

# CapMan

## Annual General Meeting

# 2024

### CEO's review

Pia Kåll

27 March 2024



# Statements regarding future development and disclaimer

The following concerns this document, the related oral presentation by either CapMan Plc (hereinafter the "Company" and together with its subsidiaries the "CapMan Group") or a representative of the Company as well as the subsequent Q&A sessions.

This presentation contains forward-looking statements that reflect management's current views with respect to certain future events and potential financial performance. The material set forth herein is not and should not be construed as an offer to sell or a solicitation of an offer to subscribe or purchase Company's securities ("Securities"), or a part of such offer. Nothing in this material shall form the basis of any contract and nothing in this should be relied upon in connection with any contract or commitment, and nothing in this constitutes a recommendation regarding the Securities.

Certain statements presented that are not historical facts, including, among others, estimates of the overall economic development and the market situation, expectations concerning the growth and profitability of the CapMan Group, as well as statements that contain the expressions "expects", "estimates", "forecasts", "aims", "believes", "pursues", "intends", "could", "anticipates", "plans", "seeks", "will", "may", "likely", and "would" and other corresponding expressions or their negative variations identify forward-looking statements.

Forward-looking statements are based on the Company's current expectations, estimates, decisions and plans as well as on the currently available facts regarding, among others, the Company's financial standing, results of operations, plans, objectives, future results and operations. Such statements involve inherent risks and uncertainties that, if materialized, may cause the actual results of operations of the CapMan Group to be materially different than currently expected.

These factors include the overall economic conditions, including currency and interest rate fluctuations impacting the operating environment and profitability of clients and thereby the orders and margins on them received by the CapMan Group; competition; the CapMan Group's business conditions and continuous development and improvement thereof; and the success of possible future acquisitions. Forward-looking statements are further based on numerous assumptions concerning the Company's current and future strategy and the Company's future business environment.

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# CapMan is a private markets pioneer

**1989**

Foundation of  
CapMan



**30,000+**

Shareholders, listed  
on Nasdaq Helsinki



**2040**

Net zero target  
year



**€5.6 bn**

AUM



**~50%**

International  
AUM



**~400**

LPs as  
customers



**~200**

Employees



HELSINKI

**9**

Investment and  
service teams



STOCKHOLM

**6**

Countries



COPENHAGEN

**30**

Funds



REAL ESTATE



INFRASTRUCTURE

**260+**

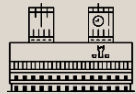
Targets in funds



NATURAL CAPITAL



PRIVATE EQUITY



OSLO



LUXEMBOURG



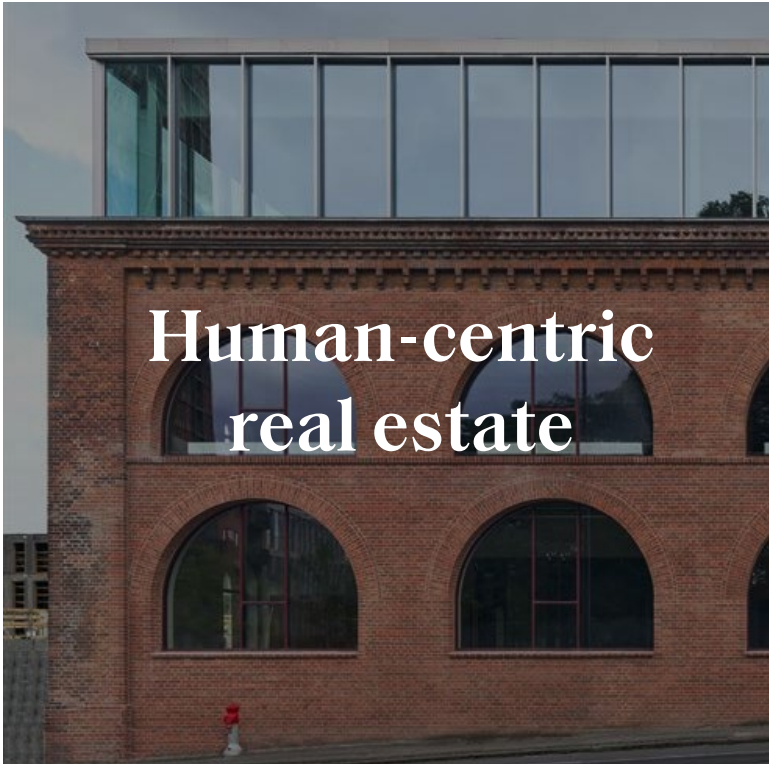
LONDON

An aerial photograph of a park. A winding grey path cuts through a lush green landscape. On the left, a blue stream flows alongside a dense line of trees. In the upper right, a sandy playground area is visible with a small wooden structure. A dark, octagonal gazebo stands near the path. At the bottom, a red-roofed building and a solar panel array are partially visible. The overall scene is peaceful and well-maintained.

We are today building the society  
we want to see in 2040

CapMan

# CapMan's impact on the Nordic economies and communities is significant



Human-centric  
real estate

**220**  
Properties  
**€2.9 bn**  
AUM  
**9 400**  
Tenants  
**1.3 m m<sup>2</sup>**  
Lettable area



Transitional  
portfolio  
companies

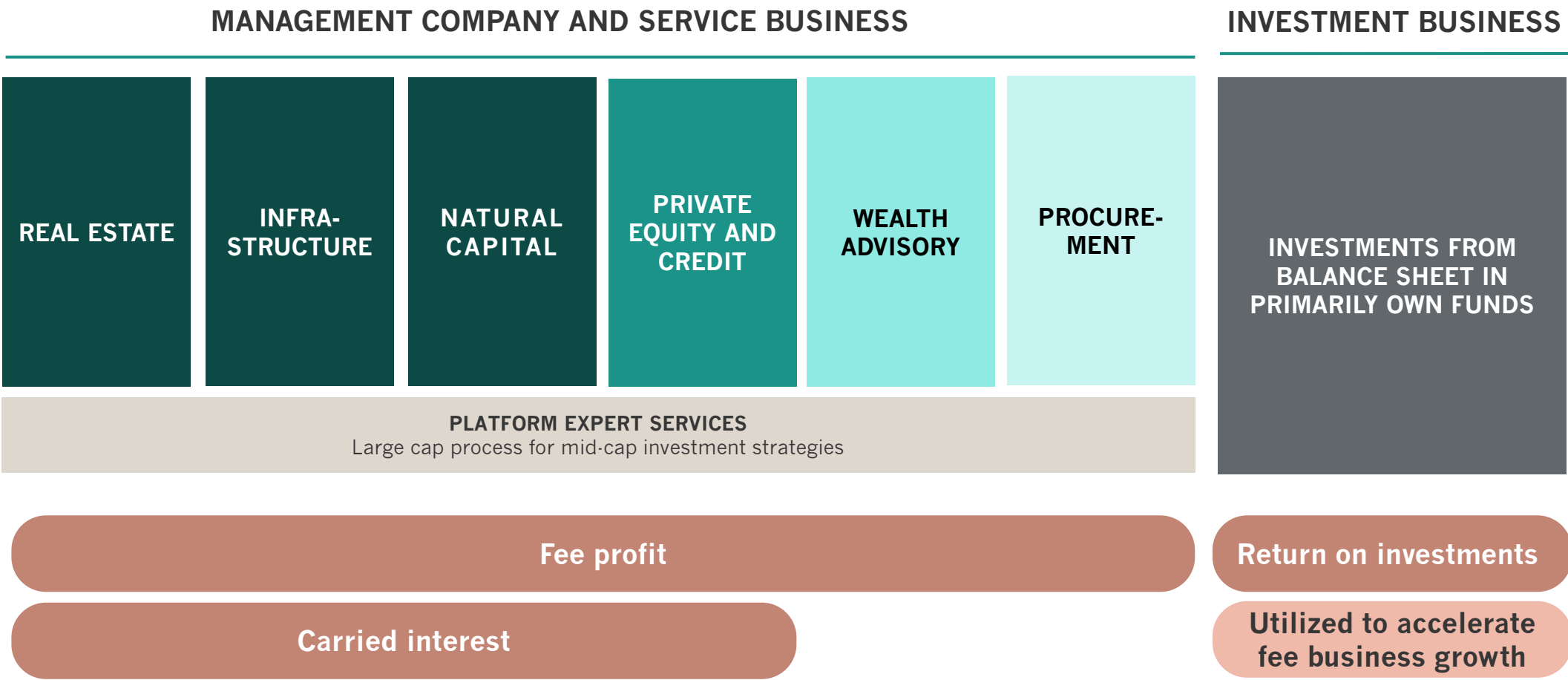
**46**  
Portfolio companies  
**€1.6 bn**  
AUM  
**14,500**  
Employees  
**€2.3 bn**  
Aggregate turnover



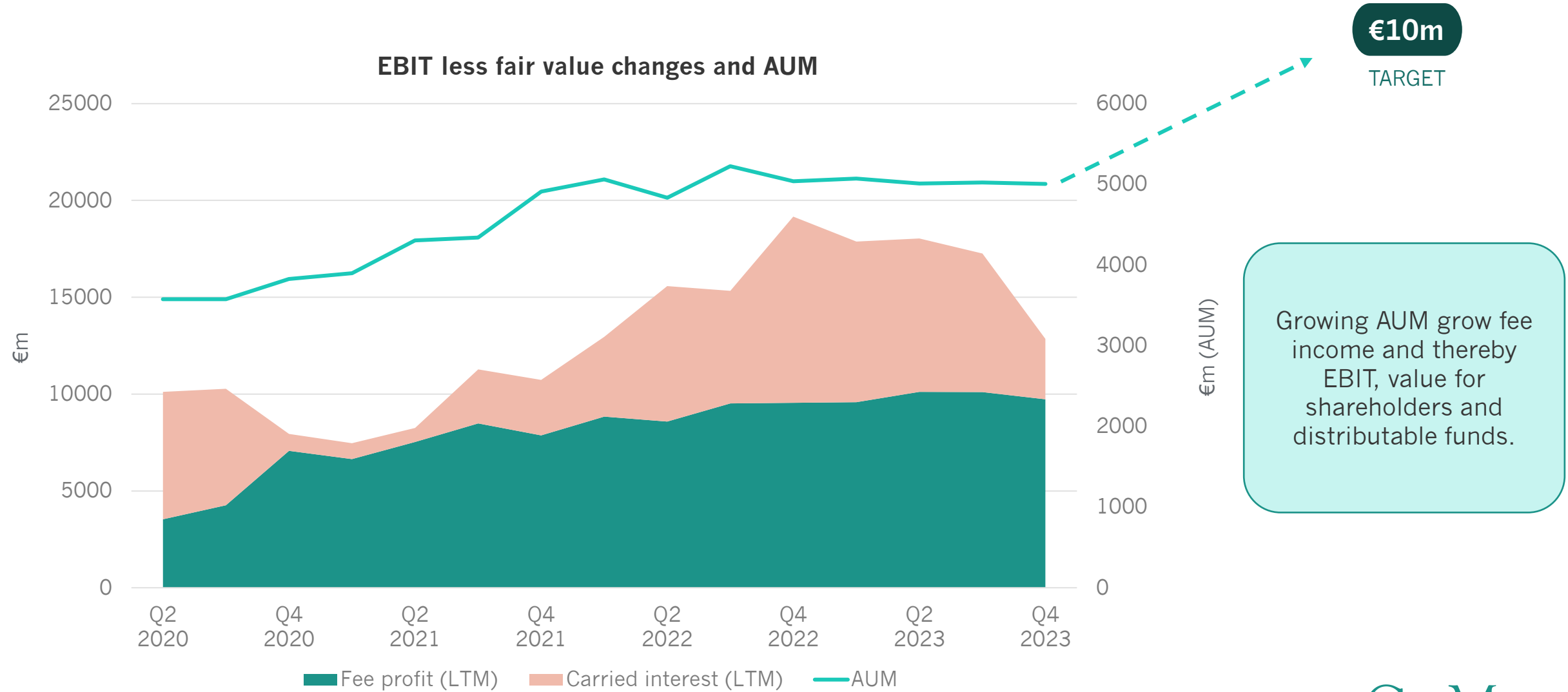
Sustainably  
managed natural  
capital

**250,000 ha**  
land  
**€0.6 bn**  
AUM  
**1.5 mtCO<sub>2</sub>e**  
Negative carbon  
impact p.a.

# CapMan creates shareholder value from fund management and return on balance sheet investments

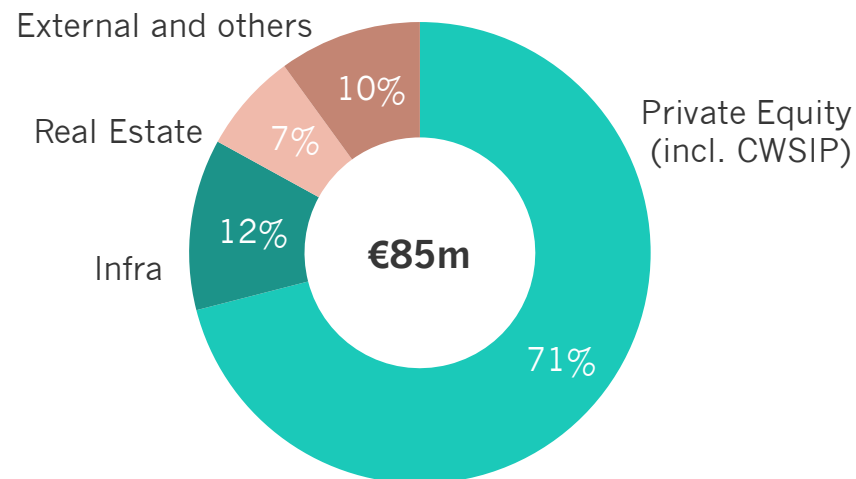


Growing assets under management grow fee income and thereby EBIT, which creates value for shareholders



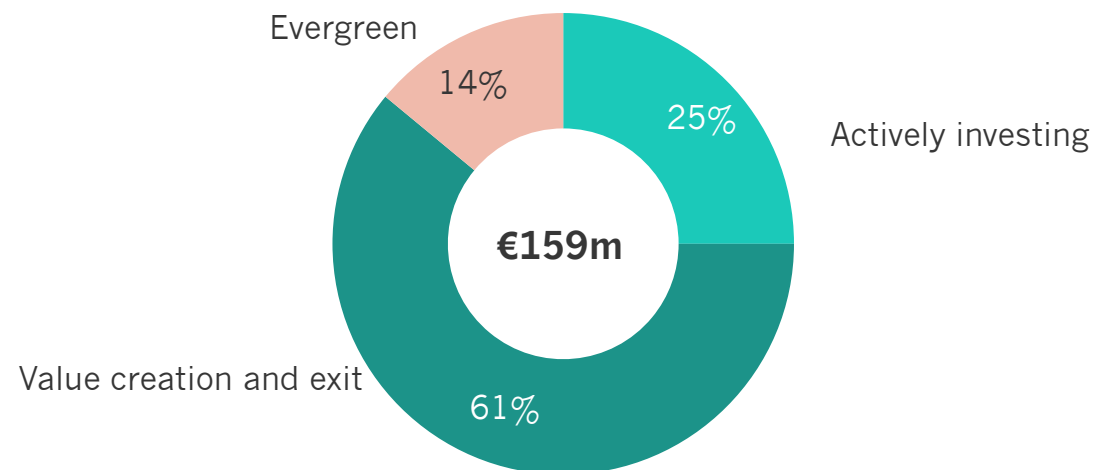
The Investment business enables shareholders to access the unlisted market and allows CapMan to pay out accrued distributions

### Outstanding commitments by investment strategy



**Avg. 1/5 of committed capital called each year\* for new investments targeting ca. 2x return**

### Fair value of own investments by fund stage



**Avg. 1/5 distributed as cash flow each year\***

**CapMan's fund investments are expected to generate notable positive future cash flow.**  
Due to timing of new investments and exits the cash flow each year may vary significantly.

To support long-term growth, the distribution policy was updated last year towards a more result-driven policy

Value  
drivers

MANAGEMENT  
COMPANY AND  
SERVICE BUSINESS

INVESTMENT  
BUSINESS

CapMan's updated distribution policy is to pay  
**sustainable distributions that grow over time**

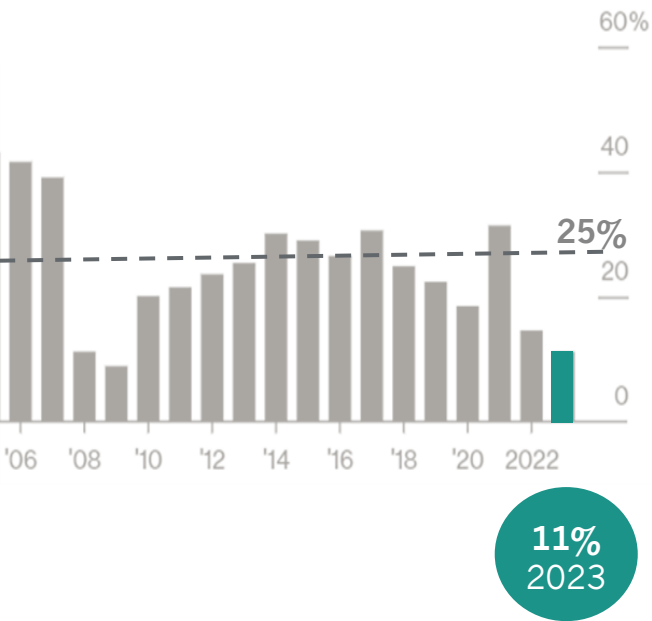
CapMan's objective is to distribute **at least 70%** of the Group's profit attributable to equity holders of the company excluding the impact of fair value changes, subject to the distributable funds of the parent company

In addition, CapMan may pay out **distributions accrued from investment operations**, taking into consideration foreseen cash requirement for future investments

# The global unlisted market became more challenging in 2023 following several years of strong growth

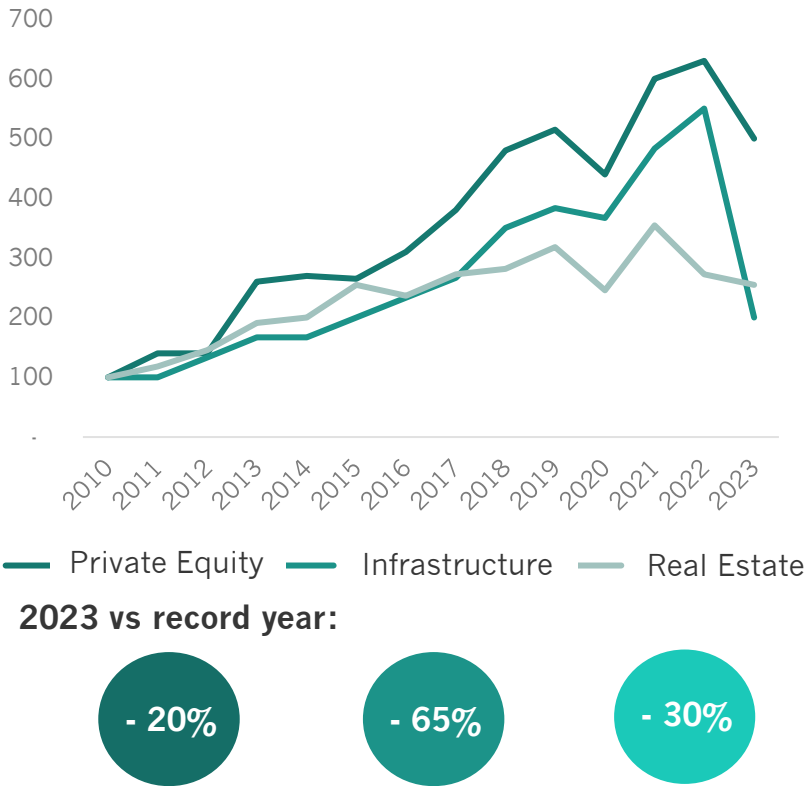
Distributions to fund investors were at record lows following the slowdown of the transaction market

Distributions as of fund NAV

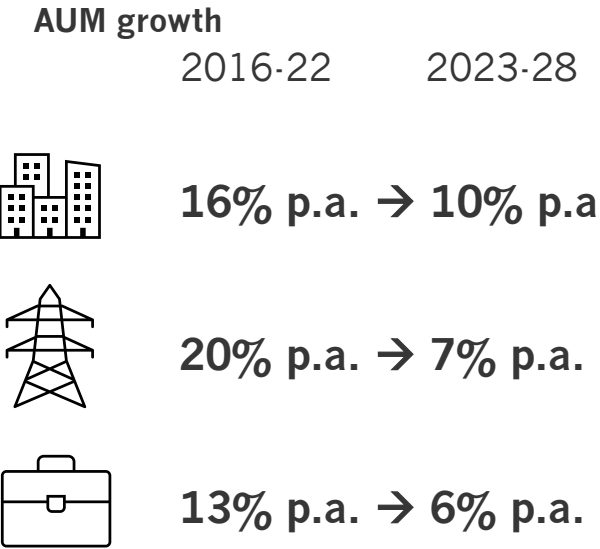


Annually raised funds faced a steep decline from the record levels of recent years across asset classes

Vuosittain kerätyt varat, indeksoitu



AUM is still expected to grow, albeit at a slower pace compared to the last few years



# Financial development in 2023

## MANAGEMENT COMPANY AND SERVICE BUSINESS

### Fee profit

2023  
**€10m**

Growth 2023  
**+2%**

Growth 2021-2023  
**+11% CAGR**

### Carried interest

2023  
**€3m**

Growth 2023  
**-€7m**

Average/year 2021-2023  
**€5m**

## INVESTMENT BUSINESS

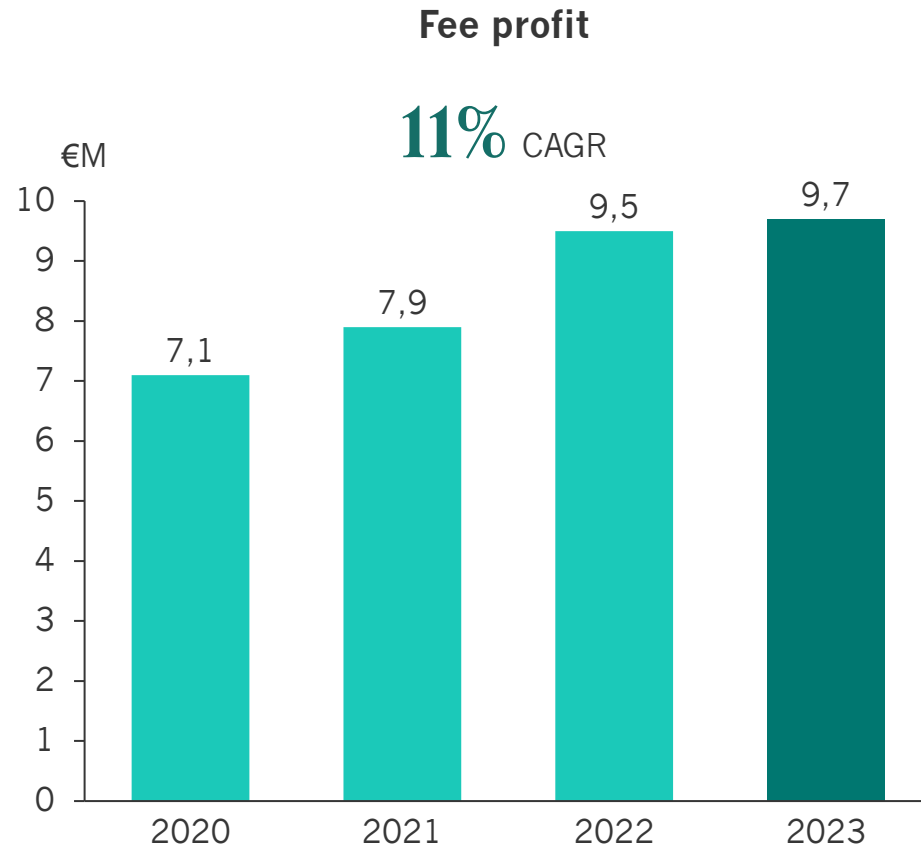
### Return on investments

Fair value of investments 2023  
**€159m**

Fair value changes 2023  
**-4%**

Changes 2021-2023  
**+15% p.a.**

# Fee profit has grown since 2016



1

New funds raised in 2022-2023 contributed to a stronger fee base

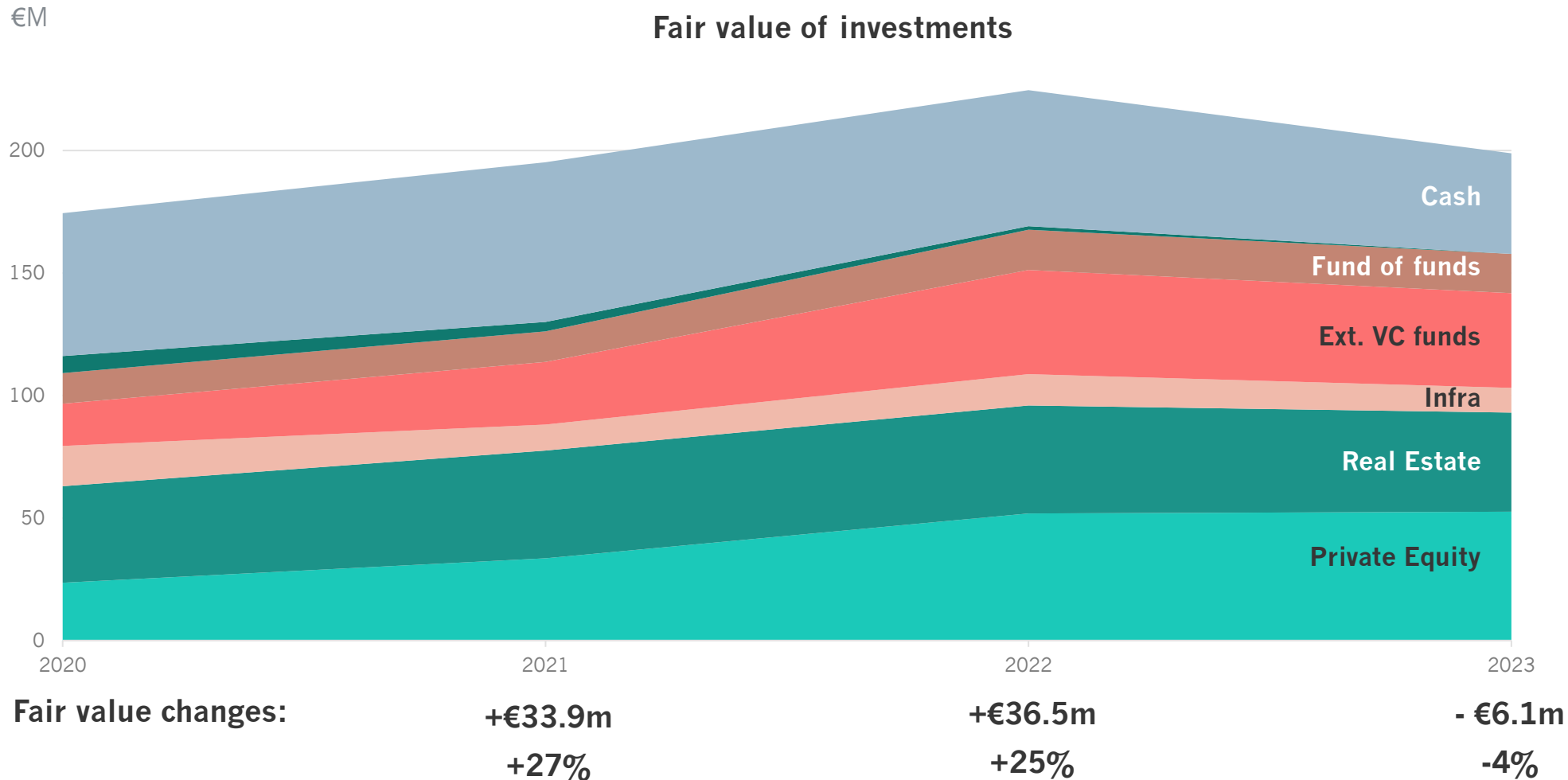
2

Improved relative profitability due to cost control

3

Fee profit is estimated to grow further in 2024

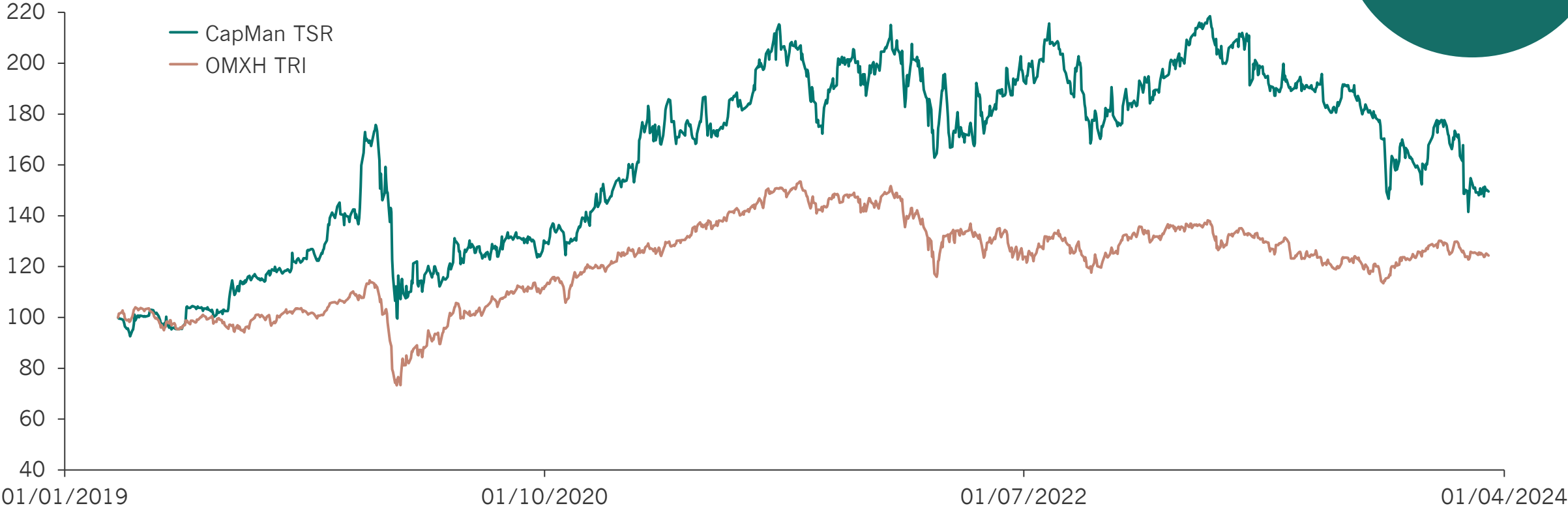
# Investment business returns have been good over time



The total return of CapMan's share has been 9% p.a. on average

CapMan  
5-year TSR  
9% p.a.

CapManin osakkeen indeksoitu viiden vuoden kokonaistuotto



Source: Capital IQ 12/03/2024



# We have implemented our strategy systematically












# Successful investments and exits in 2023 despite continued slow transaction market

## 12 investments

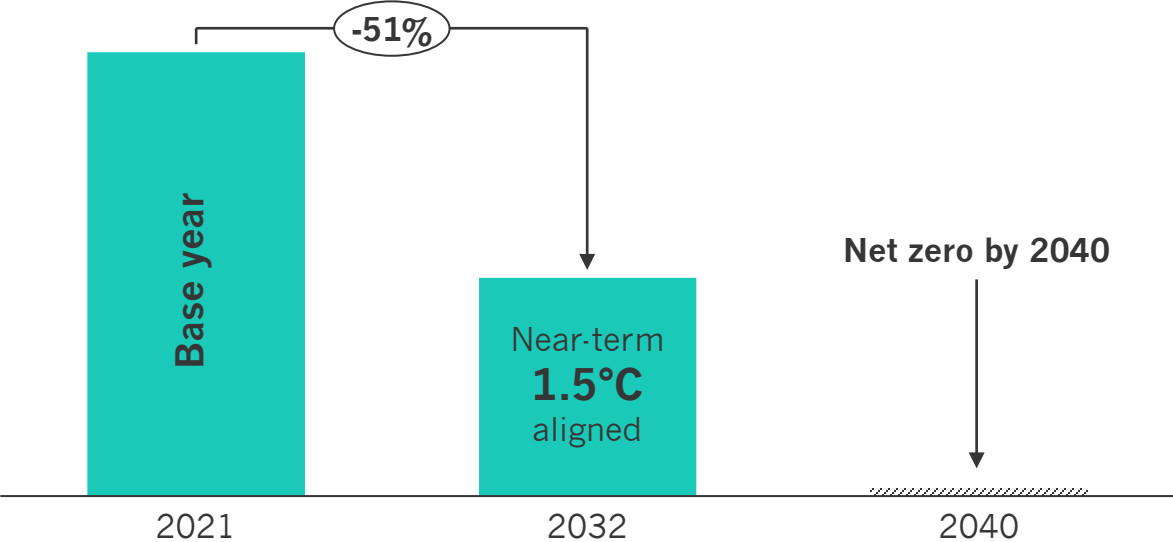
Nordic Infrastructure II	  
Growth Equity II	
Special Situations I	
Nest Capital III	  
Hotels II	 
Nordic Real Estate III	 
Residential	  
Social Real Estate	 

## 7 exits

Buyout X	 
Growth Equity I	 
Nest Capital 2015	
Nordic Real Estate II	 
Nordic Real Estate III	 
Nordic Property Income	 

# CapMan has committed to net zero by 2040 following mid-term Science-based Targets

## Scope 1 & 2 GHG emissions



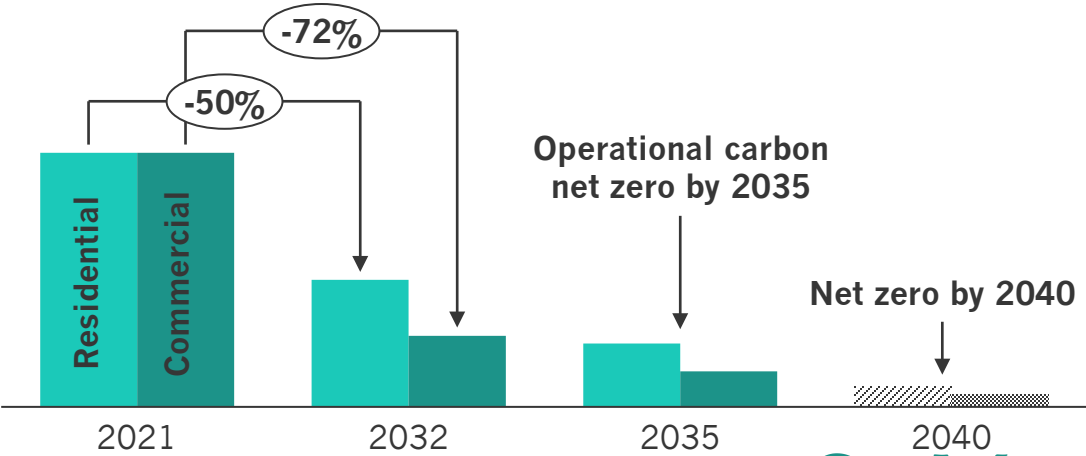
## Scope 3 GHG emissions (investments)

Share of eligible Private Equity & Infra assets to set SBTs:



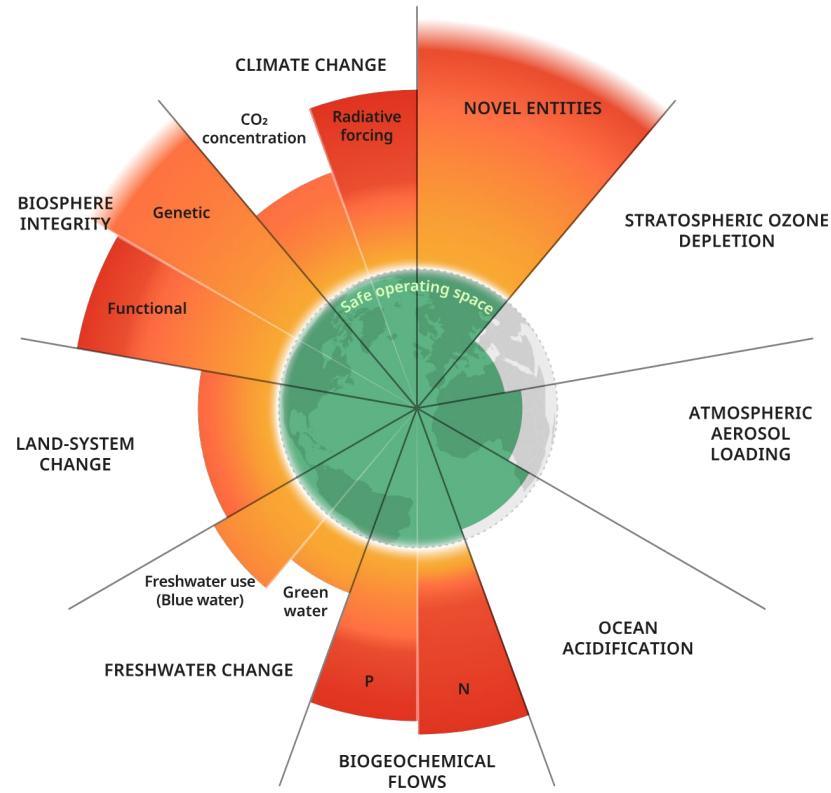
CapMan Real Estate is leading the way as part of the SBTi Buildings pilot test project

Real estate GHG emissions/sqm:



# CapMan's actions go beyond climate to protect planetary boundaries

The world is overshooting six out of the nine planetary boundaries



CapMan is building a nature positive framework

**Drives value creation by** staying within the planetary boundaries

**Future proofs our assets** by incorporating nature impacts, risks and opportunities

Incorporates **social impacts** to enable equitable transitions

Progress is measured in line with **Science-based Targets on Nature** and **TNFD**:  
CapMan is an early adopter

# CapMan has high employee satisfaction and inclusion index score

Employee satisfaction

**51**

eNPS 2023  
above target level 50 eNPS  
(58 eNPS 2022)

Inclusion

**81**

Index 2023  
above index target level 70  
(n/a 2022)

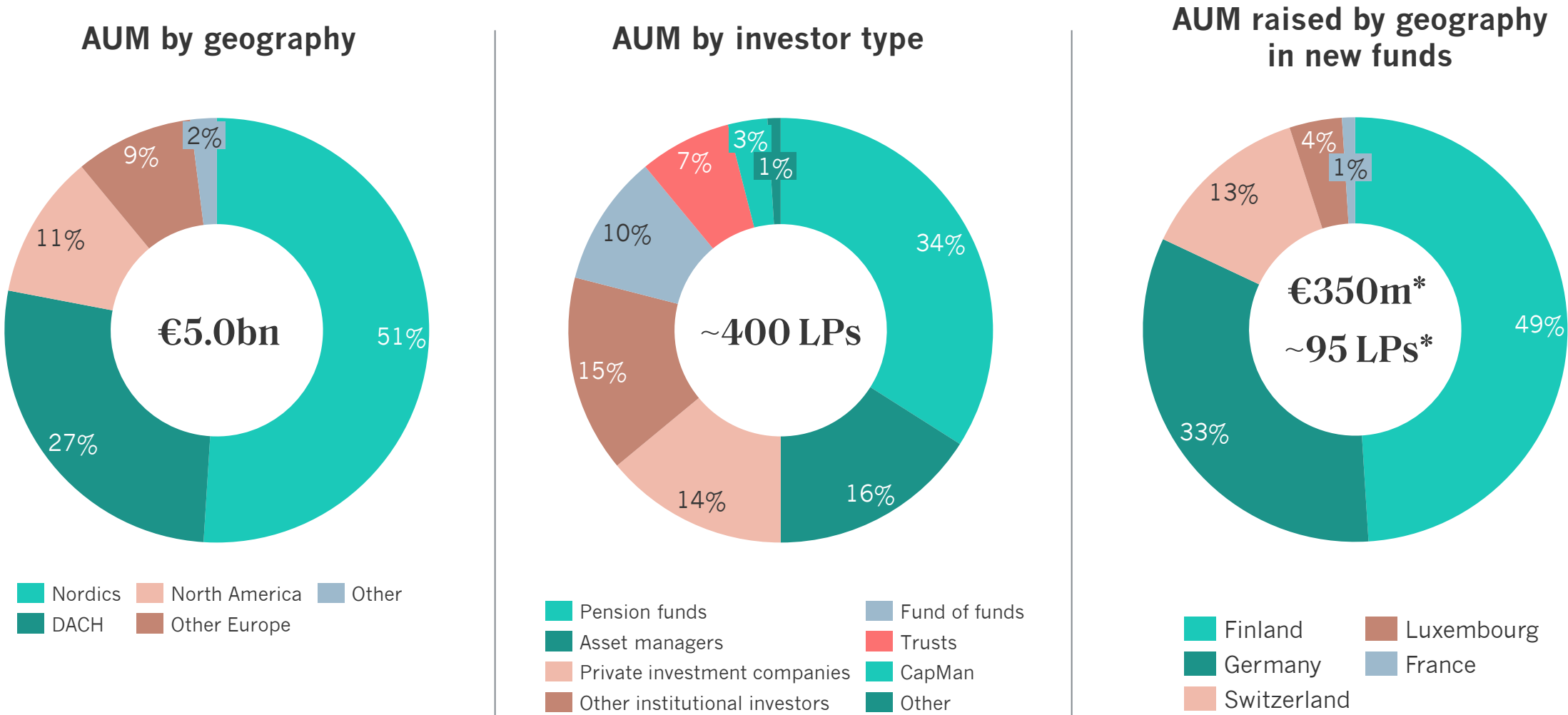
Meaningful work  
in a diverse and  
inclusive workplace

A growing economy

Employee wellbeing

Diverse & inclusive workforce

# CapMan's investor base grew by over 30 new investors and the majority of capital raised was international



# Recent funds demonstrate CapMan's ability to grow current strategies and launch new products



## Expansion of existing products

**CAPMAN NORDIC INFRASTRUCTURE II**  
Mid-sized infrastructure assets in the Nordics

**GROWTH EQUITY III**  
Minority investments in Nordic growth companies

Both funds have already exceeded previous vintage sizes



## New products

**CAPMAN SOCIAL REAL ESTATE**  
Investments in essential public services properties

Target **€500m** equity commitments,  
**€1 bn** total investment capacity

# CapMan has expanded into natural capital following the acquisition of Dasos Capital, completed in March 2024



Dasos Capital invests in European natural capital, biological growth and climate change mitigation



**2005** Founded



**+10%** Average IRR in Dasos funds

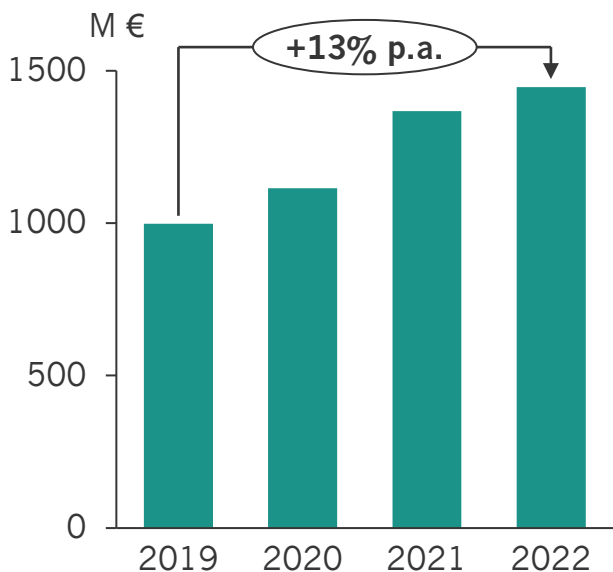


**7** Active funds  
**~250t ha** land

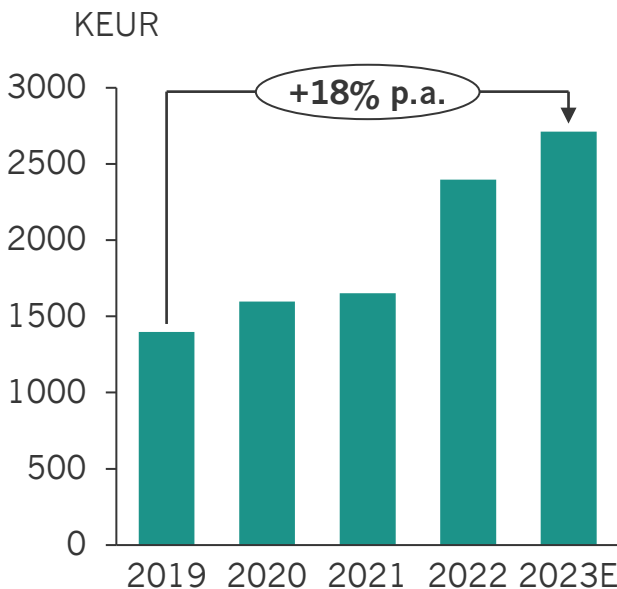


**1,5m** Total negative carbon impact  
**tCO2 p.a.**

NAV\*



EBIT



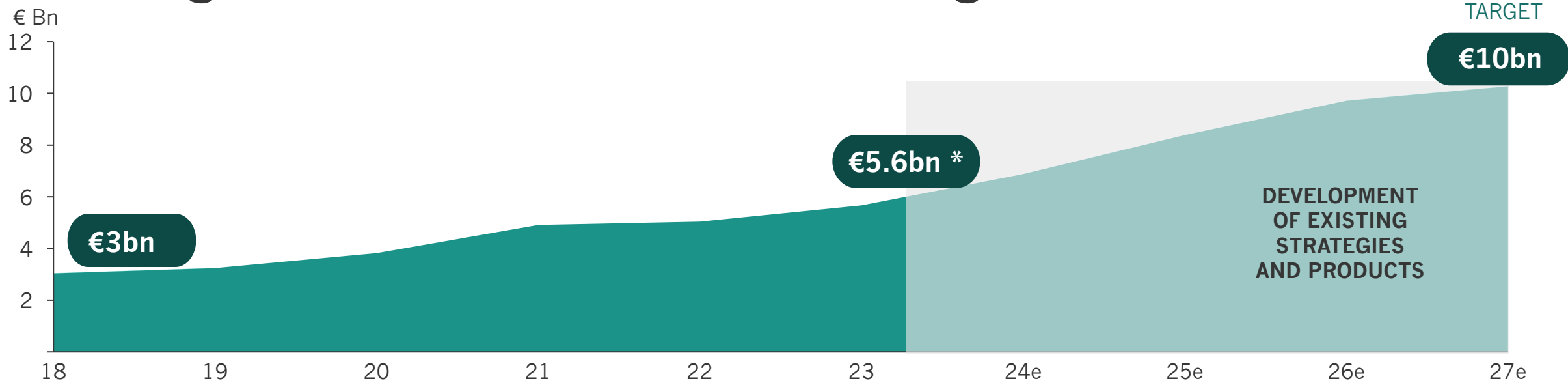
\*NAV based on reported value of underlying funds. Corresponds to approx. € 630 m of AUM based on CapMan calculation methodology  
NOTE: Based on adjusted unaudited consolidated group figures. 2023E is based on Dasos Capital management estimates

# Dasos Capital has an excellent strategic fit with CapMan



**Dasos & Natural Capital instrumental for accelerating growth**

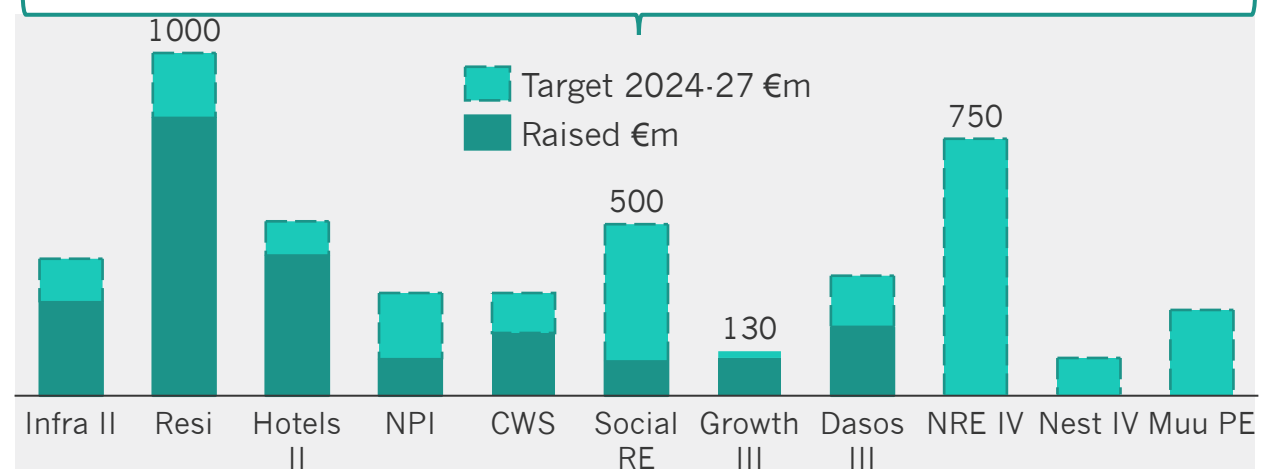
# Strong fundraising and successful acquisition strategy drive growth in assets under management



Fundraising performance was strong in 2023 with **€391m in new capital raised (+8%)**

**Dasos Capital** acquisition impact **€630m** from 1.3.2024

Several **flagship funds in the market 2024** drive further AUM growth



# CapMan's long-term financial objectives

Growth of the Management Company and Services business*	Return on equity	Equity ratio	Distribution policy
<b>&gt;15%</b> Average annual growth objective	<b>&gt;20%</b>	<b>&gt;50%</b>	CapMan's policy is to pay sustainable distributions that grow over time
2019-2023 CAGR: <b>12%</b>	2019-2023 on average: <b>18%**</b>	2019-2023 average: <b>53%***</b>	CapMan's Board of Directors expects dividend distribution to be <b>€0.10/share</b> in total for 2023
2023: <b>-3%</b>	2023: <b>4%**</b>	2023: <b>48%</b>	

\*) Management Company and Service business excluding carried interest income and items affecting comparability. \*\*) Excluding items affecting comparability, average calculated as average return divided by average equity \*\*\*) Average calculated as average of annual ratios. Financial objectives are excluding items affecting comparability.

# Charitable projects focus on advancing the well-being of children and youth

**TUKIKUMMIT**

**Tukikummit raises funds for young people at risk of becoming marginalised**



**CapMan for Good supports entrepreneurship**

**€1.4m**

CapMan has together with its networks raised funds for Tukikummit since 2014

**15,000**

Contributions have enabled hobbies for thousands of children and young people in Finland

**€100,000**

Fundraising target for this spring's charitable campaign

**#Steps4Tukikummit**



**CapMan**

# CapMan



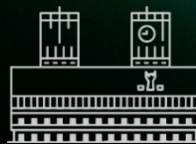
HELSINKI



STOCKHOLM



COPENHAGEN



OSLO



LONDON



LUXEMBOURG



JYVÄSKYLÄ