



# **TIKEHAU CAPITAL**

## **FY24 EARNINGS PRESENTATION**

20 FEBRUARY 2025

# Today's Speakers



**Antoine Flamarion**  
Co-founder



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



**Vincent Picot**  
Group CFO

# Agenda



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# 1.

## KEY HIGHLIGHTS

# Dynamics at work in the Alternative AM sector

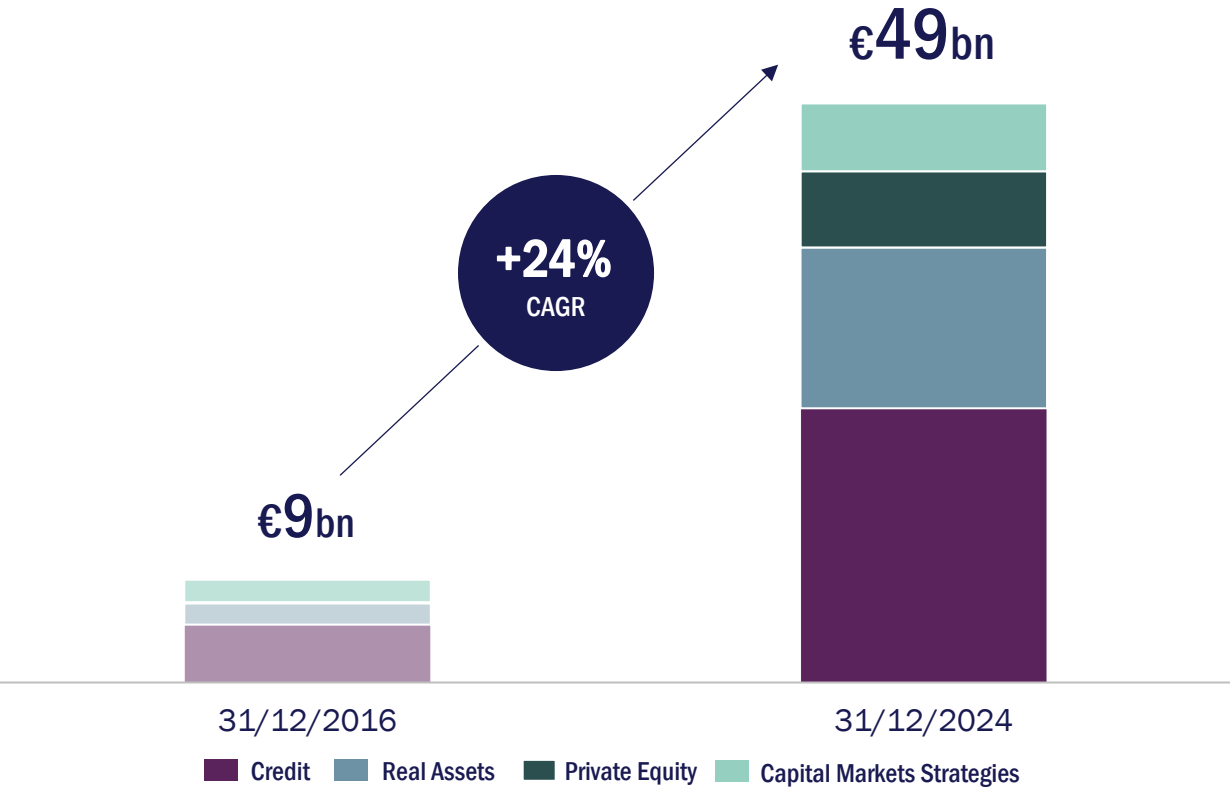
## The Tikehau Capital edge



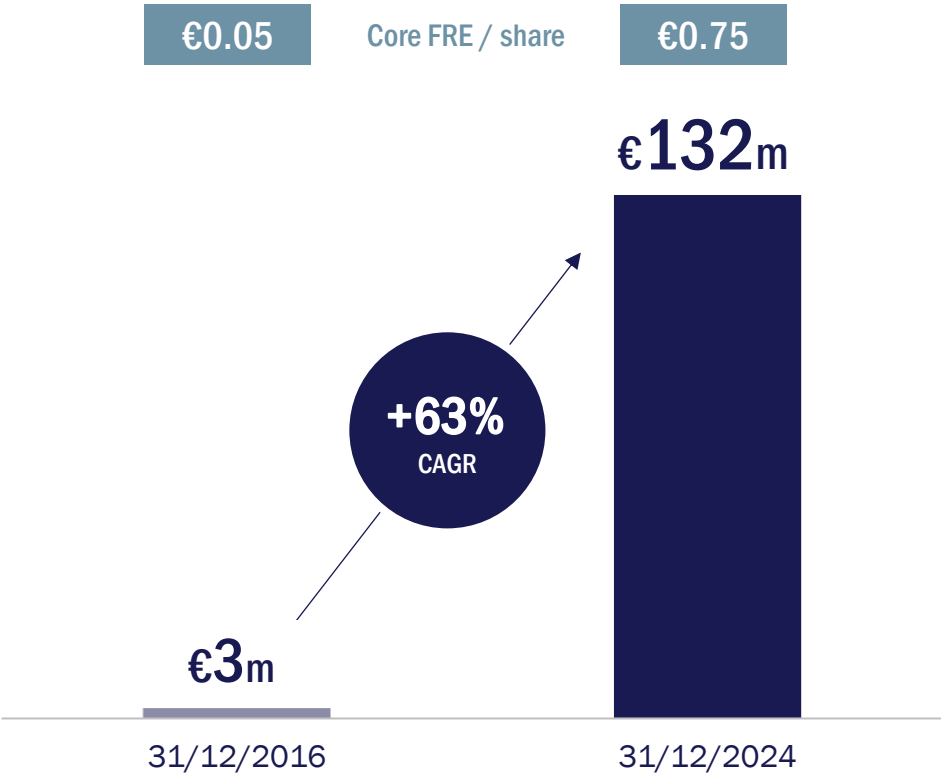
(1) Within Asset Management funds.

# A significant growth journey with increased profitability generation

Asset Management AuM grew at a +24% CAGR since 2016



Core FRE<sup>(1)</sup> grew at a +63% CAGR since 2016



Past performance does not predict future returns.  
(1) Core FRE correspond to Fee-Related Earnings excluding expenses linked to share-based payment transactions (IFRS 2), but for the social charges linked to share-based compensation.

# Tikehau Capital has outpaced its sector in fundraising since 2022

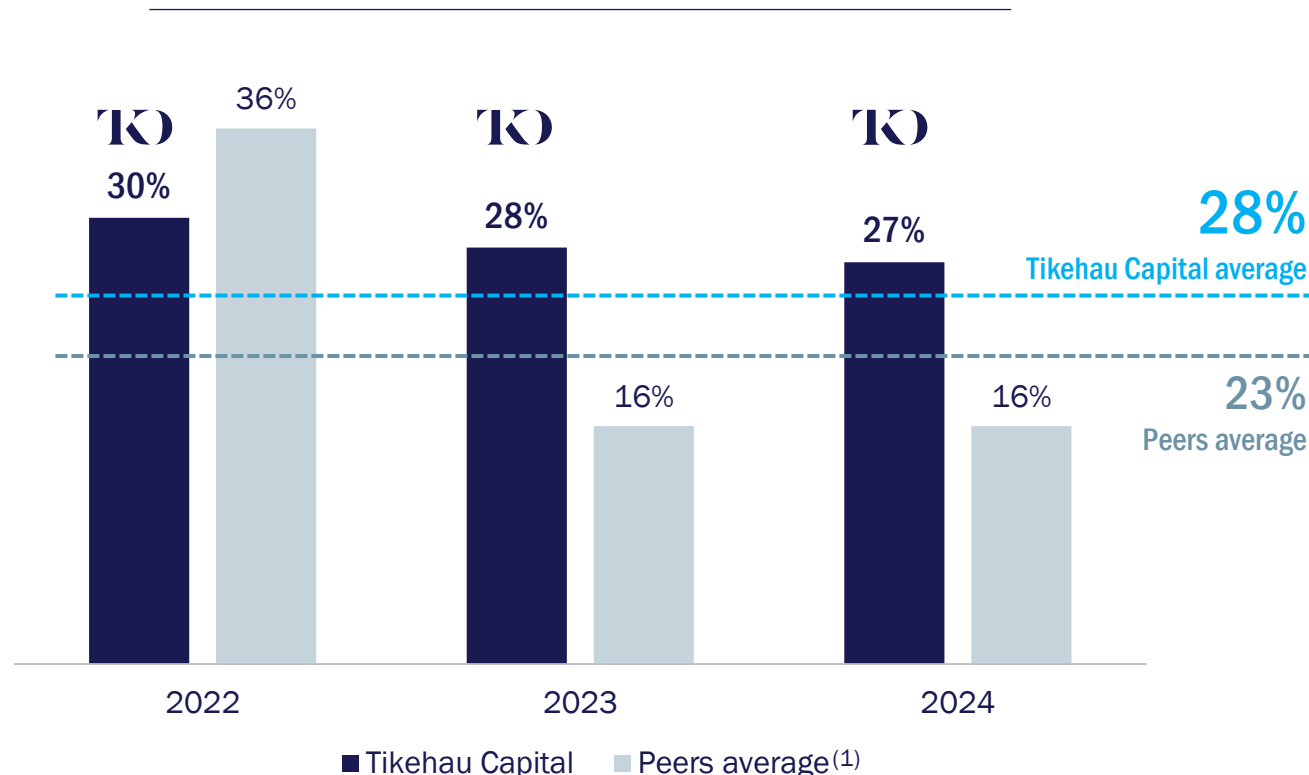
€27bn

Cumulative gross inflows  
over 2022-2024

€20bn

Cumulative net inflows  
over 2022-2024

Gross inflows as a % of Fee-Paying AuM (BoP)



Past performance does not predict future returns.

(1) European peers. 2024 figures used when available; otherwise, LTM as of 30 September 2024. Source: public information.

# Since our latest Capital Markets Day...

€27bn

Cumulative gross inflows  
over 2022-2024

+12%

Fee-paying AuM  
CAGR 2021-2024

113%

of AM EBIT distributed to shareholders  
on average over 2022-2024

Past performance does not predict future returns.



# Delivering in 2024 on the core pillars of our strategy

1

Successful diversification  
of capital formation across asset  
classes, geographies  
and client types

€9.3bn

2024 gross inflows

€7.0bn

2024 net inflows



+28% YoY growth in inflows in  
Q4 2024 (+10% target overachieved)

2

Focus on investment discipline,  
impact and sustainable value  
creation

€5.6bn

Deployed in 2024

€2.1bn

Realized in 2024

3

Financial performance driven by  
operating leverage and Tikehau  
Capital strategies

39.2%

Core FRE<sup>(1)</sup> margin  
in 2024

+16%

in total portfolio  
revenue YoY

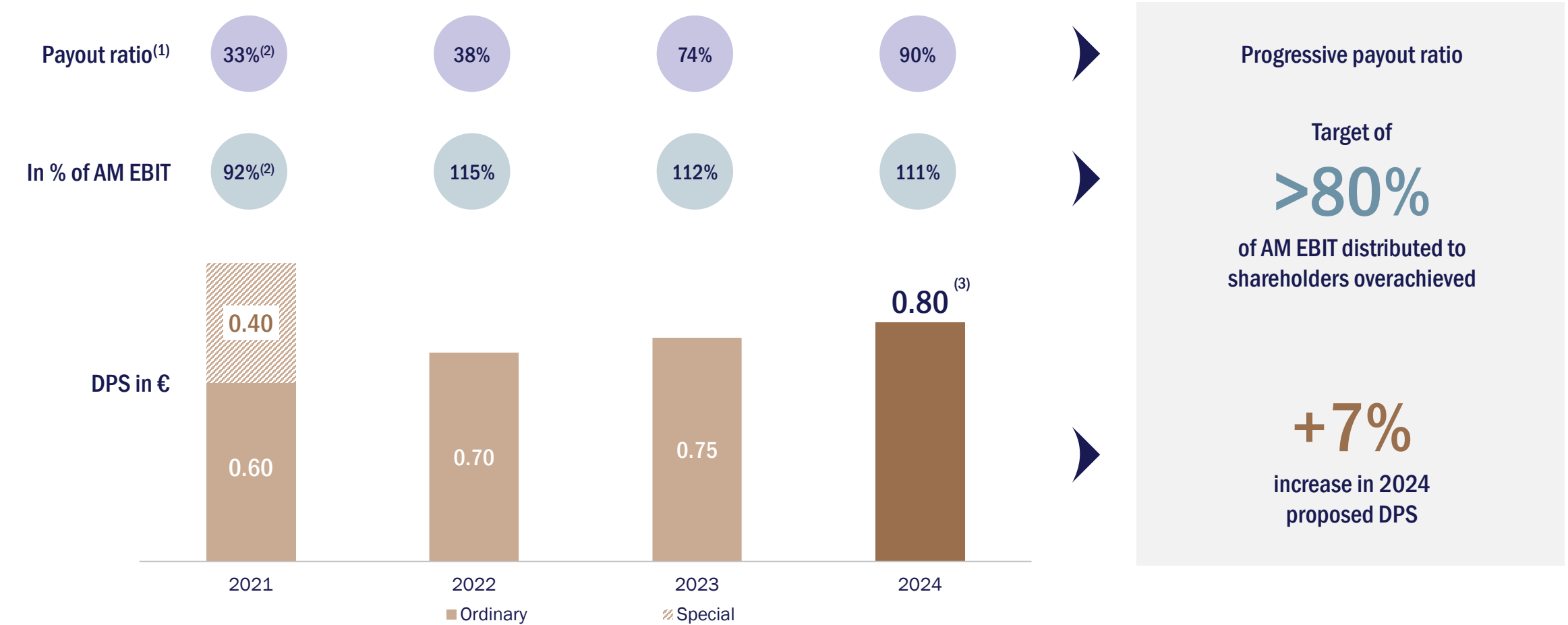


Net result before tax up +9% YoY  
Strong H2 in profit generation

Past performance does not predict future returns.

(1) Core FRE correspond to Fee-Related Earnings excluding expenses linked to share-based payment transactions (IFRS 2), but for the social charges linked to share-based compensation.

# Continued increase in shareholder returns



Past performance does not predict future returns.  
(1) Defined as DPS divided by EPS, (2) Taking into account ordinary dividend only, (3) To be proposed at the AGM on 30 April 2025.

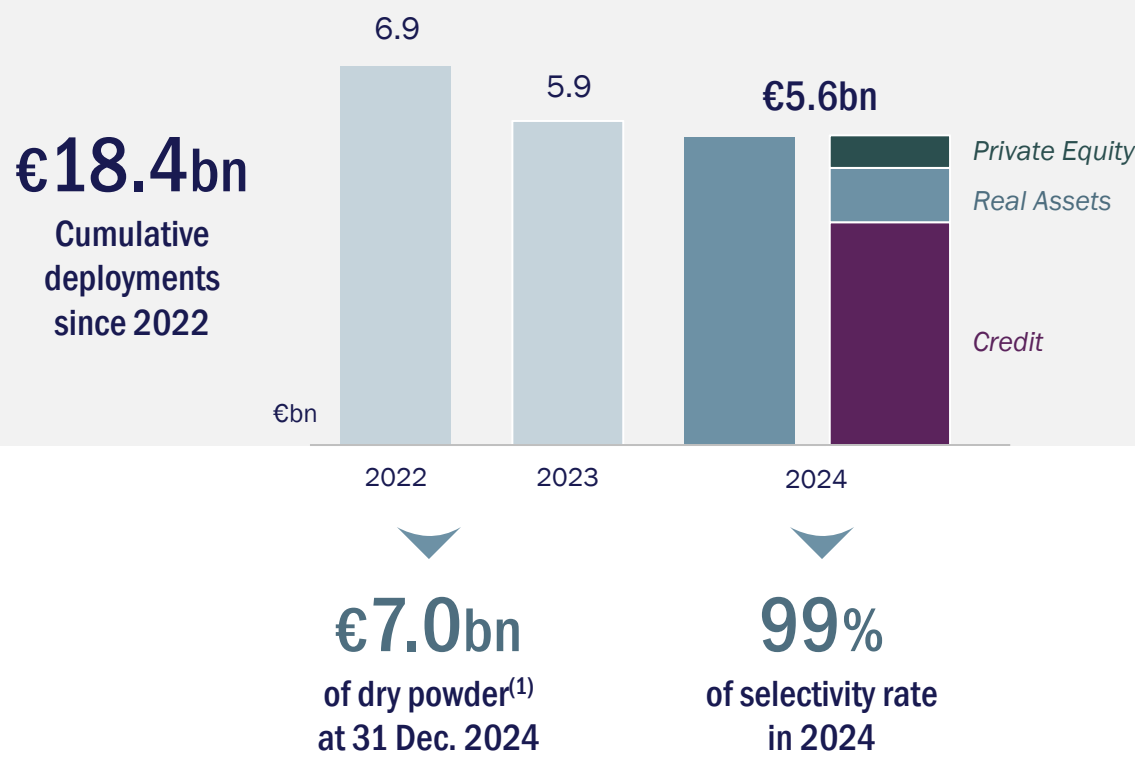


# 2.

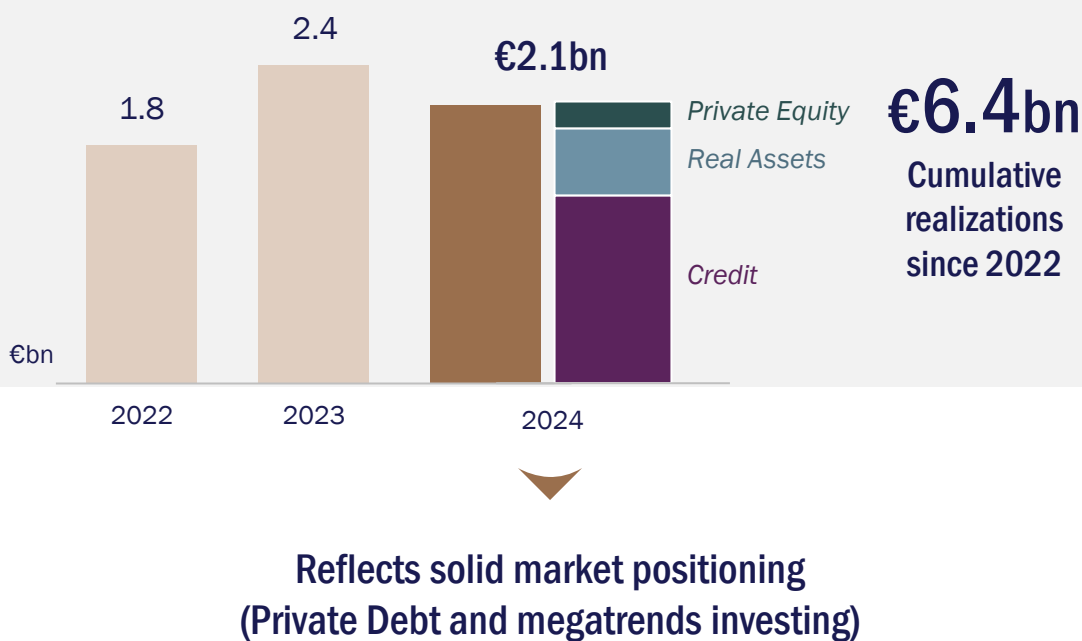
## OPERATING HIGHLIGHTS

# Sustained momentum in deployment and realizations in 2024

## Solid and selective deployment level



## Robust level of value-creating exits



Past performance does not predict future performance.  
(1) Within Asset Management funds.

# At the forefront of AI and digital infrastructure investments

## Our expertise in figures<sup>(1)</sup>

€1bn

invested to support the growth of companies in the AI and cybersecurity sectors

~€500m

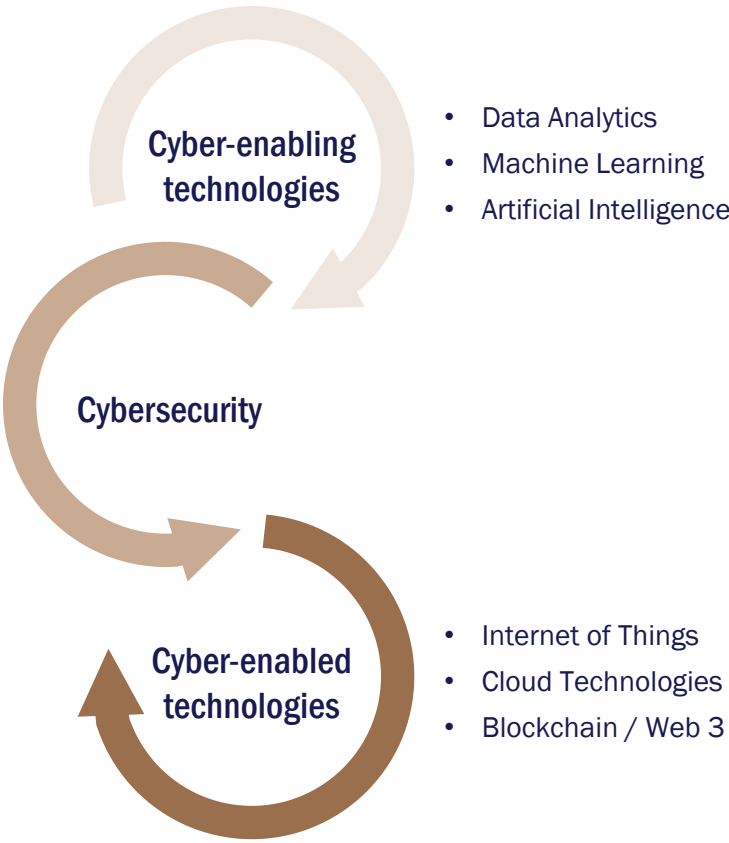
AuM dedicated to cybersecurity

17

cybersecurity companies in our portfolio

Past performance does not predict future performance.  
(1) As of 31 December 2024.

## Investing in digital trust ecosystem



## Latest tech / AI / Space investments

ECLAIRION  Q1 2025

loft  Q1 2025

CHAPSVISION  Q4 2024 (reinvestment)  
DATA MAKE SENSE

## Reference track record

PRELIGEN 

Q3 2024 disposal

2.4x

Gross MOIC

30.4%

Gross IRR

# Record level of fundraising in 2024



Complementary and relevant strategies

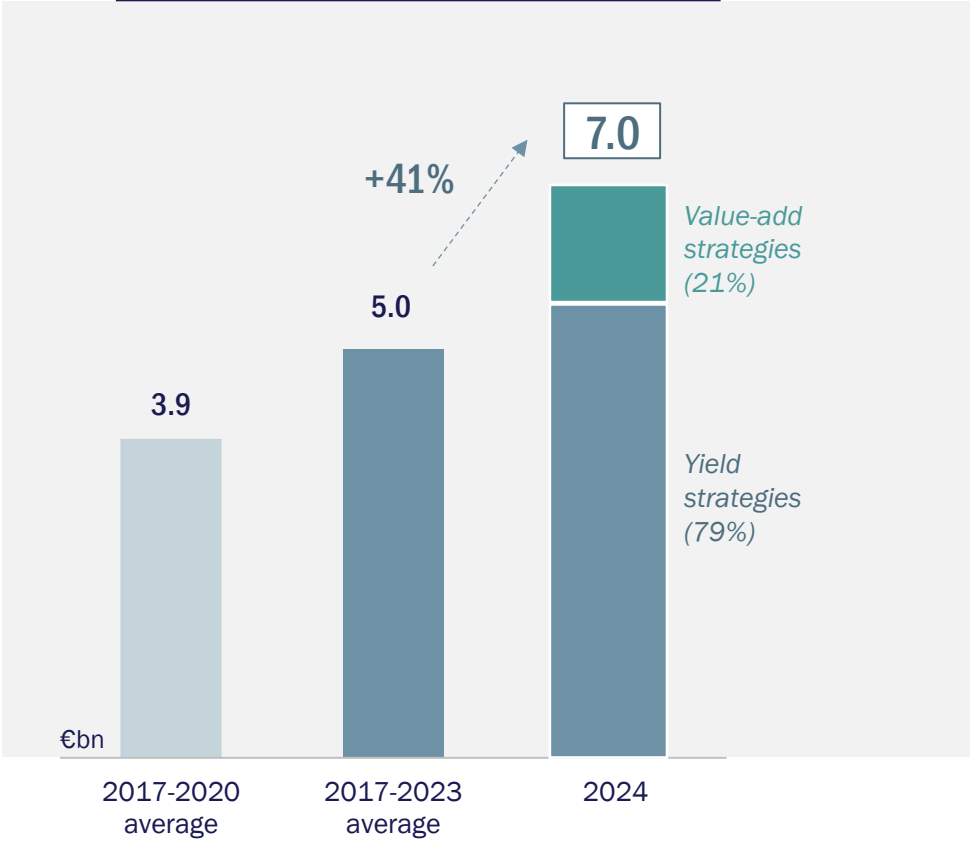


Solid track-record



Multi-local footprint

+41% growth in net new money in 2024



2024 achievements

Strong demand for our products

€9.3bn

2024 gross inflows

€7.0bn

2024 net inflows

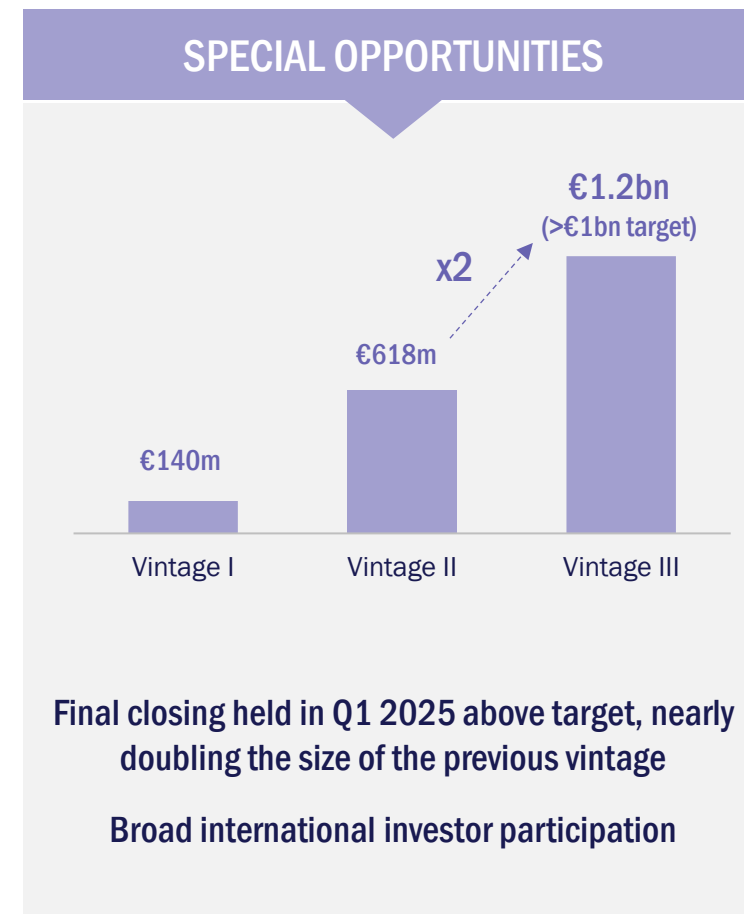
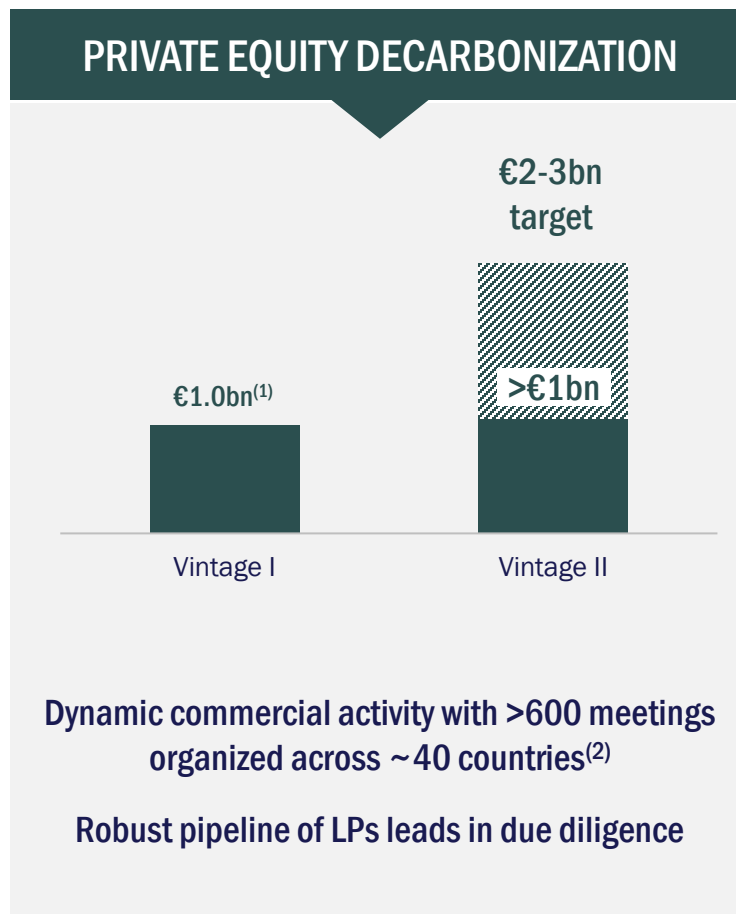
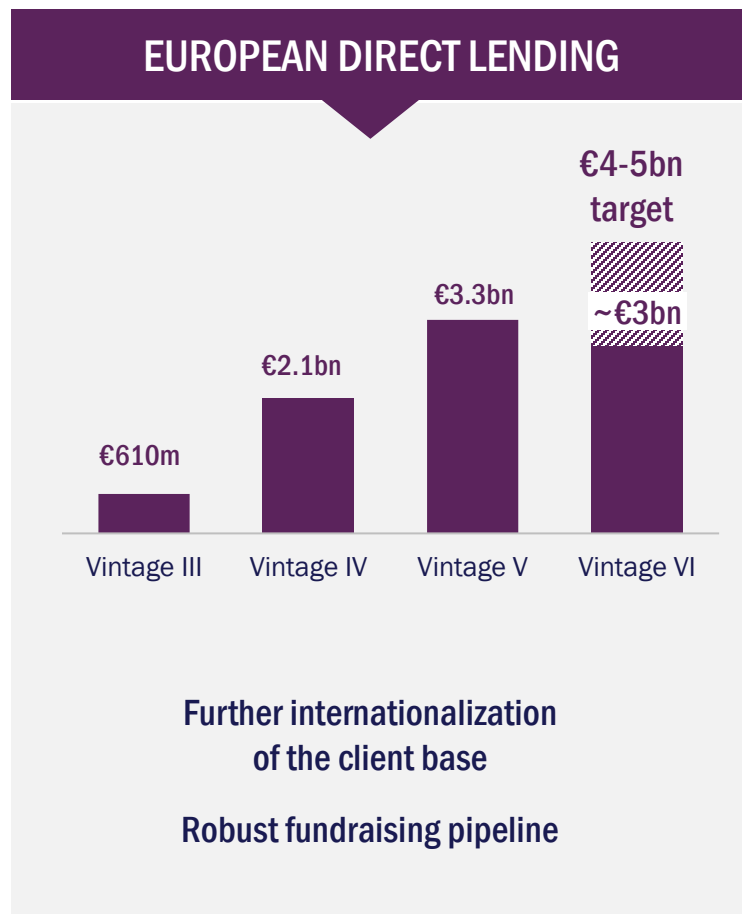
Net new money increased

**+28%**

in Q4 2024 vs. Q4 2023  
(+10% target overachieved)

Past performance does not predict future performance.

# Solid progress in fundraising for flagship strategies



Past performance does not predict future performance.

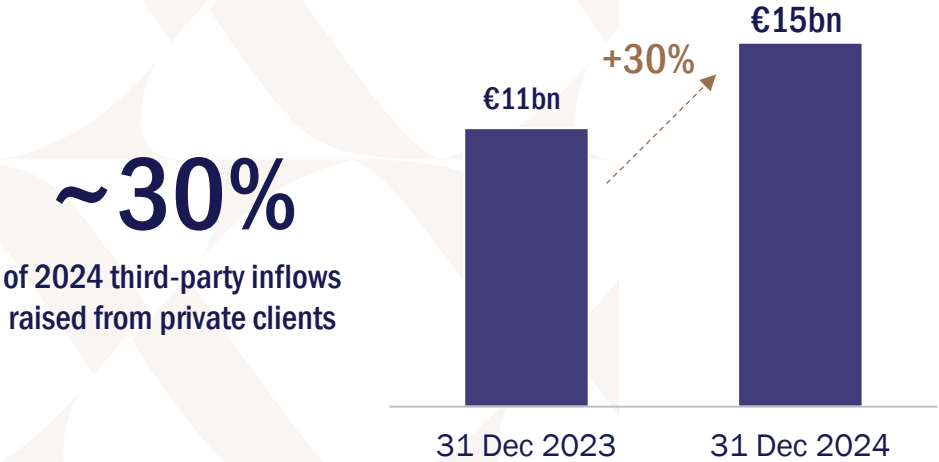
(1) €1.4bn including co-investment vehicles, (2) Between September 2023 and January 2025.

# Continued expansion of our platform and client base

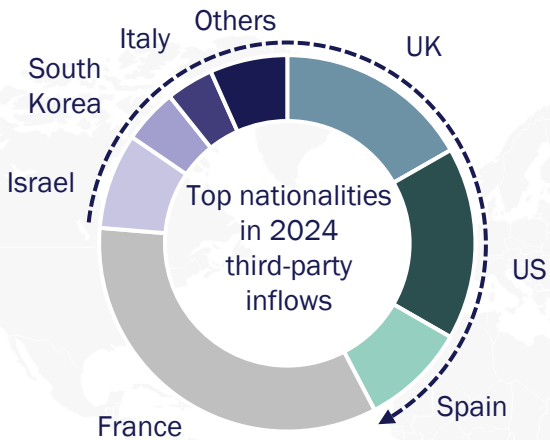
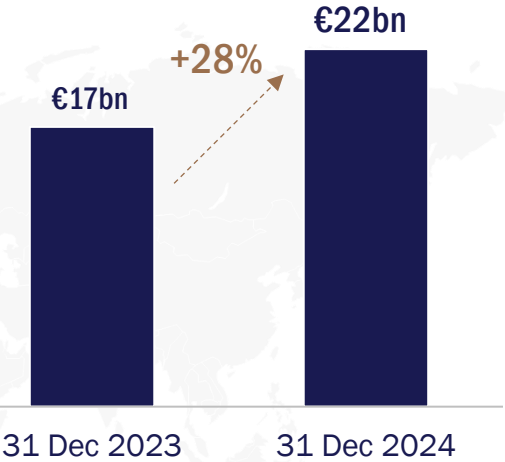
Further progress in addressing private clients' growing demand

An increasingly global client base

AuM from private clients



AuM from international <sup>(1)</sup> clients



€1.3bn  
of total commitments for  
Private Debt unit-linked products<sup>(2)</sup>

OPALE  
CAPITAL  
€238m  
Raised since inception

66%  
of 2024 third-party inflows raised  
from international clients<sup>(3)</sup>

44%  
AM AuM from international clients  
at 31 December 2024

(1) International clients refer to non-domestic clients, (2) Since inception, (3) Excluding Sofidy.



# Advancing our partnership with Nikko AM



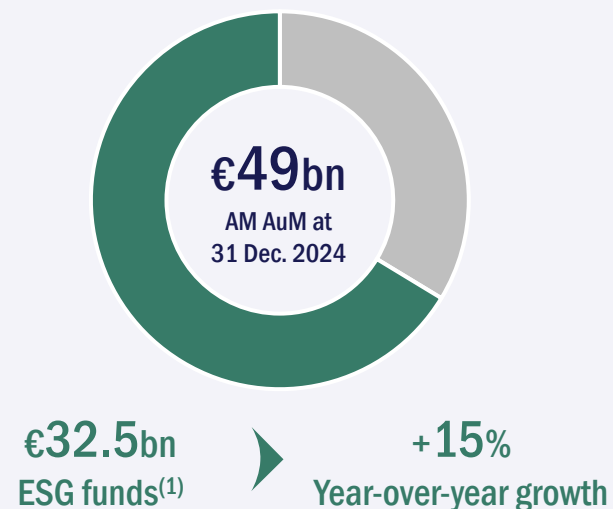
(1) Monetary Authority of Singapore.  
(2) Please refer to press release dated 28 February 2024 and 27 June 2024.

# Sustainability achievements

## Sustainability by design approach

50% of companies with a sustainability roadmap in Private Equity

65% of new Direct and Corporate Lending deals with an ESG ratchet in 2024

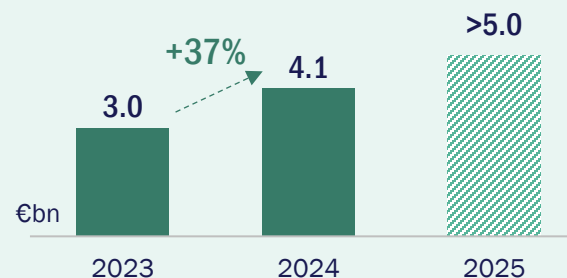


## Continued growth for our thematic and impact platform

### 4 areas of focus



+37% growth in AuM dedicated to Climate and Biodiversity



## External recognition



ESG Investing (3)

Award winner – Best ESG Investment Fund for Tikehau Capital's Private Equity Energy Transition strategy



As of 31 December 2024.

(1) ESG funds defined as integrating ESG characteristics in their legal documentation i.e. Sustainable Finance Disclosure Regulation (SFDR) article 8 and 9 funds.

(2) Criteria for *Sustainalytics* badges based on companies with the lowest ESG risk score in their respective industries from the Sustainalytics comprehensive ratings universe.

(3) Criteria for Debtwire Direct Lending and ESG Investing awards based on key achievements made in ESG. Criteria for *Trophées de la Finance Responsable* based on wealth management consultant (CGP) selection.



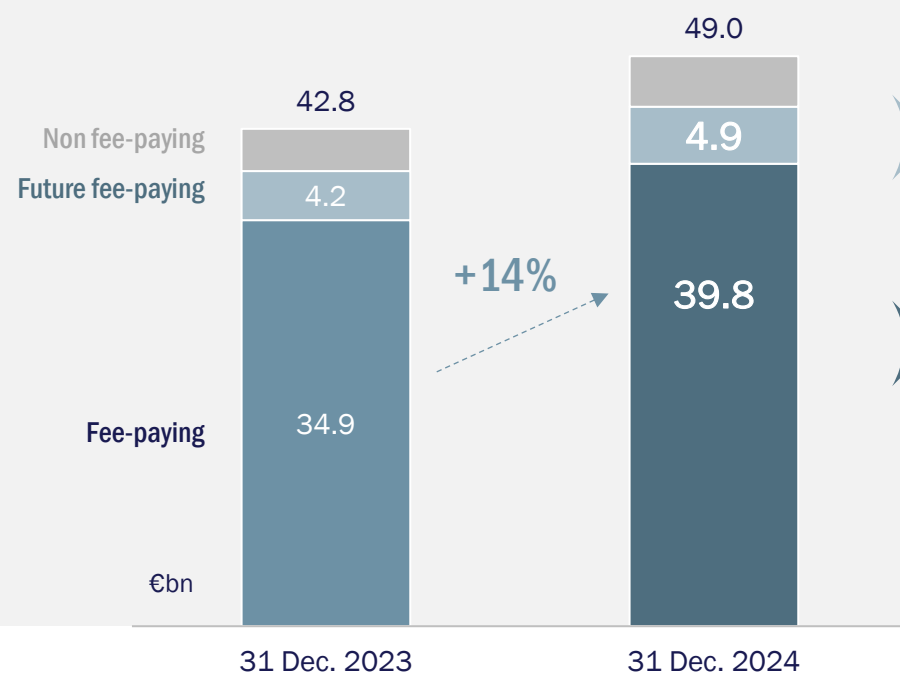
# 3.

## FINANCIAL HIGHLIGHTS

### 3.1 FINANCIAL HIGHLIGHTS

# ASSET MANAGEMENT

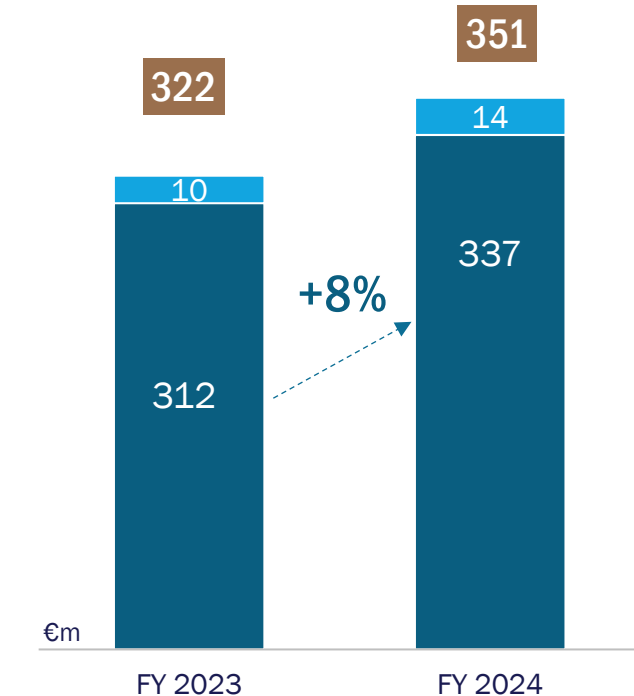
# Double digit growth in Fee-Paying AuM, supporting long-term revenue



➤ KPI mainly linked to fundraising on strategies charging fees on capital deployed and fundraising on Private Equity funds which are not yet activated

➤ **+14%** growth  
Driven by inflows for **Private Equity** funds and **Capital Markets Strategies** as well as solid deployment across **Direct Lending**, **CLOs** and **Secondaries** strategies

# Continued growth in Asset Management revenue



- Performance fees mainly coming from **Capital Markets Strategies'** fixed income funds which delivered strong returns in 2024

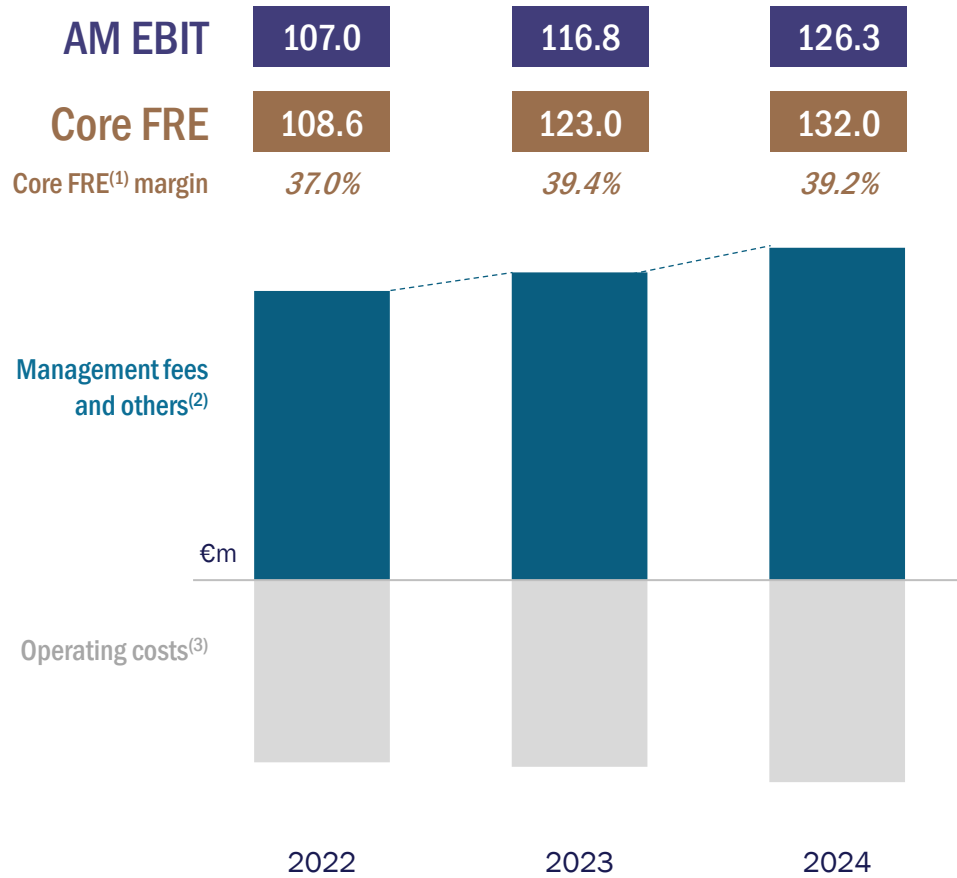
- 8% increase on a high comparison basis in 2023 linked to upfront **subscription fees** generated from gross inflows for Real Estate strategies
- **+17% YoY growth in management fees** (excluding upfront subscription fees), in line with fee-paying AuM evolution
- Average revenue margin stood at **90 bps** in 2024 (vs. 94 bps in 2023), reflecting high comparison basis, fundraising mix and calendar effects

● Management fees and others<sup>(1)</sup> ● Performance fees & carried interest

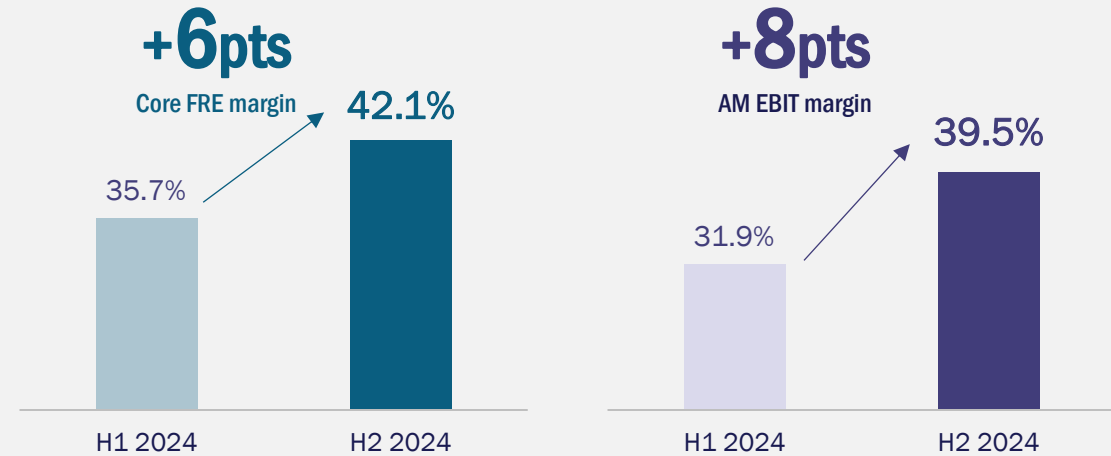
Past performance does not predict futures results.

(1) Includes arrangement fees, structuring fees as well as incentive fees.

# Acceleration in Core FRE and AM EBIT generation in H2 2024



## Strong Core FRE and AM EBIT margin pick up in H2 2024



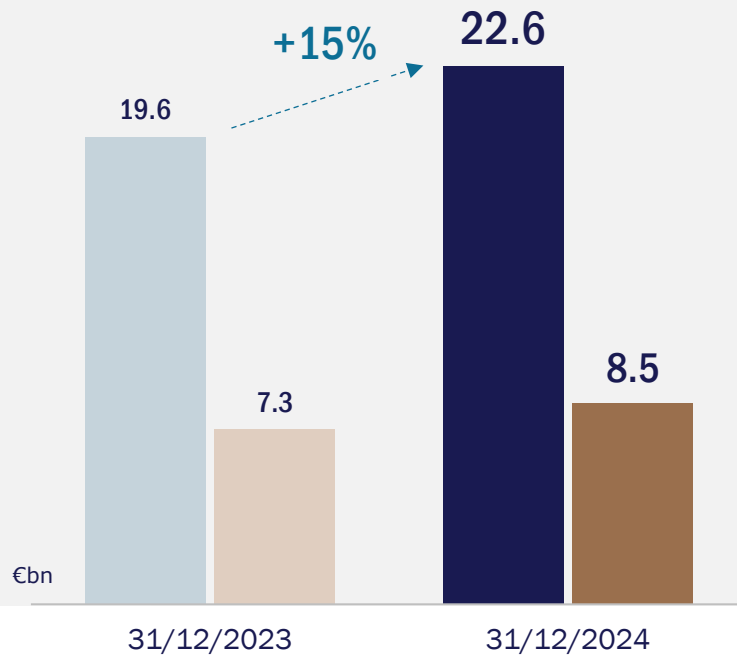
- (1) Core FRE correspond to Fee-Related Earnings excluding expenses linked to share-based payment transactions (IFRS 2), but for the social charges linked to share-based compensation.  
 (2) Management fees and other revenues include management fees, subscription fees, arrangement & structuring fees as well as incentive fees.  
 (3) Excluding share-based compensation.

# Performance-related earnings, a material profit driver ahead

15% yoy increase in AuM eligible to carried interest

Our approach to carried interest

Material embedded performance related revenues<sup>(1)</sup>



Shareholder-friendly allocation

Cautious P&L recognition

Material mid-term profitability driver

~€210m

As of 30 September 2024

- AuM eligible for carried interest
- AuM eligible to carried interest, currently invested and above hurdle rate

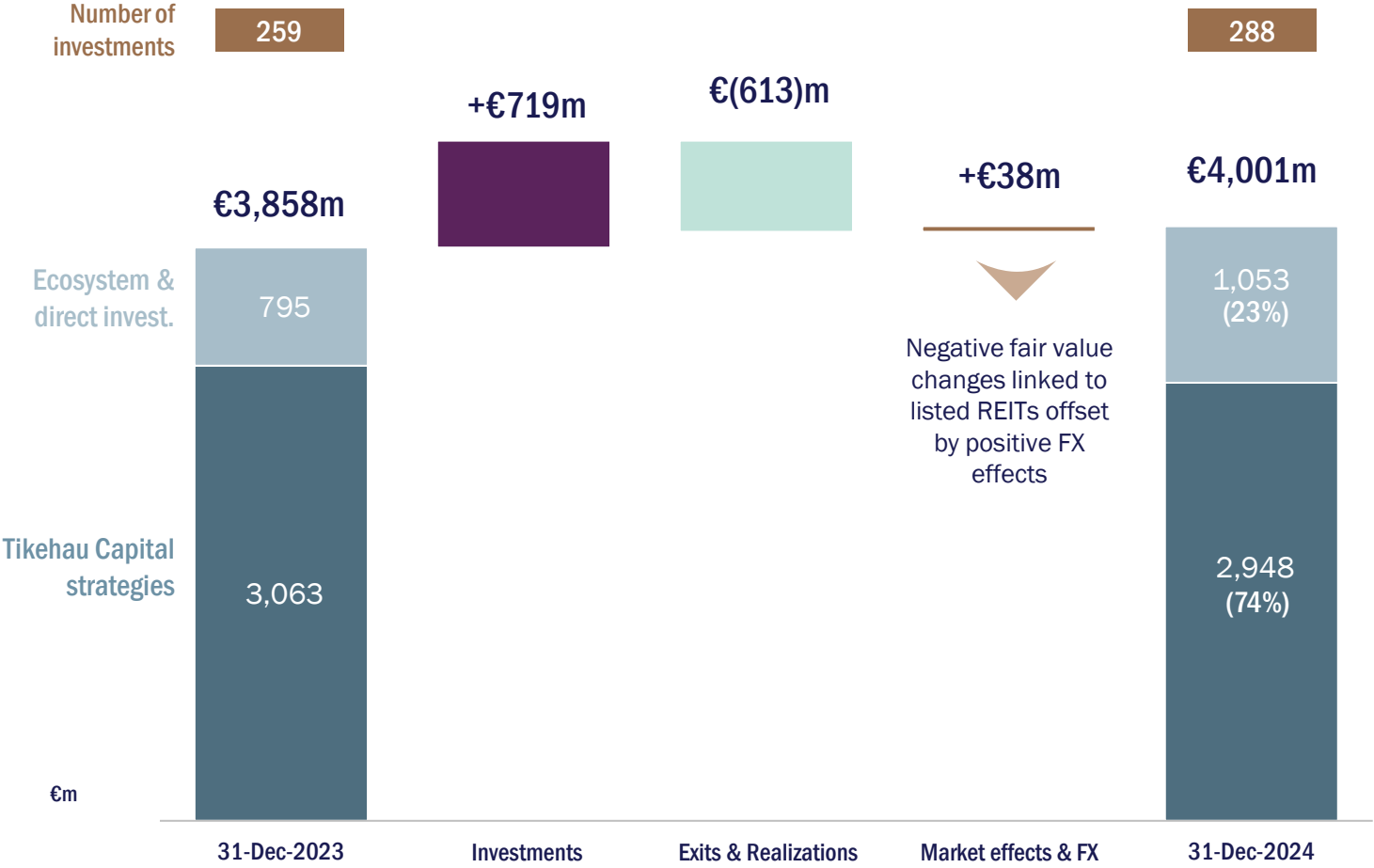
(1) Unrealized performance related revenues, share allocated to the listed perimeter.  
Past performance does not predict future returns.



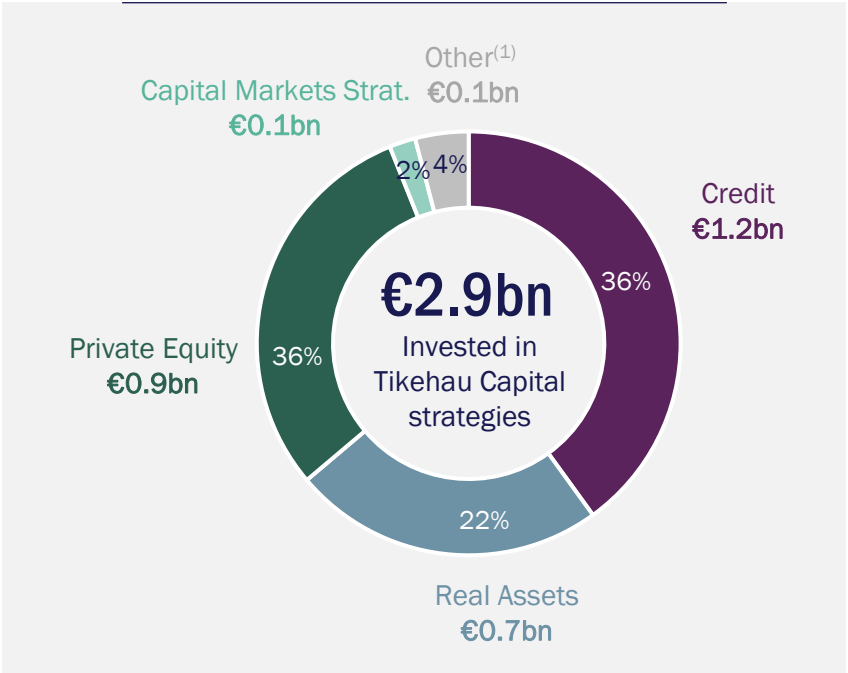
### 3.1 FINANCIAL HIGHLIGHTS

# INVESTMENT PORTFOLIO

# A €4bn granular investment portfolio, high skin in the game



Well-balanced exposure across Tikehau Capital strategies



(1) Includes co-investments alongside Tikehau Capital's strategies. Past performance does not predict future returns.

# Dynamic portfolio management in 2024



+€719m

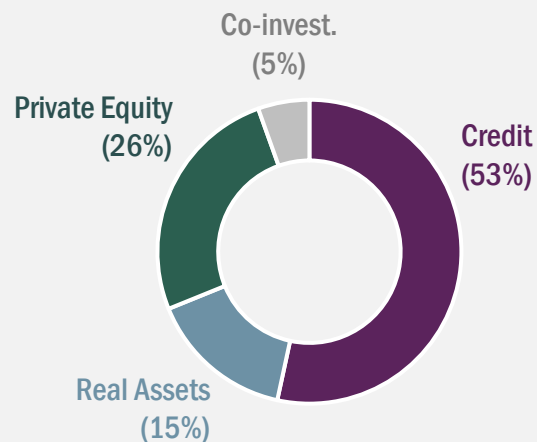
Investments

€(613)m

Divestments and returns of capital

Tikehau Capital strategies

+€530m



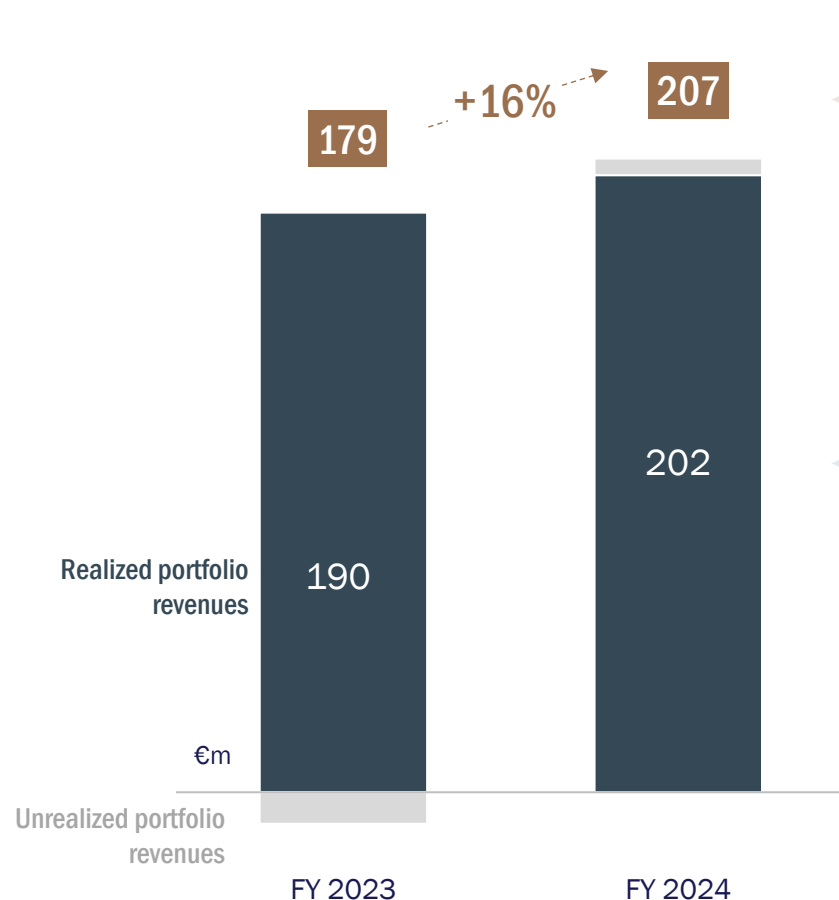
Ecosystem / direct investments

+€189m

- Investment in **Schroders PLC**
  - ~€55m worth of shares as of 31 December 2024
  - 4% of capital crossed on 13 February 2025
- Capital calls from 3<sup>rd</sup> party Private Equity funds, in particular **Whistler Capital Partners** (US PE healthcare strategy)

- Capital reimbursed driven by several of the firm's **CLOs**, **credit secondary** and **aerospace** strategies
- Asset exits and disposals for the Group mainly relate to
  - The transfer of non-retention equity tranches of its **European and US CLOs** to new vehicles managed by Tikehau Capital
  - The transfer of some of its investments in other Credit strategies to a new **Collateralized Fund Obligation**

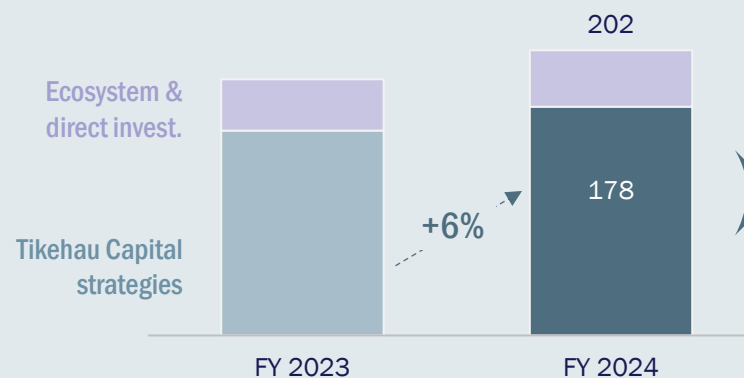
# 16% increase in portfolio revenues, with an acceleration in H2



**+65%** Growth in H2 2024 (vs. H1 2024)

Mainly driven by significant growth for Tikehau Capital Private Equity and Credit strategies

## Realized revenues growth driven by Tikehau Capital strategies



Mainly driven by **Real Assets** and **Credit Strategies** (Special Opportunities, CLOs, Credit Secondaries)

### 3.1 FINANCIAL HIGHLIGHTS

# FINANCIAL STATEMENTS

# Profit generation accelerated in H2 2024



€m	FY 2023	FY 2024	% change
AM EBIT	116.8	126.3	+8%
Investment portfolio revenues	179.2	207.1	+16%
Corporate expenses	(63.8)	(63.0)	(1%)
Financial interests	(40.2)	(62.8)	+56%
Non-recurring items and others	(0.6)	2.0	n.m
Net result before tax	191.5	209.6	+9%
Tax	(14.9)	(53.8)	n.m
Minority interests	0.1	-	n.m
Net result, Group share	176.7	155.8	(12%)
of which H1	72.0	57.5	(20%)
of which H2	104.7	98.3	(6%)



Solid 2024 operating performance



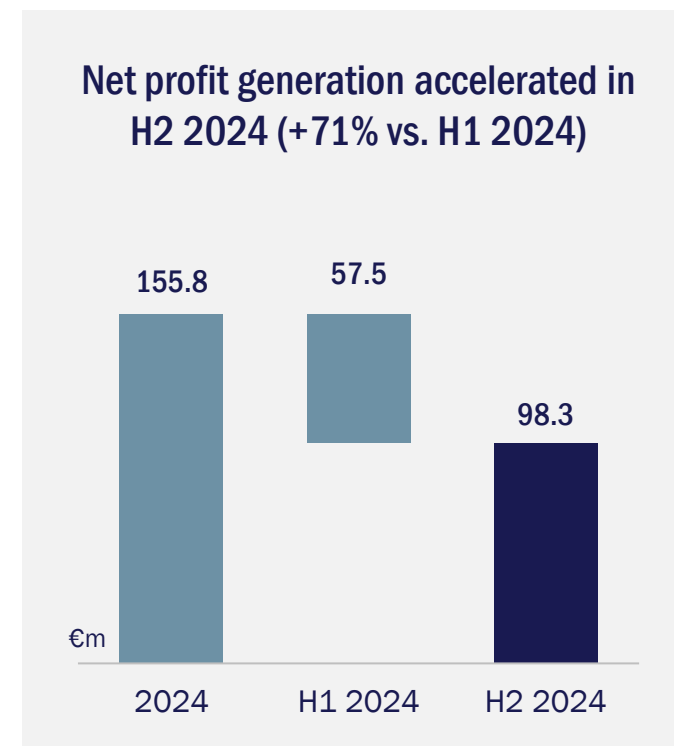
Increase linked to the €300m sustainable bond issued in 2023 and RCF drawdown in 2024



Back to normative tax rate in 2024 (25%)



Evolution reflects solid operating performance offset by higher financial expenses and tax expenses

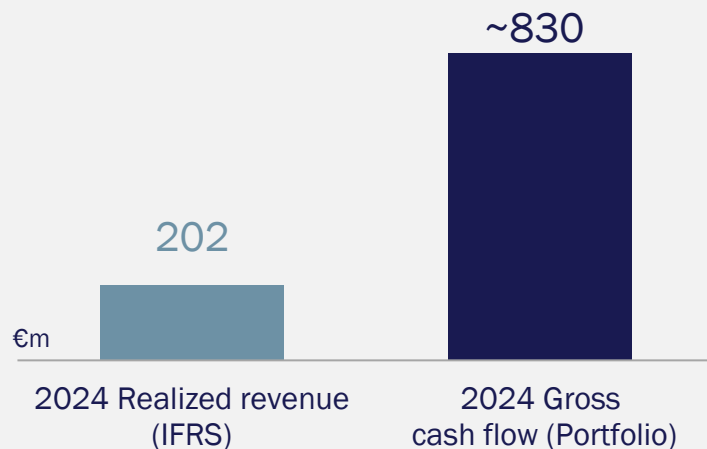


# Cash generation on the right track



## Cash generation > revenue generation

- IFRS revenues only capture a portion of portfolio gross cash flow generation
- Gross cash flow includes dividends / coupons / distributions, assets disposals and returns of capital



## Improvement in Free Cash Flow<sup>(1)</sup> generation

€m	FY 2023	FY 2024
Asset Management revenues	316	333
AM operating expenses	(201)	(211)
<b>Cash flows from AM activity (A)</b>	<b>115</b>	<b>122</b>
Acquisitions	(918)	(732)
Disposals	562	634
Revenues from investments	183	195
<b>Cash flows from investment activity (B)</b>	<b>(173)</b>	<b>97</b>
<b>Other items (C)</b>	<b>(74)</b>	<b>(95)</b>
<b>Free cash flow (A+B+C)</b>	<b>(132)</b>	<b>124</b>

(1) After tax.

# Balance sheet at 31 December 2024



€m	31 Dec. 2023	31 Dec. 2024
Investment portfolio	3,858	4,001
Cash & cash equivalents	228	337
Other current & non-current assets	818	859
<b>Total assets</b>	<b>4,905</b>	<b>5,197</b>
Shareholders' equity - Group share	3,184	3,245
Minority interests	5	4
<b>Total Group shareholders' equity</b>	<b>3,190</b>	<b>3,249</b>
Financial debt	1,470	1,641
Other current & non-current liabilities	245	306
<b>Total liabilities &amp; shareholders' equity</b>	<b>4,905</b>	<b>5,197</b>
<i>Gearing<sup>(1)</sup></i>	46%	51%
<i>Undrawn committed facilities</i>	800	650

(1) Gearing = Total financial debt / Shareholders' Equity, Group share.

€3.2bn

Shareholders' Equity,  
Group share

€1.0bn

Short-term financial  
resources

78%

ESG-linked debt

Strong investment grade credit ratings

**S&P Global**  
Ratings

BBB- / stable outlook

confirmed in Q1 2024

**FitchRatings**

BBB- / stable outlook

confirmed in Q2 2024





# 4.

## OUTLOOK

# Capturing future growth for our Asset Management business

## Key priorities

Source large allocations and access larger transactions

Extend our liability maturity

Diversify our client footprint

Expand our product capabilities and client solutions

## Action plan

1



UNLOCK **LARGE & HYBRID** ASSET OWNERS

2



ACCESS **PERMANENT** POOLS OF CAPITAL

3



**RETAIL & WEALTH** SOLUTIONS

## Strategic levers

Organic development

Bespoke mandates, co-investments and partnerships

M&A

# Unlocking co-investment potential with our new Investment and Capital Solutions team



Access a new ecosystem of large and sophisticated investors focused on direct deals



Enhance Tikehau Capital offerings, cross-selling and accelerate franchise development



Leverage the existing platform to generate new revenue streams

Optimize and leverage use of balance sheet

Generate higher velocity

Keep our alignment of interests DNA

€50m

Target ticket size per deal

20-30

Identified investors to date

Real Estate  
and Infra

Private  
Equity

Credit

# Maximizing value creation through our balance sheet



## Phase I – Portfolio construction



## Capital allocation priorities

- ▶ Prioritize active capital rotation and capital recycling
- ▶ Maintain alignment of interests while reducing capital intensity within own AM strategies
- ▶ Rebalance allocation across own AM strategies, adjacencies / innovation and ecosystem / direct investments
- ▶ Pursue M&A opportunities

## Phase II – Harvesting and Value Realization

## Focus on profitable growth

- ▶ Scale flagship strategies
- ▶ Adapt to evolving client demand with a greater focus on bespoke mandates and evergreen vehicles
- ▶ Enhance carry generation potential

**Return on  
Equity  
improvement**



# 5.

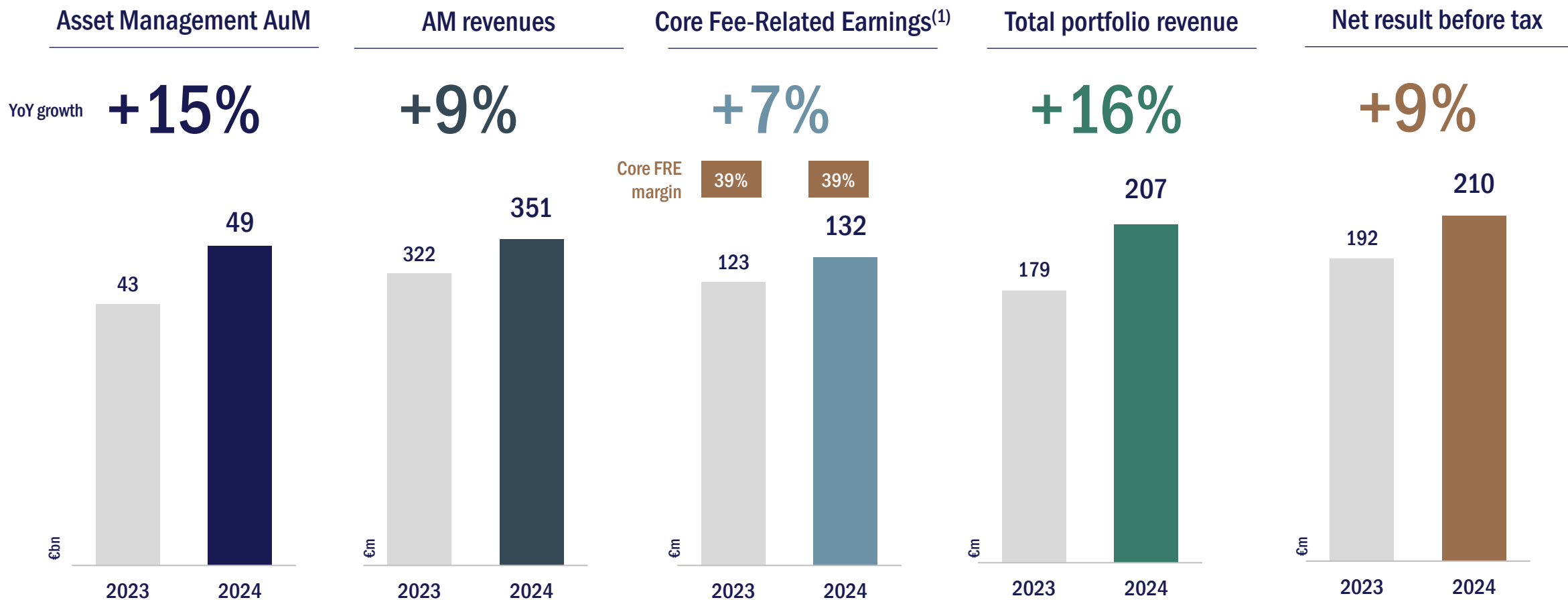
## Q&A



# 6.

## APPENDIX

# Delivering solid growth in 2024

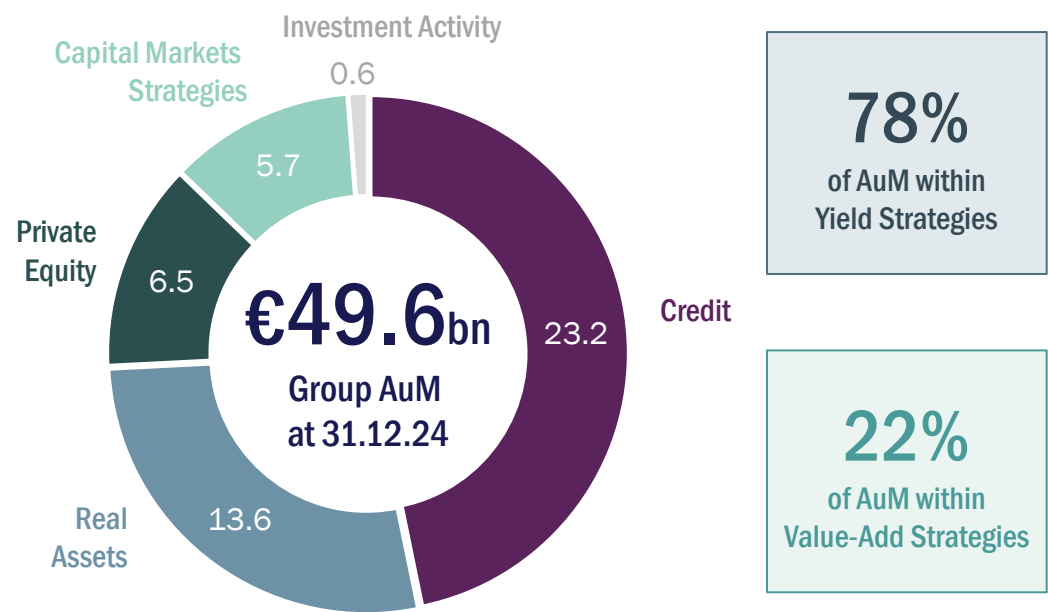


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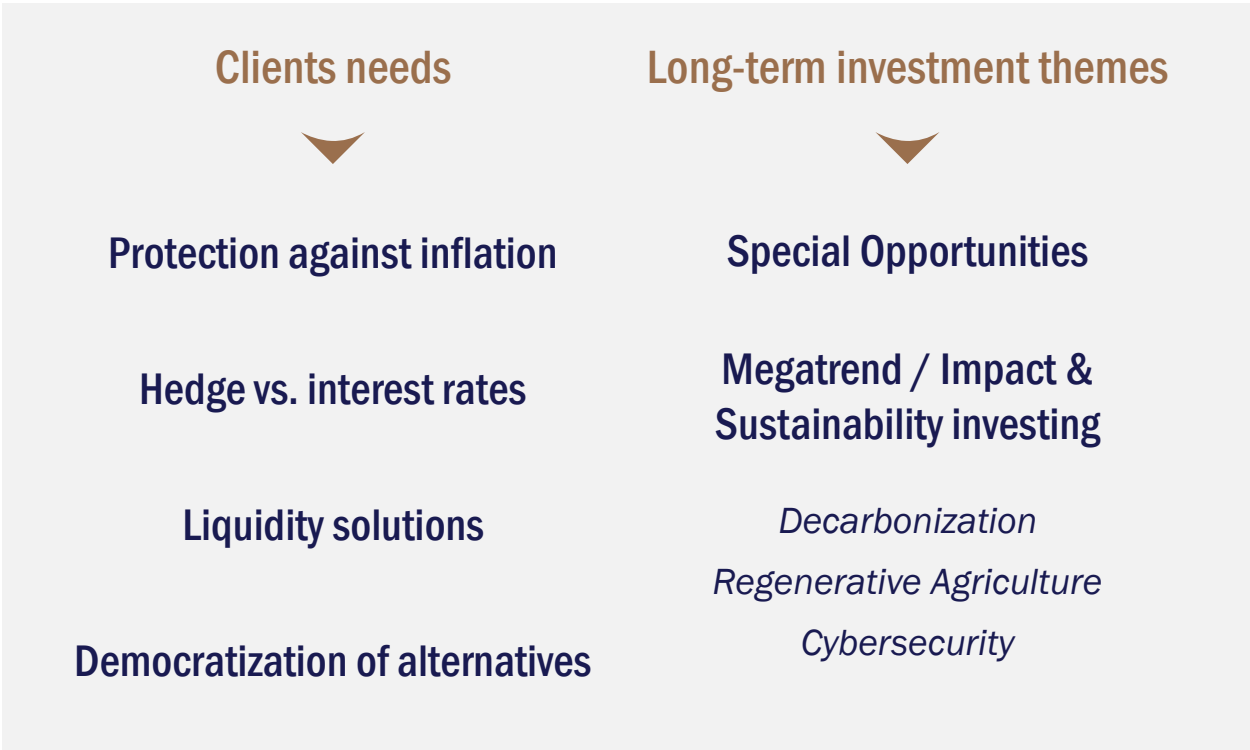
(1) Core FRE correspond to Fee-Related Earnings excluding expenses linked to share-based payment transactions (IFRS 2), but for the social charges linked to share-based compensation.

# Capacity to serve a variety of evolving client needs and long-term investment themes

Diversified and complementary asset classes



Relevant value proposition






# Dynamic yet disciplined capital deployment

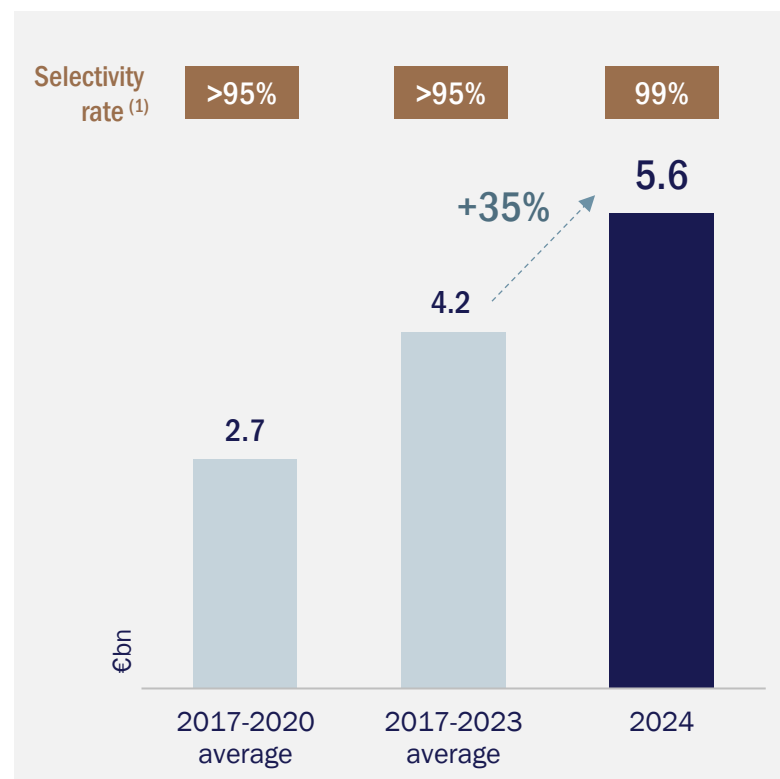
## Multi-local platform in place

  
**17** offices

  
Industrial partners

  
**€7.0bn**  
of dry powder  
within AM funds (31.12.24)

## Step-up in deployment in line with the platform's expansion



## Recent examples

Private Equity  
decarbonization

~€130m



~€150m



Direct Lending

~€65m



~€60m



Real Assets

~€200m



~€200m



(1) Selectivity rate presented as total declined deals / total screened deals.  
Past performance does not predict future returns.

# Attractive portfolio metrics with embedded downside protection



Asset selection

+

Value creation



## DIRECT LENDING<sup>(1)</sup>

High-quality assets

**25%**

Average EBITDA margin

Robust portfolio  
protection

**100%**

Covenanted investments

Low level of  
leverage

**4.4x**

Average leverage at closing

## PRIVATE EQUITY<sup>(2)</sup>

**+15%**

LTM Revenue growth

**+38%**

LTM EBITDA growth

Low level of leverage

**3.2x**

Average leverage  
at entry

Low entry multiple

**9.8x**

Average EV/EBITDA  
multiple at entry

## REAL ESTATE<sup>(3)</sup>

High level of granularity

**>9,000**

Units across Real Estate platform

Robust level of rent  
collection rate

**95%**

Average rent collection rate

Low level of  
leverage

**25%**

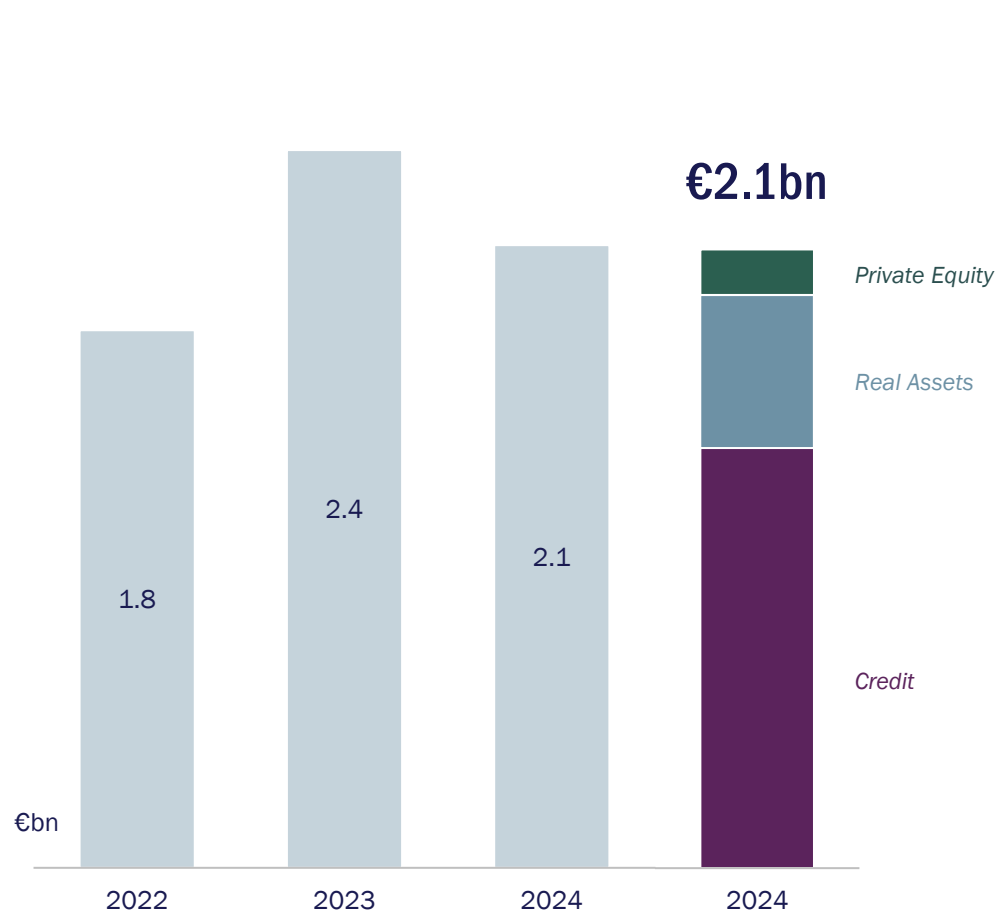
Average LTV

(1) Metrics for Tikehau Capital's 5<sup>th</sup> vintage of Direct Lending strategy at 30 September 2024 (latest available data).

(2) Across Tikehau Capital's Private Equity strategies (growth equity, energy transition, aerospace and cybersecurity). Data as of 30 September 2024 (latest available data).

(3) Across Tikehau Capital's Real Estate strategies at 30 September 2024 (latest available data).

# Good realizations momentum



Private Equity

Aerospace and Defence

3.0x  
Gross MOIC

60%  
Gross IRR

Real Assets

Continued disposal of mid-sized and granular assets notably from the portfolio of residential assets in Iberia

Credit

Repayment of €42m unitranche

1.3x  
Gross MOIC

11%  
Gross IRR

Aerospace and Defence

2.3x  
Gross MOIC

29%  
Gross IRR

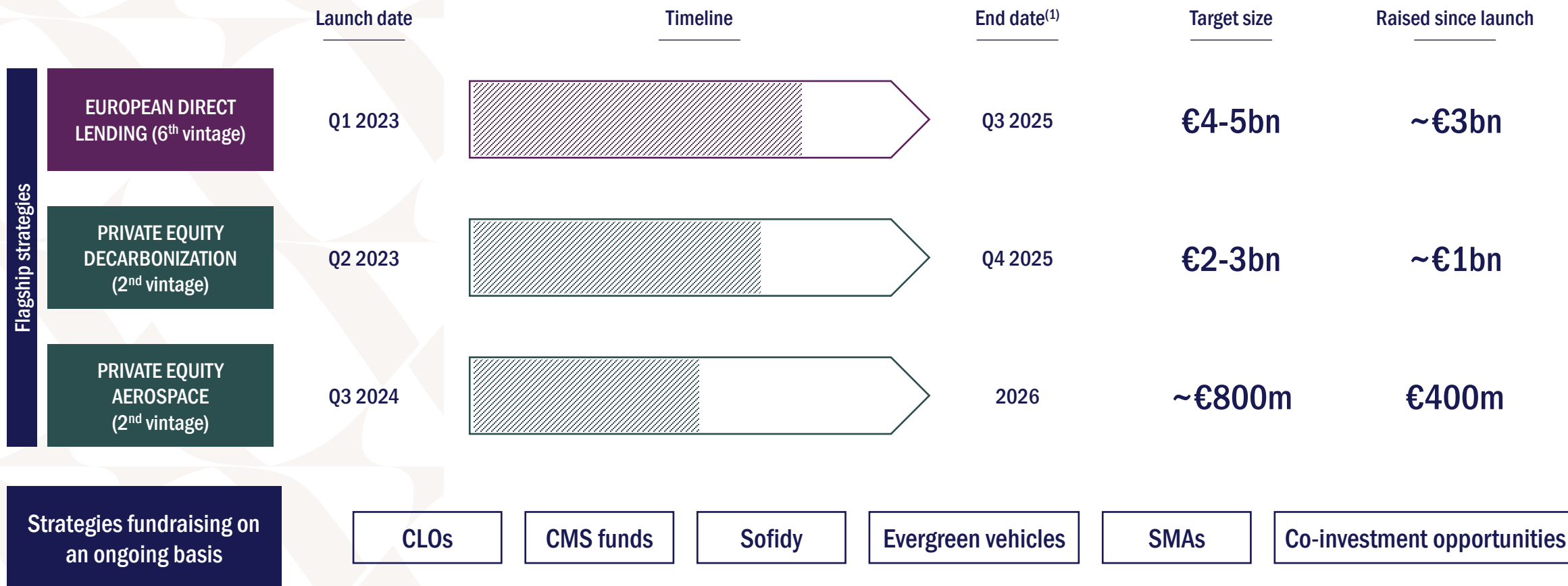
Repayment of €67m TLC

1.1x  
Gross MOIC

22%  
Gross IRR

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# 2025 fundraising priorities



(1) Before potential extension period.

# Fee-paying AuM and management fee rate by strategy

in €m	2022	2023	2024
Real Assets	11,207	11,141	11,538
Credit	12,729	15,358	17,670
Capital Markets Strategies	4,078	4,644	5,732
Private Equity	3,403	3,805	4,811
<b>Total fee-paying AuM</b>	<b>31,418</b>	<b>34,947</b>	<b>39,751</b>

in bps	2022	2023	2024
Real Assets	108	100	86
Credit	93	85	81
Capital Markets Strategies	45	50	56
Private Equity	>150	>150	>150
<b>Management fees<sup>(1)</sup></b>	<b>98</b>	<b>94</b>	<b>90</b>
Performance-related fees	4	3	4
<b>Total weighted average fee-rate<sup>(2)</sup></b>	<b>102</b>	<b>97</b>	<b>94</b>

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

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

# Portfolio revenues breakdown

in €m	2023	2024
Tikehau Capital funds	165.6	101.7
Investments alongside Tikehau Capital funds	13.1	21.9
<b>Tikehau Capital AM strategies</b>	<b>178.7</b>	<b>123.6</b>
Ecosystem investments	9.9	79.2
Other direct investments	(9.4)	4.3
<b>Ecosystem and direct investments</b>	<b>0.5</b>	<b>83.5</b>
<b>Total portfolio revenues</b>	<b>179.2</b>	<b>207.1</b>

in €m	2023	2024
Dividends, coupons & distributions	189.7	195.3
Realized change in fair value	(0.2)	6.4
<b>Realized portfolio revenues</b>	<b>189.5</b>	<b>201.7</b>
<b>Unrealized portfolio revenues</b>	<b>(10.3)</b>	<b>5.4</b>
<b>Total portfolio revenues</b>	<b>179.2</b>	<b>207.1</b>

