



# GRAPHITE ENTERPRISE

Investor presentation

September 2011



	Page
1. Introduction	2
2. Performance	8
3. Balance sheet and liquidity	14
4. Investment activity	15
5. The portfolio at 31 July 2011	21
6. Share price and discount	25
7. Outlook and conclusions	27

## 1. Introduction

### Graphite Enterprise – overview

Hybrid  
fund of funds/  
direct investor

- 75-80% third party funds and co-investments
- 20-25% companies typically directly controlled by Graphite Capital
- Invest in primary funds, secondary fund purchases and direct co-investments

Focus on  
European buy-  
outs

- Buy-outs – no venture capital
- Mature, larger markets, principally in Western Europe
- Manager-led approach backing established, top performing groups

Experienced and  
focused team

- Graphite Capital's senior team has 20 years of PE experience on average
- Separate team dedicated to Graphite Enterprise
- Fund investment team has direct investment experience and approach

Strong  
performance  
record

- NAV has outperformed the FTSE All-Share over 1, 3, 5 and 10 years
- NAV has outperformed the Index in 16 out of 20 years and every 3 yr period
- Best performing listed PE funds of funds through the downturn



## 1. Introduction

### The Manager of Graphite Enterprise is Graphite Capital

- Graphite Capital is a leading UK mid-market private equity firm with £1.2 billion under management
  - Buy-out funds investing in the UK mid-market (almost £900 million)
  - Fund investments and co-investments (more than £400 million)
- Independently owned since 2001 and is based in one office in London
  - The team consists of 19 investment executives and 19 support staff
  - The senior team has an average of 20 years of private equity experience
  - Decision making is rapid, flexible and unbureaucratic
- Graphite Capital has been making direct investments in the UK since inception
  - Realised investments have generated a return of 2.7 times cost since 1991
- Graphite Enterprise has been making third party fund investments since 1989
  - Realised funds and co-investments have generated 2.0 times cost since 1989

## 1. Introduction

# Graphite Capital – an experienced and focused team manage Graphite Enterprise



**Rod Richards**  
Managing Partner

### **Rod Richards**

25 years PE experience. Joined in 1986. Led the buy-out from F&C in 2001. Degree in PPE from Oxford, MBA from INSEAD. Leads fund and direct investment businesses.



**Stephen Cavell**  
Senior Partner

### **Stephen Cavell**

20 years PE experience. Joined in 1993. Previously at Barings and Barclays (corporate finance). Degrees in law from Kent and Paris, MBA from Warwick.



**Emma Osborne**  
Head of Fund Investment

### **Emma Osborne**

16 years PE experience. Joined in 2004. Previously at Merrill Lynch (funds & co-investments), Morgan Grenfell PE (direct buy-out) and RBS (mezzanine). Qualified as CA with Coopers & Lybrand. Degree in Economics and Politics from Bristol.



**Tim Spence**  
Finance Director

### **Tim Spence**

Joined in 2005. Previously at Deloitte (audit), where qualified as CA. Degree in Mathematics from Oxford.



**Fiona Bell**  
Investment Manager

### **Fiona Bell**

Joined in 2009. Previously at KPMG (audit) and JPMorgan Cazenove (corporate broking). Degree in Experimental Psychology from Oxford.



**Colm Walsh**  
Financial Controller

### **Colm Walsh**

Joined in 2010. Previously at Terra Firma Capital Partners (finance) and Deloitte (audit). Degree in Economics from the LSE and is a CFA charterholder.

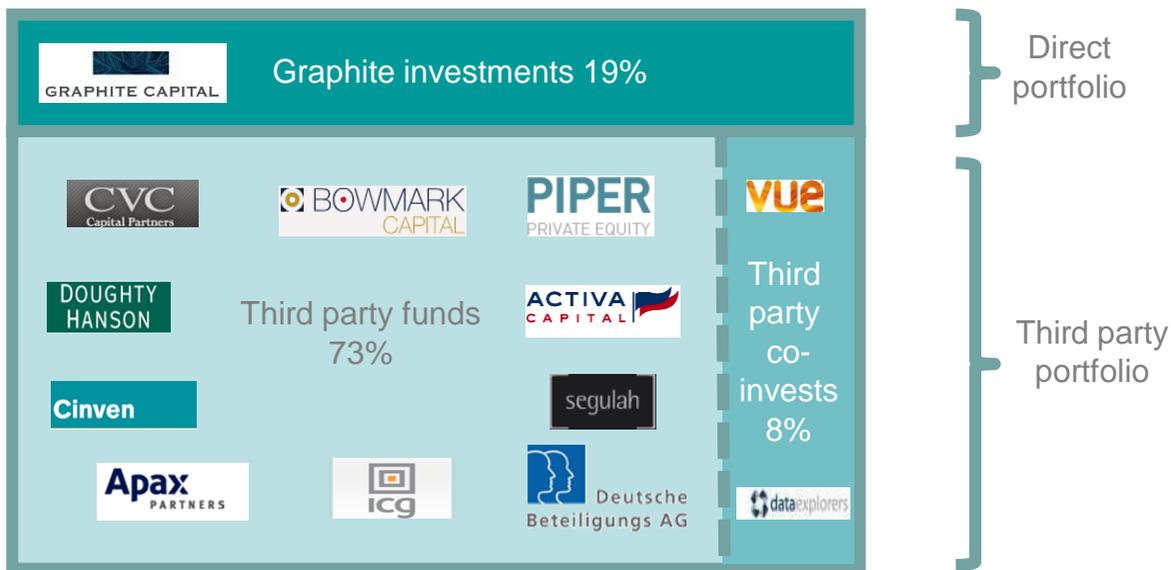
## 1. Introduction

### The investment strategy is focused on European buy-outs

- The focus is on established, top performing European buy-out managers
  - UK mid-market mainly through Graphite Capital funds (in which it is the largest investor)
  - Other European markets and other UK sectors covered through third-party funds
- Investments are made through
  - Primary commitments to new funds
  - Secondary purchases of existing funds
  - Direct co-investments alongside funds
- The approach is led by the quality of the manager, rather than by geography or sector allocations
  - Managers with proven track records, mainly in developed European markets

## 1. Introduction

The portfolio combines Graphite Capital and third-party investments



- The portfolio is more diversified than most direct funds, more concentrated than most fund of funds
  - The top 30 underlying companies represent 39.5% of the portfolio value
  - Ensures individual winners can make a difference

## 1. Introduction

### We apply a direct investment manager approach to our third party fund investments

- The Graphite Enterprise team has extensive direct investing experience
  - Well positioned to judge other private equity managers
  - Understanding of direct co-investment opportunities
- We benefit from the insight and market knowledge of Graphite Capital's direct investment team
  - More current market view than can be gained second hand
  - Perspectives on direct co-investments gained from 25 years of precedent transactions
- Our approach to fund investment is rigorous and analytical
  - An ability to appraise underlying companies is key to evaluating managers' performance
- Active approach to portfolio management
  - Not afraid to challenge managers or exit underperforming funds

## 2. Performance

The NAV and share price strongly outperformed the FTSE All-Share in the 6 months to July

	31 January 2011	31 July 2011	% change
Net asset value per share	534.0p	580.2p	+8.6%
Share price	308.0p	392.0p	+27.3%
FTSE All-Share Index	3,044	3,026	-0.6%
Discount	42.3%	32.4%	



## 2. Performance

The net asset value per share increased by 8.6% in the six months to 580.2p

6 months to 31 July	%	£m
Portfolio	8.2%	31.8
Currency	2.3%	9.1
Total portfolio	10.5%	40.9
Dividend	-0.4%	(1.6)
Expenses and other	-1.5%	(5.7)
Total NAV movement	8.6%	33.6



## 2. Performance

The portfolio performed well

	Gain £m	Gain as % of opening portfolio	% of underlying gain
Realisation activity *	19.4	5.4%	61%
Unrealised	12.4	3.5%	39%
Total underlying gain	31.8	8.9%	100%
Currency	9.1	2.5%	
Total portfolio movement	40.9	11.4%	

- As the portfolio represented 89% of opening net assets, this rise increased the NAV by 10.5%

*\* Includes valuation uplifts on Phadia and Salient where sales have been contracted but not yet completed*



## 2. Performance

The net asset value per share has outperformed the All-Share over 1, 3, 5 and 10 years\*

	1	3	5	10
Net asset value per share	+23.5%	+11.5%	+38.6%	+101.1%
Share price	+40.8%	-6.7%	+7.0%	+58.4%
FTSE All-Share Index	+11.4%	+6.0%	+2.0%	+10.9%

- The NAV per share has outperformed the FTSE All-Share in 16 of the last 20 financial years
  - It has only underperformed when the Index is rebounding from a sharp fall
- It has outperformed in every three year period in the last 20 financial years
- Since inception, the Company has generated a return of 24x the amount subscribed

\* 13, 37, 61 and 121 month periods to 31 July 2011

## 2. Performance

In NAV terms, Graphite has been the best performing fund of funds during the downturn

NAV performance	Peak to trough (2007-2008) %	1 year <sup>1</sup>	3½ years <sup>2</sup>	July 2011 as % of peak
Graphite Enterprise	-24.8%	+23.5%	+11.7%	+9.2%
Peer Group average <sup>3</sup>	-29.1%	+15.8%	-1.2%	-6.7%

- At 31 July 2011 Graphite Enterprise was:
  - The best performing fund of funds in the peer group since 1 January 2008
  - One of only three fund of funds to be above its previous peak
- The NAVs of almost all direct funds are below 1 January 2008 and peak levels

<sup>1</sup> Twelve months to 30 June or 31 July 2011

<sup>2</sup> Period from 1 January 2008 to 30 June or 31 July 2011

<sup>3</sup> Peer group is: Aberdeen, Conversus, F&C PE, HarbourVest, JPM PE, NBPE, Pantheon, Princess, SLEPET

## 2. Performance

Graphite Enterprise is managed conservatively

	December 2008	June/July 2011
<b>Cash/(debt) as % NAV</b>		
Graphite Enterprise	42%	17%
Peer Group average <sup>1</sup>	(9)%	(1)%
<b>Overcommitment % <sup>2</sup></b>		
Graphite Enterprise	51%	18%
Peer Group average <sup>1</sup>	86%	32%

<sup>1</sup> Peer group is: Conversus, F&C PE, HarbourVest, JPM PE, NBPE, Pantheon, Princess, SLEPET

<sup>2</sup> Cash (excluding undrawn bank facilities) less commitments as a percentage of NAV



### 3. Balance sheet

#### The balance sheet is strong

	31 July £m	31 Jan £m	31 July %	31 Jan %
Investments	359	357	82.6%	89.2%
Cash and near cash	76	43	17.4%	10.8%
<b>Total assets</b>	<b>435</b>	<b>400</b>	<b>100%</b>	<b>100%</b>
Undrawn bank facility	30	-		
Total available liquidity	106	43		
Outstanding commitments	153	174		
Overcommitment <sup>1</sup>	77	131		
Overcommitment as % of total assets	18%	33%		

- The level of overcommitment is not a concern
- The balance sheet structure is simple – only ordinary shares and £30m stand-by bank facility

<sup>1</sup> Outstanding commitments less cash (does not take into account undrawn borrowing facility)

## 4. Investment activity

Disposal proceeds in the first 6 months were higher than in the last three years combined



\* Represents £9.6m of proceeds for Salient and Phadia

Notes: (1) includes income from the portfolio (£6.3m in six months to 31 July). (2) Excludes proceeds from secondary sales (£3.8m in six months to 31 July).

## 4. Investment activity

Eleven full realisations were completed at an average of 2.6x cost

6 months to 31 July 2011	Number	Net proceeds £m	Gross multiple of cost	Uplift on valuation <sup>1</sup>
Full realisations <sup>2</sup>	11	52.5	2.6	83%
Partial realisations		12.3		
		64.8		
Secondary sale		3.8		
<b>Total proceeds</b>		<b>68.6</b>		

- Five investments were sold to trade buyers and six to private equity buyers
- The sale of Kurt Geiger had the greatest impact on NAV per share in the period

<sup>1</sup> From most recent valuation not adjusted for sale proceeds

<sup>2</sup> Includes Wagamama, Kwik-Fit and Preh where most or all of gain was recognised in period to 31 Jan 2011 but cash was received in period to 31 July

#### Background

- A leading UK-based retailer of luxury footwear and accessories
- Acquired by Graphite Capital in a £95 million secondary buy-out in February 2008

#### Developments under Graphite Capital ownership

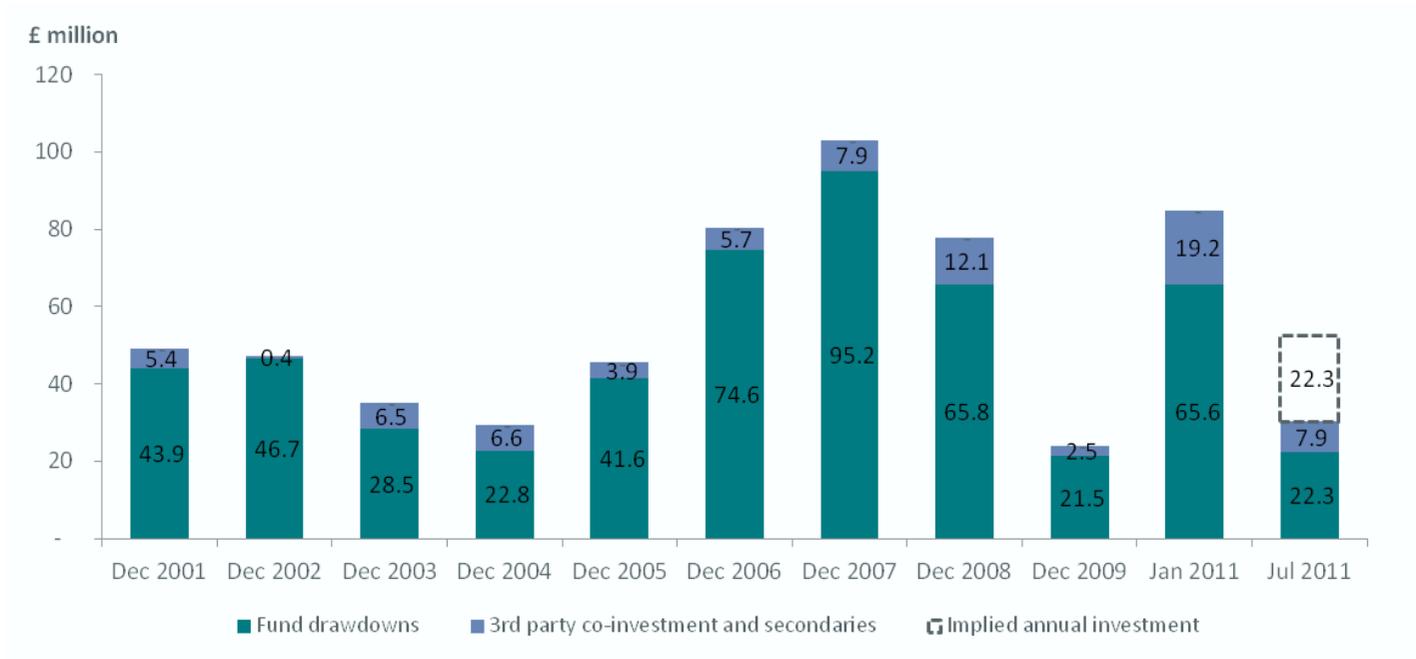
- Turnover increased by 70% to £205 million and EBITDA more than doubled
- 24 stand-alone stores were opened in the UK
- Partnerships were strengthened with leading UK department store groups
- Stores were opened in Dubai, Kuwait, Qatar & Bahrain, franchises agreed in Russia & Turkey

#### Exit

- In May 2011 the business was sold to a US trade buyer for £215 million
- This represented a multiple of 2.6 times cost and an uplift of 73% over the previous valuation
- The uplift in NAV per share of 6.8p was included in 30 April 2011 net asset value
- Gross proceeds were £13.1 million

## 4. Investment activity

New investment was materially lower than in the 13 months to January 2011



## 4. Investment activity

### Example – Charterhouse VIII (secondary purchase of fund interest)

#### Background

- Charterhouse is a leading large buy-out manager, focusing on UK and France
- Graphite Enterprise first invested with the team in 1989
- Fund VIII is a €4 billion 2006 vintage fund which was oversubscribed
- We acquired a €6.4 million secondary position in the fund in October 2010



#### Secondary transaction

- Graphite Enterprise acquired a further €5.0 million commitment in June 2011
- The opportunity was introduced by an agent after we had made a proactive approach
- The seller was a German family office
- The fund was 83% drawn with a portfolio of 11 companies acquired between 2006 and 2009
- The entry cost was £3.3 million

#### Rationale

- Secondary fund purchases are lower risk and have a shorter duration than primary funds
- Manager consent is required for transfers and price is therefore not the only factor
- Prior knowledge of the portfolio enabled us to move quickly and to provide a deliverable bid

## 4. Investment activity

### Example – Steadfast Funds II & III (stapled secondary transaction)

#### Background

- Steadfast is a German mid-market manager established in 2001
- Focus on buy-outs €25-150 million, mainly industrial companies
- Formerly 100% funded by BHF Bank
- Fund II was raised in 2006 with €193 million of commitments
- Fund III has a target of €250 million



#### Secondary transaction

- We acquired a €5.0 million interest in Fund II in an oversubscribed secondary transaction
- At the same time we made a €5.0 million primary commitment to Fund III
- The Fund II portfolio comprises five companies acquired between 2005 and 2010
- The entry cost was £4.1 million

#### Rationale

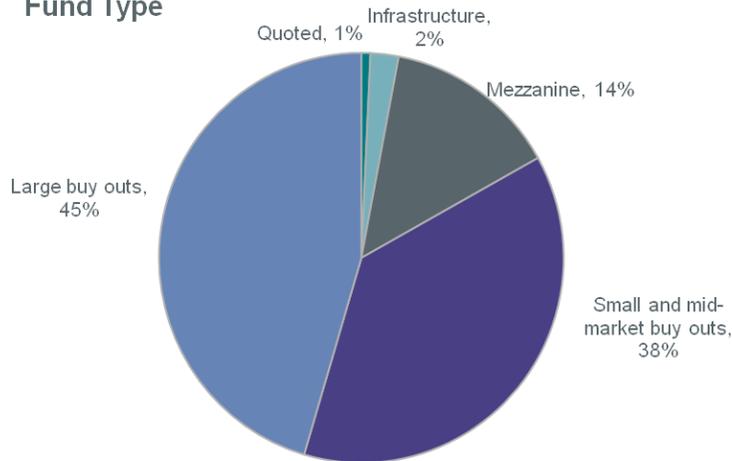
- Opportunity to add a new manager to the portfolio without full blind pool risk
- The secondary was attractively priced
- The portfolio is trading strongly

## 5. Portfolio

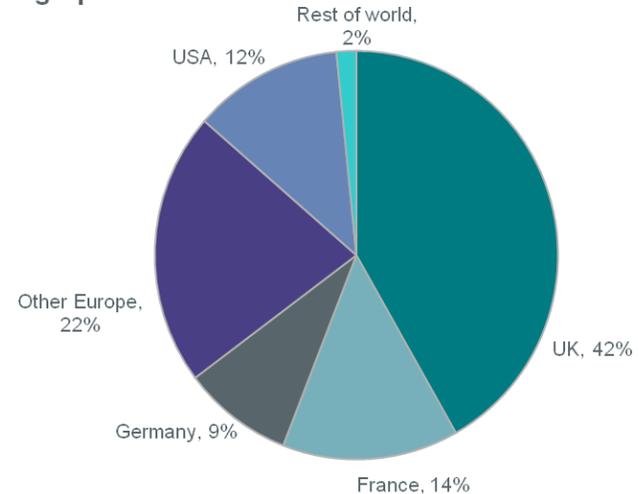
### The portfolio remained balanced and well diversified

- At 31 July 2011, the portfolio comprised 44 funds and 23 direct investments
  - exposure to 310 underlying companies
- The portfolio is more concentrated than most funds of funds, more diversified than most direct funds
  - Top 30 investments account for 39.5% of the portfolio value

Fund Type



Geographic Distribution



*NB: the fund type analysis does not look through to the underlying companies so may overstate the exposure to large cap transactions*

## 5. Portfolio

At 31 July 2011, Graphite Capital directly managed five of the top ten holdings

- The top 10 underlying investments represented 19.6% of portfolio value

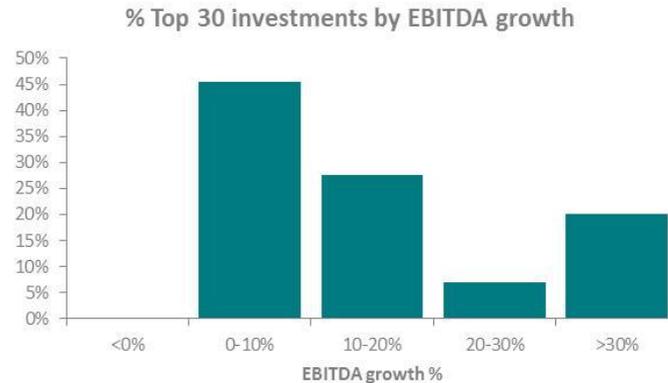
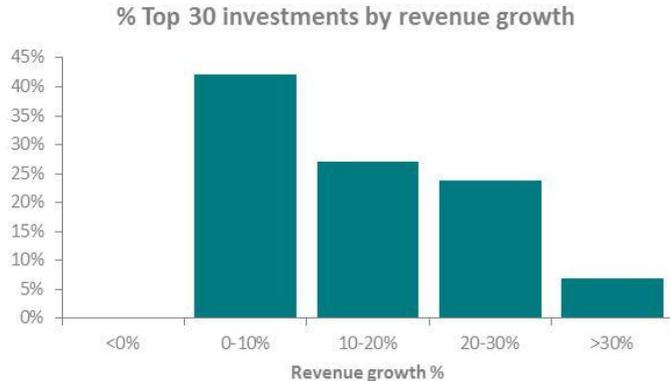
			Country	Manager	Value £m	% of portfolio
1		Distributor and retailer of tyres	UK	Graphite	15.8	4.4%
2		Operator of caravan parks	UK	Graphite	7.6	2.1%
3		Provider of recruitment services	UK	Graphite	6.7	1.9%
4		Manufacturer of automotive refinish products	UK	Graphite	6.6	1.9%
5		Provider of information to lending industry	UK	Bowmark	6.6	1.8%
6		Manufacturer and distributor of chemicals	Germany	CVC	6.2	1.7%
7		* Manufacturer of medical testing equipments	Sweden	Cinven	5.7	1.6%
8		Manufacturer of cable management products	UK	Doughty Hanson	5.2	1.5%
9		Manufacturer of luggage and accessories	USA	Doughty Hanson	5.2	1.4%
10		Provider of recruitment process outsourcing	UK	Graphite	4.8	1.3%
					70.2	19.6%

\* Sale contracted but not yet completed

## 5. Portfolio

At July 2011 the Top 30 companies accounted for 39.5% of the portfolio

- These companies performed well in the twelve months to 30 June
  - revenues grew by an average of 14%
  - EBITDA grew by an average of 18%
- Valuation multiples increased marginally from 8.7 to 9.1 times EBITDA from Jan to July 2011
- Leverage also increased slightly to 3.6x
- These increases in multiples were largely due to the mix of companies in the top 30



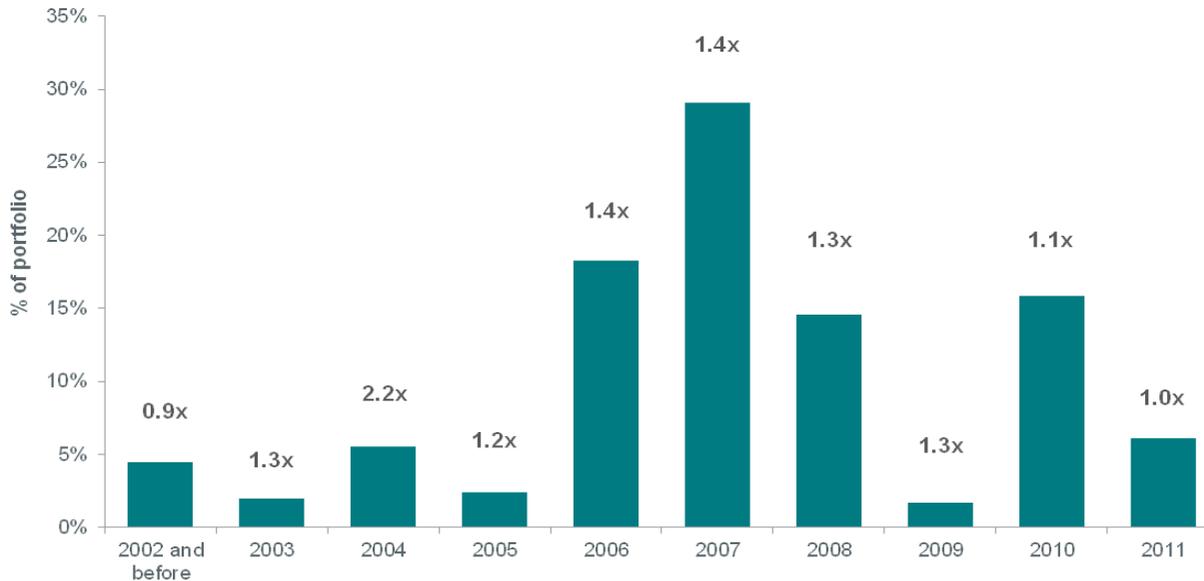
*Note: The growth data excludes three of the top 30 investments on which we do not have comparative data (Salient Surgical, London Square, Vue Entertainment)*

## 5. Portfolio

There is considerable scope for future upside as the portfolio matures

- The portfolio was valued at 1.3 times cost\* and had an average maturity of 4.0 years

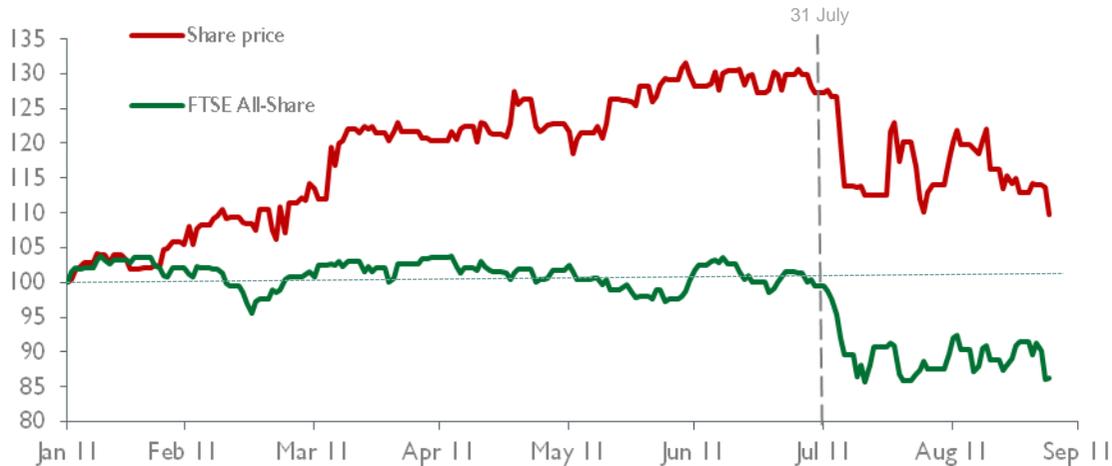
Portfolio by vintage year, with multiple of cost



\* Including amounts realised by current portfolio companies

## 6. Share price

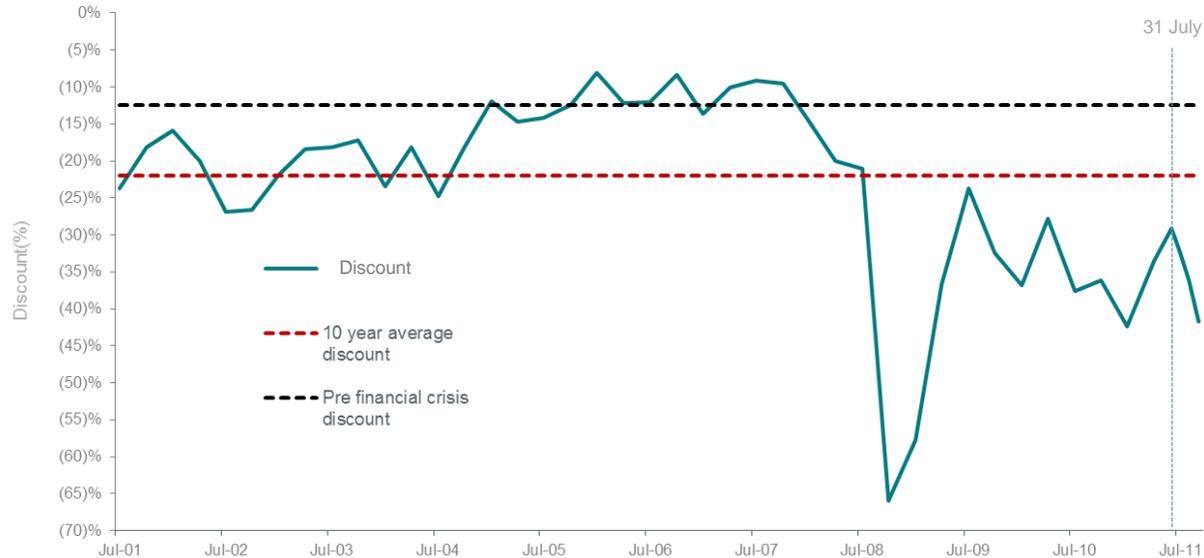
The share price has strongly outperformed the FTSE All-Share since 31 January 2011



- In the six months to 31 July, the share price rose by 27.3% while the Index fell by 0.6%
- Since then, the share price has fallen by 13.7% and the Index by 13.4%
- Since 31 January, the share price has risen by 9.8% while the Index has fallen by 13.7%

## 6. Share price

The discount has widened since the period end, as has that of the peer group



- At 23 September 2011 the discount was 41.7.% (share price 338.25p)
  - The average discount over ten years is 21.7%
  - The average discount in the ten years prior to Q4 2008 was 12.4%

## 7. Outlook

The performance of the portfolio was resilient following the fall in the market in 2008

- In the second half of 2008, the FTSE All-Share fell by 22.5%
  - At Dec 2008, third party managers marked companies down to an average of 8.5x EBITDA
  - We applied a provision of 10% to the third party portfolio at that date
  - This reduced the valuation of the portfolio to 7.9x EBITDA
  - Leverage was 4.2x EBITDA or 53% of the valuation
  
- The Company's net asset value per share fell by 12.1% in the Q4 2008 (including the provision)
  
- In 2009:
  - the EBITDA of the FTSE 250 fell by 3%
  - the EBITDA of the opening top 30 investments grew by 5%
  - the underlying value of the portfolio increased by 12.1% before the release of the provision

## 7. Outlook

The cash balance and the growth in portfolio EBITDA may offset recent market falls

- If the portfolio were to fall in line with the market (13.2%):
  - The net asset value would fall by approximately 11%
  - The discount would fall from 41.7% to 35% based on the 23 September share price of 338p
  - The implied discount on the portfolio would be 45%
  
- Offsetting the market falls:
  - Earnings growth in the portfolio has strong momentum
  - The Company has approximately 20% cash
  - Portfolio companies are reducing leverage

## 7. Outlook

### The strength of the balance sheet represents a significant advantage

- The portfolio has demonstrated consistent growth
  - The top 30 investments (39.5% of the portfolio) performed well to June 2011
  - Valuation multiples are reasonable given the strong recent performance
  - Private equity and portfolio company managers have responded well to adversity
- The level of both new investment and realisations are difficult to predict
  - Pricing for companies may fall in response to the increased economic uncertainty
  - The availability of debt may also fall
  - A reduction in pricing is likely to reduce transaction volumes
- Cash and the bank facility give us considerable flexibility
  - After adjusting for contracted realisations the Company is 80% invested
  - The cash balance offers protection if inflows fall and outflows accelerate
  - Liquidity is available to take advantage of any opportunities which might arise

## Background Info

Structure: Company registered in England and Wales  
Investment trust tax status  
Registered company number: 01571089

Ticker: GPE.LN  
ISIN: GB0003292009  
SEDOL: 0329200

Listing: Official List (main market) in London

Broker: JPMorgan Cazenove: Sales Angus Wilton + 44 (0) 20 7155 8122  
Corporate finance William Simmonds + 44 (0) 20 7155 4579

Website: [www.graphite-enterprise.com](http://www.graphite-enterprise.com)

Manager: Graphite Capital Management LLP  
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