

(4) AM fees include management fees, arrangement fees and other revenues

FEE RATE EVOLUTION

Resilient fee rate across our 4 business lines and stability over time

Weighted average fee rate ⁽²⁾



FY 2018 management fee rate by business line

	2017	2018 ⁽¹⁾
Private Debt	79 bps	70 bps
Real Estate	86 bps	69 bps
Liquid Strategies	48 bps	58 bps
Private Equity	n.m.	>150 bps
Overall	71 bps	69 bps

- **Private Debt evolution** attributable to mix effects and reintegration of arrangement fees into funds performance
- **Real estate evolution** mainly attributable to lower arrangement fees in 2018 vs. 2017

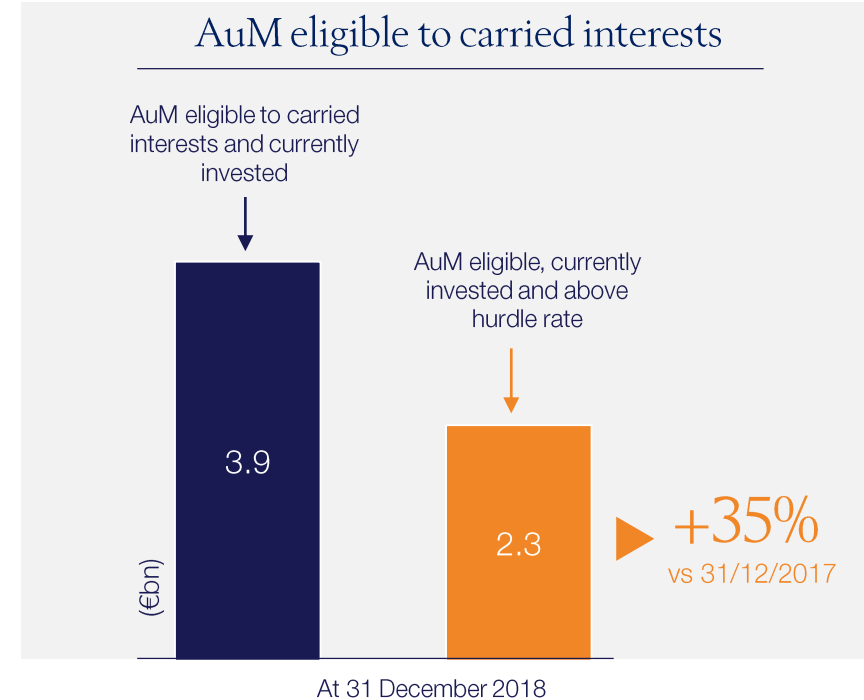
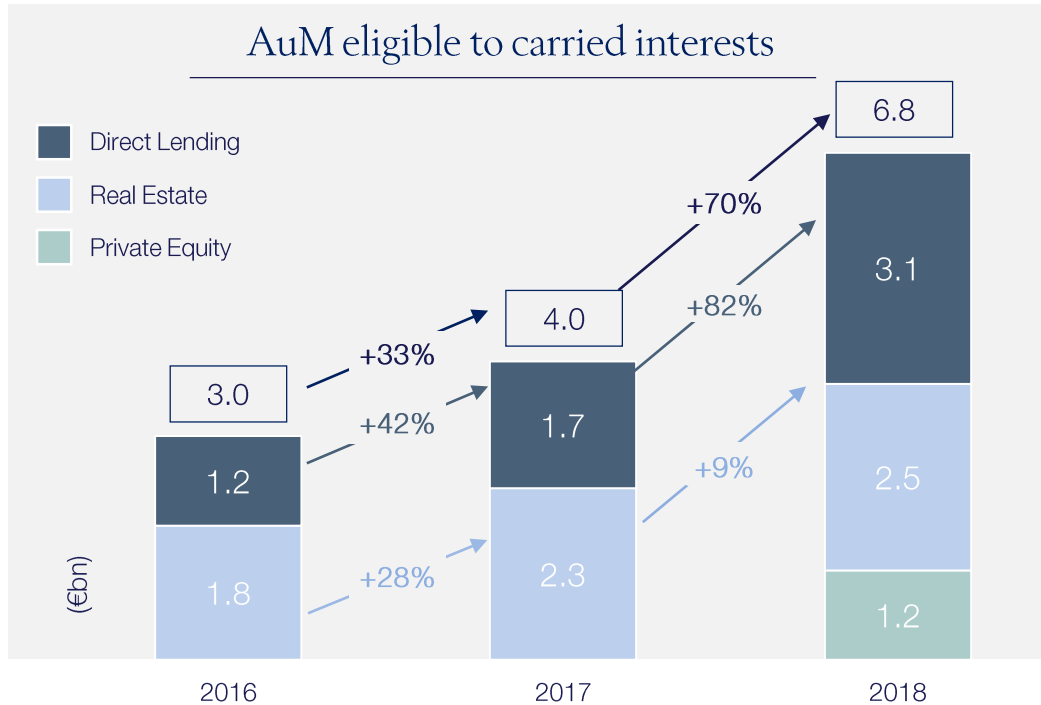
⁽¹⁾ Published figures at constant perimeter

⁽²⁾ Fee rates are calculated on average fee-paying AuM at AM constant perimeter.

AM fees include management fees, arrangement fees and other revenues, net of distribution fees

FOCUS ON AUM ELIGIBLE TO CARRIED INTERESTS

Strong increase in 2018



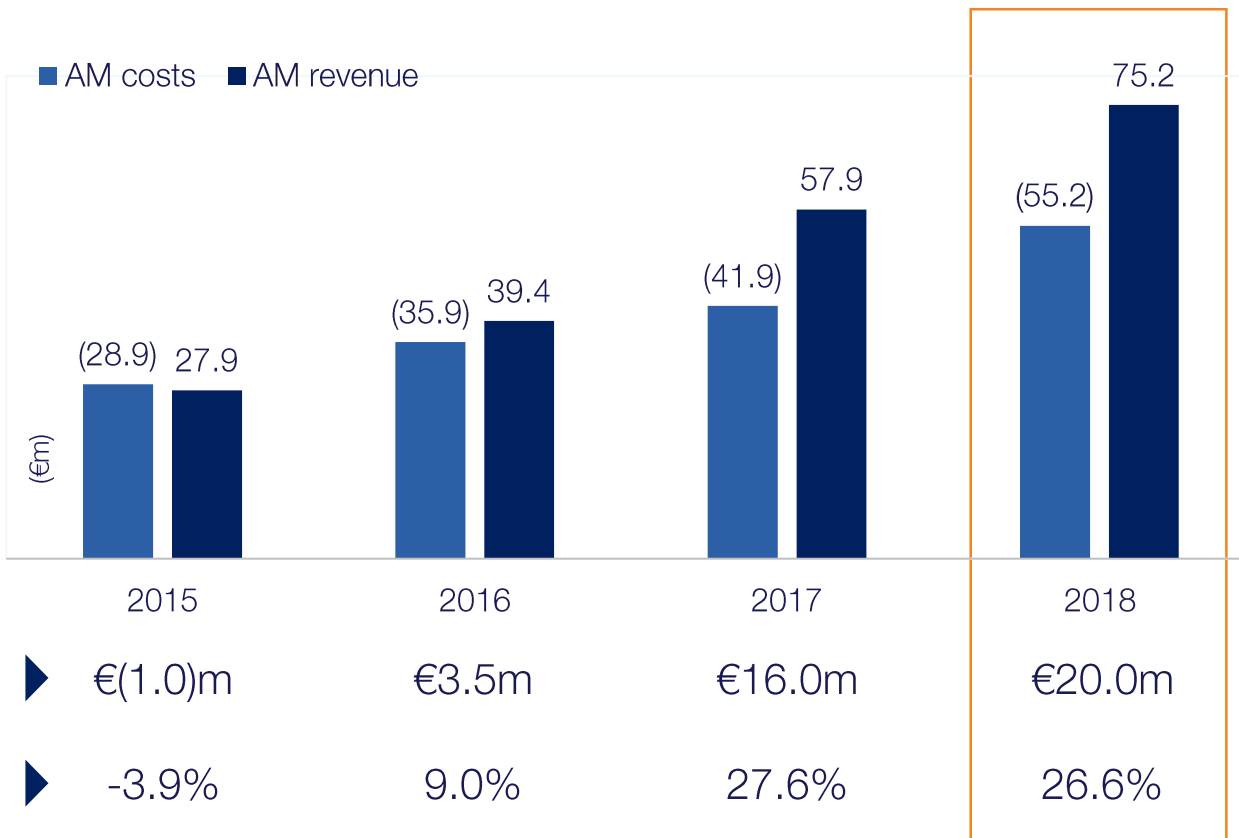
- Carried interests are due at funds maturity, range usually **between 10% and 20%** of the funds' total performance (i.e. with "full catch-up"), should a hurdle IRR be exceeded
- **Contribution from this revenue stream will increase** as a growing number of funds, with larger individual size, will start maturing
- **53%** of carried interests remain within the listed company, i.e. benefitting Tikehau Capital's shareholders

ASSET MANAGEMENT PROFITABILITY

Strong revenue growth and continued investment in the Asset Management platform

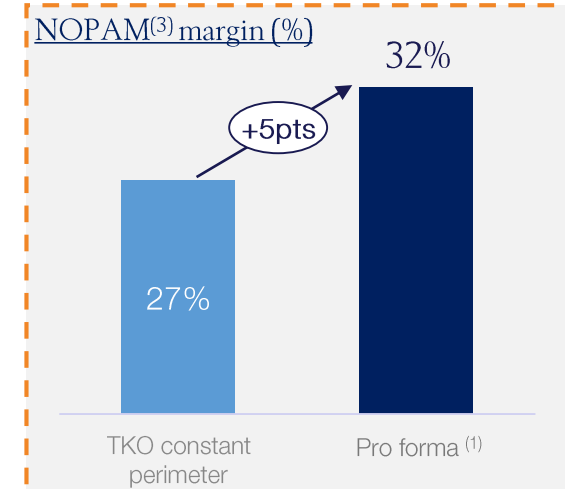
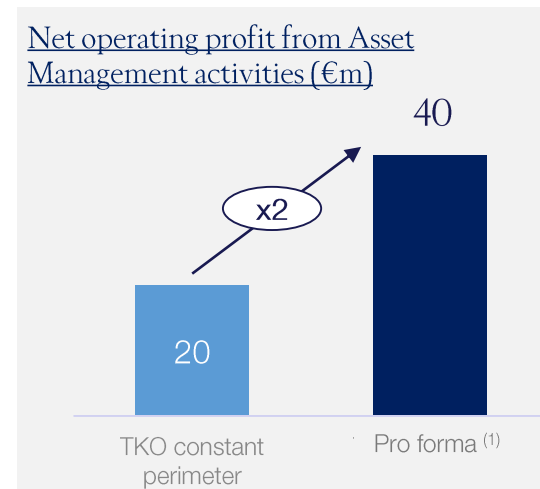
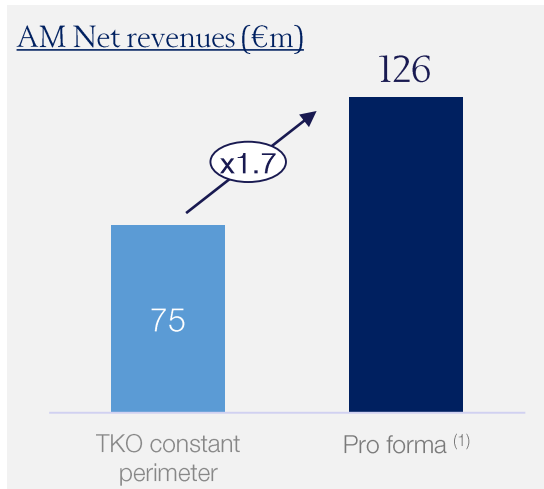
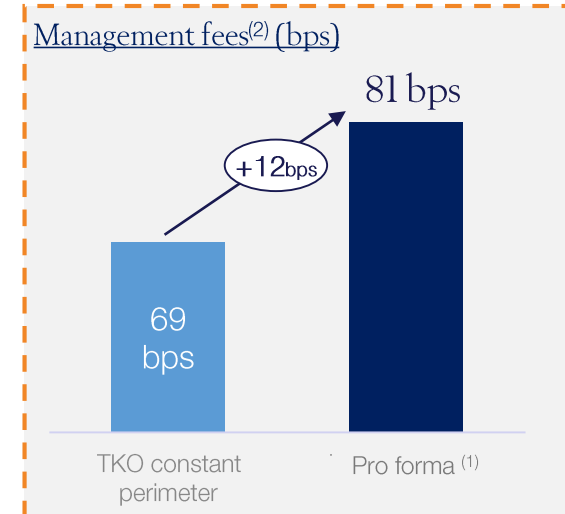
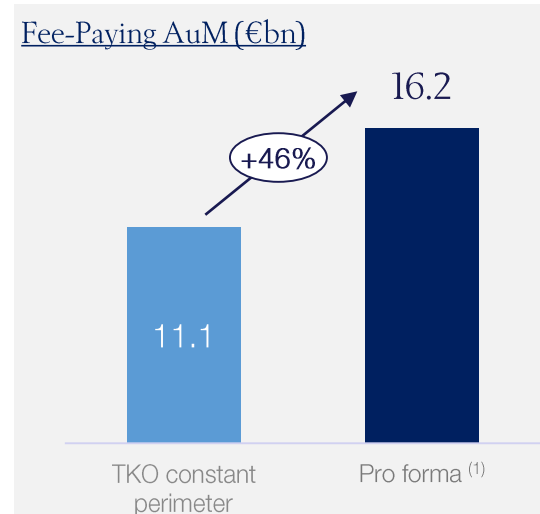
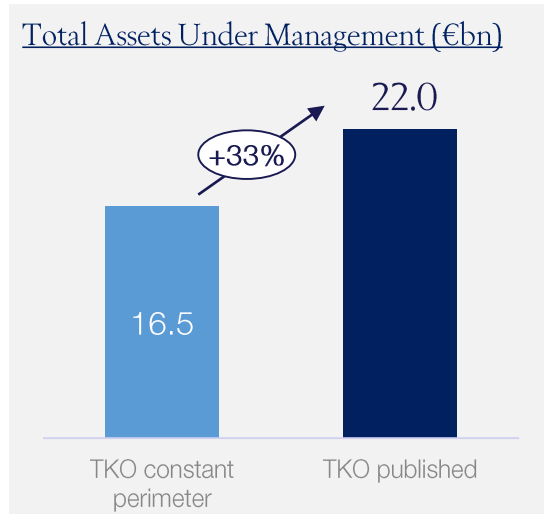
AM revenues, operating costs & operating margin

- Asset Management profitability maintained over 25% in 2018
- Strong revenue growth of +30% in the year, driven by higher management fees
- Continued investment in the Asset Management platform



2018 ACQUISITIONS ENHANCE TKO'S PROFILE

Sofidy and ACE transactions are accretive on all metrics





3.2

Investment activities

EVOLUTION OF DIRECT INVESTMENTS AUM

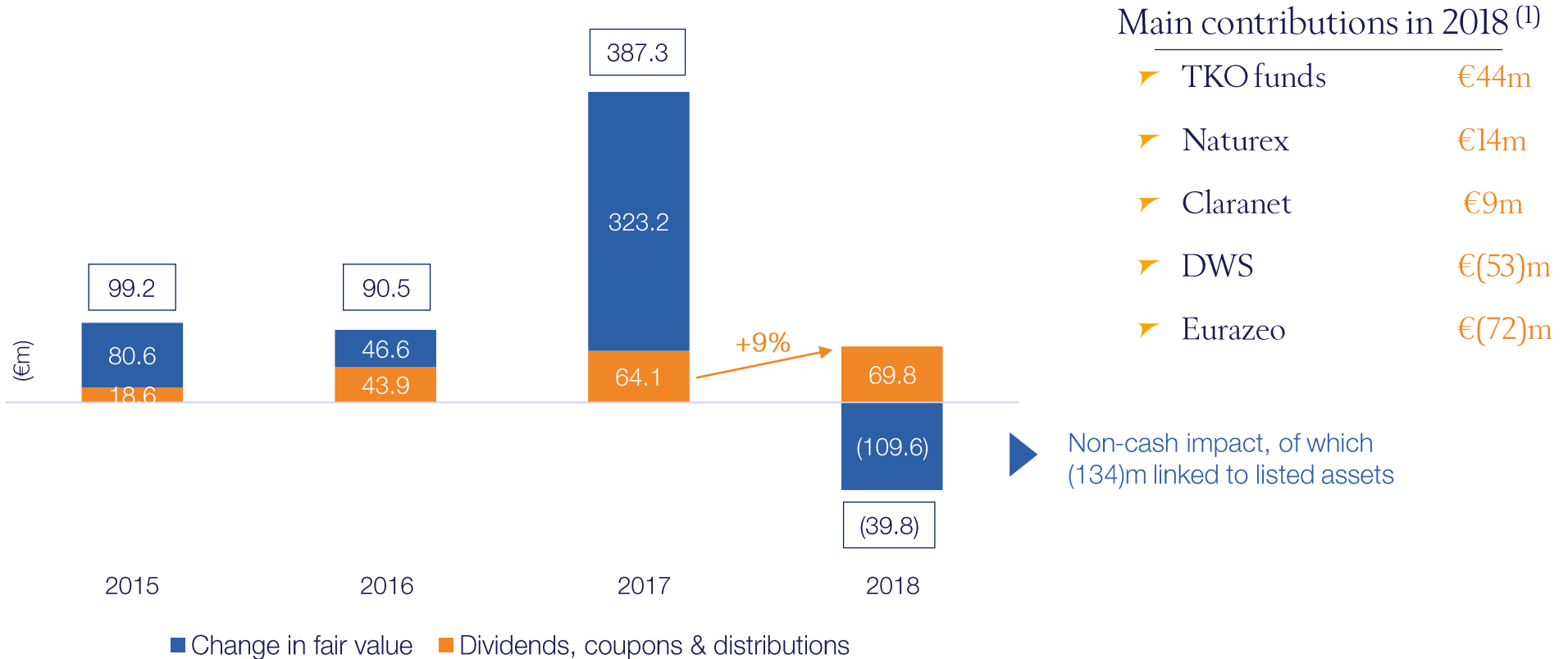
A year marked by several funds launches, with corresponding TKO balance sheet commitments

- Evolution reflects mostly **heightened balance sheet commitments** in Tikehau Capital funds, for a total of €0.5bn
 - Enhances the alignment of interests between Tikehau Capital and its investor clients, as per the Group's strategy
- **Dividend payments** occurred in H1 for a total amounting to €(0.1)bn
- **Fair value adjustments** have a negative impact, mainly coming from listed assets



INVESTMENT REVENUES

2018 revenues adversely impacted by changes in fair value, mainly related to listed assets



Main contributions in 2018 ⁽¹⁾

- TKO funds €44m
- Naturex €14m
- Claranet €9m
- DWS €(53)m
- Eurazeo €(72)m

(1) As at 31 December 2018





3.3

Key balance sheet items

CONSOLIDATED BALANCE SHEET

Very solid financial structure, supporting the Group's strategy

BBB- / stable outlook

credit rating assigned by Fitch Ratings to Tikehau Capital in January 2019

€m	2018	2017	Δ
Investment portfolio	2,083	1,565	+518
Cash & cash equivalents ⁽¹⁾	463	975	(512)
Other current & non-current assets	601	594	+7
Total assets	3,147	3,135	+12
Shareholders' equity - Group share	2,274	2,499	(225)
Minority interests	1	30	(29)
Financial debt	796	548	+248
Other current & non-current liabilities	76	58	+18
Total liabilities	3,147	3,135	+12
Gearing ⁽²⁾	35%	22%	
LTV ⁽³⁾	12%	(20%)	
Undrawn committed facilities	580	900	

- Strong financial position maintained in 2018, with robust equity structure supporting the business model:
 - €463m of cash
 - €580m of undrawn facility
- The cash & cash equivalents evolution is mainly linked to:
 - Portfolio investments for €(565)m (acquisitions net from disposals)
 - Changes in scope for €(183)m, including Sofidy, ACE, and Tikehau Capital Europe minority shareholder buyout
 - Cash-in from the DRT disposal
- Gearing and LTV maintained at sound levels

(1) Cash, cash equivalents and financial treasury assets

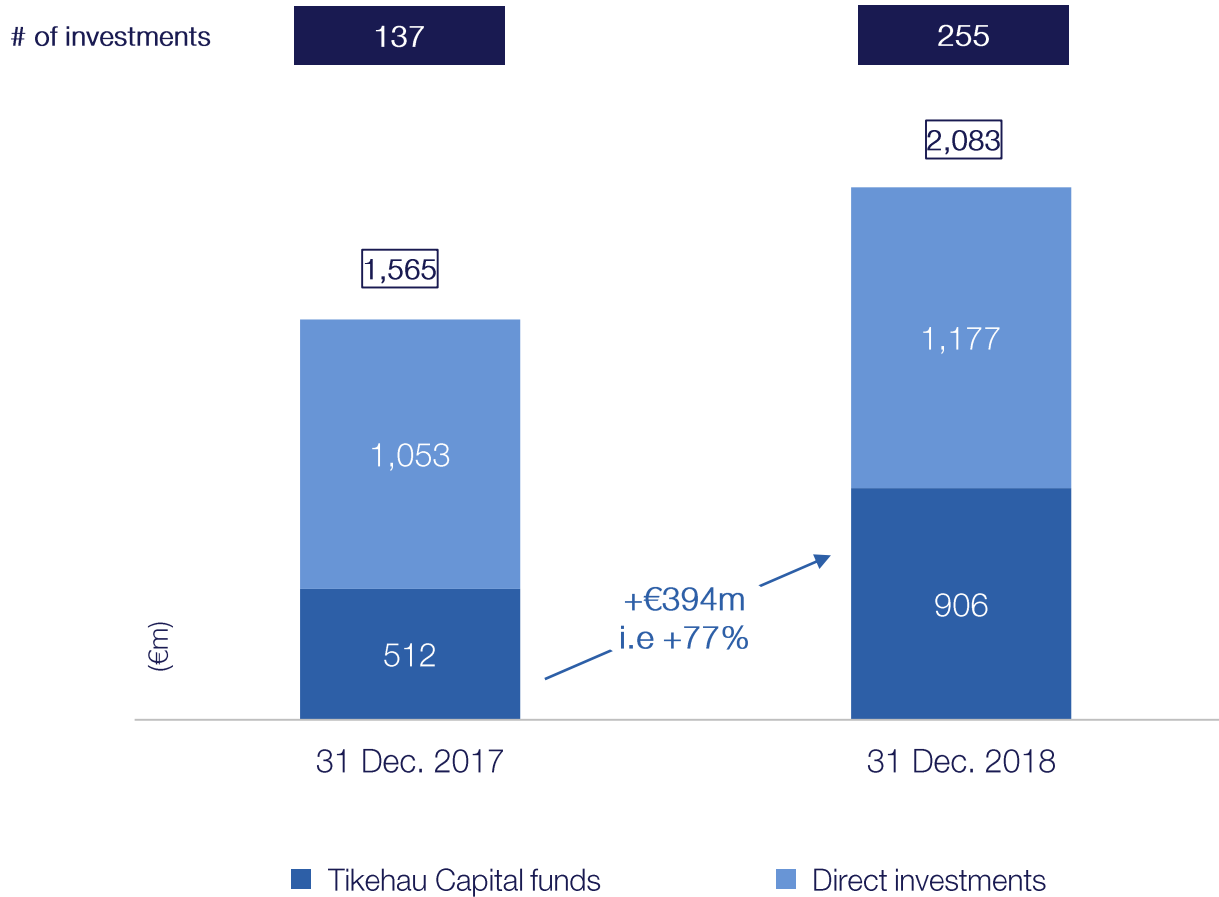
(2) Gearing = Total financial debt / Group share shareholders' equity

(3) LTV = (Financial debt – Cash & cash equivalents) / (Total assets – Cash & cash equivalents)



TIKEHAU CAPITAL'S INVESTMENT PORTFOLIO

Continuous deployment consistent with allocation policy



➤ €779m investments vs. €214m of exits over the period

➤ €906m invested by Tikehau Capital in its AM strategies at end December 2018

Top 5 Investment positions⁽¹⁾

- Eurazeo €444m
- DWS €139m
- Claranet €94m
- HDL / Assystem €54m
- Total Eren €34m

(1) As at 31.12.2018, excluding Tikehau Capital funds



4

Strategic Outlook

STRATEGIC SUMMARY

Growth, profitability, value creation

Growing markets

➤ Tikehau Capital is positioned on growing asset classes

- Strong tailwinds for alternative assets
- Strong risk / return profile offered to investors
- Positive momentum in terms of allocation is set to continue

Profitable model

➤ An increasing operating leverage in Asset Management

- The contribution from high-management fee margin strategies is increasing
- Carried interests should start to kick-in as funds will mature
- Asset Management profitability on the rise, while maintaining investments in our asset management platform

Strong financial structure

➤ A strong balance increasingly invested in TKO funds:

- Aligns interests among all stakeholders
- Enhances portfolio diversification and revenue generation visibility
- Provides additional capacity to further invest in the asset management platform



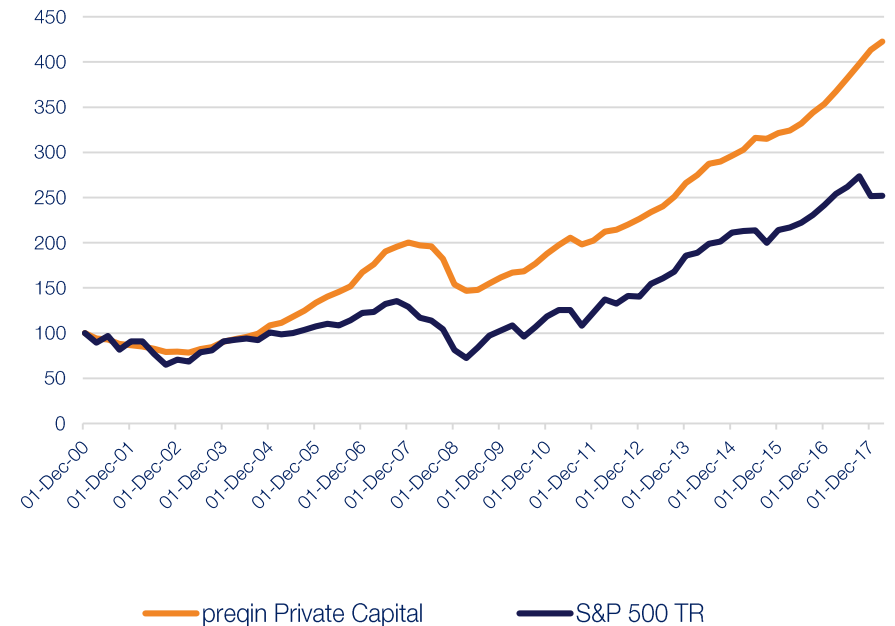
STRUCTURAL TAILWINDS FOR ALTERNATIVE AM



- After a decade of solid growth, alternative assets have become a key component in investors' portfolios globally;
- During the Global Financial Crisis, a diversified portfolio across the private capital asset classes outperformed public markets;
- Investors have distinct motivations across asset classes:
 - high absolute and risk-adjusted returns in private equity & venture capital
 - an inflation hedge and reliable income stream in infrastructure and real estate;
 - high risk adjusted returns and an income stream in private debt
 - diversification and low correlation with other asset classes in hedge funds and natural resources
- Rising allocations to alternative assets should be supported by sustained low rates and aging demographics
 - Investors seek improved yield/return with a degree of downside risk mitigation and less correlated returns
 - Investors increasingly willing to sacrifice liquidity for higher income

Preqin Private Capital Index return vs. S&P 500 TR Index

(Rebased to 100 as of 31 December 2000)



STRONG MOMENTUM AHEAD FOR ALTERNATIVES

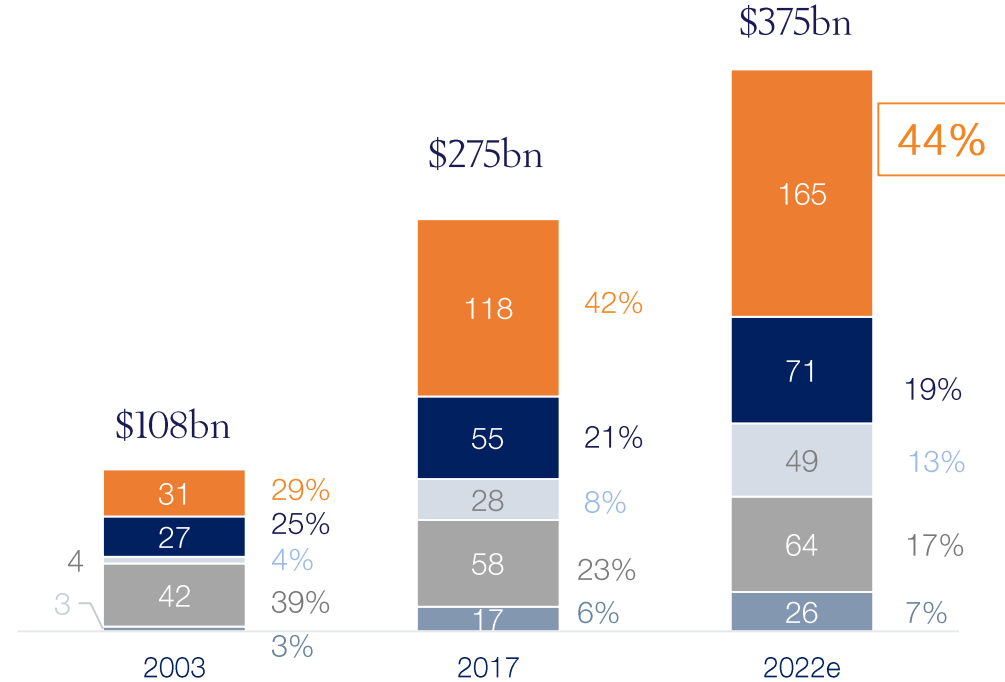
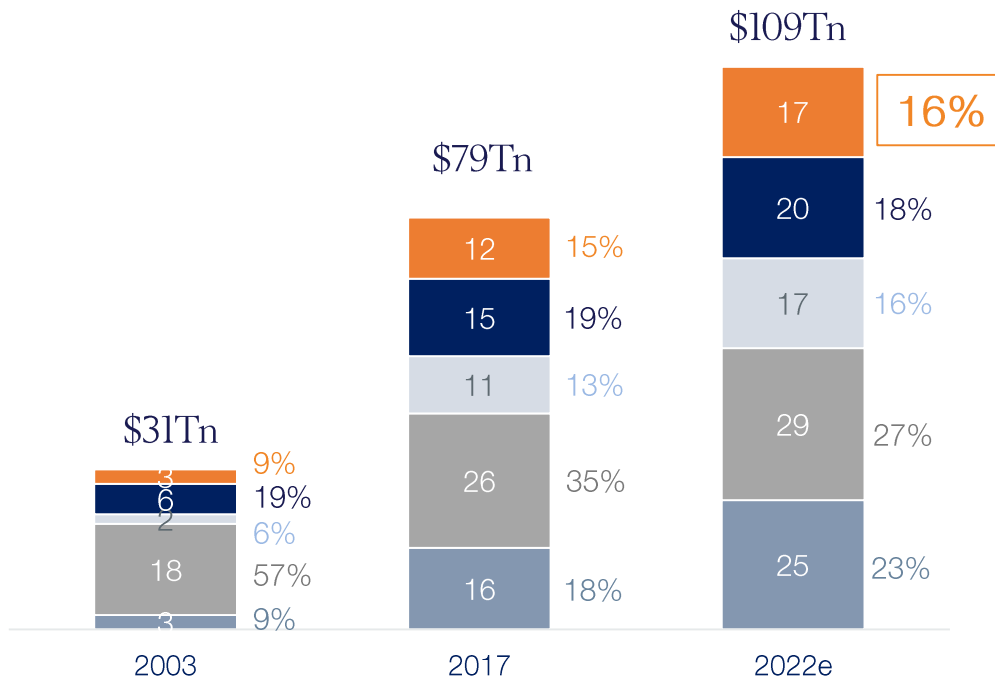


Continued growth in AUM and strong revenue generation

- Tikehau Capital is positioned on growing and profitable markets. In 2022, alternatives should account for:
 - 16% of global AuM
 - 44% of global AM revenue

Global AuM by product

Global revenue by product



Source : BCG Global AM 2018 report



FY 2018 RESULTS PRESENTATION
Tikehau Capital

- Alternative assets
- Specialty products ⁽²⁾
- Solutions/LDI/diversified products ⁽³⁾
- Active Management ⁽¹⁾
- Passive management

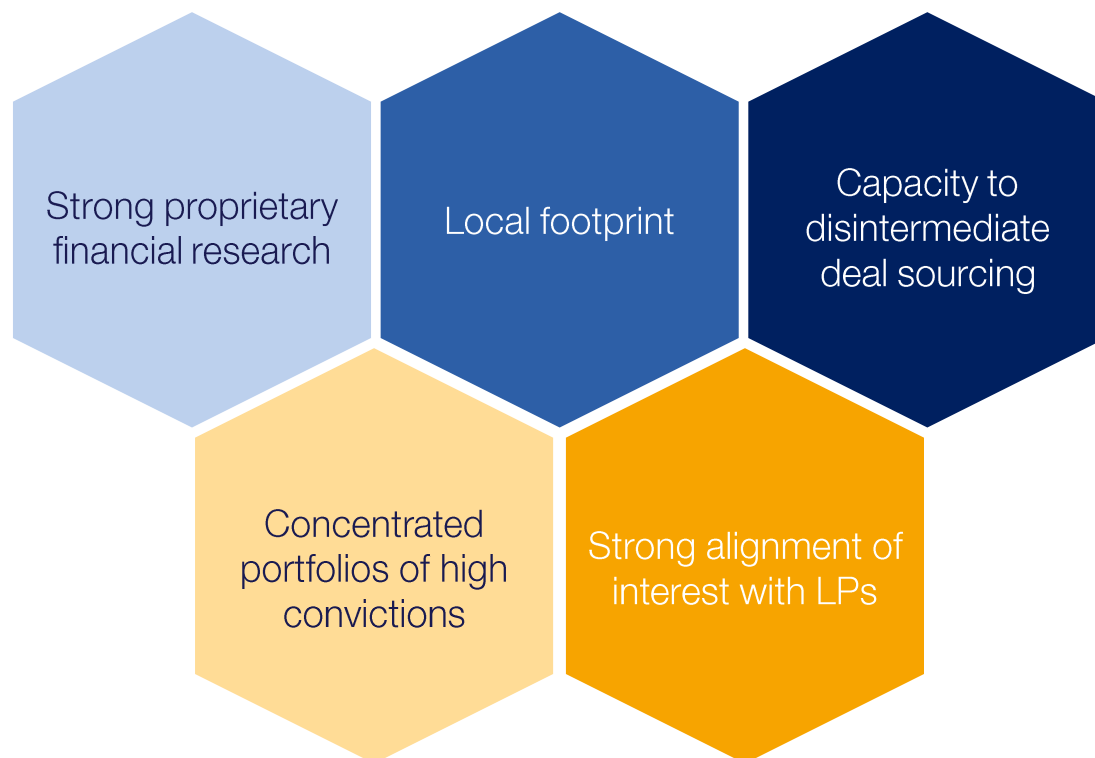
VALUE WILL BE CAPTURED DIFFERENTLY

Our conviction: strong asset base will be needed to deliver performance

Value creation is switching from asset allocation to asset picking





- During the last 10 years of **easy monetary policies**
 - valuations of all asset classes have increased together
 - having a good portfolio construction was enough to generate satisfying returns.
- With Central Banks starting to withdraw liquidity, **volatility is increasing**, dispersion is on the rise and idiosyncratic risk is rising
- Competitive landscape is structurally evolving, with banks less active in mid-market corporate financing

Key success factors to achieve relevant asset picking



FAVOURABLE BUSINESS MIX REBALANCING

Focus on high fee-generating strategies

	Fundraising pipeline	Fee profile	Target IRR ⁽¹⁾ (%)
	<ul style="list-style-type: none"> • 5th vintage of Direct Lending funds, mandates • Ongoing fundraising for Leveraged Loans funds • Launch of a 5th CLO 	Direct Lending: ~120bps Leveraged Loans: ~60bps (on invested capital)	Direct Lending: mid-single / low teens Leveraged Loans: mid-single
	<ul style="list-style-type: none"> • Fundraising of the real estate opportunities fund • Ongoing deal by deal operations • Development of Sofidy 	~90bps ⁽²⁾ (on invested capital)	Core: mid-single Value-add: low teens Opportunistic: high teens
	<ul style="list-style-type: none"> • Fundraising for the energy transition and growth equity funds • Development of ACE Management 	~150 to 200 bps (on committed capital)	High teens
	<ul style="list-style-type: none"> • Sales efforts focused on InCA (leveraging 2018 over performance versus peers), Tikehau Taux Variable and Tikehau 2022 	~60-70 bps	

➤ The Group's management fee generation profile is set to improve, thanks to :

- Ongoing Private Equity and Real Estate fundraising (including Sofidy's contribution)
- Gradual investment of recently raised Direct Lending funds
- Focus on higher fee-generating products in Liquid Strategies

(1) For IRR calculation, refer to slide 3

(2) proforma 2018 with Sofidy

LEVERS FOR LONG-TERM PROFITABLE GROWTH

TKO's model evolution is already under way

- **Rebalance business mix** with increased contribution from Private Equity and Real Estate, generating above-average management fees
- Increase AuM in **higher fee-generating strategies** in Private Debt and Liquid Strategies



Increase management fee generation

- Benefit from operating leverage linked to platform scalability ...
- ...while keep investing in this key asset to enhance fundraising and source investments



Size our AM platform

- The large vintages of our funds are currently being raised
- Carried-interests are back-end loaded and are recognized at fund maturity (provided that hurdle rate is exceeded)
- 53% of carried interests remain within the listed company



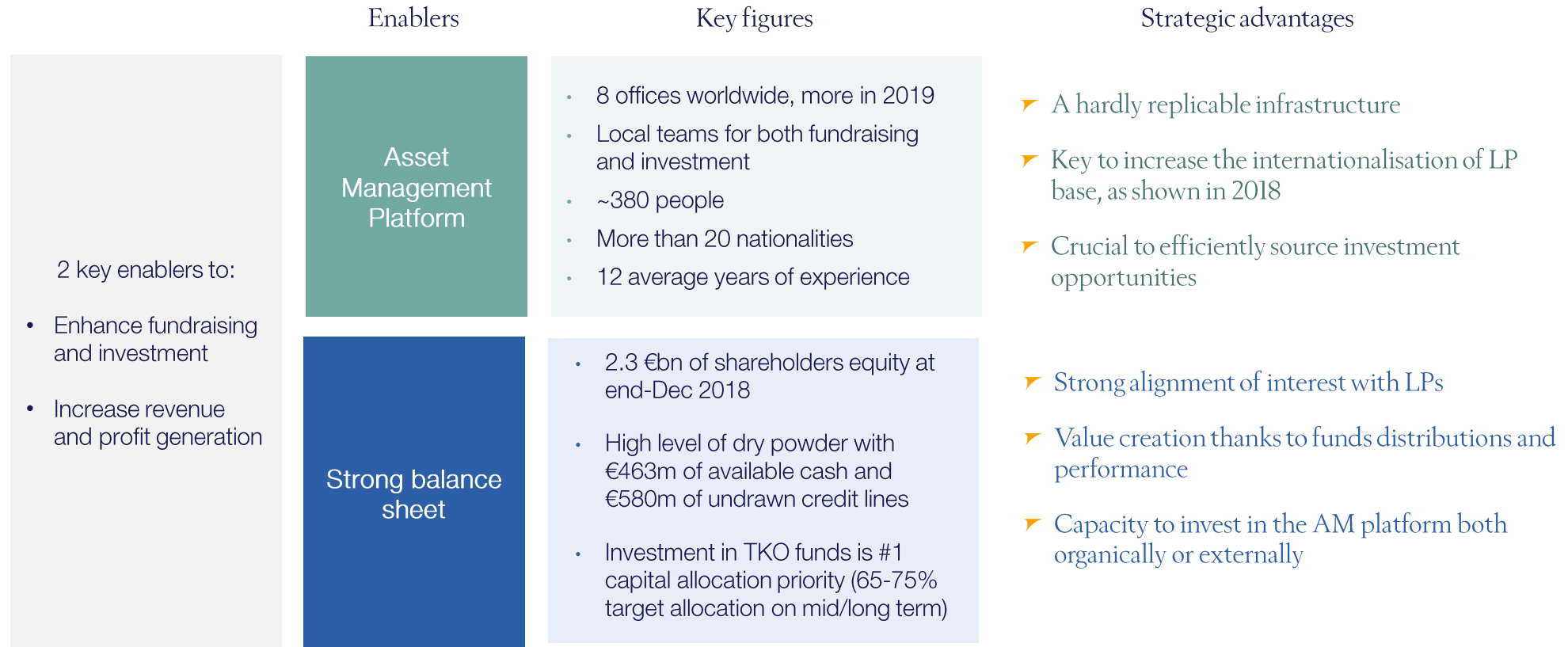
Deliver fund performance

Grow fee-related revenue and profit

Generate performance-related revenue

2 KEY ENABLERS FOR PROFITABLE DEVELOPMENT

A strong and growing AM platform, supported by a robust balance sheet



A GLOBAL GEOGRAPHIC FOOTPRINT

A hardly replicable strategic asset to capture growth

Paris

- Staff: 357 (incl. Sofidy & ACE)
- Headquarter
- Regulated by the AMF
- Dedicated teams: Private Equity, Private Debt, Real Estate, Liquid Strategies, Sales

Madrid

- Staff: 6
- Dedicated teams: Private Equity, Private Debt, Sales

London

- Staff: 39
- Regulated by the FCA
- Dedicated teams: Private Equity, Private Debt, Liquid Strategies, Sales

Brussels

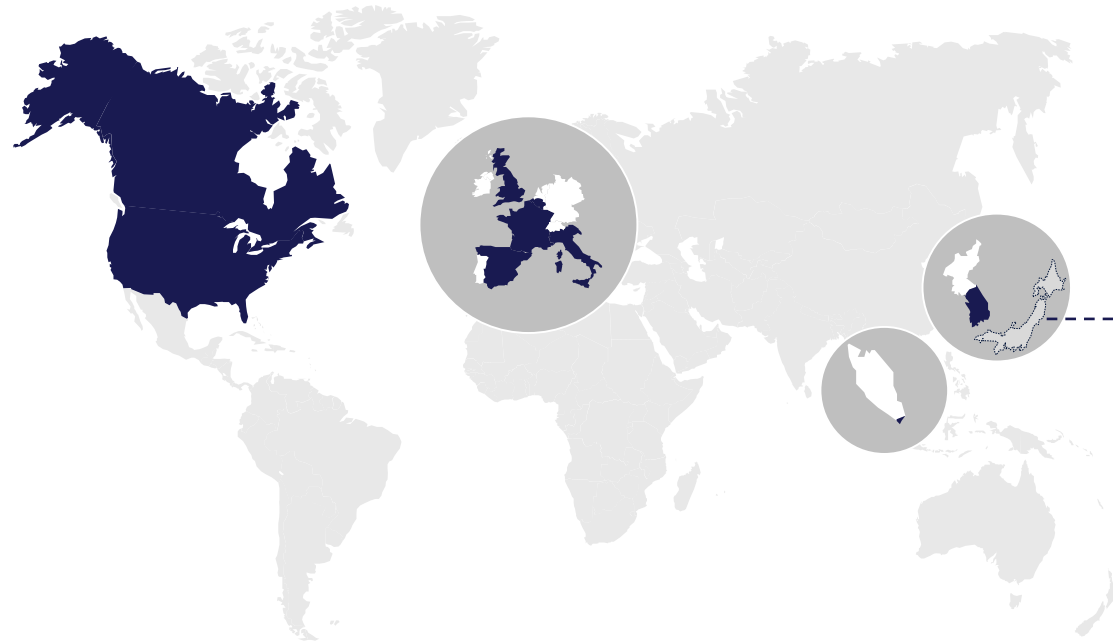
- Staff: 6
- Dedicated teams: Private Equity, Private Debt, Sales

Milan

- Staff: 8
- Dedicated teams: Private Equity, Private Debt, Sales

New-York

- Staff: 2
- Regulated by the SEC as a Registered Investment Advisor



Singapore / Seoul

- Staff: 16
- Regulated by the MAS ⁽¹⁾
- Dedicated teams: Private Equity, Private Debt, Real Estate, Liquid Strategies, Sales

Japan

- planned in 2019

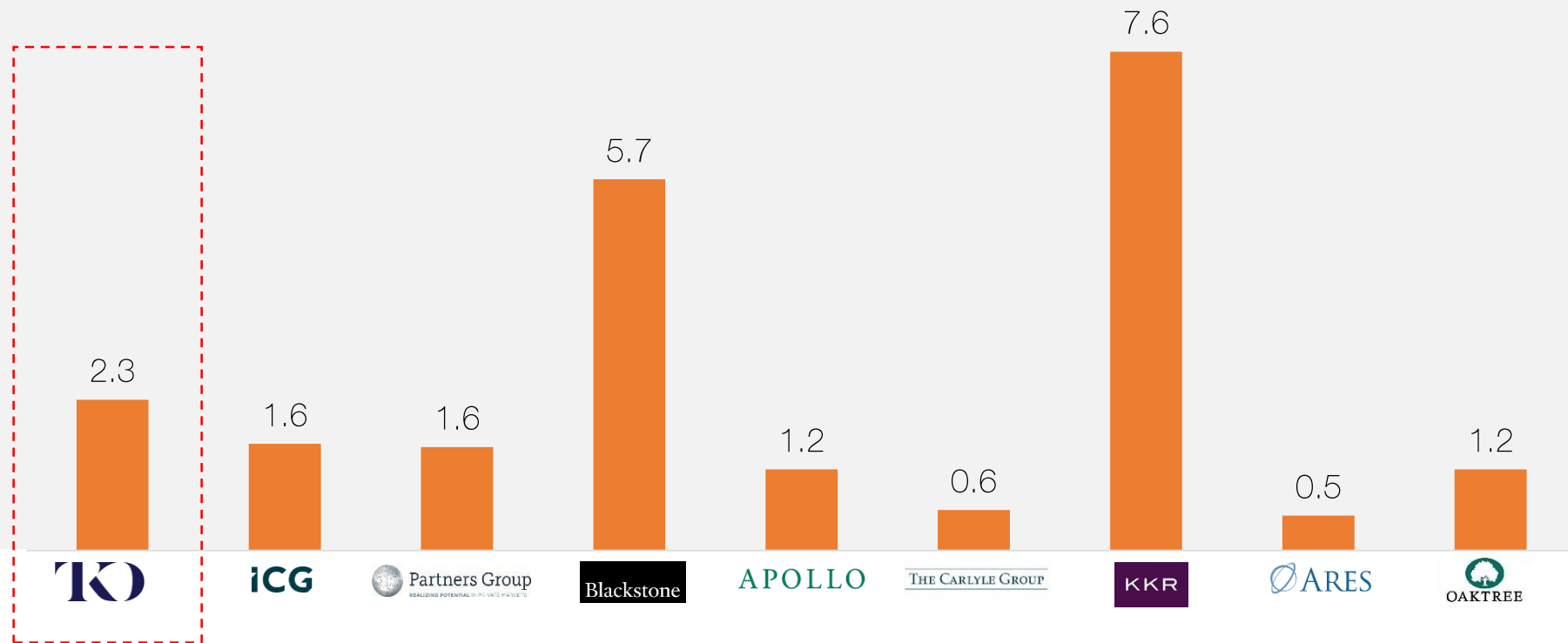
All figures as at 31.12.2018

(1) TIM Asia and IREIT are regulated by the Monetary Authority of Singapore (MAS), TIM Asia Pacific is not regulated

STRONG BALANCE SHEET: A KEY DIFFERENTIATOR

Tikehau Capital has one the strongest equity base in its universe

Shareholders' equity, Group share² (all in €bn¹)



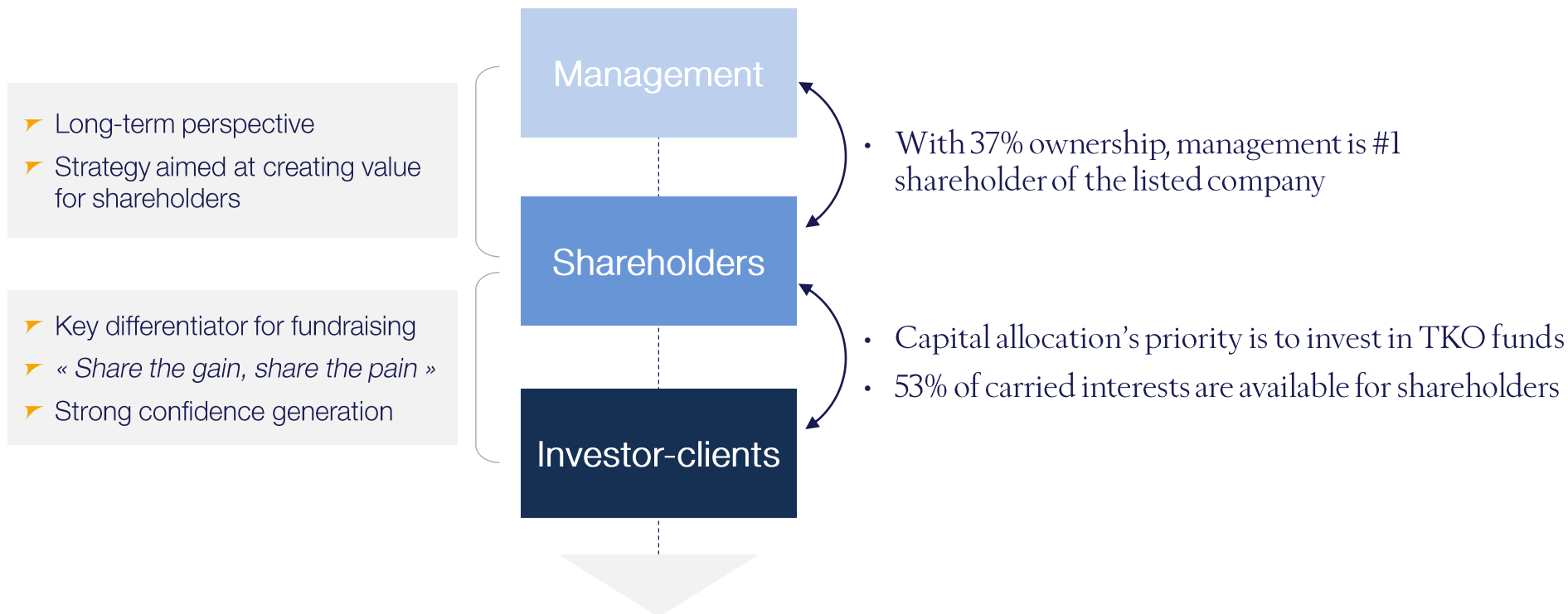
(1) Exchange rates used: €/\$: 1.13, €/£: 0.86, €/CHF: 1.14

(2) At 31 December 2018, except for ICG (figure at end of fiscal year 2017/2018)

BALANCE SHEET IS KEY TO ALIGN INTERESTS

Alignment of interests at the very core of Tikehau Capital's DNA

Since Tikehau Capital's inception



Interests fully aligned
#1 risk management asset

BALANCE SHEET: A PERFORMANCE MULTIPLIER

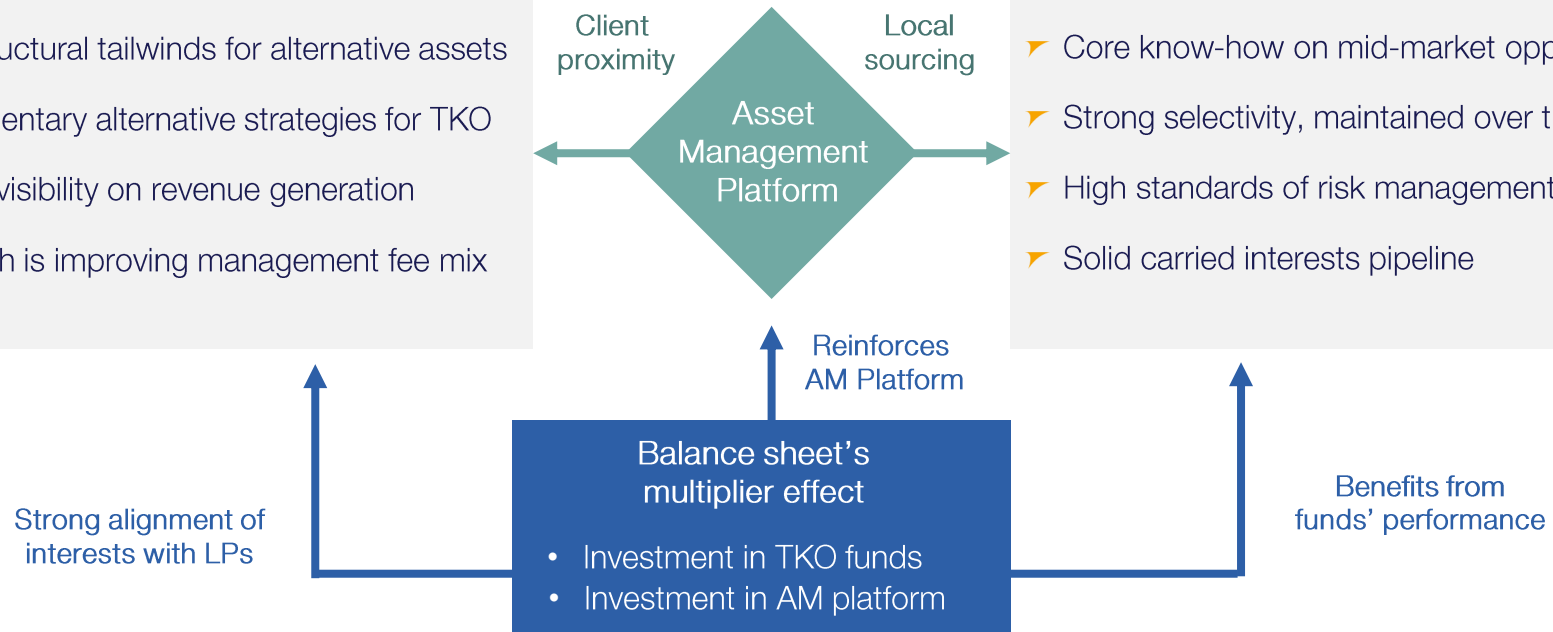
Group's balance sheet at the heart of Asset Management growth and value creation

Fundraising

- Positive structural tailwinds for alternative assets
- 4 complementary alternative strategies for TKO
- Increasing visibility on revenue generation
- AuM growth is improving management fee mix

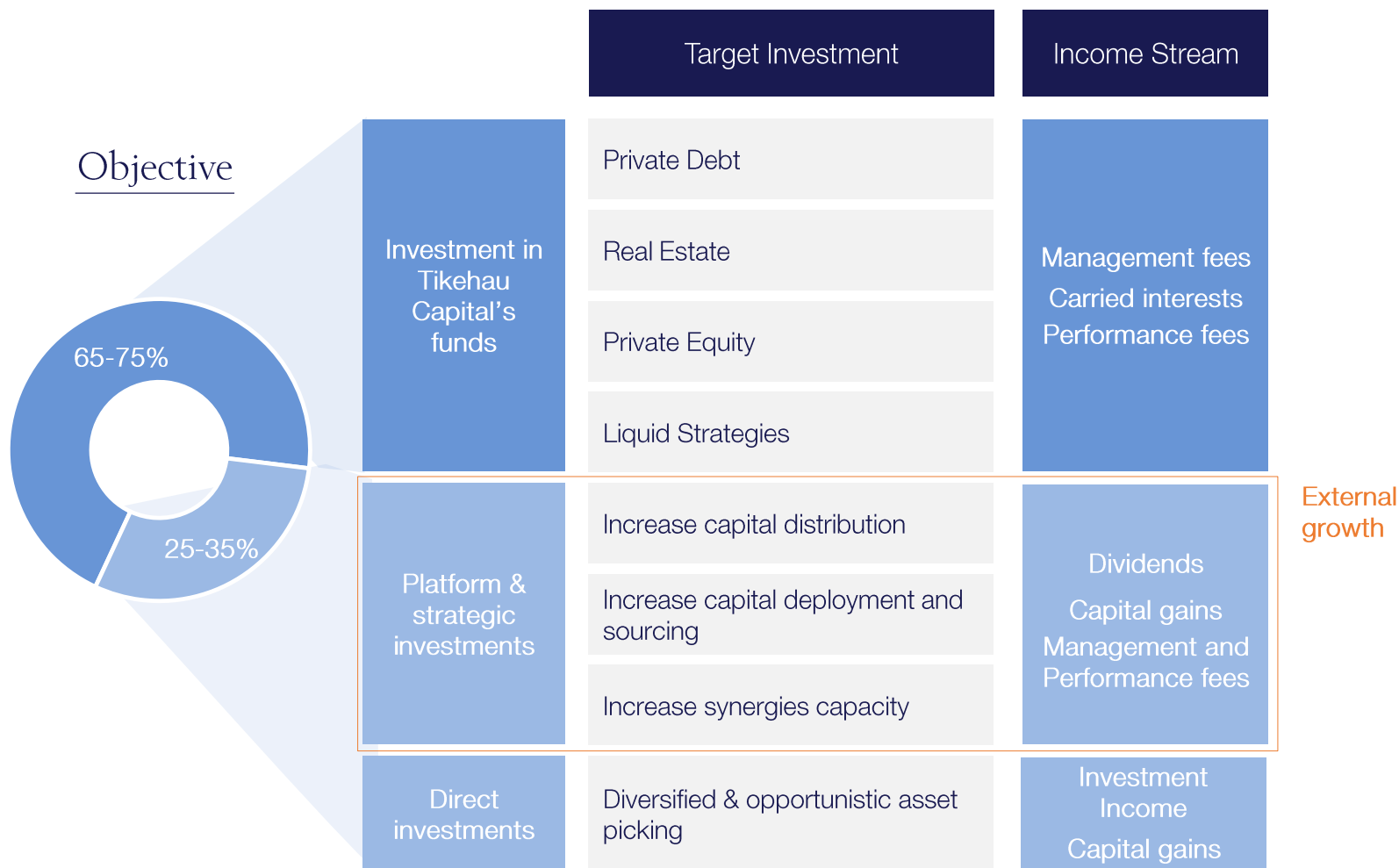
Investment

- Core know-how on mid-market opportunities
- Strong selectivity, maintained over time
- High standards of risk management
- Solid carried interests pipeline



FINANCIAL BUSINESS MODEL

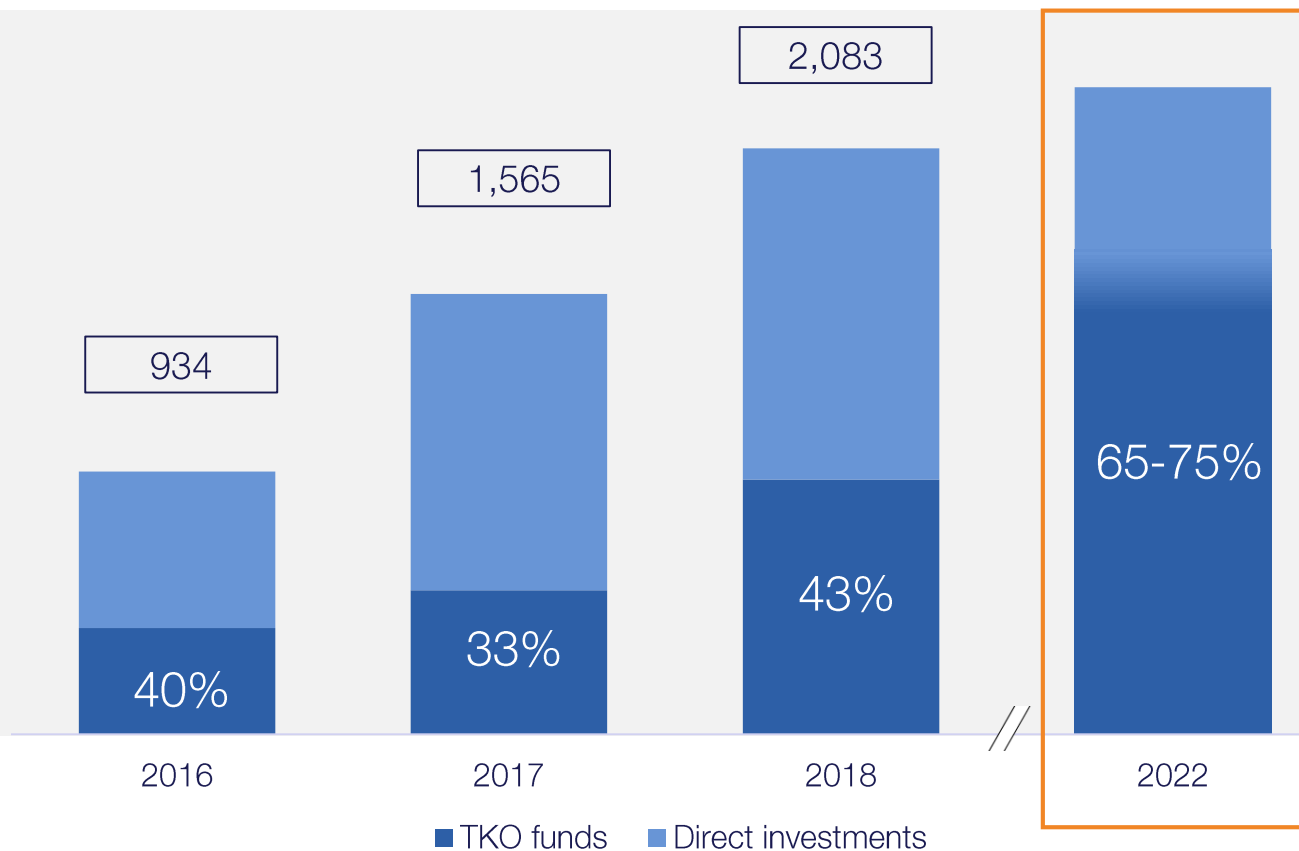
Expectation of balance sheet allocation of assets on a medium-to-long term basis



EVOLUTION OF INVESTMENT PORTFOLIO

65-75% allocation target should be reached in 2022

- Balance sheet exposure to Tikehau Capital’s fund will gradually increase in line with Group’s target
- This strategy will generate greater visibility on Operating profit from Investment Activities

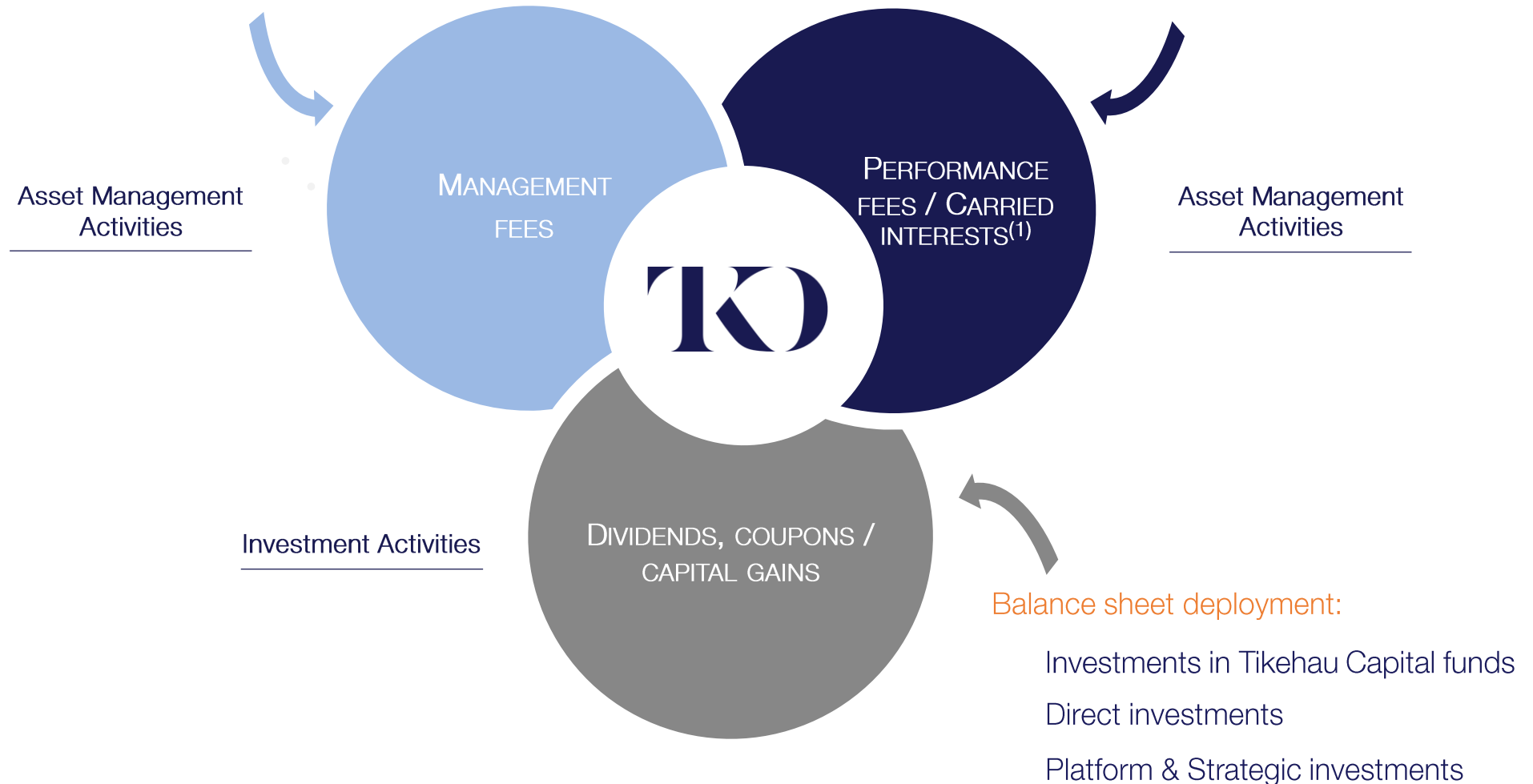


VALUE CREATION MODEL

TKO shareholders are exposed to 3 powerful engines of revenue and profit generation

Growing **Assets under Management**

Performance of Tikehau Capital funds



(1) 53.3% of carried interests are allocated to Tikehau Capital or its subsidiaries

2022 OUTLOOK

A profitable growth story in alternative asset management

2022 targets (organic)

Favourable
structural
market trends

Relevant
global AM
platform

Strong
balance sheet

>€35bn
Total AuM

+60%
vs 2018

Improved
business mix

Operating
leverage

Perf. Fees /
Carried
Interests

>€100m
AM operating profit

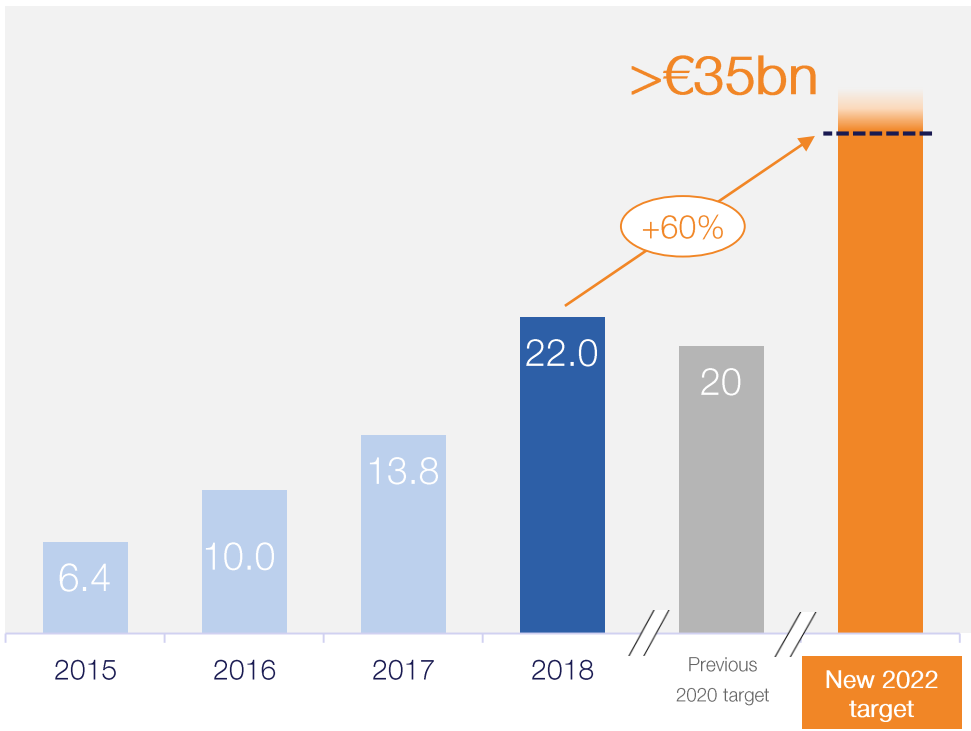
x5
vs 2018



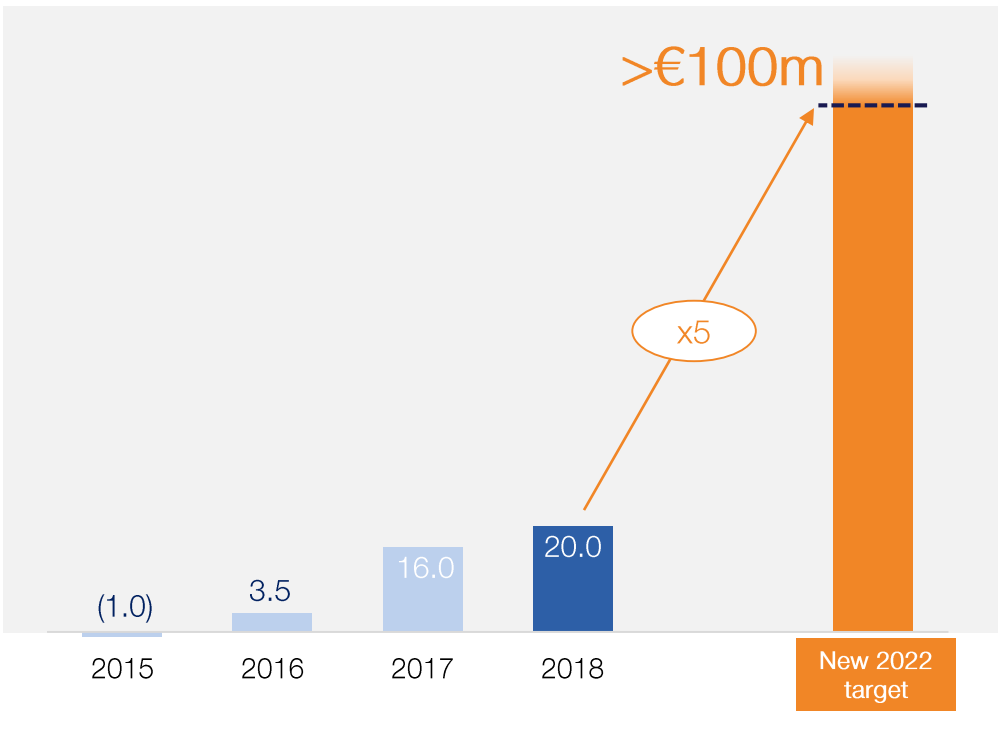
TIKEHAU CAPITAL IN 2022

Stronger and more profitable

Total Asset under Management in €bn



AM Net operating profit (€m)





Q&A session



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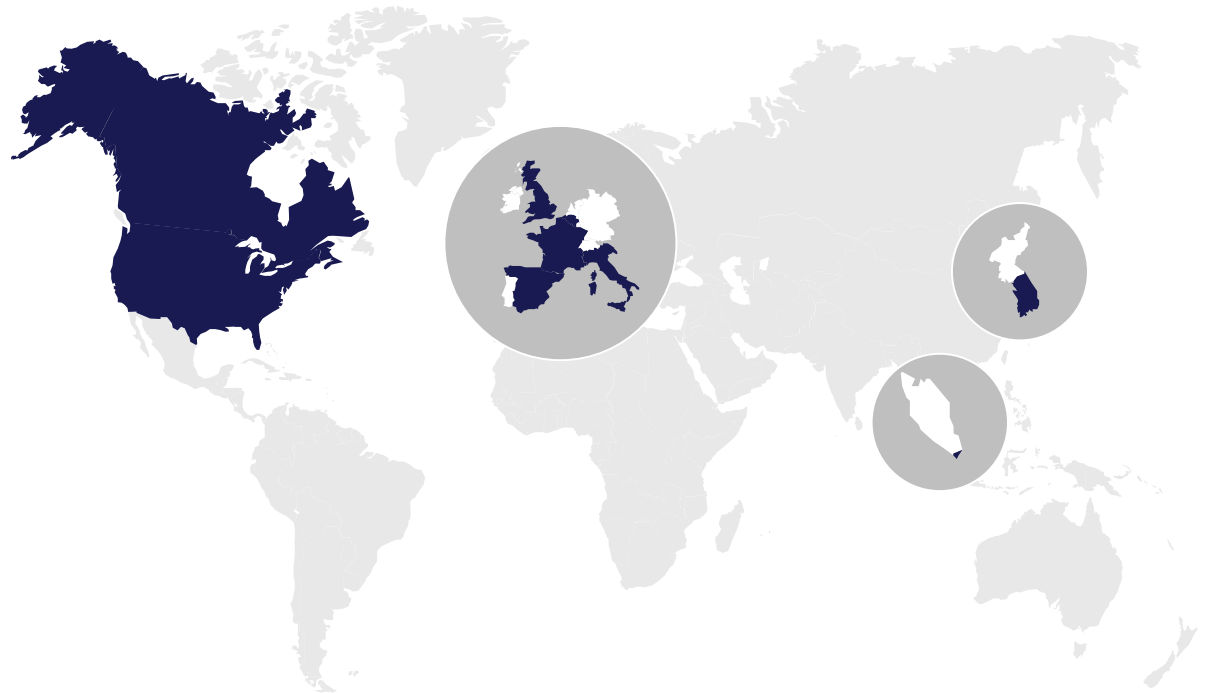
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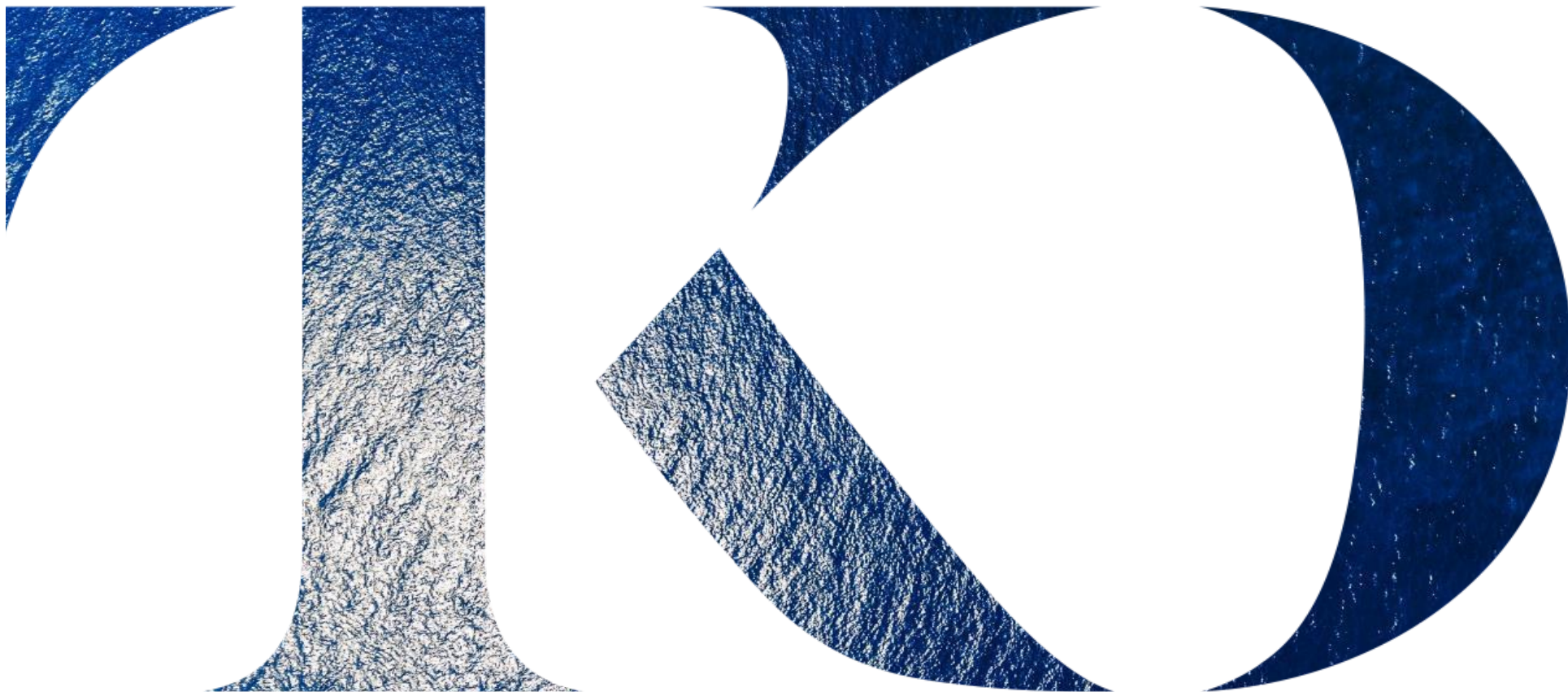
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