



AMBIENTA

Environmental Investments

Introduction to Ambienta

Executive summary: Private Equity industry-leading returns on environmental sustainable trends

Specialised environmental growth investor

€3 trillion+ European opportunity supported by indisputable long-term drivers

- ▶ Focus on resource efficiency and pollution control
- ▶ Systematic approach to identifying long-term secular drivers
- ▶ Developed "EIA"¹, a proprietary methodology to measure impact

Strong pan-European team

30+ professionals across three local offices: Dusseldorf, London, Milan

- ▶ Mix of Consulting, Private Equity and M&A experience
- ▶ One team culture with extensive knowledge sharing

Investing in good companies

Leverage PE best practices to turn good companies into great investments

- ▶ Combining sector knowledge and local relationships to unlock the European "Mittelstand" (28/31 proprietary deals)
- ▶ Institutionalising companies, professionalising practices and promoting long term value creation through dedicated *ESG in Action* programme
- ▶ Driving international expansion, both organically and through M&A

Global investor base

A €10tn worth investor base across Europe and US

- ▶ Funds under management of €1.2bn, recently raised Ambienta III (€635m)
- ▶ 95% AUM of institutional money, mostly blue chip PE investors

Top tier performance

Achieved top tier returns throughout real industrial growth

- ▶ 2018 portfolio KPIs: 12% organic sales growth, 21% EBITDA, 2.9x NFP
- ▶ Realised returns at the top of the market

1. EIA: «Environmental Impact Analysis»

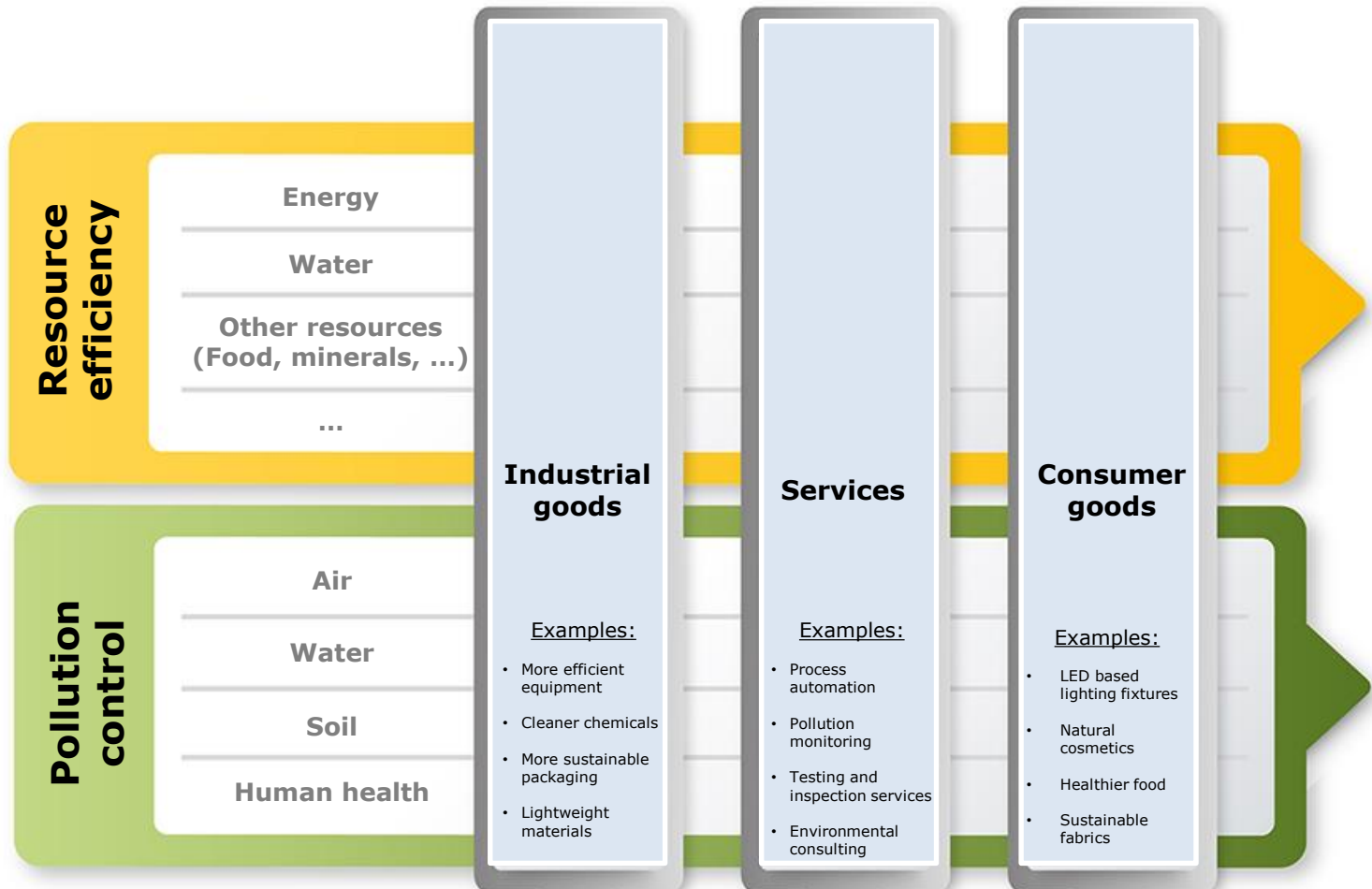


Sustainability applied to normal companies with traditional Private Equity approach



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A mega trend reshaping all industries








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EIA¹: a proprietary methodology to measure environmental impact

Powerful footprint across resource efficiency and pollution control

Resource efficiency

MATERIALS SAVED	ENERGY SAVED	WATER SAVED	LAND(FILL) SAVED	FOOD SAVED
1,350,000 tons	~ 230,000Toe	~ 130,000 ml m³	~ 1,800,000 m³	~ 4,100 tons
<i>equivalent to</i>	<i>equivalent to</i>	<i>equivalent to</i>	<i>equivalent to</i>	<i>equivalent to</i>
630,000x SUV's weight	4,300,000x refrigerators annual consumption	97x New York city annual consumption	~2.6x Small landfills	~8,000 Persons food consumption
				

Pollution control

CO ₂ EMISSIONS REDUCED	AIR CLEANED	POLLUTANTS AVOIDED	MATERIALS RECYCLED	WATER CLEANED	BIODIVERSITY PRESERVED
6 ml tons	1,200 km³	170,000 tons	280,000 tons	~ 19,000 ml m³	
<i>equivalent to</i>	<i>equivalent to</i>	<i>equivalent to</i>	<i>equivalent to</i>	<i>equivalent to</i>	
2,400,000x car annual emission	20km air column above Manhattan	1.4x Canada's annual water pollutants release	70% of Milan's annual recycled waste	106 ml x family annual consumption	
					

Case study: exit of Oskar Nolte



A hidden champion for environmentally-friendly coatings

Environmental Impact

Water based coatings provide competitive advantage:

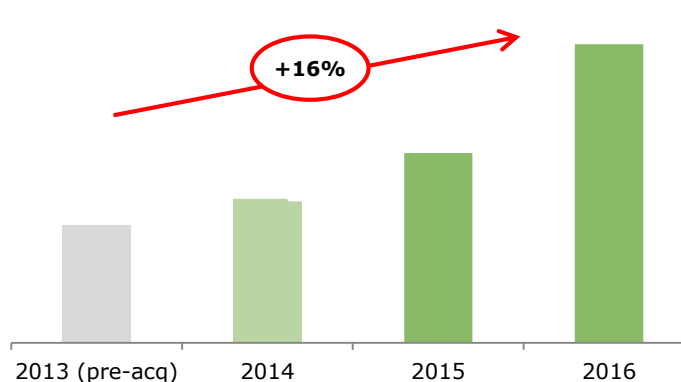
- ▶ Water based coatings reduce solvent content up to 98%
- ▶ Water based coatings are smaller in volume thus reduce logistic costs
- ▶ Water based coatings production plants far simpler and less costly than traditional

Unlocking value from a niche player

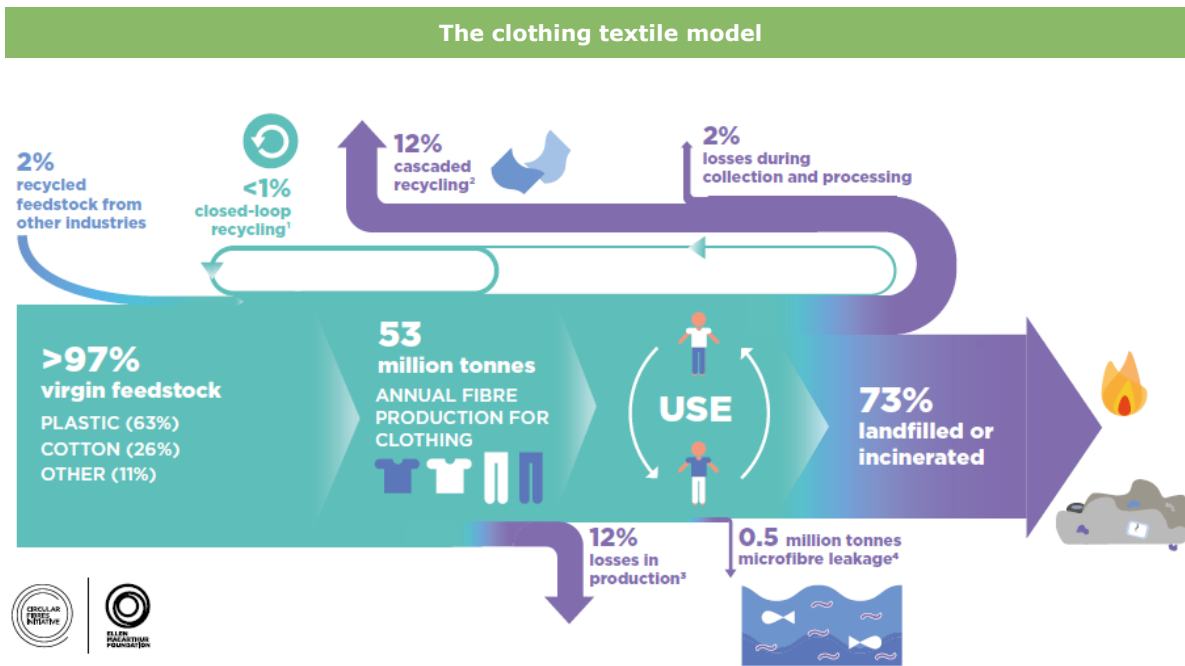
- ▶ **Organisational reinforcement**
 - Strengthened leadership through recruitment of CEO, CFO and COO
 - Realignment of the sales approach by shifting the attitude from reactive to pro-active
- ▶ **Strategic expansion of product offering**
 - Expansion from focused niche applications to new adjacent applications such as high-gloss and board-on-frame
 - Successfully won new international customers
- ▶ **Geographical expansion**
 - Established a subsidiary in Turkey to strengthen sales capabilities
 - Hired additional engineers for a local technical support of customers (Poland, South America, Turkey) and increased R&D capacity

Delivered constant EBITDA growth (€m)

...resulting in strong value creation³ (€m)



The clothing textile industry: a linear environmental burden which is getting worse



- **A linear consumption model** with heavy environmental footprint
- **Out of 53 million tonnes** of fibre produced:
 - 7,5 is lost in production and post-use collection
 - 40 Million tons is landfilled or incinerated
 - **6 is recycled**