

## Golden Visa Eligible Funds

Investing in Portuguese SMEs and Mid Caps  
and Public Equities

Certified



Corporation

This company meets the  
highest standards of social  
and environmental impact

# Executive Summary

## Overview

- The **leading Portuguese investment firm**, with **>€1.4bn AUM** under several strategies, ranging from **growth/buyout**, restructuring, **public markets** and real estate
- Invested in **more than 80 companies** over the last decade **with more than 40 exits**
- Main LPs include Portuguese banks, **US Foundations**, EU entities, HNWI
- **Proven track-record** of delivering value across strategies – **aggregate IRR >30% in growth/buyout funds**
- **Currently fundraising for three Golden Visa-compliant funds**, focusing on **Private Equity**, **Public Markets** and **Private Debt**, allowing investors to **mix and match strategies** in order to adapt to their risk/return profile

## Public Market Portugal Liquid Opportunities

- Investment in public equities with **>60% allocation to the largest Portuguese listed equities** and **<40% allocated to the proprietary international listed equities strategy**
- **Open ended perpetual investment fund**, allowing for both early redemptions and longer investment periods
- Solid investment choice for ensuring purchasing power protection, as historical data shows that **public markets have consistently outpaced inflation by 6-8% annually**


# Agenda

I

## Fund Manager Overview

# Leading Portuguese alternative investment firm

## managing >€1bn across several strategies over >10 years

	Active				Divesting		
	Private Equity 1	Real Estate	R&D Financing	Public Equities 2	SMEs Capitalization 3	RE/Hospitality 4	Corporate Restructuring 5
Investment mandate	Flexible equity and debt instruments in growing Iberian companies	Defensive and opportunistic real estate investments in Portugal	Financing SMEs' R&D (grants LPs tax benefit)	High conviction public equities' investments	Minority buyouts and growth financing (execution-focused)	Bad bank real estate/hospitality	Bad bank industrial
Fund size (launch year)	c. €240mln (2014, 2018, 2021)	c. €20mln (2021)	€44mln (2018)	€15mln (2018, 2023)	€80mln (2013)	€545mln (2014)	€440mln (2012)
Limited Partners	<ul style="list-style-type: none"> <li>Institutional Investors</li> <li>Family Offices &amp; Private Investors</li> </ul>	<ul style="list-style-type: none"> <li>Golden Visa investors</li> </ul>	<ul style="list-style-type: none"> <li>Private Investors</li> </ul>	<ul style="list-style-type: none"> <li>Private Investors</li> </ul>	<ul style="list-style-type: none"> <li>E.U. Structural Funds</li> <li>Portuguese Banks</li> </ul>	<ul style="list-style-type: none"> <li>Portuguese Banks</li> </ul>	<ul style="list-style-type: none"> <li>Portuguese Banks</li> </ul>
Selected Investments Non-exhaustive				<p>Concentrated, long-term investment style, with a focus on poorly followed companies and sectors where already has experience</p>			

# Strong track record of growing its portfolio companies and performing successful exits

## Portfolio companies sold in recent years to international players

*Non exhaustive*

Company	Sector	Year	Purchaser	EBITDA Entry (€mln)	EBITDA Exit (€mln)
	Cork & Wine Stoppers	2015		~6	~7
	Health and Fitness	2017	 backed by 	~1	~10
	Aluminum Extrusion	2019	 backed by 	~8	~8
	Hospitality	2020	HIP backed by 	~2	~5
	Oil & Gas	2020		~16	~33
	E-billing	2021	sovos backed by  TA ASSOCIATES	~1	~4
	Hospitality	2021		~1	~4

Strong operational experience, acquired through years of supporting portfolio companies' growth

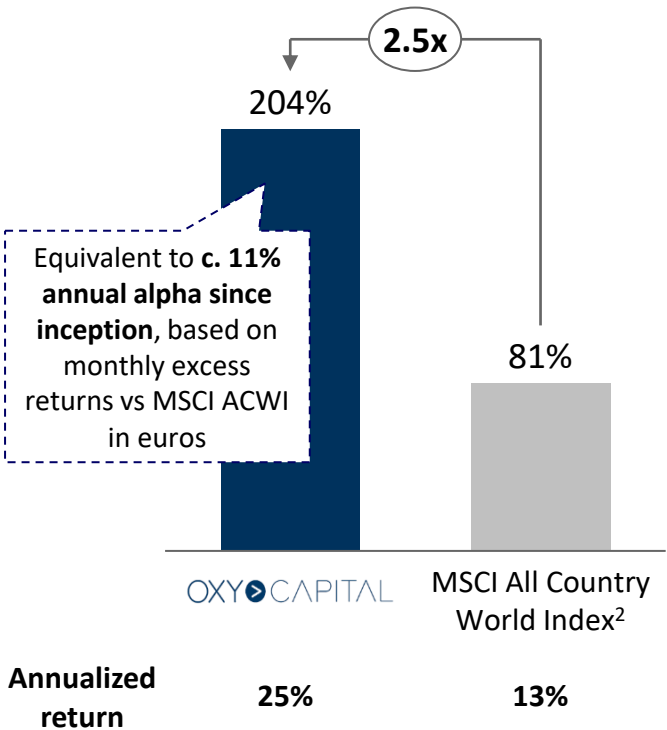
# Private Equity: Strong performance across all 3 funds, with pooled gross IRR of 33%

	Main indicators			Performance <sup>1</sup> (Q3 2023)		Portfolio	
	Size (€m)	Called (% subscribed)	Distributed (% called)	Net IRR	Net MM	<div> <div>Equity</div> <div>Hybrid</div> <div>Debt</div> </div> <div> <div>Industrial</div> <div>Services</div> </div> <div> <div>Software</div> <div>Other<sup>2</sup></div> </div>	
	66	89%	157%	15%	1,5x	<div> <div>61%</div> <div>33%</div> <div>7%</div> </div> <div> <div>67%</div> <div>22%</div> <div>11%</div> </div>	
	73	83%	100% <sup>3</sup>	43%	2,5x <sup>4</sup>	<div> <div>44%</div> <div>37%</div> <div>18%</div> </div> <div> <div>31%</div> <div>32%</div> <div>17%</div> <div>20%</div> </div>	
	105	68%	-	22%	1,2x	<div> <div>17%</div> <div>23%</div> <div>60%</div> </div> <div> <div>53%</div> <div>47%</div> </div>	

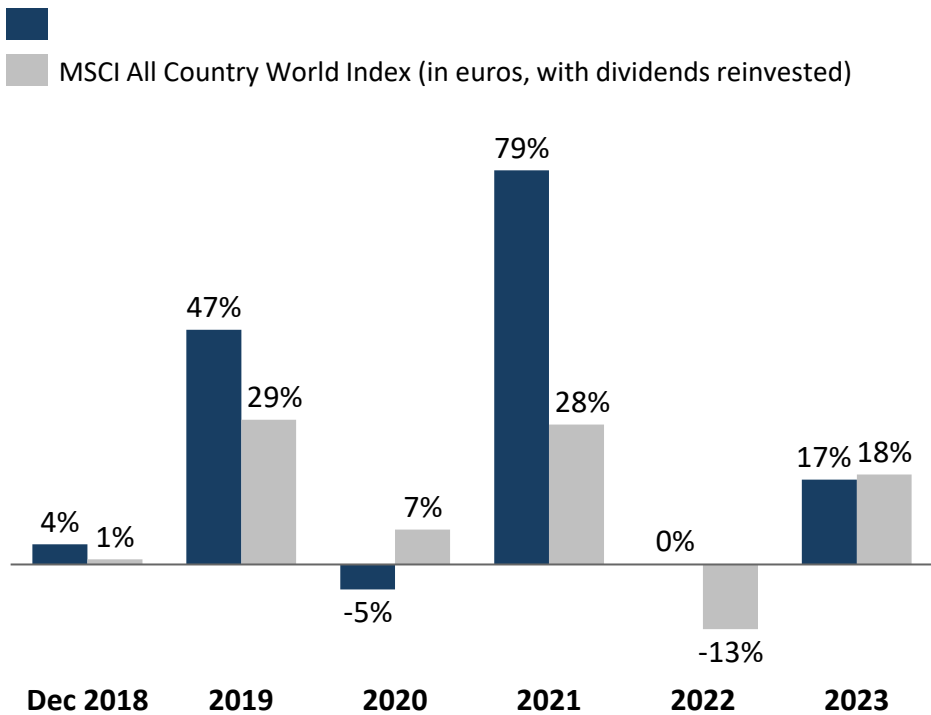
1. Includes amounts received and in the portfolio. 2. Financing backed by a Real Estate Portfolio in O2. 3. Includes €4,6m distribution in December 22<sup>nd</sup> 2023. 4. Considers investors' peak investment (net of previous distributions resulting from the sale of portfolio companies).

# Public Equities: Strong track record in public markets, >2.5x the MSCI all Country World Index

Cumulative return<sup>1</sup>



Annual performance<sup>1</sup>



Track record of successful investments in public markets

# SMEs Capitalization: Superior execution and performance *vis-à-vis* local competitors within the Revitalizar initiative

## Revitalizar Centro (FRC)

- **Execution-focused regional fund set-up** in partnership with Portuguese banks and the government
- 3 funds were launched to deploy €220mln divided by North (€80mln), Center (€80mln) and South (€60mln), managed by independent management companies
- **Substantial investment restrictions** with maximum deployment of €1.5mln per year per company
- won the Center and South Funds and **selected the Center region**<sup>1</sup>

**A** 1<sup>st</sup> investment period (2013-15): 2 years to fully invest the Funds

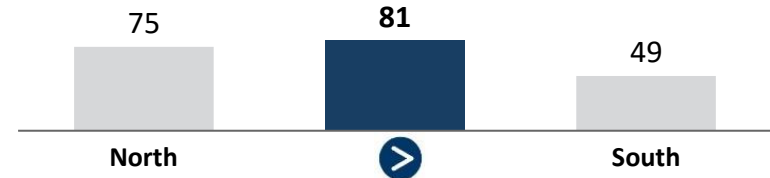
**B** 2<sup>nd</sup> investment period (2016-19): 3 years to deploy capital that had been divested in the meantime

**Revitalizar Centro's returns are expected to be superior to competitor funds** based on qualitative data of the portfolios

1. Each management company could only manage one of the funds.
2. Latest publicly available data.

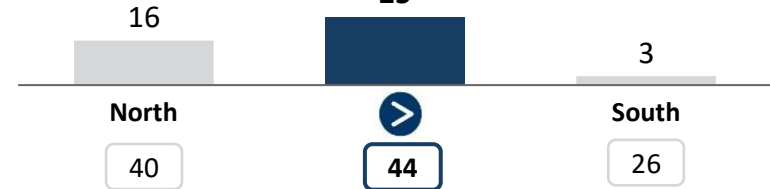
## **A** The only management company that deployed >100% of committed capital in 2 years

Capital deployed 2013-15 (€mln)



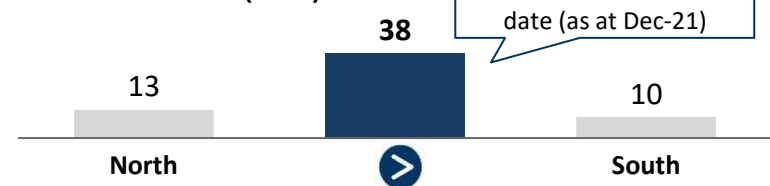
## **B** Deployed more capital in the 2<sup>nd</sup> investment period than its two competitors combined

Capital deployed 2016-19 (€mln)



## The fastest to distribute capital to investors, being responsible for 60% of total capital returned

Divestments until 2018<sup>2</sup> (€mln)



**x** # of investments (1<sup>st</sup> and 2<sup>nd</sup> investment periods)



# Restructuring: Proven track record in implementing operational and financial restructurings across a wide range of distressed assets

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## Real Estate Restructuring (Aquarius)

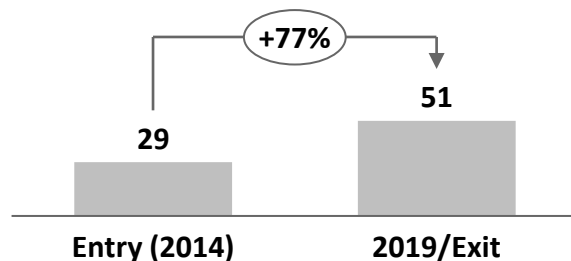
### Strategy

- **Overleveraged but viable companies** with high exposure to Portuguese banks, which are Limited Partners
- **Increasing recovery value** (low target returns) through **debt-to-equity conversions** and **operational improvement programs**

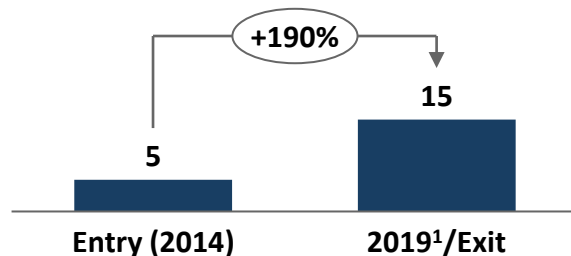
### Highlights

- **5 deals executed** (2014-15) in **distressed tourism and real estate assets**
- **2 divestments** of 5-star hotels **amid the pandemic** (2020 and 2021), after strong increase on the level of quality and profitability

### Portfolio Sales (€mln)



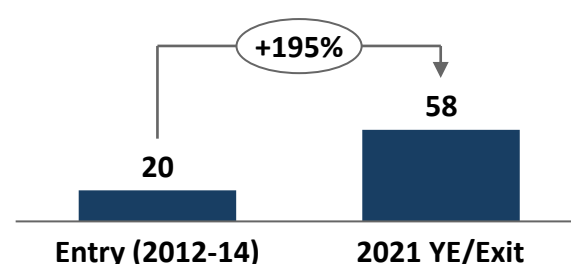
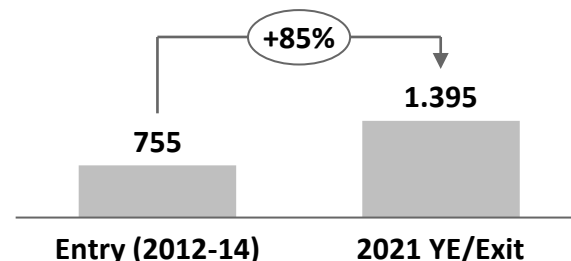
### Portfolio EBITDA (€mln)




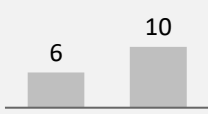
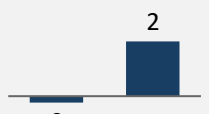
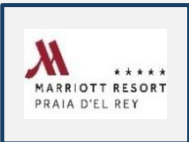
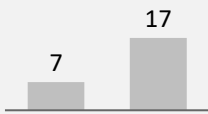
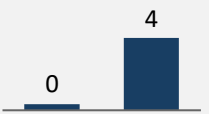

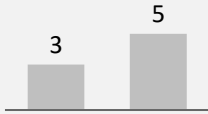
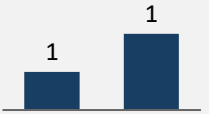

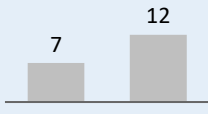
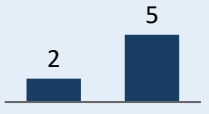

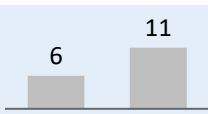
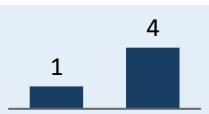
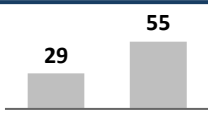
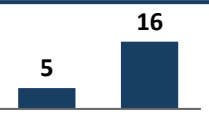
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## Corporate Restructuring (FRE)

- **5 deals executed** (2012-14) in **overleveraged industrial companies**
- **3 divestments concluded to date**, of which one with IRR >40% and other with MOIC >2.0x




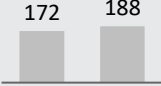
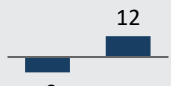

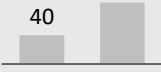
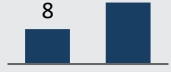

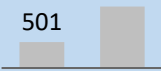
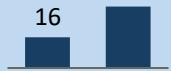

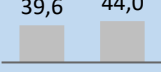
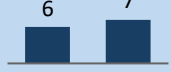




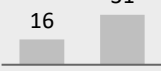
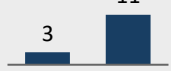


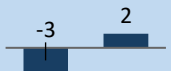
# Extensive experience in implementing value-add initiatives in real estate and touristic assets in Portugal

Asset	Description	Main Initiatives	Rating <sup>1</sup>	Sales <sup>2</sup> (€mIn)	EBITDA <sup>2</sup> (€mIn)
	5-star hotel located in Tróia acquired in jun/2014	Developed group/ events segment seeking usage of the facilities of the hotel in the low season	8.6 → 9.0		
	5-star hotel located in Óbidos acquired in jun/2014	Extensive refurbishment Development of a rental pool and F&B outlets	8.8 → 9.2		
	5-star hotel located in Coimbra acquired in dec/2014	Hotel refurbishment enabled its repositioning as the only 5-star hotel in Coimbra	8.3 → 9.0		
	5-star hotel located in Vilamoura acquired in Jun/2014, sold in 2020 <b>Divested</b>	Untap unexplored target segments such as golf Professionalization of yield management	9.0 → 9.2		
	5-star hotel located in Algarve acquired in Jun/14 and sold in Oct/21 <b>Divested</b>	Construction of several apartments (for rental) Extensive Hotel revamp	8.9 → 9.4 2014 2022 <sup>1</sup>		
<b>Portfolio</b>	Manages 2 golf course and 2 greenfield projects for the development of 5-star resorts	Identification of repositioning/ improvement opportunities	Strong focus on quality and customer experience Constant monitoring of quality indicators		

1. Rating from booking.com (reference date 31/12/2022, except for divested assets).

2. Pre-COVID 19 figures. Aggregate EBITDA exceeded break-even in 2020 and 2021.

# Invested in 8 Portuguese groups implementing operational and financial measures to improve results

		Companies	Description	Date	Participation	Sales (€mIn)	EBITDA (€mIn)
Fundo Reestruturação Empresarial	Portfolio	 <b>CABELTE</b> <small>ENERGY CABLES &amp; DISTRIBUTION LTD</small>	Production of energy cables in copper and aluminium	Mar-13	94.5% + shareholder loans	 172 188	 -9 12
		 <b>MCS</b> <small>PORTUGAL</small>	Extraction of raw-materials for the ceramic industry and produces ceramic bodies	Aug-13	50% + shareholder loans	 40 86	 8 13
	Exits	 <b>prio</b>	Distribution and sale of fuel (gas stations); (ii) production and sale of biofuel and (iii) fuel storage	Aug-13	100% + shareholder loans	 501 1.182	 16 33
		 <b>PIE DADE</b>	Production and distribution, in the world market, cork closures produced from selected materials	Feb-14	60% + shareholder loans	 39,6 44,0	 6 7
		 <b>ENP</b> <small>CONSTRUÇÃO E REPARAÇÃO DE NAVIOS, Lda</small>	Construction and repair of naval ships	Nov-14	30% + shareholder loans	 1,5 1,6	 -1 -1
Fundo Cometa	Portfolio	 <b>FLATLANTIC</b> <small>SEASONABLE PLATFISH VILLAGE</small>	Aquaculture Production of turbot	Jul-17	100%	 16 31	 3 11
		<b>Agricultural Assets</b>	>800 ha of super intensive Olive Grove >1.000 ha of Avocados and Tangerines	May-18 Nov-21	-	n.a.	n.a.
	Exit	 <b>ALELUIA CERÂMICAS</b>	Production and decoration of wall and floor ceramic tiles	Jan-16	>90%	 22 29 Pre Post	 -3 2 Pre Post

# Agenda

**II**

## **Public markets (Liquid Opportunities)**

**A**

**Investment Strategy**

**B**

**Portfolio**

# The Portugal Liquid Opportunities fund will be split between an allocation to Portuguese and international equities

## >60% of Fund: Portuguese large and mid cap equities

Leading national  
“champions” including:



**Jerónimo  
Martins**



**galp**

**Sonae**

**Millennium**  
bcp

**altri**

**S** | *Semapa*

**NOS**

**AMORIM**

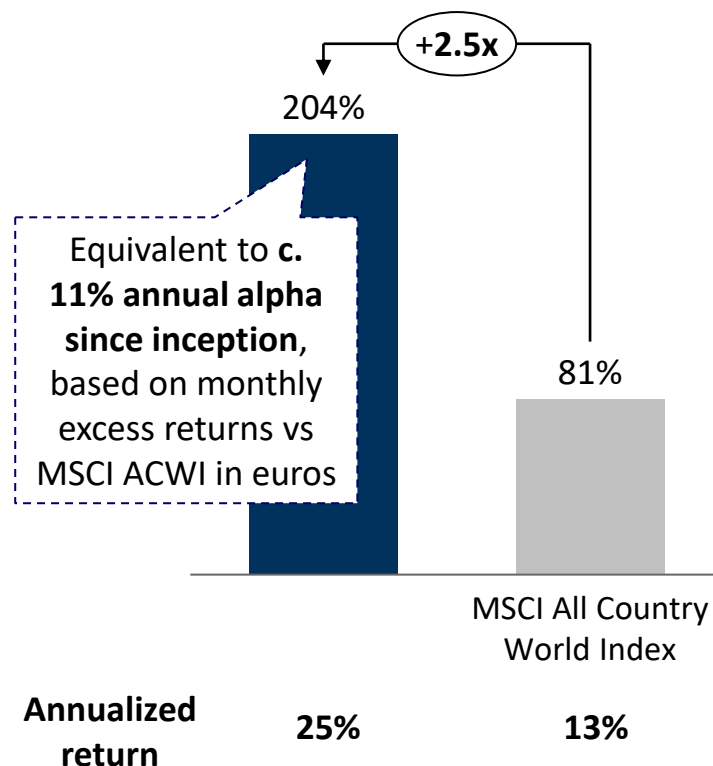
5.7x average EV/EBITDA

17% average EBITDA margin

9% 5-year revenue CAGR

## <40% of Fund: International equities strategy

Accumulated returns<sup>1</sup>



<sup>1</sup> Returns correspond to the aggregate of the vehicles it manages in the public markets (which mainly includes the "Liquid Opportunities" funds since 2023), measured in time-weighted returns as of December 31, 2023.

# Key tenets of international equities strategy (<40% allocation)



## Focus on structural alpha in limited capacity niches

Targets **small/micro caps value and special sits** to achieve high returns, not AuM growth;  
Most **commissions based on performance** and **heavy team co-investment**.



## Concentrated in 8-15 highest conviction ideas

Exhaustive fundamental analysis on each position supported by **23 investment professionals** with **complementary PE and public markets expertise**;  
Access to **C-level network and proprietary data** across **+80 private PortCos**.



## “PE-like” approach to investing

**Isolated from quarterly pressures** due to redemption conditions and stable investor base;  
Frequent and potentially **activist/“constructivist” interaction** with management, aided by focus on smaller companies with fragmented shareholder bases.



## Targeting private equity-type return profile with higher liquidity

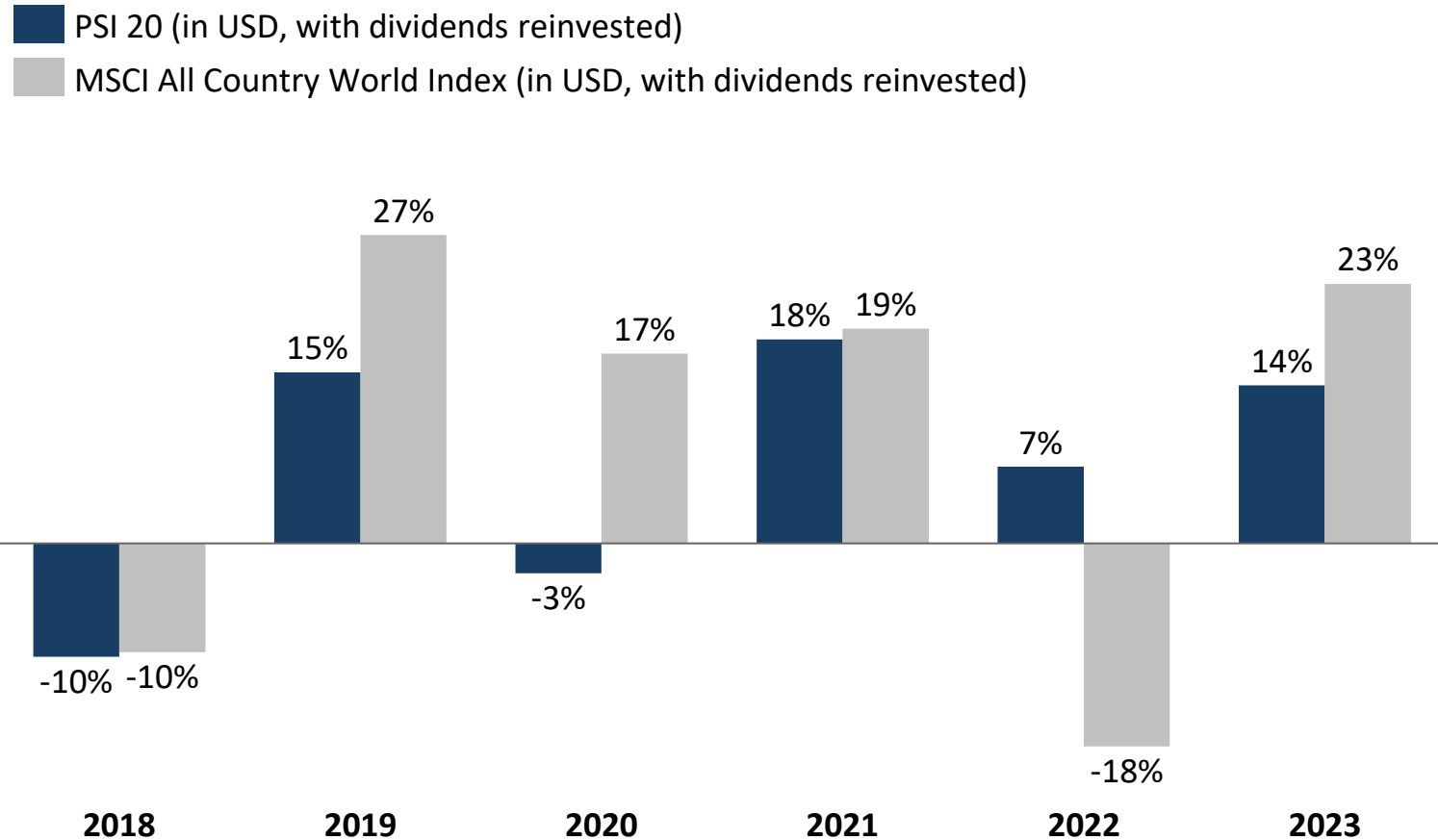
**Higher liquidity** given open ended format – **redemption** without restrictions after 2-3 years;  
“PE-like” return profile – **high expected returns** and **low correlation to broader markets** given concentrated, idiosyncratic small cap focus and investment style shaped by our PE heritage.

**We believe our private equity experience and ability to leverage a large investment team across limited capacity niches can create significant alpha in public markets**

# Portuguese large and mid cap equities (>60% allocation):

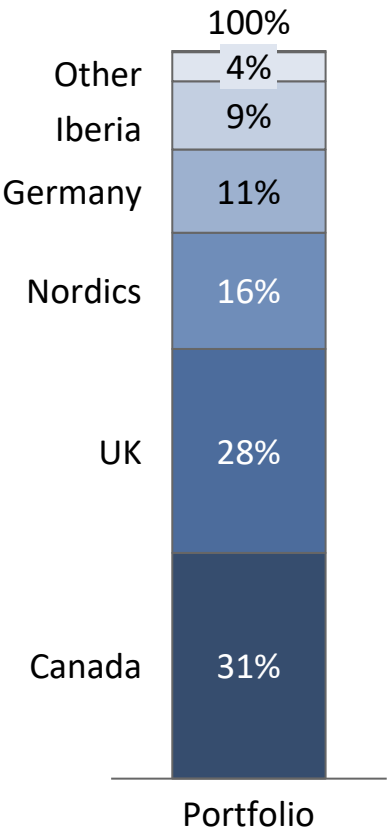
## Portuguese equities have delivered reasonable returns historically

### Annual performance of the last five years for PSI 20 and MSCI ACW index

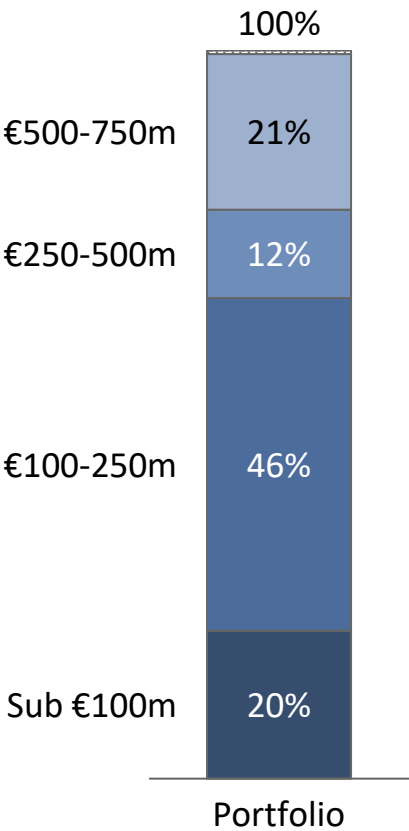


# International equities strategy (<40% allocation): Current portfolio focus on underfollowed markets in sectors where FM is experienced

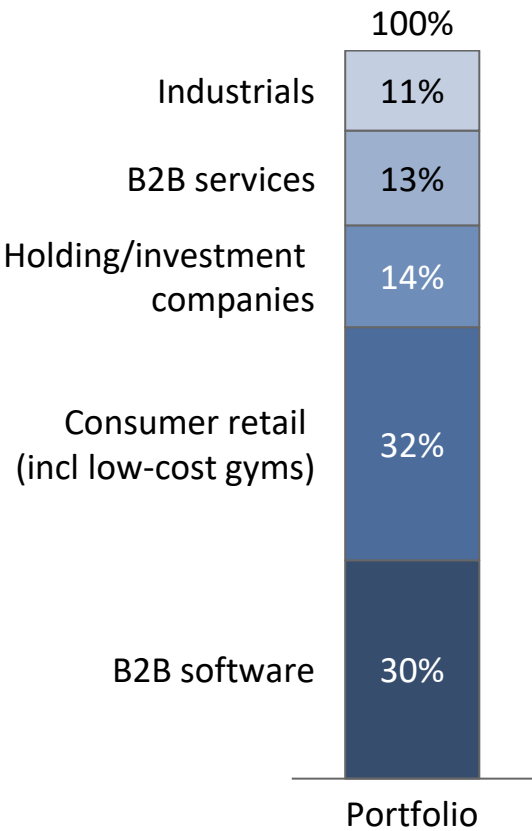
Positions by region



Positions by capitalization



Positions by sector





Note: Calculations for Fund B - similar distribution for Fund A (PPR), although more diversified



# International equities strategy (<40% allocation): Examples of past and current positions of the Liquid Opportunities strategy

Further detailed on the *Current Portfolio and Case Studies* section

	Company	Investment thesis
<u>Divested</u>		<ul style="list-style-type: none"><li>c. €300m Finnish e-invoicing provider (peer of past PE investment)</li><li>Invested after validating <b>accelerating traction masked by shift to SaaS</b>; <b>~2x in &lt;1 year</b> after Accel-KKR take private</li></ul>
		<ul style="list-style-type: none"><li>c. €900m LATAM agricultural producer first analyzed by partner in 2007 as a potential private investment</li><li>Oxy invested in two downturns leveraging market overreaction to Argentina exposure, <b>~2x returns on both investments</b></li><li>Company implementing buybacks initially suggested by the FM</li></ul>
<u>Current positions</u>	Fitness chain	<ul style="list-style-type: none"><li>European fitness chain at <b>~4x normalized EBITDA</b></li><li>Peer of current and past PE investments in the sector</li></ul>
	Accounting software	<ul style="list-style-type: none"><li>Canadian accounting software provider, peer of past PE investment</li><li>At <b>~15x FCF</b> despite <b>double digit organic growth</b> and low churn</li><li>FM pushed for improved disclosures and increased buybacks</li></ul>