

# COWEN

## COWEN INVESTOR DAY

MAY 19, 2022

COWEN.COM

WE STRIVE TO **OUTPERFORM**

VISION | EMPATHY | SUSTAINABILITY | TEAMWORK



# Cautionary Notice Regarding Forward-looking Statements

This presentation contains forward-looking statements. Forward-looking statements provide the Company's current expectations or forecasts of future events. Forward-looking statements include statements about the Company's expectations, beliefs, plans, objectives, intentions, assumptions and other statements that are not historical facts. Forward-looking statements are subject to known and unknown risks and uncertainties and are based on potentially inaccurate assumptions that could cause actual results to differ materially from those expected or implied by the forward-looking statements. As a result of the spread of COVID-19, economic uncertainties have arisen that have the potential in future periods to negatively impact the Company's business, financial condition, results of operation, cash flows, strategies and prospects. The extent of the impact of COVID-19 on the Company's operational and financial performance will depend on certain developments, including the duration and spread of the outbreak and impact on our clients, employees, vendors and the markets in which we operate our businesses, all of which are uncertain and cannot be reasonably estimated at this time. The Company's actual results could differ materially from those anticipated in forward-looking statements for many reasons, including the factors described in the section entitled "Risk Factors" in the Company's Annual Report on Form 10-K and "Management's Discussion and Analysis of Financial Condition and Results of Operations" in the Company's Annual Report on Form 10-K and Quarterly Reports on Form 10-Q, as filed with the Securities and Exchange Commission. The Annual Report on Form 10-K and Quarterly Reports on Form 10-Q are available at our website at [www.cowen.com](http://www.cowen.com) and at the Securities and Exchange Commission website at [www.sec.gov](http://www.sec.gov).

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# INTRODUCTION

Jeffrey Solomon, Chair and CEO, Cowen Inc.

# Three Things Not Well Understood About Cowen

1

Cowen's markets and investment banking franchises have scaled, growing well beyond our traditional core areas of biotech and cash equities

2

We have built a world-class investment management business, which is not reflected in our book value

3

Intellectual capital, firm alignment, and a culture of collaboration are the foundations of Cowen's value. At the core is research, which cements relationships and drives revenues across the entire firm

# Three Key Takeaways from the Cowen Investor Day

1

## Sustainable, consistent profitability and an upside option on growth

- Goal of mid-teens return on common equity on a consistent annual basis
- Targeting annual revenues growing to >\$2 Billion over the next 5 years

2

## Focus on opportunities that are both addressable and accessible

- We have a strong history of executing on this strategy
- We are using that ability to take advantage of growth trends over the next five years

3

## Our valuation is compelling

- We intend to unlock value from assets both on and off the balance sheet
- We plan to return additional capital to shareholders in the process

# Cowen: The Advantage Is in Our Winning Culture...

## WE ARE POWERED BY EMPATHY

As a growth company managed by entrepreneurs, we serve the needs of our clients on a personal level even as we execute for them professionally. Cowen's mission is to advise and connect aspirational investors and providers of capital in a shared ambition to outperform. We hold ourselves accountable to the highest standards as we pursue another 100+ years of exceptional client service.



### VISION

We consistently deliver differentiated and disruptive insights that help our clients outperform.

[Explore Our Insights >](#)



### EMPATHY

We proactively consider and account for the priorities and concerns of our colleagues and clients.

[Learn About Cowen Cares >](#)



### SUSTAINABILITY

We endeavor to produce ideas and solutions that are ethically grounded and aim to pass the test of time.

[Review Our ESG Policies >](#)



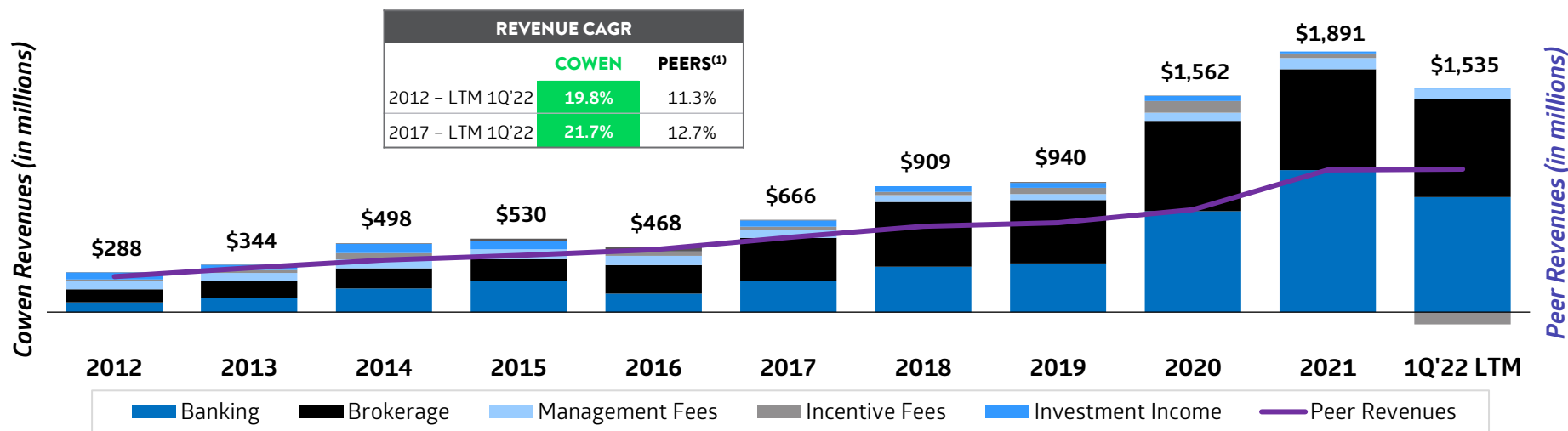
### TENACIOUS TEAMWORK

We elevate collaboration to new levels, empowering our ability to provide the best solutions for our clients.

[Join Our Team >](#)

# ...Which Drives a Long-term Growth Strategy that Delivers Results...

## COWEN REVENUE CAGR OUTPERFORMS PEERS<sup>(1)</sup>



### 2012-2013 REBUILD PERIOD

- Added electronic trading capabilities (ATM)
- Added sector expertise across banking, markets and research (Dahlman Rose)

### 2014-2017 POSITION PERIOD

- Added prime service capabilities (Concept Capital, Conifer Securities)
- Added credit research & special situations trading (CRT)
- Added macro research (Washington Research Group)
- Added banking team from Morgan Joseph
- Launched Cowen Healthcare Investments (CHI)
- Expanded depth in global execution, new capabilities in clearing and securities finance (Convergex)
- Withdrew from three affiliated investment strategies

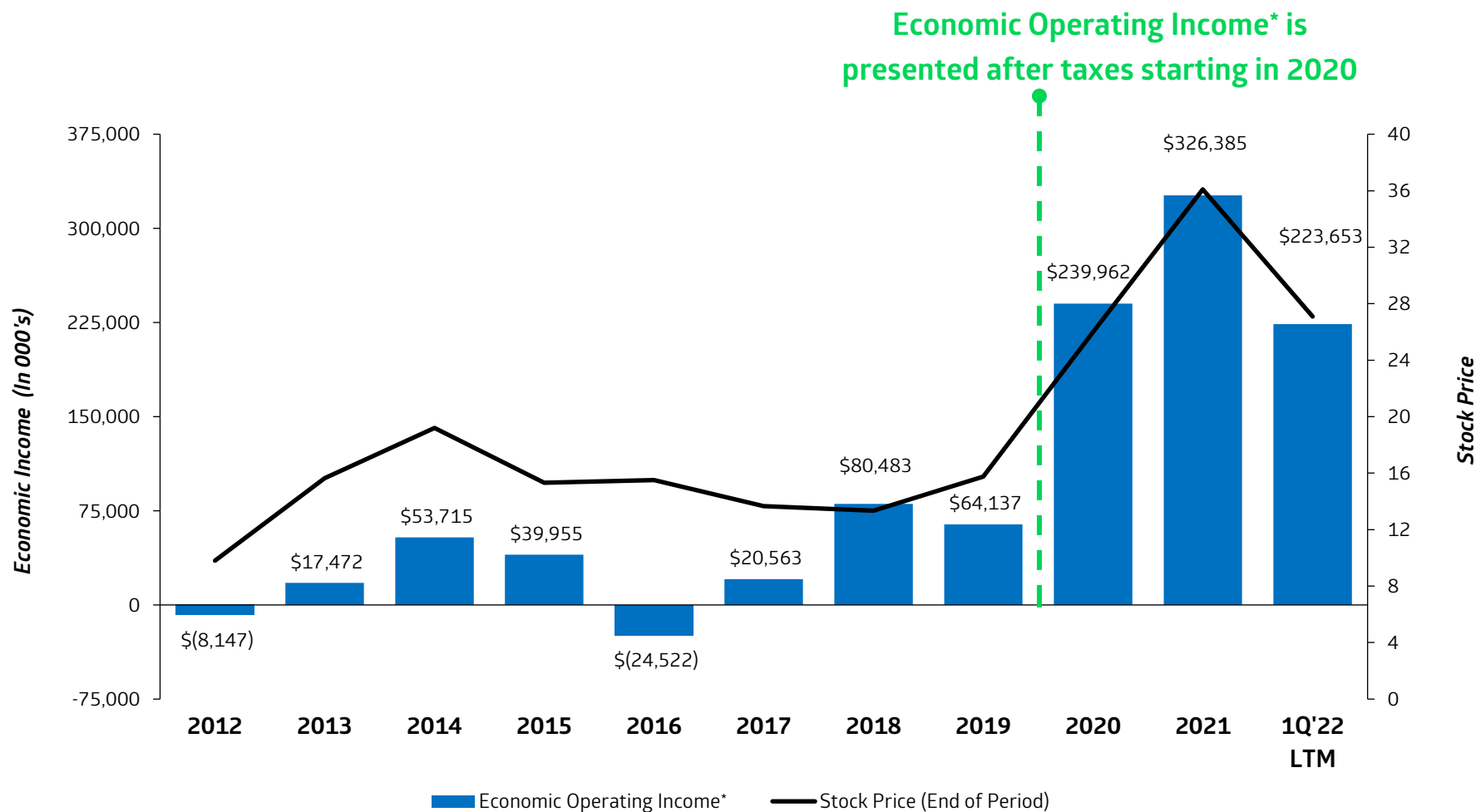
### 2018-PRESENT VALUE CREATION PERIOD

- Exited additional non-core investment strategies
- Added Quarton, expanding M&A practice
- Launched sustainable investments strategy (CSI)
- Acquired MHT partners to boost middle market capabilities
- Acquired Portico in Dec '21 to enhance M&A capabilities and diversify sector coverage

(1) Aggregate Peer Revenue includes: Evercore, Greenhill, Lazard, Moelis, Oppenheimer, Piper Sandler, PJT, Raymond James, and Stifel.



# ...And Has Meaningfully Increased Profitability.



\*Economic Operating Income for FY 2020 is pro-forma tax effected. Starting in FY 2021 Economic Operating Income is reported net of associated taxes.

# Future Growth Drivers: Aligned to Take Share

## INVESTMENT BANKING

- Strong, diversified business across products and industry sectors
- Continued growth of high-margin advisory services
- Expansion of middle-market financial sponsor activities

## MARKETS

- World-class, multi-asset, non-conflicted execution capabilities, taking share from underinvested competitors
- Growth from areas across platform, including cash trading, global prime services, securities finance, non-US execution and digital assets

## RESEARCH

- “Content engine” differentiated research drives business across IB and Markets, as well as “Cowen DNA” of Cowen Investment Management (CIM) strategies
- Industry leader in long-term disruptive themes such as ESG and sustainability
- In-depth Ahead Of The Curve® reports among the most widely-read research on Wall Street

## INVESTMENT MANAGEMENT

- Growth of AUM & management fees from distinctive investment strategies
- Rebuilt to deliver consistent profitability, which is not yet fully reflected in Cowen's valuation



## **2. INVESTMENT BANKING**

Larry Wieseneck, Co-President, Cowen & Co.

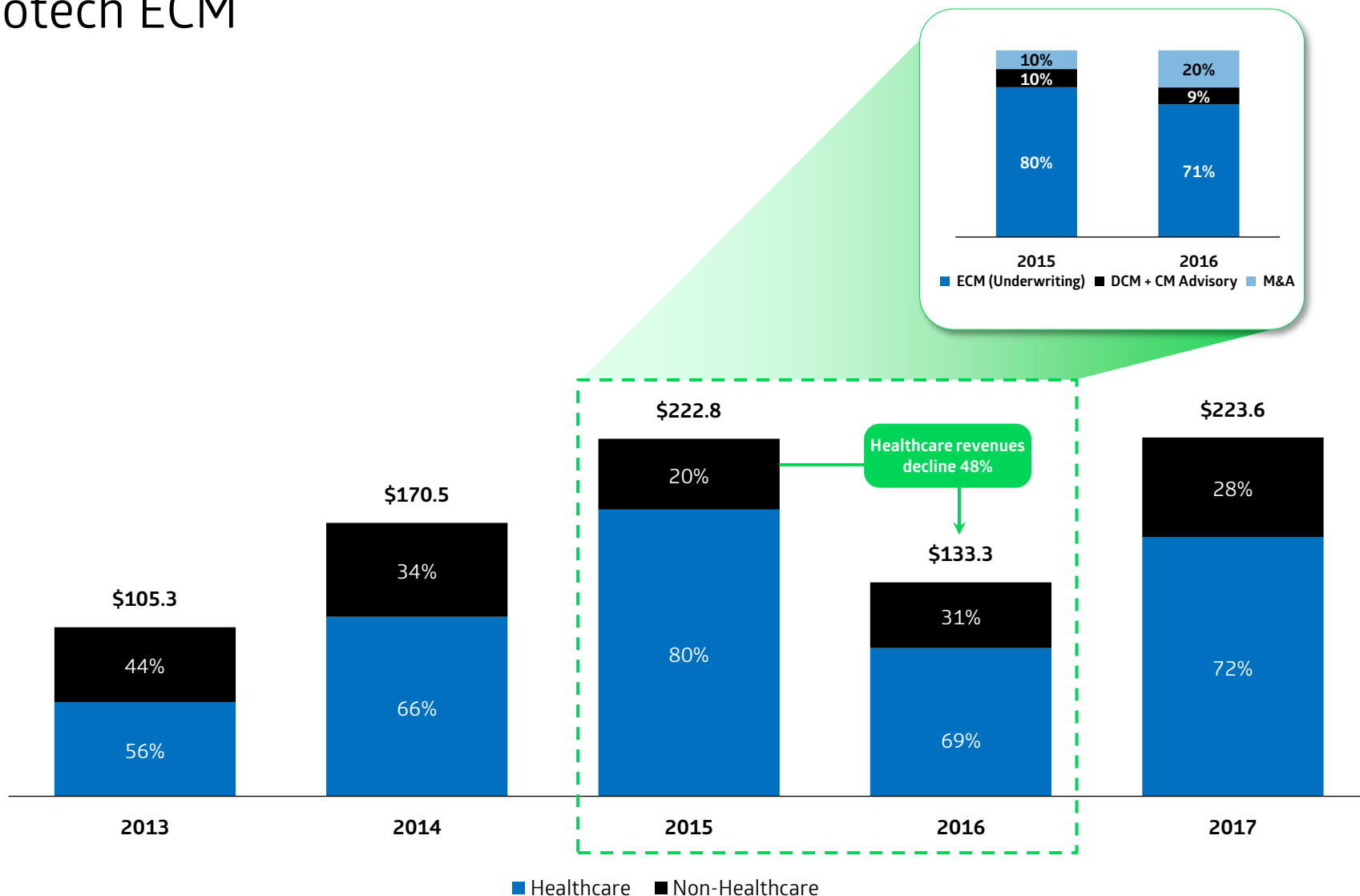
# Understanding Cowen's Investment Banking / Capital Markets Practice

- Overarching mission
  - Competitive landscape
  - Clients / Sectors
  - Colleagues (Research / Markets / CIM)
  - Culture

- Execution

- Opportunity and outlook

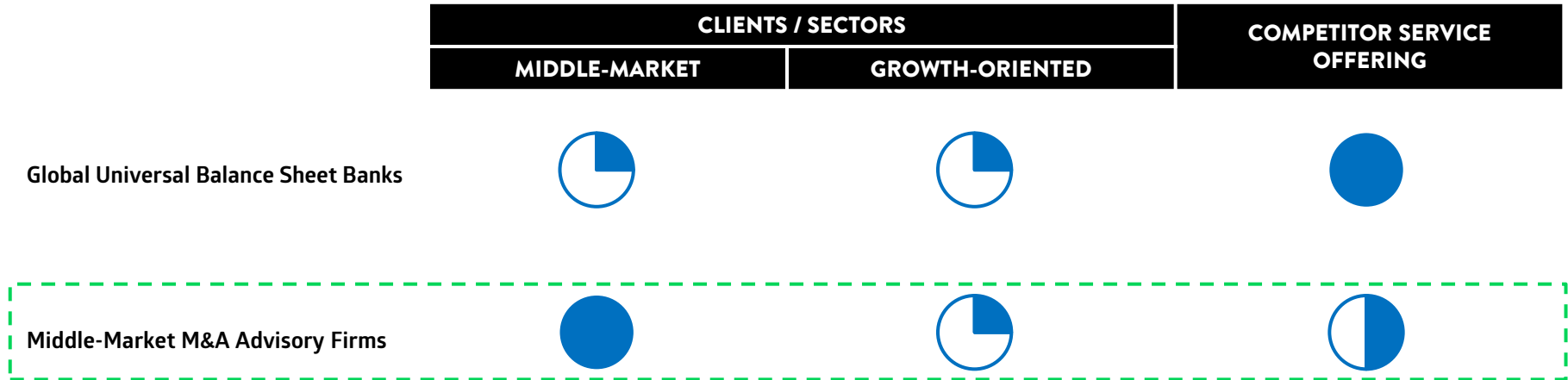
# Pre-2018 Cowen IB/CM Revenue Was Heavily Dependent on Biotech ECM



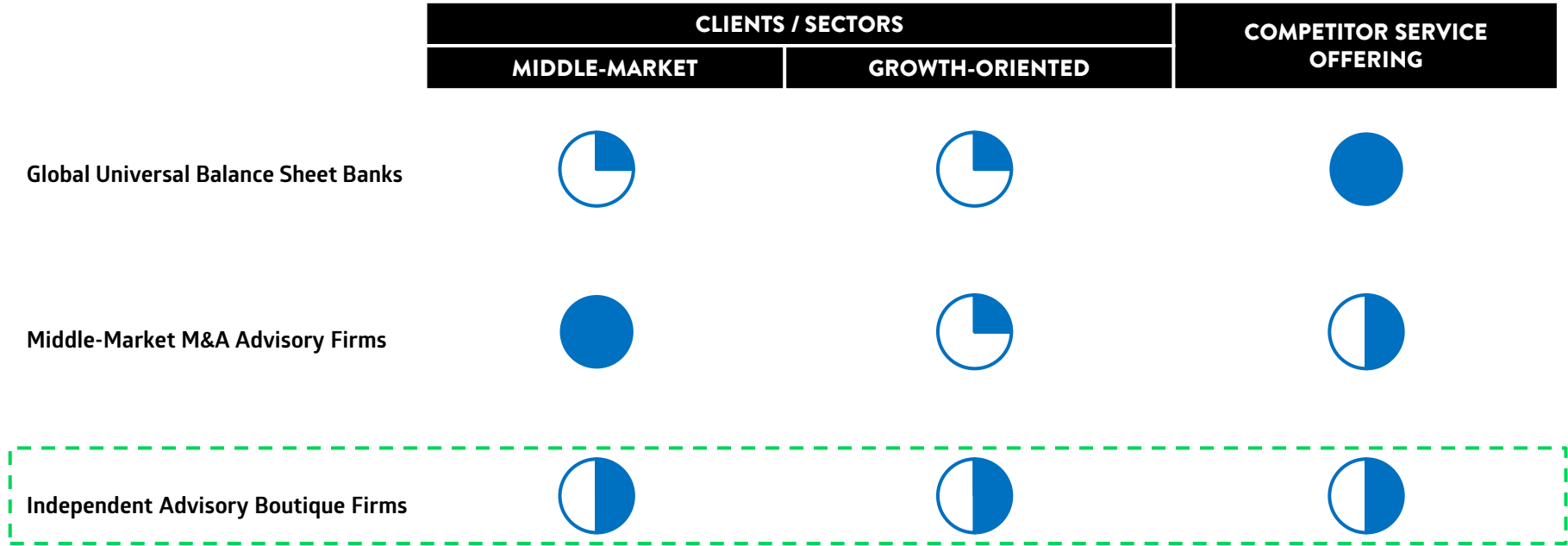
# 2017 Competitive Landscape:

CLIENTS / SECTORS		COMPETITOR SERVICE OFFERING
MIDDLE-MARKET	GROWTH-ORIENTED	
Global Universal Balance Sheet Banks		
		

# 2017 Competitive Landscape:

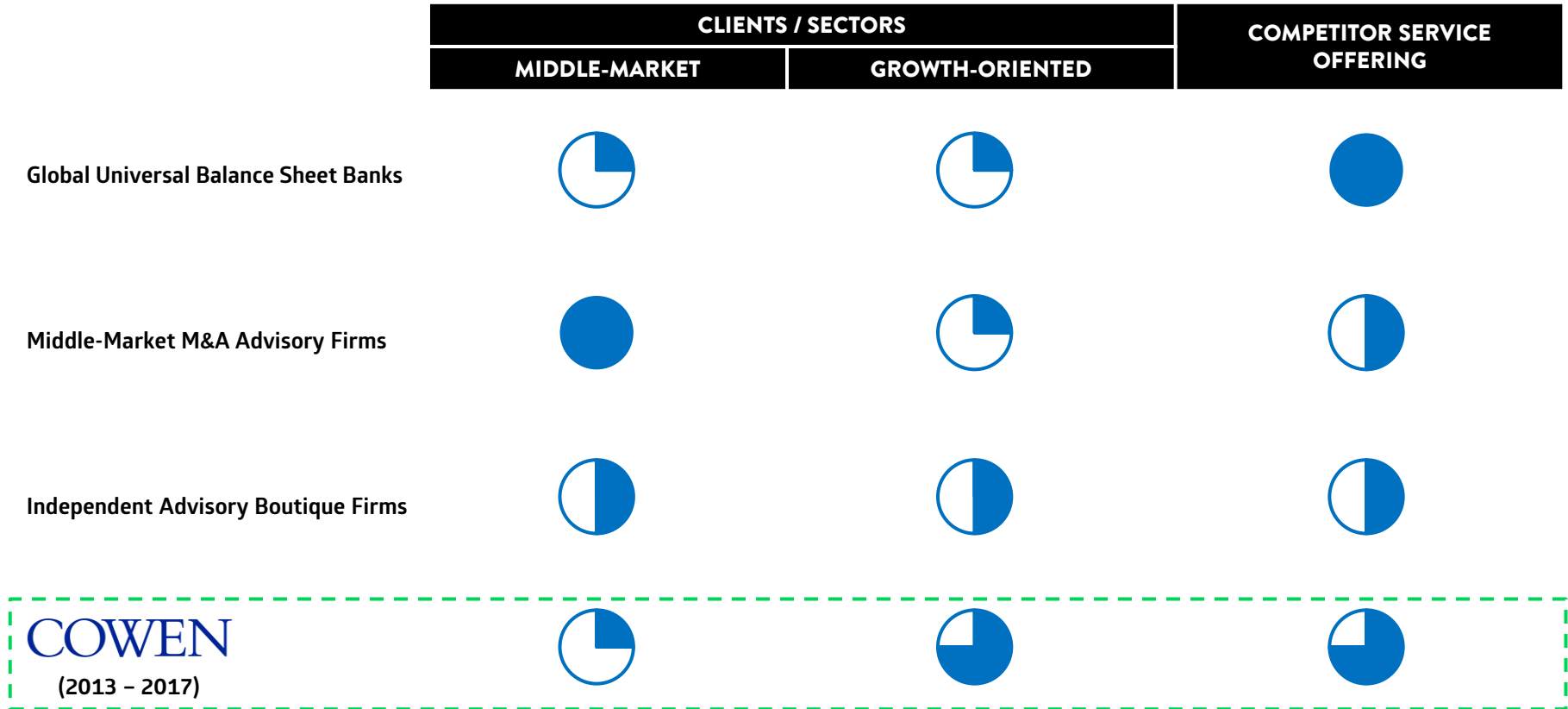


# 2017 Competitive Landscape:




















# 2017 Competitive Landscape:



# 2018 Goal: Become the Leading **Independent, Full-Service, Growth-Oriented** Middle-Market Investment Bank...

	CLIENTS / SECTORS		COMPETITOR SERVICE OFFERING
	MIDDLE-MARKET	GROWTH-ORIENTED	
Global Universal Balance Sheet Banks			
Middle-Market M&A Advisory Firms			
Independent Advisory Boutique Firms			
<b>COWEN</b> (2013 – 2017)			
<b>COWEN</b> (Strategy: 2018 – Present)			

# ...In Markets and Sectors That Are Addressable and Accessible...

1

## Create a diversified sector and product mix

- Multi-sector (non-Healthcare)
- Expand beyond Biotech, within Healthcare
- Diversify product suite to match the needs of our target clients

WHAT?



2

## Double down on the areas where independents have and can win – *growth and middle-market*

- Specialization and dedication matter
- Fee pool available to non-Balance Sheet banks
- Build coverage and products critical to middle-market sponsors

HOW?



# ...In Markets and Sectors That Are Addressable and Accessible...

1

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HOW?



3

## Embrace partnership and teamwork

- Innovation transcends sector definitions
  - Healthcare: Intersection of Science & Technology (Biotech / Digital Health / Tools & Dx)
  - Connected Vehicles
  - Disruptive Consumer
  - Robotics / AI
  - Sustainability (ESG)

HOW?



4

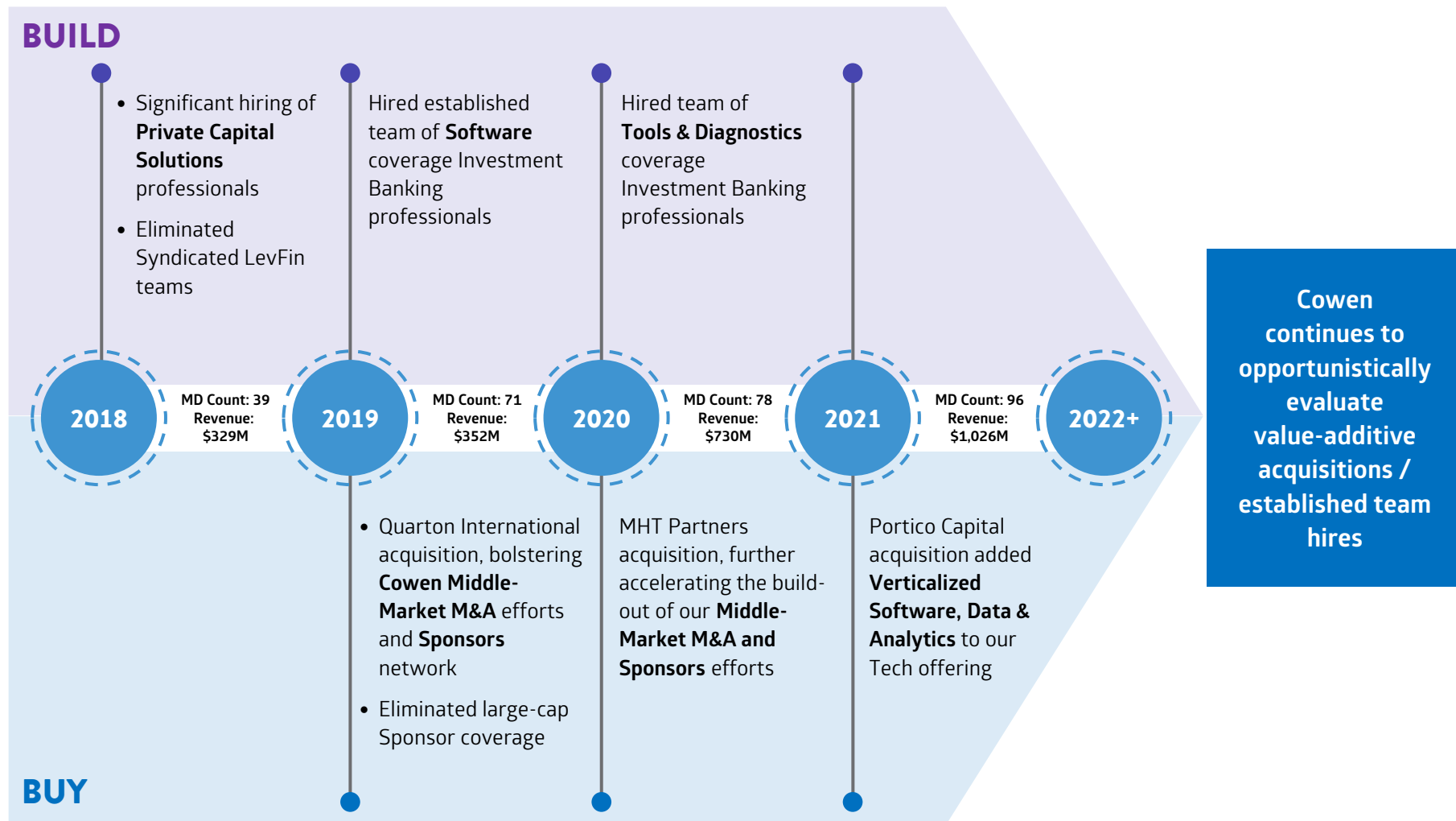
## Treat clients as partners

- Go deep within ecosystems so that we can be value-add to our clients

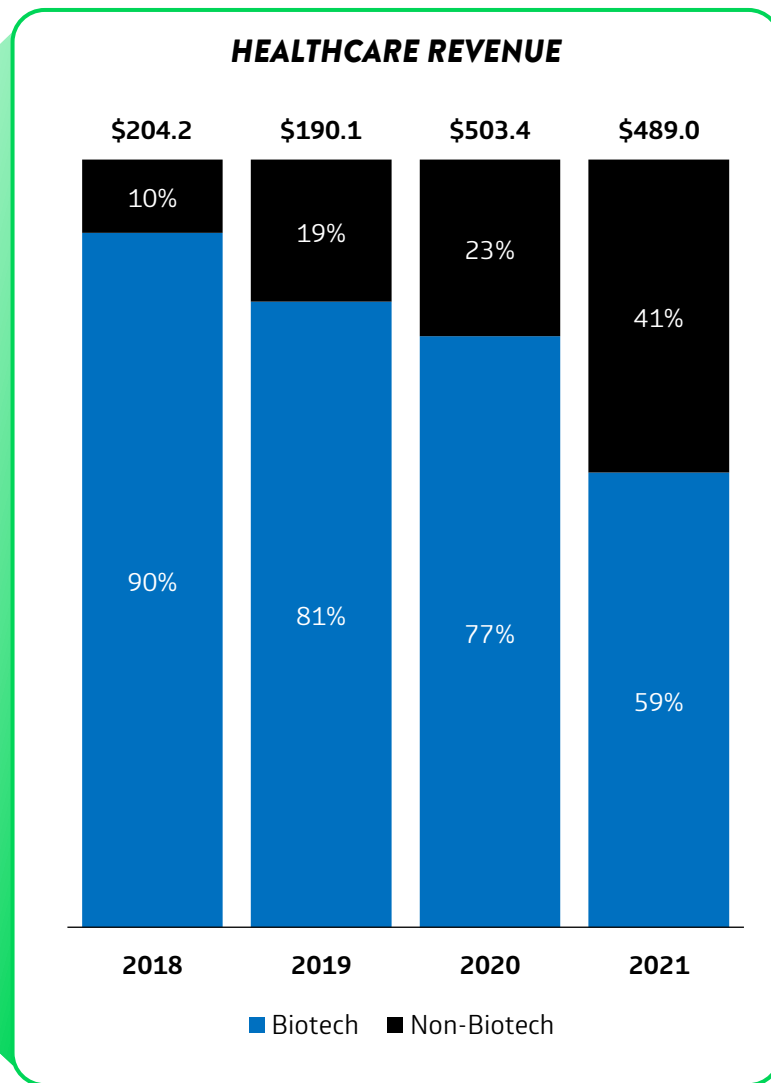
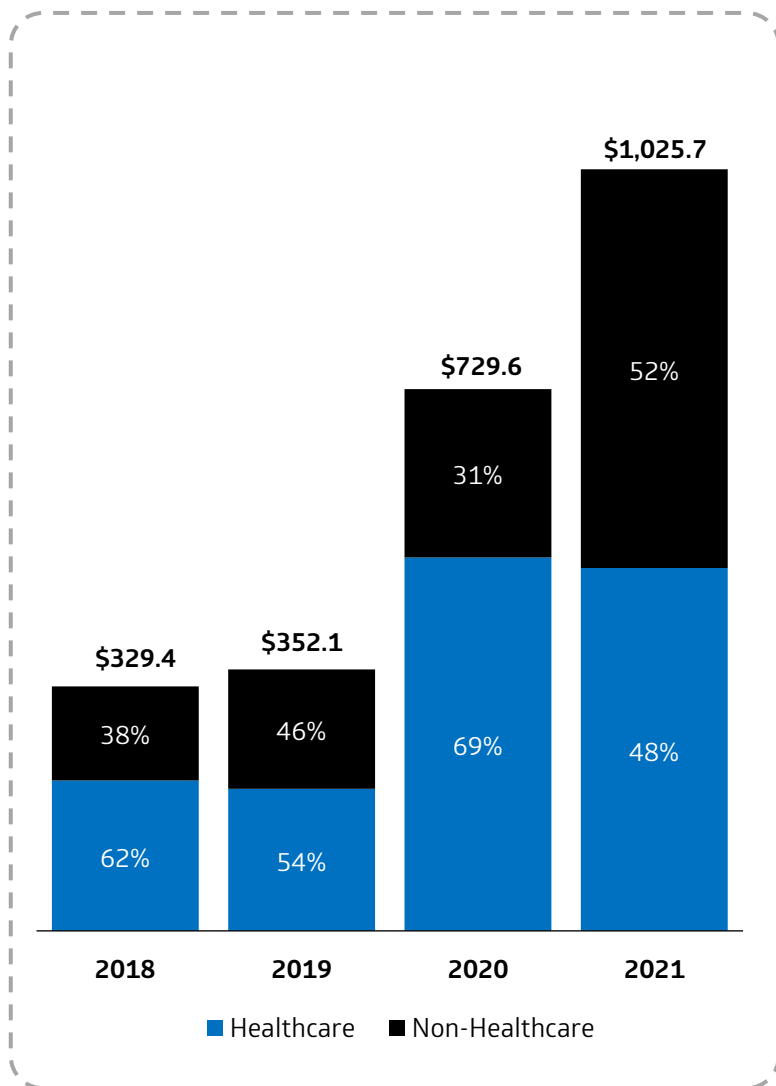
HOW?



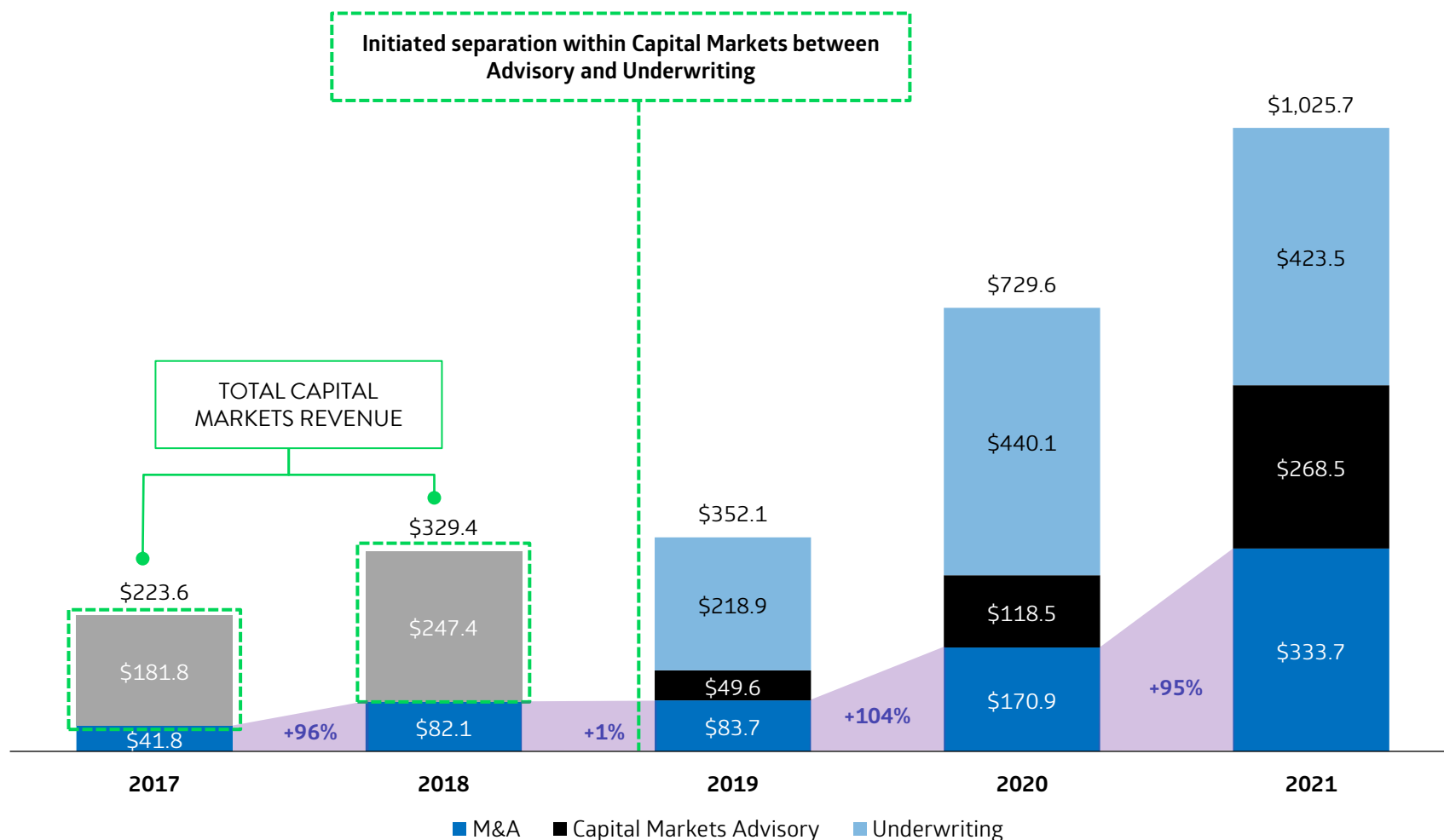
# ...Tied to Our Strategic Objectives...



# ...Of Diversifying Revenue Mix by Sector...



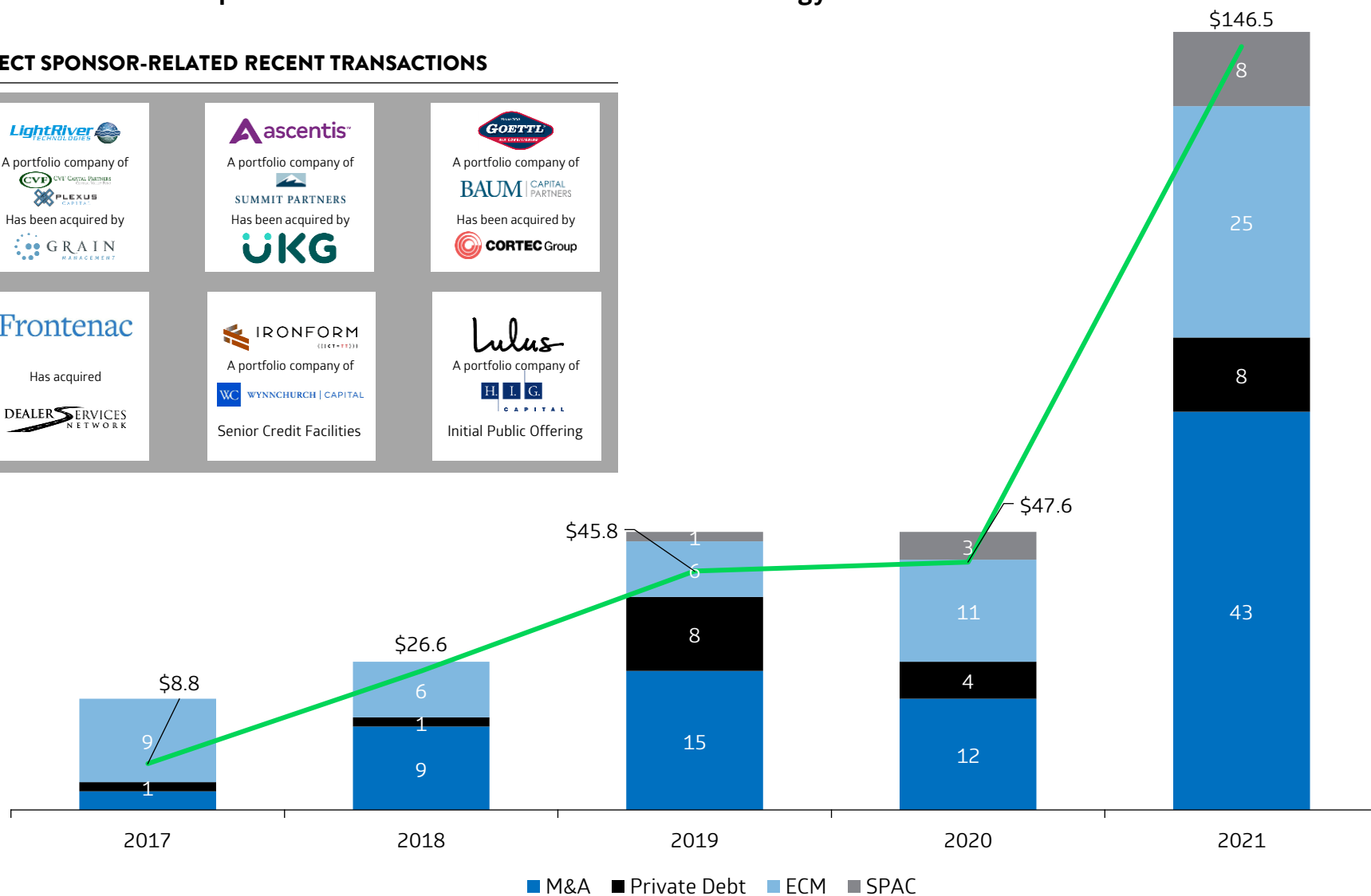
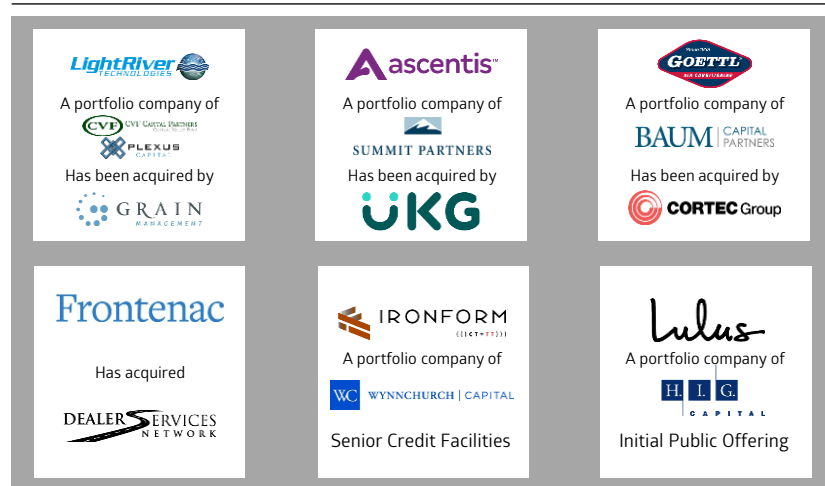
# ...And by Product Type...



# ...And by Client Type

The Growth of Our Sponsors Business is a Direct Result of Our Strategy Execution

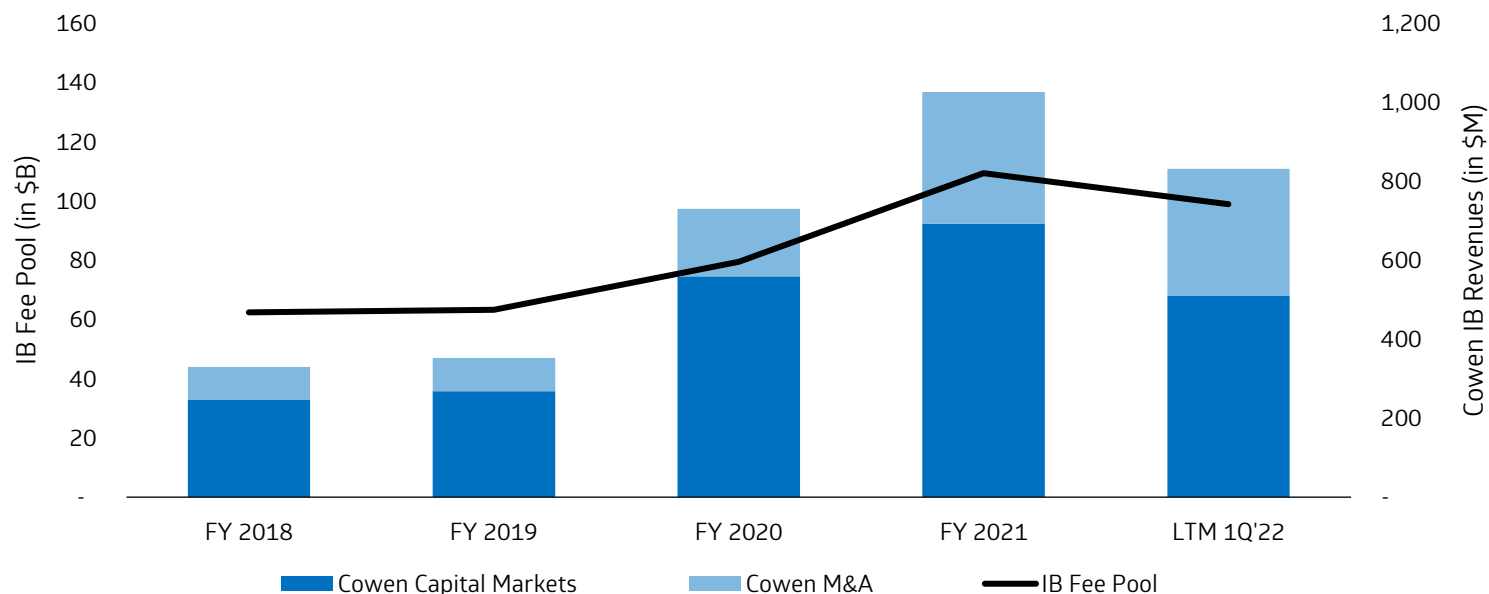
## SELECT SPONSOR-RELATED RECENT TRANSACTIONS





# Net Result: Revenue Growth Has Far Outpaced The IB Fee Pool

Revenue CAGR FY'18 - LTM 1Q'22		
	Cowen	IB Fee Pool
Total IB	32.9%	15.2%
Capital Markets	24.9%	15.3%
M&A	52.1%	15.1%



<sup>1)</sup> Investment Banking Fee Pool inclusive of all Net Investment Banking Revenue across M&A, ECM, and DCM. Source: Dealogic.  
COWEN.COM

# Despite Current Headwinds, Long-Term Growth Drivers Intact

- The market volatility of the last three quarters has significantly impacted capital markets activity
  - Issuance will stabilize below the 2H'20 and 1H'21 levels
  - Growth Healthcare and other innovative sectors require access to both private and public capital
  - Less dilutive forms of financing will grow in importance
  - Diversity of Product, Sector, and Client Type provide stability

- Private Market Momentum
  - Middle-Market Private Equity
  - Private Credit

- Cowen “anticipates and participates” in ecosystems that have secular winds behind them – not cyclical
  - Biotech, Tools and Diagnostics, Digital Health, and MedTech
  - Sustainability / ESG / Future of Transportation
  - Industrial Tech / Automation / Robotics
  - Digital Assets / web3.0



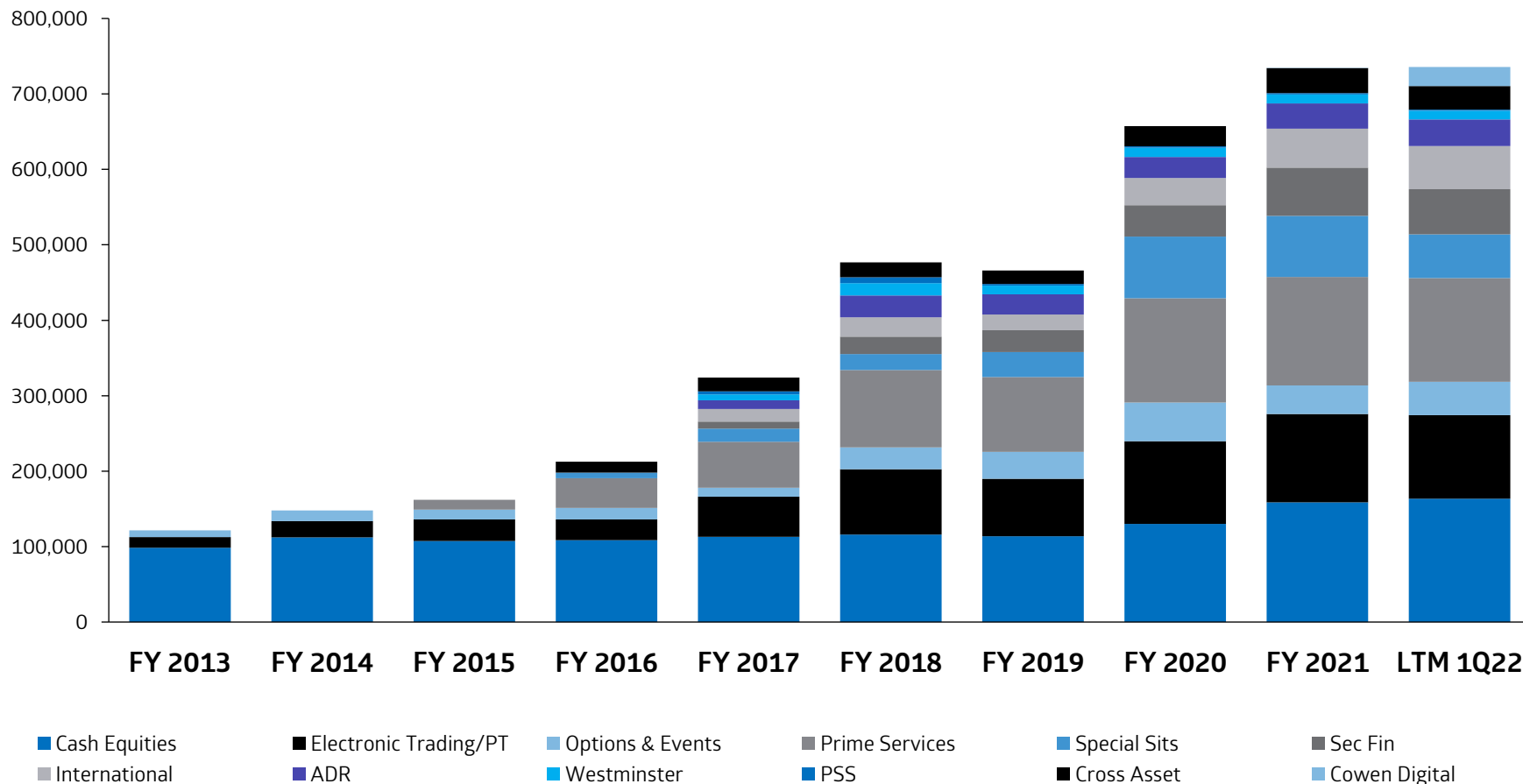
### **3. MARKETS**

Dan Charney, Co-President, Cowen & Co.

# We Have Transformed our Markets Business over the Past Decade...

## MARKETS REVENUE PROGRESSION: 2013 – LTM 1Q'22

Revenues in \$000s



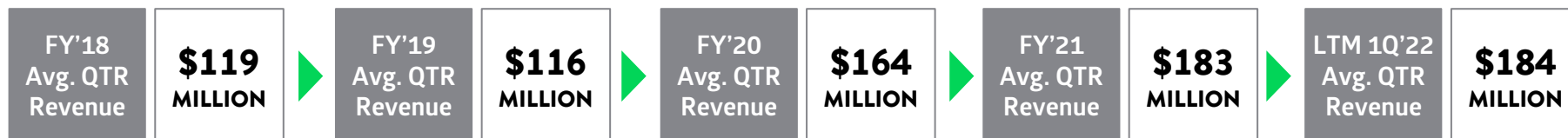
# ...By Focusing on Areas that Are Addressable & Accessible to Cowen...

- Since 2012, we have completed seven acquisitions which significantly expanded client offerings and grew market share
- Global expansion – providing execution services in more than 100 markets worldwide and a range of multi-asset capabilities

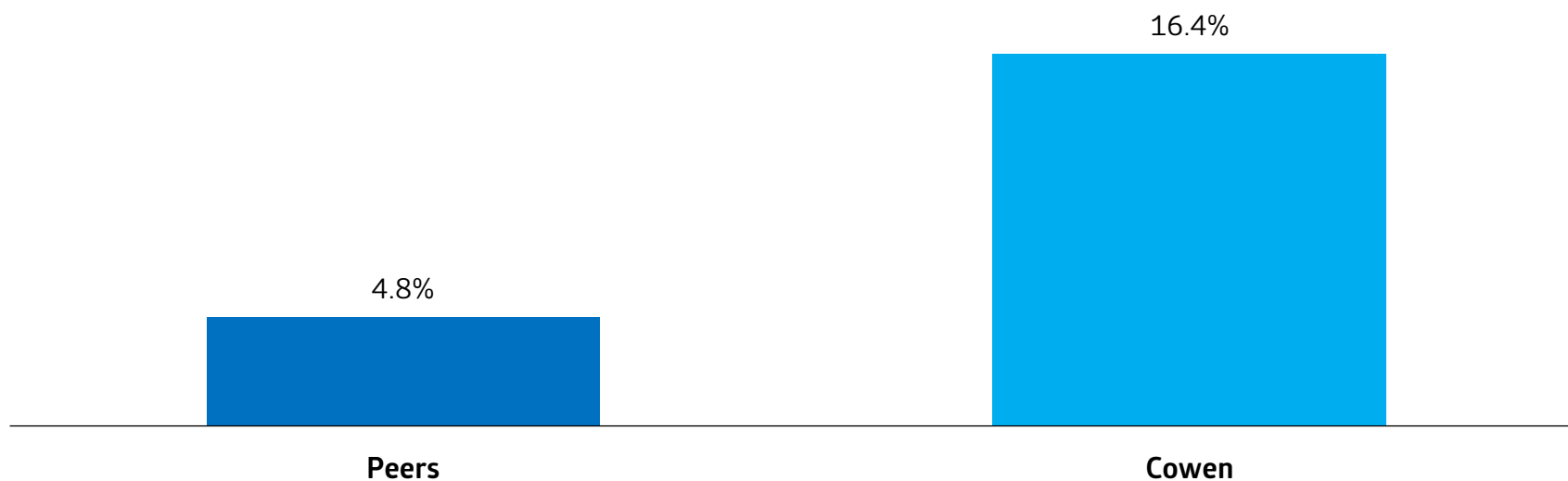
	2012	2022
<b>INSTITUTIONAL BROKERAGE</b>	<ul style="list-style-type: none"> <li>• Cash equities</li> <li>• Electronic trading</li> <li>• Options</li> </ul>	<ul style="list-style-type: none"> <li>• Cash equities</li> <li>• Electronic trading</li> <li>• Options</li> <li>• Program trading</li> <li>• Special situations</li> <li>• High yield &amp; distressed bonds</li> <li>• Convertible bonds</li> </ul>
<b>INSTITUTIONAL SERVICES</b>	<ul style="list-style-type: none"> <li>• None</li> </ul>	<ul style="list-style-type: none"> <li>• Prime services</li> <li>• Securities finance</li> <li>• Outsourced trading</li> <li>• Swaps</li> <li>• WRA/Commission management</li> <li>• Digital assets</li> </ul>

# ...And Our Revenue Growth Is Outpacing Peers.

Since 4Q 2017, Cowen's Markets quarterly revenue has grown at CAGR of 16.4% compared to peer average CAGR<sup>1</sup> of 4.8%



## COWEN VS. PEER CAGR<sup>(1)</sup> 1Q'22 VS. 4Q'17



(1) Average CAGR of institutional equity revenues for Jefferies, Raymond James, Piper Sandler, Stifel, and Oppenheimer and commission revenues for Evercore. Source: Bloomberg.

# We See Continued Growth Ahead....

## 2022 GROWTH / FOCUS AREAS

Cash Trading

Global Prime Services

Securities Finance

Non-US Trading

Cowen Digital

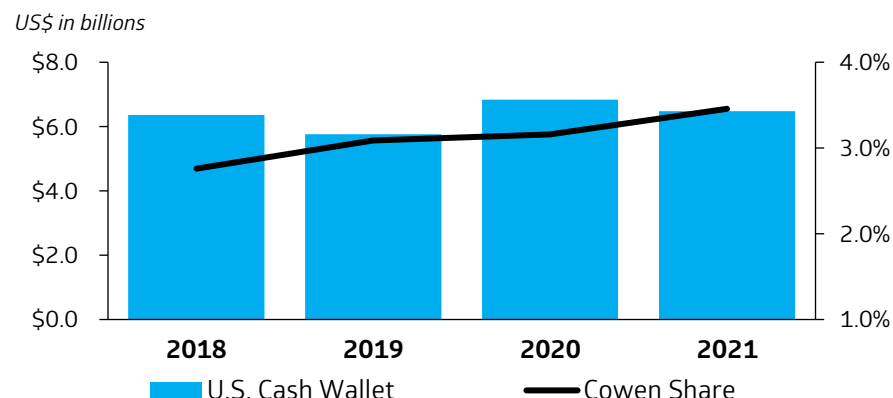
- We believe that we can grow revenues across the Markets division, including our more mature businesses like US Cash equities, which was **up 10% YoY LTM through 1Q'22**
- In 2021 we added over **500 new clients** across Markets and are approaching almost **3,000 active clients**
- **Our top 100 clients in 2021, on average, used 6 different products**, while the top 300 Markets clients averaged 5 different Markets products in 2021
- **Opportunity** to grow with existing smaller clients – **clients beyond top 300 use average of 2 products**
- Strong client breadth: our **top 50 clients account for <1/3 of our Markets revenue**

# ...in US Cash Sales & Trading...

## US CASH SALES & TRADING MARKET SHARE: POISED FOR MORE GROWTH

- Cowen US Cash Sales & Trading rank was top 10 and market share (3.25-3.50%) was at all-time high for FY'21
- Cowen was the 3rd largest market share gainer of any broker in 2021 vs. 2020

US CASH WALLET VS. COWEN MARKET SHARE



## REVENUE OPPORTUNITY

- Drive market share gains by deepening relationships with existing clients and continued expansion of client roster.
- US Cash<sup>(1)</sup>: incremental rank increase = +\$36M annually based on 2021
- US Options: incremental rank increase = +\$10M annually based on 2021

		REVENUE OPPORTUNITY (IN MM)	
		UP +1 RANK	UP +2 RANK
U.S. Cash	COWEN RANK # 10	+\$36.0	+\$105.0
U.S. Options	# 10	+\$9.9	+\$11.0
U.S. ETFS	# 12	+\$0.5	+\$2.1

Source: leading industry data provider.

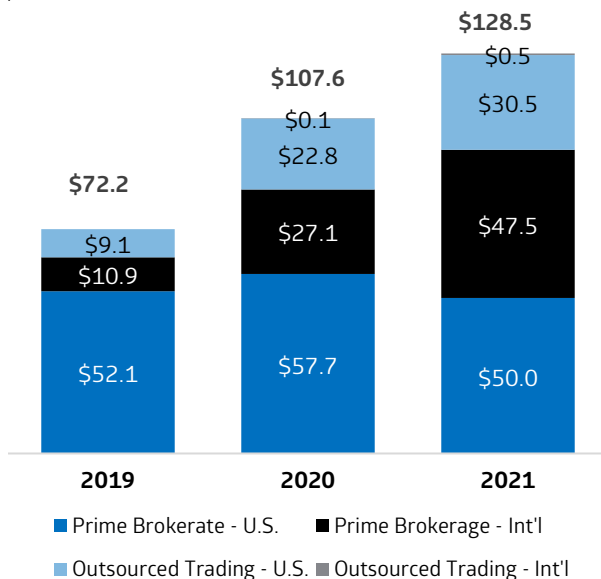
(1) US Cash<sup>(1)</sup> includes commissions generated from US securities traded via High-Touch, Low-Touch, Program, and Research Checks.



# ...in Prime Services & Outsourced Trading...

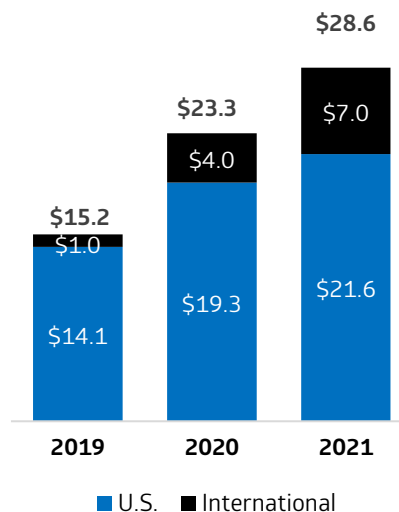
## PRIME BROKERAGE AND OUTSOURCED TRADING REVENUES

US\$ in millions



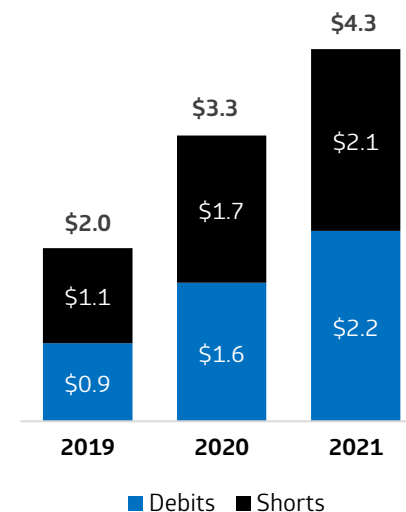
## ASSETS IN CUSTODY

US\$ in billions



## CLIENT BALANCES

US\$ in billions



## HIGHLIGHTS

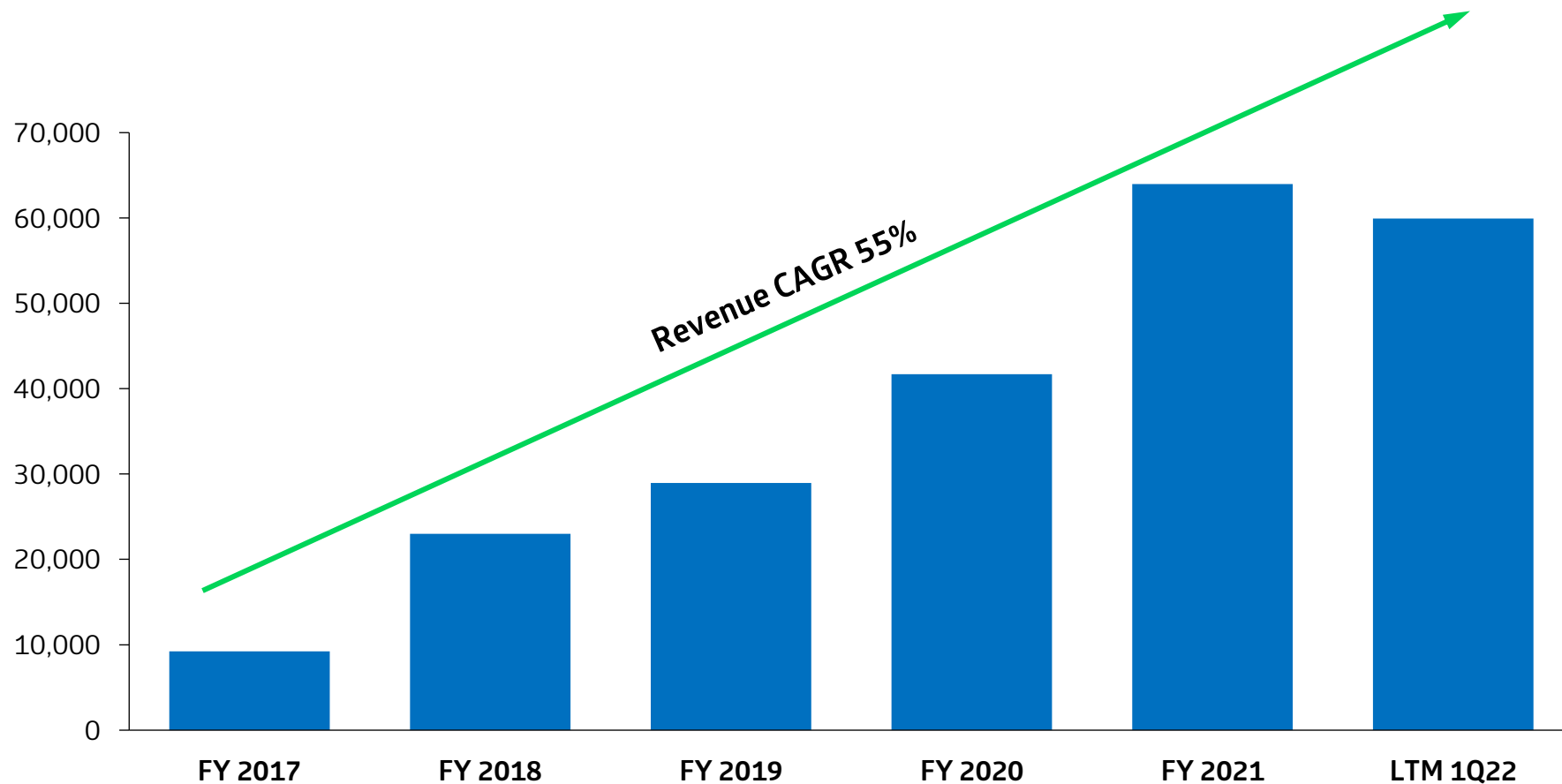
- Strong pipeline of clients for both US and International Prime services
- Higher interest rate environment will improve financing revenues for 2H'22
- Prime Services revenue run-rate currently +9% YoY

# ...Continued Demand for Our Securities Finance Products...

Strong multi-year growth overall. Swap business was up 162% in FY'21 and is up 47% YTD'22

## SECURITIES FINANCE REVENUES

Revenue in \$000s



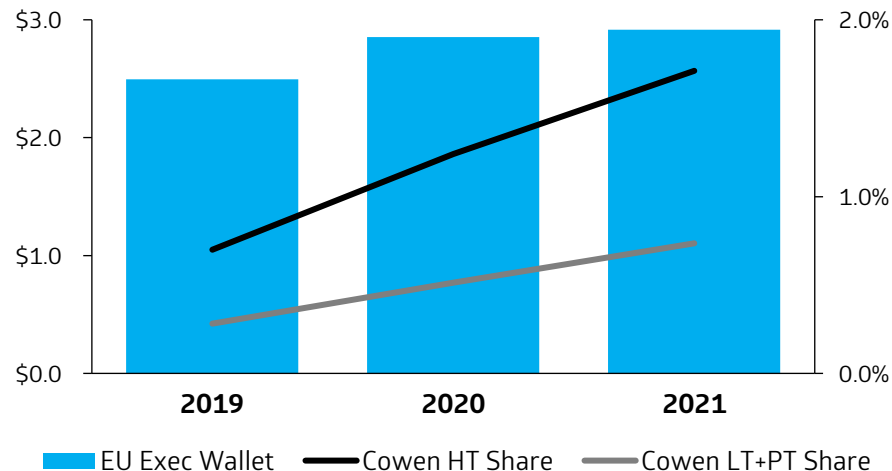
\*YoY from 5/1/2021 to 4/30/2022

# ...Strong Momentum in Europe...

- European revenues were up +39% YoY in 1Q'22 while FY'21 revenues were up +44% YoY
- Cowen European high-touch execution rose into the top 20 broker rankings in both Q3'21 and Q4'21, up from top 25 in 2020
- Cowen European low-touch and program trading market share up ~40% YoY in FY'21 and ranks inside the Top 20

## EUROPEAN WALLET VS. COWEN MARKET SHARE

(\$ in Billions)



## REVENUE OPPORTUNITY

(\$ in Billions)

	COWEN RANK	REVENUE OPPORTUNITY (IN M)			
		TO BROKER #17	TO BROKER #16	TO BROKER #15	TO BROKER #10
EU High Touch	# 18	+\$0.4	+\$1.5	+\$1.7	+\$39.8
EU Low Touch	# 18	+\$1.8	+\$5.7	+\$7.4	+\$40.5
EU Program Trading	# 19	+\$0.6	+\$0.6	+\$3.6	+\$11.2

Source: leading industry data provider.

# ...and in Cowen Digital...

Cowen Digital aims to bring Cowen's proven expertise in traditional finance to the digital ecosystem. Leveraging Cowen's capabilities in Markets, Research, Prime Brokerage, Investment Banking, and Asset Management, Cowen Digital will advise clients as they explore the evolution of blockchain and digital assets

## PHASE 1: 1H'22

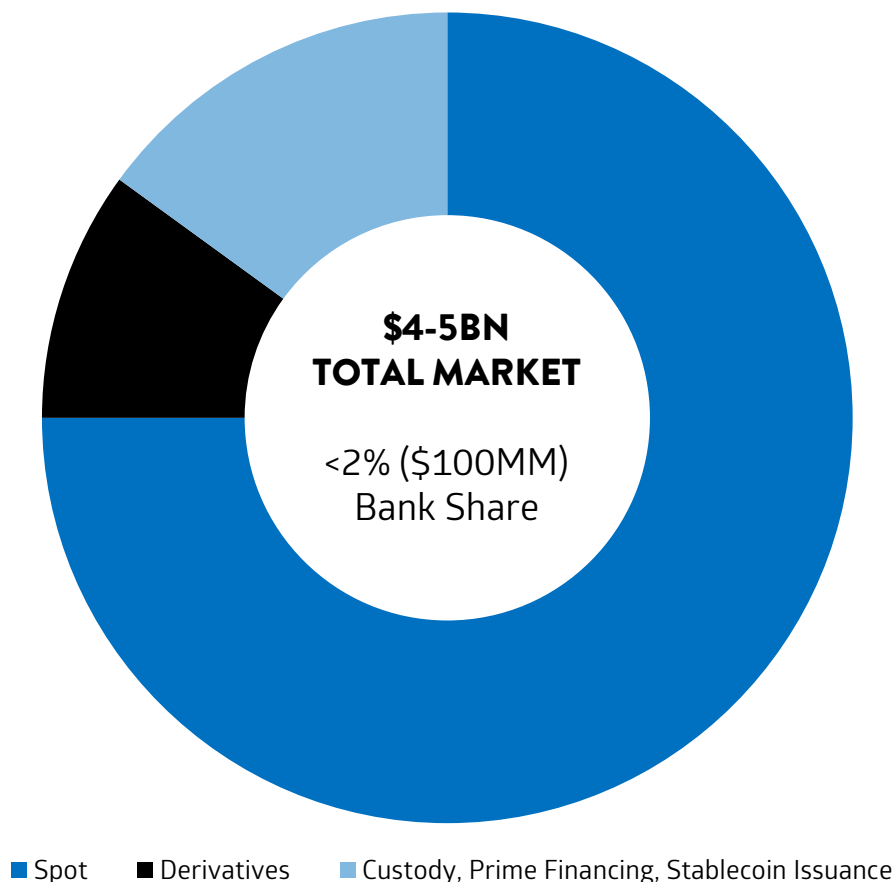
- **Products:**
  - **High-touch spot execution** of large cap coins (BTC and ETH)
  - **Custody Solution:** Partnership with Polysign (Standard Custody Trust)
  - **Reporting:** Client-facing transaction reporting
- **Client Engagement in full swing:** 300+ clients engaged, 100+ digital asset calls completed
  - Initial client support in 32 states and >55% of existing US clients
- **Building thought leadership**
  - Digital Asset Speaker Series, Regional Networking Series, Crypto Regulatory Policy
  - Marketing: Engaged with external digital asset focused marketing team to develop brand and messaging
- **Regulatory:** Working on regulatory approvals in additional states, investigating requirements for international markets

## PHASE 2: 2H'22-FY'23

- **Expand Products** to include derivatives, swaps and proprietary Cowen algos. Add capabilities to trade other tokens
- **Expand Client Base** to include additional states and international clients based on applicable regulation and licensing progress
- **Thought Leadership** - Build and expand Digital Asset Research and Events

# ...As We Capitalize on an Emerging Institutional Market.

- Oliver Wyman estimates total 2021 revenue pool for institutional participation in Digital Assets ecosystem at \$4-5 Billion, growing to \$11-13 Billion by 2026
- Bank market share of digital assets market forecast to grow from <2% to ~37%
- An estimated ~80% of the current institutional pool is transaction related and ~20% prime services related



Source: Industry public information, Oliver Wyman analysis.



# RESEARCH

Robert Fagin, Director of Research

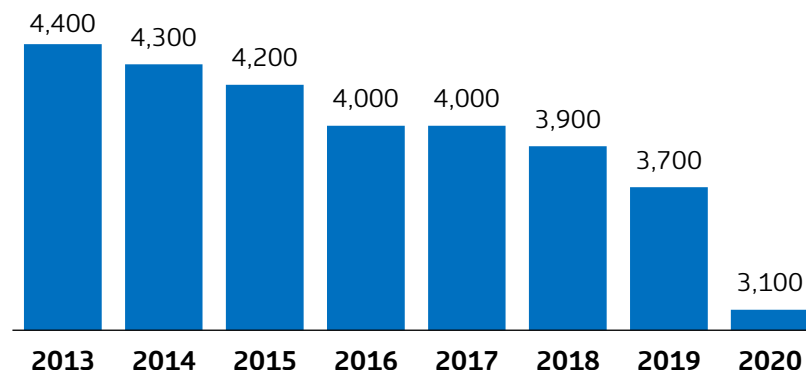


WE HAVE FIVE PILLARS OF  
DIFFERENTIATION

# Pillar 1: We Are Research Centric

- Unlike many of our competitors who view research as a necessary “cost center,” Cowen sees research as a source of intellectual capital that drives revenue
- As such, we focus on producing the most innovative and highest-quality product possible, driving readership rates that average three to eight times the norm<sup>(1)</sup>
- Cowen is well-represented in third-party benchmarking assessments, such as the Thomson Reuters Analyst Awards and Institutional Investor’s All-America Research Team

GLOBAL CASH EQUITIES RESEARCH ANALYST HEADCOUNT<sup>(5)</sup>



## COMPETITION

In the last five years, the number of ratings on S&P 500® stocks *shrank* by nearly 800, or 6.5%<sup>(2)</sup>

Global research analyst headcount *declined* from 4,400 in 2012 to 3,100 in 2020 (-30%)<sup>(3)</sup>

In the last three years, 7,680 years of analyst experience was lost – 3,074 years in Europe and 4,606 years in the U.S. 928 years of experience were lost in 2020 alone<sup>(4)</sup>

## COWEN

In the last five years, the number of stocks under coverage at Cowen has *grown* 26%

Cowen analyst headcount has *grown* 122% since 2012

In the last three years, Cowen senior analyst years of experience *grew* 17%

(1) Competitive analysis; Financial Times, 2/8/17.

(2) FactSet.

(3) Coalition Greenwich. Includes: Bank of America, Barclays, BNP Paribas, Citi, Credit Suisse, Deutsche Bank, Goldman Sachs, JP Morgan, Morgan Stanley, Societe Generale, and UBS.

(4) Substantive Research study, March 2021.

(5) Coalition Greenwich.



## Pillar 2: We Have **Scale That Matters**

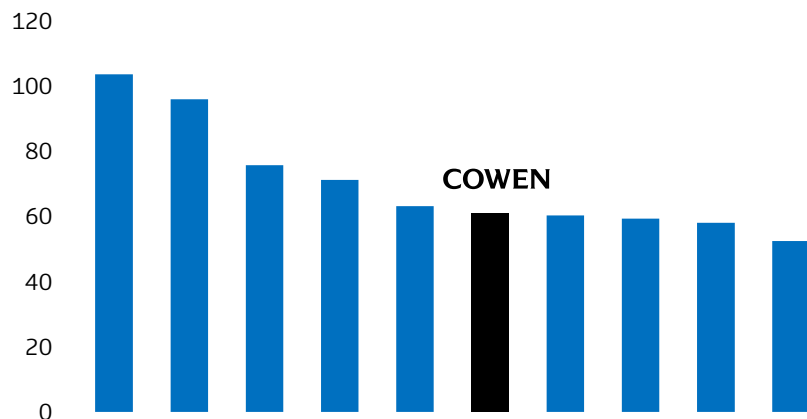
Cowen has invested heavily in its research product

2012		TODAY	
27 Publishing Analysts	➤	62 Publishing Analysts	+130%
Equity Research Only	➤	Equity and Macro Research	Multifaceted Offering
424 Securities Under Coverage	➤	985 Securities Under Coverage	+132%
27% S&P 500® Covered	➤	45% S&P 500® Covered	+67%
0 Ahead Of The Curve® Series Reports	➤	210 Ahead Of The Curve® Series Reports	Renowned Global Research Brand

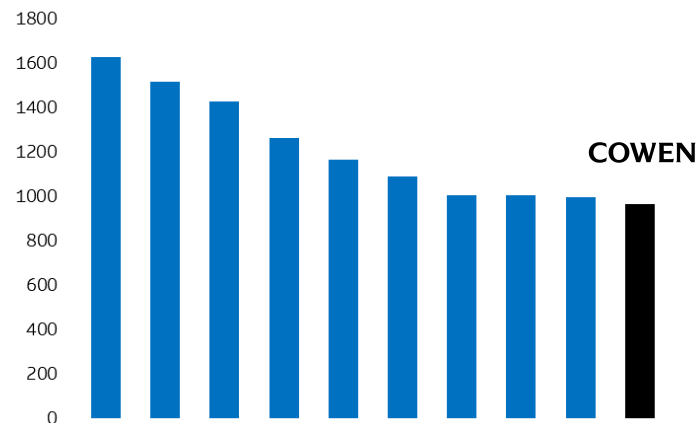
## Pillar 2: We Have **Scale That Matters**

- Cowen has **62 publishing analysts** making us **top 10 in the U.S.**<sup>(1)</sup> We offer clients nearly **950 years** of combined research experience<sup>(2)</sup>
- We cover nearly 1,000 stocks, making us **top 10 in the U.S.**<sup>(1)</sup>
- Our research is distributed to 40,000 individuals at ~4,000 firms via direct channels and major financial platforms. Last year, we published about **208,000 pages** of research, and more than **5.2 million** of our reports were read
- We also hosted nearly **13,000** analyst/client meetings; over **1,200** companies at our conferences; and about **500** non-deal roadshows
- On average, our analysts appear **twice a day** in major business media such as CNBC, Bloomberg, and the Wall Street Journal

**COWEN IS TOP 10 IN THE U.S. IN STOCKS UNDER COVERAGE**



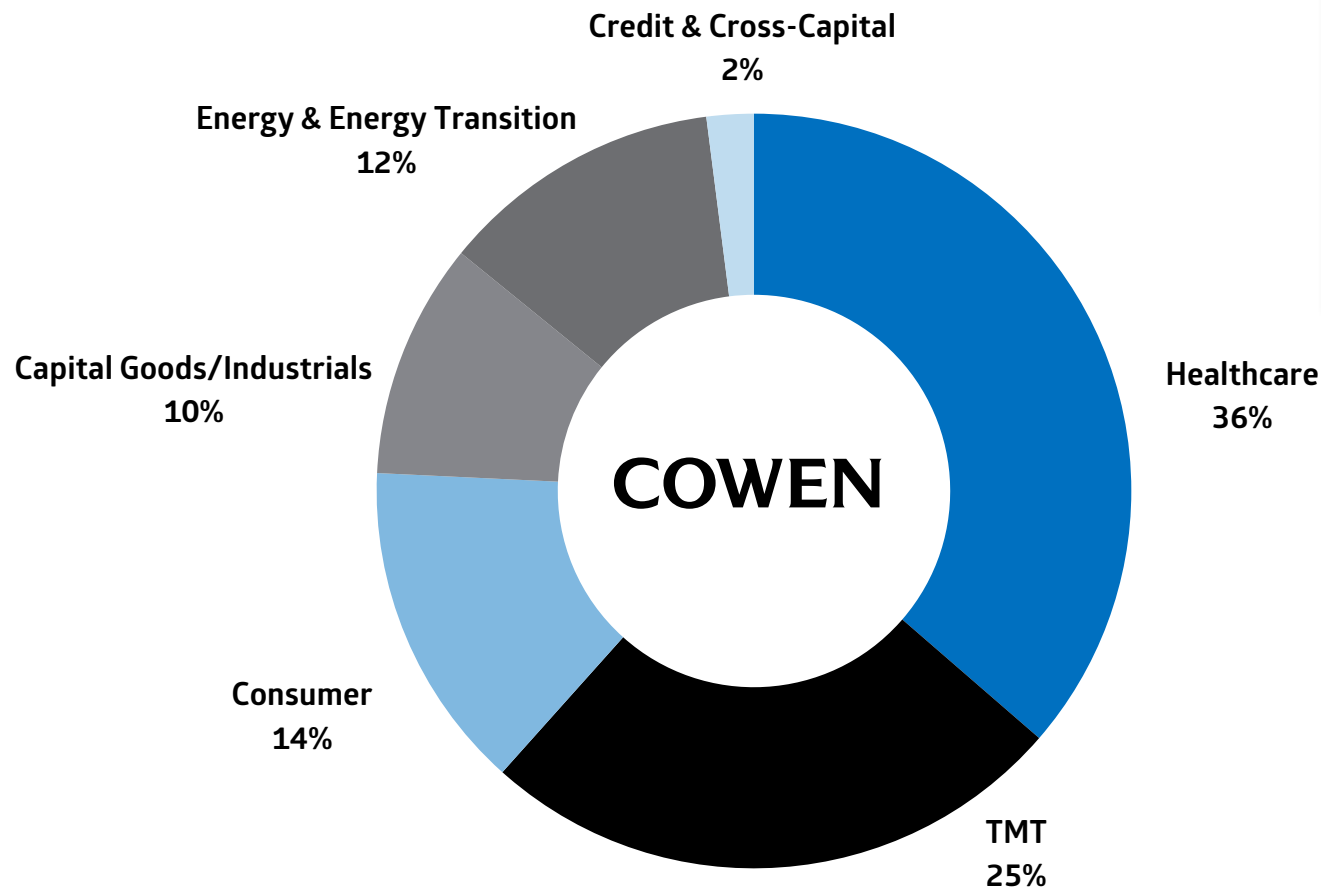
**COWEN IS TOP 10 IN THE U.S. IN NUMBER OF PUBLISHING ANALYSTS**



(1) Source: Starmine (as of 12/2/21); company presentations; Cowen and Company. Stifel data does not include 414 stocks covered by separately-branded KBW. (2) As of 12/1/21.

## Pillar 2: We Have **Scale That Matters**

**COWEN PROVIDES BROAD COVERAGE IN NEARLY EVERY SECTOR, WHILE ENJOYING A REPUTATION FOR UNPARALLELED DEPTH**



**PLUS:**

- ESG RESEARCH
- WASHINGTON RESEARCH
- THEMATIC RESEARCH

## Pillar 3: We Are Driven By Innovation



### IN CONTENT

- Cowen's **Washington Research Group** is the largest policy analysis team on Wall Street
- We were early to identify the impact **robotics** would have across multiple sectors, and formed a partnership with MassRobotics, which links Cowen to extensive market knowledge in the areas of emerging robotics and artificial intelligence
- Cowen was a pioneer in forming an interdisciplinary team to study **digital health** and the implications it would have. Our FutureHealth Conference is now in its seventh year
- We were the first major Wall Street firm to cover the **cannabis industry**, recognizing early on the impact it would have on a broad range of sectors, including beverages, tobacco, and healthcare
- Cowen was prescient in its appreciation of how new advances in **life science & diagnostic tools** would change the face of genetic testing, blood screening, and synthetic biology. Our life science & diagnostic tools team is now the largest on Wall Street



### IN PRODUCT

- Our **Data Science Initiative**, which was highlighted in a Harvard Business School case study<sup>(1)</sup>, is designed to harness massive datasets in the public and private domain to help inform our research analysts' investment opinions



### IN DISTRIBUTION


- We have sought to reinvent how Wall Street research is consumed, by leveraging the use of **video, podcasts, and social media** to help deliver our investment conclusions. For example, our new Carbon Capture podcast is garnering thousands of listens

(1) Boris Groysberg, Sarah Abbott, and Annelena Lobb, "Cowen Inc.: Leveraging Data," May 16, 2018. Harvard Business School case study 9-418-035.

# Pillar 3: We Are Driven By Innovation

**COWEN**  
January 7, 2022  
COWEN Research  
619.562.1330


**THE COWEN EDGE**  
IDEAS TO PREPARE YOU  
FOR THE WEEK AHEAD



Company/Industry Report	Symbol	File (up to 10)	Sector	Page
Global Sustainability Overview			ESG Services	1-2
Compendium of COVID-19 Recovery Sector Outlooks			ESG Services	3-4
ESG: The Impact of COVID-19 on the ESG Landscape			ESG Services	5-6
ESG: The Impact of COVID-19 on the ESG Landscape			ESG Services	7-8
ESG: The Impact of COVID-19 on the ESG Landscape			ESG Services	9-10
ESG: The Impact of COVID-19 on the ESG Landscape			ESG Services	11-12
ESG: The Impact of COVID-19 on the ESG Landscape			ESG Services	13-14
ESG: The Impact of COVID-19 on the ESG Landscape			ESG Services	15-16
ESG: The Impact of COVID-19 on the ESG Landscape			ESG Services	17-18
ESG: The Impact of COVID-19 on the ESG Landscape			ESG Services	19-20
ESG: The Impact of COVID-19 on the ESG Landscape			ESG Services	21-22
ESG: The Impact of COVID-19 on the ESG Landscape			ESG Services	23-24
ESG: The Impact of COVID-19 on the ESG Landscape			ESG Services	25-26
ESG: The Impact of COVID-19 on the ESG Landscape			ESG Services	27-28
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ESG: The Impact of COVID-19 on the ESG Landscape			ESG Services	99-100

Please see pages 29 to 32 of this report for important disclosures.

**COWEN** **AHEAD OF THE CURVE™ SERIES**




**COWEN RESEARCH**  
**THEMES**  
**2022**

MOBILITY ENERGY TRANSITION CRYPTOCURRENCIES & DIGITAL ASSETS  
CHINA HEALTH CARE INNOVATION ESG POST-COVID CC  
SUSTAINABLE FOOD & HEALTHY LIVING CANNABIS  
CARE BUSINESS MODEL TRANSFORMATION SOF  
CULTURE ROBOTICS & AUTOMATION MARKET STR

**COWEN**

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**COWEN'S**  
**BEST IDEAS**



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**COWEN'S**  
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**ESG**



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**2022**

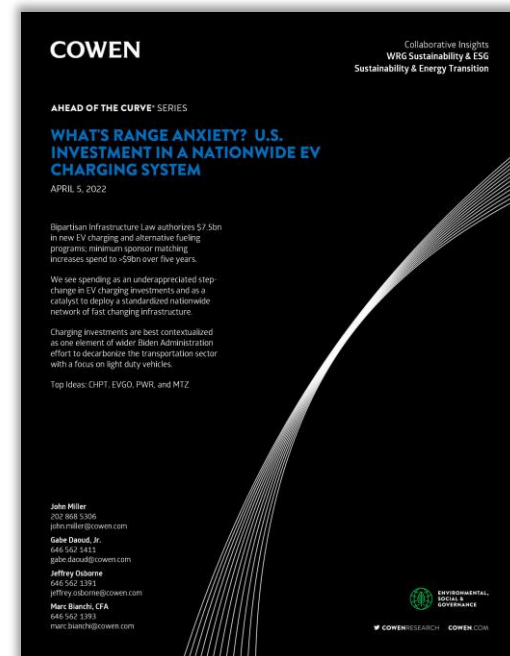
**COWEN'S**  
**BEST IDEAS**  
**EUROPE**



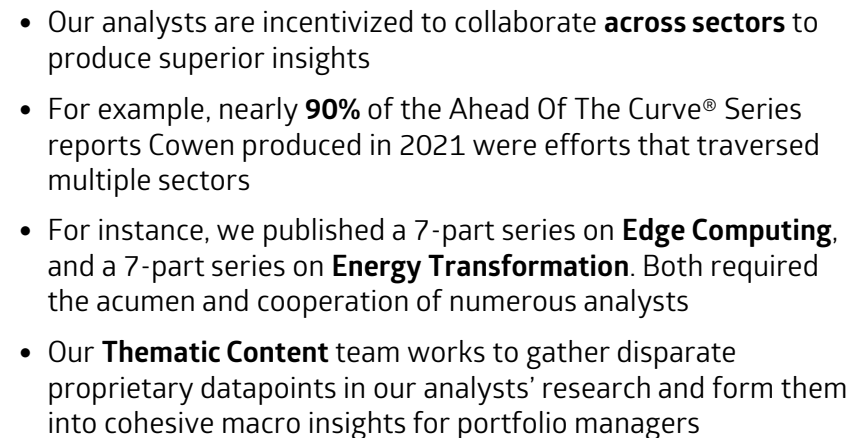
APRIL 2022 #COWENRESEARCH COWEN.COM

# Pillar 4: Our Marquee **Ahead Of The Curve® Series** is Agenda Setting

- Cowen's renowned **Ahead Of The Curve® Series** showcases the authoritative expertise and thought leadership synonymous with the Cowen Research brand
- At least twice a year, each of our research analysts is required to produce a forward-looking outlook featuring a non-consensus idea, their views on an investment controversy, or a topic they believe investors need to focus on in more depth
- We published **210** Ahead Of The Curve® Series reports in 2021



- 
- COWEN**
- COWEN THEMATIC RESEARCH: CONSUMER OUTLOOK**
- Many Countervailing Themes Are Buffering The Consumer - Who Is Well Positioned?
- Insights drawn from the research of Cowen's Consumer Team, Transportation Team, and Washington Research Group. Vivian Ager, Helene Becker, John Blackledge, Andrew M. Charles, CFA, Oliver Chen, CFA, Doug Ernst, CFA, Brian Holland, John Korman, CFA, Kevin Kopelman, CFA, Chris Krueger, George Mikulas, Gerald Pascarella, CFA, Jason Seibt, Roman Schweizer
- NOVEMBER 15, 2011**
- Brief prepared by  
 Bill Berg, CFA  
 Thematic Research & Marketing  
 Research Management  
 william.berg@cowen.com  
 (314) 544-5427 (x20)
- Cowen Research  
 344-542-1510  
 cowen.research@cowen.com





ESG: A GREAT EXAMPLE OF OUR CAPABILITIES



# Strategic Planning Leads To Tactical Opportunities



## THE PLAN

- Cowen's disciplined **strategic planning process** identifies incremental revenue opportunities where we can bring to bear a competitive advantage
- In the case of ESG, we were early to identify an acute need of companies and investors to better understand how environmental, social and governance issues would transform how they operate and craft their portfolios
- We began planning what our ESG research product would look like



## THE RESULTS

- In 2022, Cowen was recognized by *ESG Investing* magazine for "**Best ESG Research**"



ESG Investing

- This Award is judged by an independent panel of experts from industry and academia, and celebrates the most impactful products and initiatives that are making a positive contribution towards the integrity, uptake and success of ESG investing

# We Make ESG Investable



## ESG INVESTMENT IDEAS

Our mantra is that **we make ESG investable**

Products such as our **Best ESG Investment Ideas** are known for their alpha-generating focus



## ESG SCORES

Cowen was the first major Wall Street firm to place company-specific **ESG Scores** on the cover of all research reports

Our approach uniquely marries the top-down approach of our thematic research expertise and ESG scoring with the bottoms-up approach of company-specific stock picking



## INNOVATIVE EVENTS

- **Marquee Cowen Events:**

- Annual Global Transportation & Sustainable Mobility Conference
- Mobility Disruption Conference
- Sustainability & Energy Transition Summit

- **Call Series**

- Energy Transition Call Series
- Disruptive Mobility Call Series
- Biofuels Expert Call Series



## INVESTING IN ENERGY TRANSITION RESEARCH

While others eliminated their energy research offering, Cowen transformed and grew it

Cowen now has the **largest** Energy Transition stock coverage footprint on Wall Street, with ~130 stocks under coverage



## ANALYSIS OF POLICY & LEGISLATIVE DEVELOPMENTS

Cowen has the Street's first dedicated ESG & Sustainability **policy analyst**



## DEDICATED SALES, TRADING AND CORPORATE ACCESS SUPPORT

Cowen boasts an **ESG Specialty Sales team** with global reach; **ESG trading desk commentary**, and dedicated ESG and sustainability **corporate access** capabilities



## **5. INVESTMENT MANAGEMENT**

Elizabeth Flisser Rosman, Head of Cowen Investment Management

# Disclaimer Slide

The information regarding Cowen Investment Management and its affiliated investment advisors was created solely for informational purposes with the express understanding that it does not constitute: (i) an offer, solicitation or recommendation to invest in a particular investment; (ii) a means by which any such investment may be offered or sold; or (iii) advice or an expression of our view as to whether a particular investment is appropriate. No sale of shares or interests will be made in any jurisdiction in which the offer, solicitation or sale is not authorized or to any person to whom it is unlawful to make the offer, solicitation or sale. Any offering of shares or interests by an investment fund will be made solely pursuant to the private placement memorandum prepared by and for such investment fund and will contain material information not contained in this document. Any decision to invest in any share or interest of any investment fund should be made solely in reliance upon the private placement memorandum and any supplemental documents.

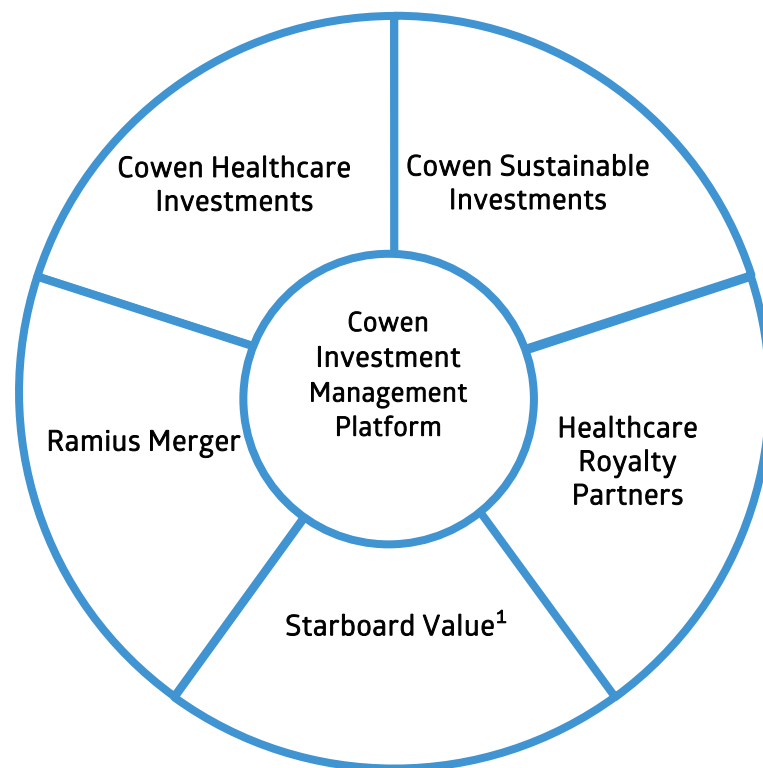
# Since 2017, We Have Transformed Cowen Investment Management to Offer High-Margin, Differentiated Products

## EXITED STRATEGIES



CIM Balance Sheet Utilization as of 12/31/2017: \$368M

## COWEN INVESTMENT MANAGEMENT IN 2022



CIM Current Balance Sheet Utilization as of 3/31/2021: \$99M

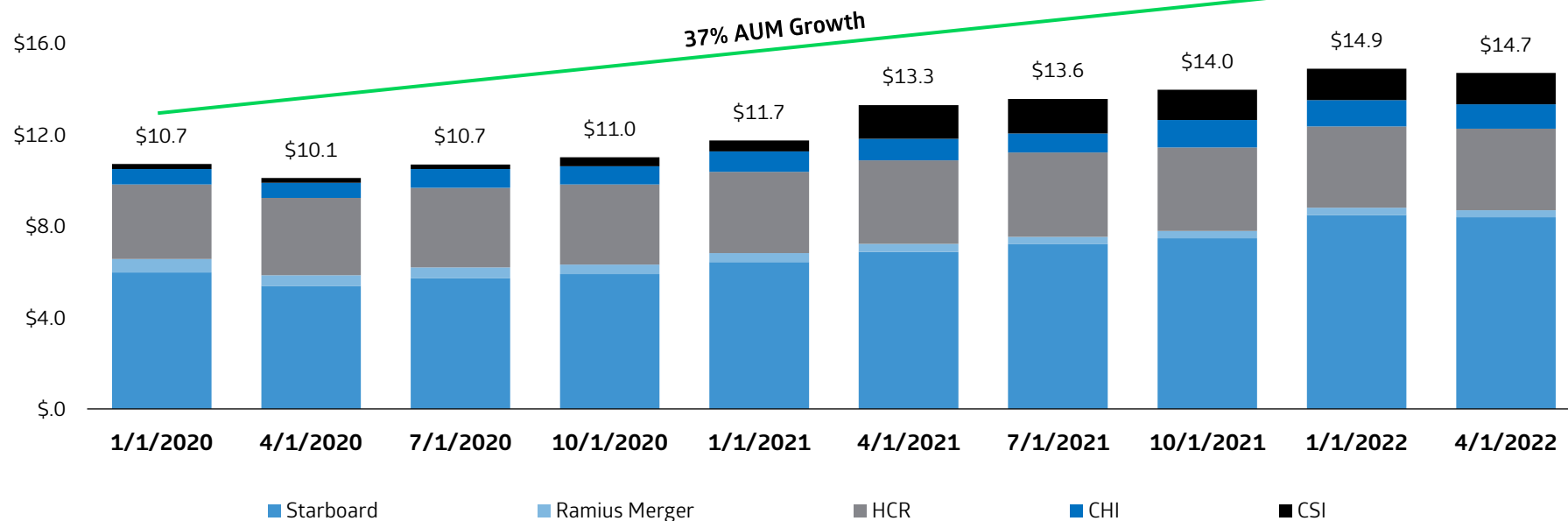
(1) Please note Starboard Value LP is not a "related person" of Cowen for purposes of Form ADV.

# ...And Our Focused Approach is Delivering Results.

- AUM is up +37% from the start of 2020:
  - Primary drivers include Cowen Sustainable Investments (CSI), Cowen Healthcare Investments (CHI), and Starboard Value

## ASSETS UNDER MANAGEMENT: STRATEGIES SHOW GROWTH

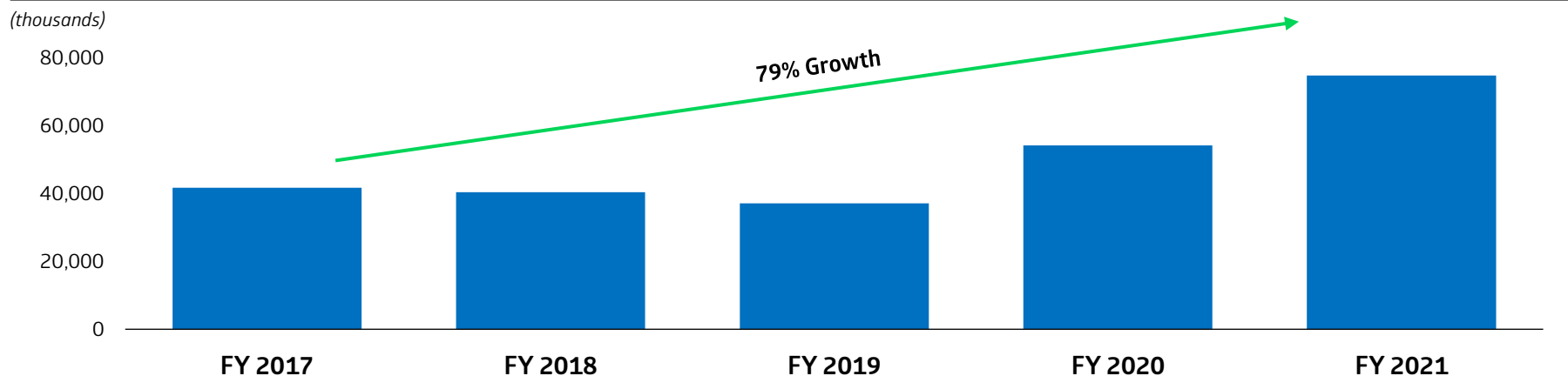
US\$ in billions



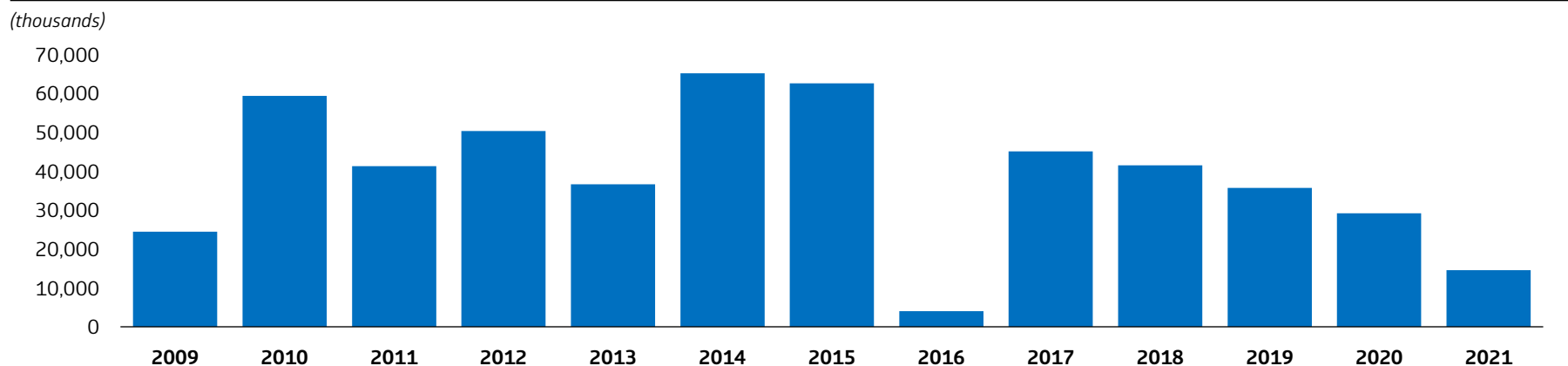
The aggregate AUM of the individual strategy groups presented above is unaudited and net of fees and expenses and for private equity style investment products, includes unfunded capital commitments. Please note that the aggregate AUM presented excludes certain assets, including legacy funds and those that are primarily proprietary in nature. As previously disclosed, Starboard Value LP is not a "related person" of Cowen for purposes of Form ADV.

# Management Fee Revenues Have Grown Steadily, While Performance Fees Have been Positive Every Year Since 2008...

## MANAGEMENT FEES



## INCENTIVE FEES



Management fees for 5 CIM strategies. Excludes ~\$5M in management fees annually from legacy strategies and Prime Services.

# ...And We Expect to Continue Asset Growth Momentum of our Existing Strategies Over Time.

## Strong Asset and Revenue Growth:

- 15% CAGR of AUM from 2018 – 1Q'22
- 12% CAGR of management fees from FY'17 – LTM 1Q'22

## CIM'S OBJECTIVES AS WE HAVE LAUNCHED NEW STRATEGIES

### SELECT INVESTMENT STRATEGY QUALITIES

- Cowen DNA Strategies
- Differentiated Strategies
- ESG Emphasis

### STRUCTURE PREFERENCES

- Closed End and Committed Capital
- Optionality with Incentive Fees
- Higher Management Fees

### BUILD AND NOT BUY

- Utilize World Class Investment Management Infrastructure
- Emphasize Cowen Culture

Potential future opportunities to realize additional value from Healthcare Royalty strategy and re-visit the strategic options explored in August 2021





## **6. BALANCE SHEET AND CAPITAL ALLOCATION**

Stephen Lasota, Chief Financial Officer, Cowen Inc.



## USES OF CAPITAL

# Balance Sheet Investments Drive Operating Margins

Op-Co investments concentrated in Cowen Investment Management strategies, Asset-Co investments are non-core

(US\$ millions)	AS OF 3/31/2022	% Total	
<b>Op-Co</b>			
Activist	52.7	6%	} <b>Total Op-Co capital allocated to CIM strategies is \$99M</b>
Event Driven	5.0	1%	
Cowen Healthcare Investments - Public	0.5	0%	
Cowen Healthcare Investments - Private	18.4	2%	
Cowen Sustainable Investments	12.9	2%	
Healthcare Royalty Partners	9.3	1%	
Portfolio Hedge	10.9	1%	
Cowen BD Merchant Banking	46.3	5%	
<b>Subtotal</b>	<b>156.2</b>	<b>19%</b>	
<b>Regulatory Capital</b>			
Broker Dealer Capital	566.9	67%	← <b>Net capital that supports all banking and markets franchises</b>
<b>Subtotal</b>	<b>566.9</b>	<b>67%</b>	
<b>Op-Co Total</b>	<b>723.1</b>	<b>86%</b>	
<b>Asset-Co</b>			
Private Investments	119.6	14%	▶
<b>Asset-Co Total</b>	<b>119.6</b>	<b>14%</b>	
<b>TOTAL INVESTED CAPITAL</b>	<b>842.7</b>	<b>100%</b>	
Minus Non-Core Investments	(119.6)	14%	
<b>INVESTED + REGULATORY CAPITAL (NET OF NON-CORE)</b>	<b>723.1</b>	<b>86%</b>	

<b>Non-Core Investments:</b>	
<b>Privates</b>	
<b>Non-core Investments:</b>	
Linkem	77.0
Formation8/Eclipse	30.5
Other Privates	12.1
<b>Total</b>	<b>119.6</b>

## Notes:

- Invested capital amounts and equity allocation percentages subject to change.
- Securities Finance and SPAC Trading allocations are included in Broker-Dealer Capital, P&L for these allocations is reflected in Market revenues, not Investment Income.
- Private Non-Core Investments: Linkem - Italian wireless broadband telecom company; Formation 8/Eclipse - LP stakes in technology-focused venture capital firms.

# Merchant Banking Investments Produce High Returns and Strengthen Client Relationships...

Our investments are driven by client relationships: >90% of investments have indirectly contributed to operating revenues

## CURRENT MERCHANT BANKING PORTFOLIO

*(\$ in millions)*

	NO. OF INVESTMENTS	COST (\$M)	AVG. COST (\$M)	3/31 MARKET VALUE (\$M)	P&L (\$M) (REALIZED + UNREALIZED)	ROIC
On Balance Sheet	32	\$31.5	\$1.0	\$46.3	\$15.8	50%
FMV unchanged from Cost Base	17	\$20.2	\$1.1	\$20.2	\$0.0	0%
FMV Different than Cost Base	15	\$11.3	\$0.8	\$26.1	\$15.8	140%

50% ROIC on current MB investments driven by ~50% of the positions (remaining are still marked at cost)

# ...And Have Also Produced Outsized Returns.

Exited Merchant Banking investments have contributed materially to Cowen's investment income

## PREVIOUS MERCHANT BANKING PORTFOLIO EXITS (2019–2021)

	COST	PROCEEDS	P&L REALIZED	ROIC
Previous Exits Total	\$17.2	\$69.3	\$52.1	303%
<b>HIGH ROIC EXITS</b>				
Tilray	\$1.2	\$15.1	\$13.9	1141%
Nikola	\$5.0	\$33.9	\$28.9	578%
GigCapital SPAC (KLR)	\$0.9	\$5.5	\$4.6	510%
Panacea SPAC (NUVB)	\$0.5	\$2.4	\$1.9	399%
Other Exits	\$9.6	\$12.4	\$2.8	29%

# Low Leverage: Balance Sheet Reflects Accounting Gross-Ups for Securities Finance and Prime Brokerage

(\$ in millions)

	MARCH 31, 2022	DECEMBER 31, 2021	Δ
<b>Assets</b>			
Cash and cash equivalents	\$ 513	\$ 914	(401)
Cash collateral pledged	53	47	6
Segregated cash	221	195	26
Securities owned, at fair value	2,764	2,661	103
Receivable on derivative contracts, at fair value	343	286	57
Securities purchased under agreement to resell	20	-	20
Stock borrow	1,761	1,705	56
Other investments	300	338	(38)
Clearing deposits	106	112	(6)
Receivable from brokers	1,488	1,737	(249)
Receivable from customers	160	143	17
Fees receivable	129	146	(17)
Due from related parties	22	32	(10)
Fixed assets	25	26	(1)
Right of use asset	95	94	1
Goodwill	234	234	-
Intangible assets	41	44	(3)
Deferred tax asset	20	22	(2)
Other assets	98	85	13
<b>Total Assets</b>	<b>\$ 8,393</b>	<b>\$ 8,821</b>	<b>(428)</b>
<b>Liabilities and Redeemable Group Equity</b>			
Securities sold, not yet purchased, at fair value	\$ 975	\$ 1,201	(226)
Securities sold under agreement to repurchase	229	63	166
Payable for derivative contracts, at fair value	47	60	(13)
Stock loan	1,736	1,587	149
Payable to brokers	588	587	1
Payable to customers	2,244	2,539	(295)
Compensation payable	176	444	(268)
Lease liability	100	99	1
Note payable and short-term borrowings	626	623	3
Soft dollar payable	127	103	24
Fees payable	7	16	(9)
Accounts payable, accrued expenses and other liabilities	239	237	2
<b>Total Liabilities</b>	<b>\$ 7,094</b>	<b>\$ 7,559</b>	<b>(465)</b>
<b>Redeemable Series A Convertible Preferred stock</b>	<b>121</b>	<b>121</b>	<b>-</b>
<b>Nonredeemable non-controlling interests</b>	<b>143</b>	<b>126</b>	<b>17</b>
<b>Stockholders' equity</b>	<b>1,035</b>	<b>1,015</b>	<b>20</b>
<b>Total Liabilities and Stockholders' Equity</b>	<b>\$ 8,393</b>	<b>\$ 8,821</b>	<b>(428)</b>

Primarily gross-ups related to introducing prime brokerage model

Related to securities finance business (swap dealer and matched book)

Note: Balance sheet has been adjusted to eliminate consolidated funds. Balance sheet has not been prepared in accordance with Generally Accepted Accounting Principles (GAAP).

# Capital Allocation Philosophy

## SHARE REPURCHASE GUIDANCE

- Target annual repurchases of shares equivalent to 25-35% of economic operating income
- Exceeded target in recent periods: 49% in FY'21 and 56% in 1Q'22
- Quarterly repurchases may be above/below target based on capital needs, market conditions, compliance requirements

## DIVIDEND GROWTH

- Implemented quarterly cash dividend of \$0.04 per share in 1Q'20, increased 3x to \$0.12/share (~1.7% yield)
- Will consider additional dividend increases based on future operating performance

## FUTURE CAPITAL RETURNS

- In the event of monetizations of non-core assets which result in additional free cash, Cowen intends to use at least 50% of the cash for capital returns to shareholders and/or balance sheet optimization (ex: paying down higher-coupon debt, retiring preferred stock)

# Share Repurchases Offset by Convertible Debt Settlement and Issuances for Acquisitions

(Share Count in 000)

## Common Equity Share Roll

	FY 2019	FY 2020	FY 2021	1Q 2022	
Beginning Common Shares Outstanding	28,438	28,610	26,846	27,779	
Stock Buy Back	(2,154)	(3,140)	(4,371)	(798)	
RSU Issuance	1,323	1,308	1,655	576	
Acquisition Issuance	1,004	68	642	59	← Acquisition issuances for Quarton, MHT, and Portico
Purchase of Investment			69		
Convertible Debt Issuance	-	-	2,939	-	← Retired convertible bonds in June 2021
<b>Ending Common Shares Outstanding</b>	<b>28,610</b>	<b>26,846</b>	<b>27,779</b>	<b>27,615</b>	

(Share Count in 000)

## Dilutive Share Reconciliation

	12/31/2019	12/31/2020	12/31/2021	3/31/2022	
Weighted Average Shares (Basic)	29,525	27,790	27,721	28,386	
Unvested RSU	1,735	1,644	2,748	2,222	
Performance Based Restricted Stock	-	-	755	374	
Contingently Issuable Common Stock Re Acquisitions	26	85	-	82	
Convertible Debt (if Converted) Dilution	-	-	1,404	-	← Retired convertible bonds in June 2021
Convertible Pref Equity (if Converted) Dilution	-	-	-	708	
<b>Weighted Average Shares (Diluted)</b>	<b>31,286</b>	<b>29,519</b>	<b>32,628</b>	<b>31,772</b>	← Impact from inclusion of preferred stock in DSO count starting EOY 2021

In 2020-2021, Cowen repaid the full principal of \$135M in cash related to its convertible debt. If the company net settled in shares this would have increased common and dilutive share count by ~3mm shares





# VALUATION

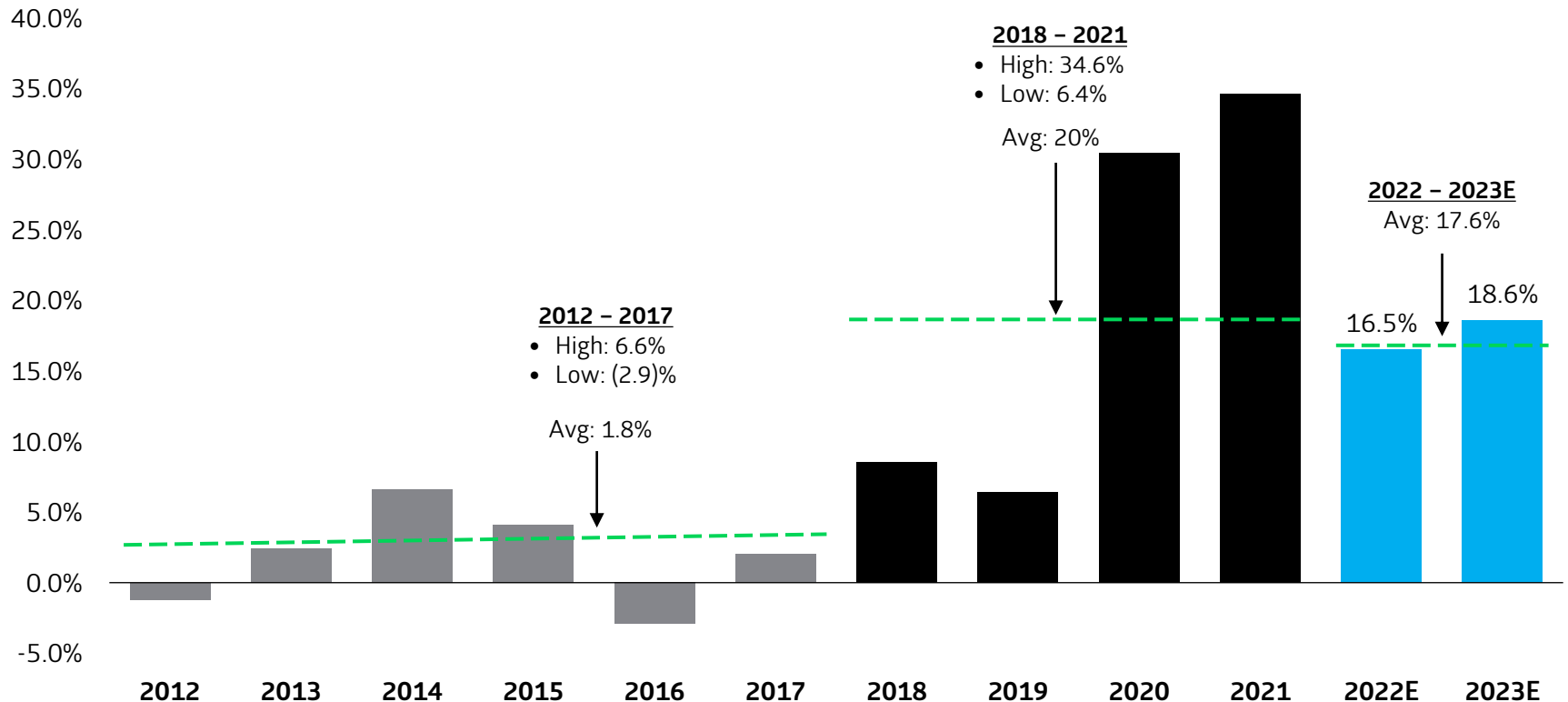
# Valuation: A Compelling Opportunity

- Strong track record of revenue growth, increasing profitability, commitment to capital returns
- Opportunities to expand business into emerging growth areas, targeting revenues of >\$2 billion in next 5 years
- Attractive valuation with mid-teens ROCE return guidance and potential upside from monetizations

	Price		P / E			Price /		Div
Company	05/16/22	Mkt Cap	LTM	FY'22E	FY'23E	BV	TBV	Yield %
Mid-Sized Peers								
Jefferies Financial Group Inc.	30.59	\$7,339	5.9	7.8	7.2	0.7	0.9	3.9
Oppenheimer Holdings Inc.	32.21	\$407	3.4	NA	NA	0.5	0.6	4.9
Piper Sandler Companies	125.58	\$2,266	8.1	9.0	8.2	1.8	2.8	7.8
Raymond James Financial, Inc.	94.15	\$19,607	13.3	12.3	9.6	2.3	2.6	1.4
Stifel Financial Corp.	61.79	\$6,585	9.3	8.7	7.3	1.5	2.3	1.9
		Mean	8.0x	9.4x	8.1x	1.3x	1.8x	4.0
		Median	8.1x	8.8x	7.8x	1.5x	2.3x	3.9
M&A Peers								
Evercore Inc.	\$109.79	\$4,457	6.2x	8.5x	8.1x	3.2x	3.5x	2.6
Greenhill & Co., Inc.	12.50	\$229	10.3	11.4	6.7	2.9	NM	3.1
Houlihan Lokey, Inc.	85.66	\$5,782	13.4	15.6	13.0	3.8	31.7	2.5
Lazard Ltd	32.33	\$3,165	6.5	7.6	7.3	3.8	6.9	5.8
Moelis & Company	42.54	\$2,758	7.5	11.5	11.2	6.2	6.3	16.4
Perella Weinberg Partners	6.74	\$625	NM	8.8	6.4	2.1	3.7	4.3
PJT Partners Inc.	71.69	\$1,766	18.1	14.8	12.8	13.7	NM	1.4
		Mean	10.3x	10.9x	9.3x	5.1x	10.4x	5.2
		Median	8.9x	11.4x	8.1x	3.8x	6.3x	3.1
Cowen <sup>1</sup>	\$23.71	\$655	3.4x	4.6x	3.5x	0.6x	0.9x	1.7

# Higher Highs and Higher Lows for Cowen ROCE

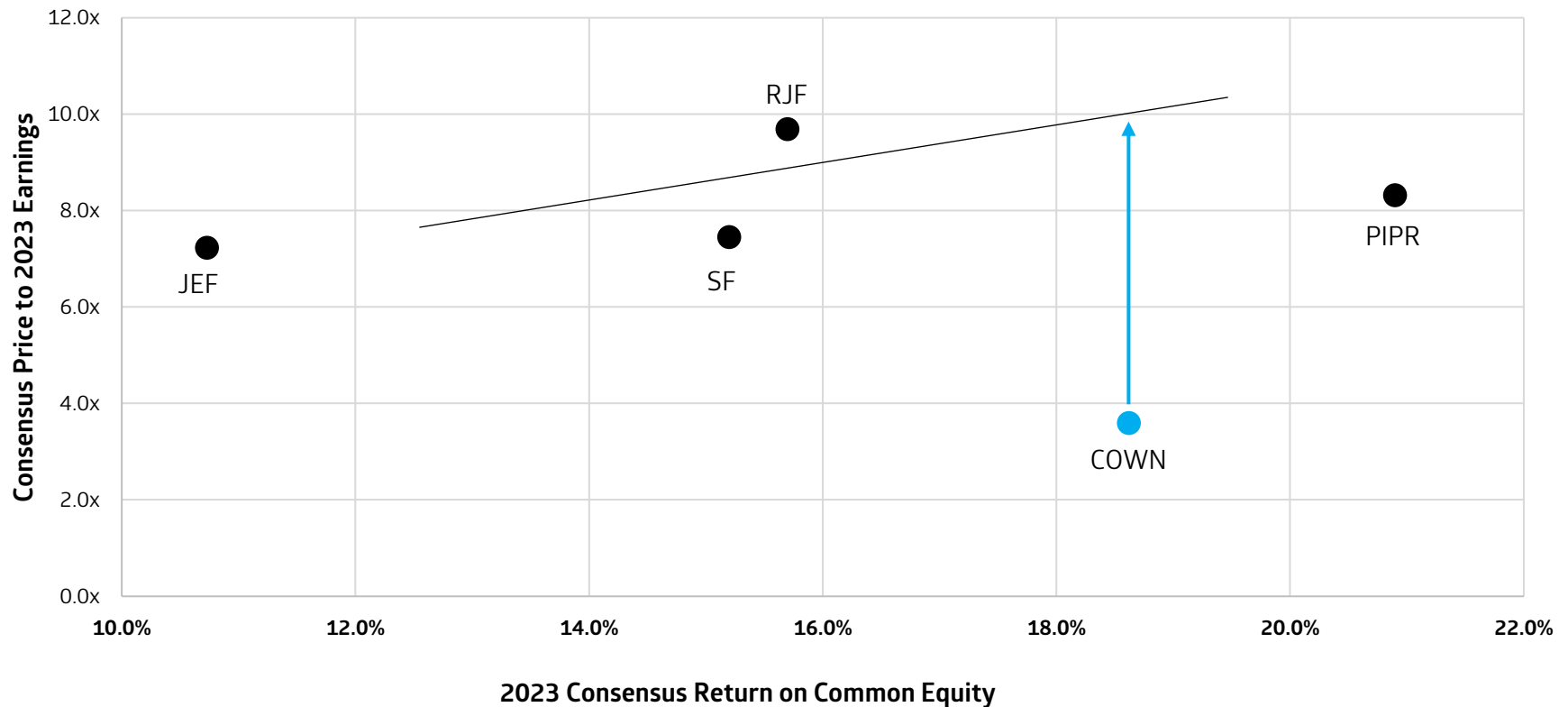
## CONSENSUS ESTIMATES POINT TO MID-TEENS ROCE



Source: Capital IQ as of May 16, 2022. 2022-2023 based on Wall Street consensus forecasts

# Cowen's ROCE Implies Higher P/E Multiple

## CONSENSUS FORECASTS HIGHLIGHT VALUATION GAP TO PEERS



Source: Capital IQ as of May 16, 2022.

(1) Cowen P/E metrics based on Non-GAAP After-Tax Economic Operating Income.

# CIM Generates Strong Management & Performance Fee Income

\$ in 000's

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	CAGR	
Management Fees <sup>1</sup>	\$ 41,675	\$ 40,308	\$ 37,073	\$ 54,109	\$ 74,655	15.7%	
Less: Direct Expenses <sup>2</sup>	(22,884)	(24,187)	(25,870)	(37,927)	(45,601)	N/A	← Includes all direct comp, fixed, and variable exp.
<b>Net Mgmt Fee EBITDA</b>	<b>\$ 18,791</b>	<b>\$ 16,122</b>	<b>\$ 11,203</b>	<b>\$ 16,182</b>	<b>\$ 29,054</b>	<b>11.5%</b>	
Performance Fees	15,833	16,676	44,600	75,483	25,645	12.8%	← Excludes uncrystallized fees from HCR strategy
Less: Direct Expenses <sup>2</sup>	(4,489)	(11,286)	(15,134)	(28,365)	(7,867)	N/A	← Includes all direct comp expenses
<b>Net Perf Fee EBITDA</b>	<b>\$ 11,345</b>	<b>\$ 5,390</b>	<b>\$ 29,466</b>	<b>\$ 47,118</b>	<b>\$ 17,778</b>	<b>11.9%</b>	
<b>Net Mgmt Fee + Perf Fee EBITDA</b>	<b>\$ 30,136</b>	<b>\$ 21,512</b>	<b>\$ 40,669</b>	<b>\$ 63,300</b>	<b>\$ 46,832</b>	<b>11.7%</b>	

**CIM consists of Cowen Sustainable Investments, Cowen Healthcare Investments, Healthcare Royalty Partners, Starboard Value, and Ramius Advisors Event-Driven Strategies**

(1) Excludes ~\$5M in management fees annually from legacy strategies and Prime Services

(2) Excludes corporate overhead allocations

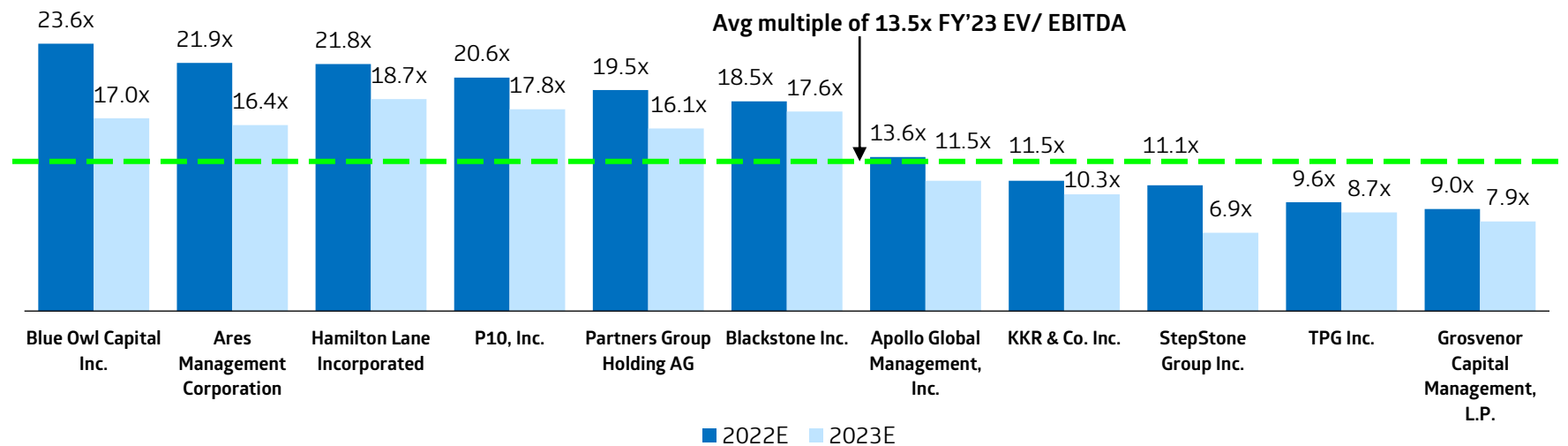
# Investment Management Earnings Command High Multiples

**UNRECOGNIZED VALUE:** Cowen's ownership stakes in investment management strategies are not reflected in our book value

## HIGHER MULTIPLES:

- Alternative Asset Managers currently trade at an average of ~13.5x FY'23 EV/EBITDA and 18x FY'23 P/E
- Public comps<sup>1</sup> for Asset Managers have an average sell-side EBITDA multiple for management fee earnings of 24x and incentive fee earnings of 10x

## ENTERPRISE VALUE / EST. EBITDA MULTIPLES



Source: Public filings, SNL Financial, CapitalIQ data as of 5/9/22

(1) Source: Wall Street estimates. Includes Apollo, Ares, Blackstone, Carlyle, HLNE, KKR, and TPG and reflects net earnings after interest, D&A, and taxes

# Why Invest in Cowen?

<b>STRONG FINANCIAL RESULTS</b>	Management continues to simplify business, driving strong profitability and growth, beating mid-teens annual return on common equity (ROCE) target
<b>OUTSTANDING INVESTMENT BANKING MOMENTUM</b>	Sector and advisory product revenue diversification driving outperformance. Since 2018, IB revenue CAGR of 33% outpaces 15% fee pool growth
<b>WORLD-CLASS MARKETS PLATFORM TAKING SHARE</b>	Premier global, unconflicted, trading and prime brokerage platform, gaining on weaker competitors. 4-year revenue CAGR 16%, >3x peer average
<b>UNDervalUED, DIFFERENTIATED INVESTMENT MANAGEMENT PLATFORM</b>	Value of management company ownership not reflected on Cowen's balance sheet. Strategies leverage Cowen expertise, driving strong AUM growth (+11% y/y) and consistent management fees
<b>ATTRACTIVE VALUATION</b>	Strong results present opportunity for multiple expansion. Consistent record of capital returns to shareholders through buybacks and dividend growth
<b>DIFFICULT TO REPLICATE</b>	Cowen's domain expertise and the cultural alignment among operating businesses are key differentiators

# Recap: Three Key Takeaways from the Cowen Investor Day

1

## Sustainable, consistent profitability and an upside option on growth

- Goal of mid-teens return on common equity on a consistent annual basis
- Targeting annual revenues growing to >\$2 Billion over the next 5 years

2

## Focus on opportunities that are both addressable and accessible

- We have a strong history of executing on this strategy
- We are using that ability to take advantage of growth trends over the next five years

3

## Our valuation is compelling

- We intend to unlock value from assets both on and off the balance sheet
- We plan to return additional capital to shareholders in the process





## Q&A



# APPENDIX

# Investor Day Presenters



**JEFFREY SOLOMON**

Mr. Solomon is Cowen's Chair and Chief Executive Officer. Previously, he was President of Cowen, after serving as Chief Operating Officer and Head of Investment Banking. He joined Cowen Investment Management (formerly known as Ramius) when it was founded in 1994 and was the co-portfolio manager responsible for the development, management and oversight of its multi-strategy investment portfolio.

Earlier in his career, he held positions at Republic New York Securities Corp. (now part of the HSBC Group) and Shearson Lehman Brothers.

Mr. Solomon is also Vice Chairman and an inaugural member of the Securities and Exchange Commission's Small Business Capital Formation Advisory Committee which provides advice and recommendations on Commission rules, regulations and policy matters related to small businesses, including smaller public companies. He also serves on the Board of Directors of the American Securities Association. Previously, He was a member of the Committee on Capital Markets Regulation, an independent and nonpartisan 501(c)(3) research organization dedicated to improving the regulation of U.S. capital markets. He was also the co-chair of the Equity Capital Formation Task Force, a group of individuals from across the country's startup and small-capitalization company ecosystems advocating for market structure reform to encourage job creation and growth. He has testified before the United States Congress on matters relating to capital formation and market structure and was influential in advising members of Congress on the Jumpstart Our Business Startups (JOBS) Act, which became law in 2012.

Mr. Solomon is a member of the Board of Directors of the Partnership for NYC. He also serves on the UJA-Federation of New York Board of Directors and is the Co-Chair of the King David Society. In 2016, he received the prestigious Alan C. Greenberg Young Leadership Award from the Wall Street Division of UJA-Federation.

He is also on the Board of Directors of the Foundation for Jewish Camp and is the Chair of Lost Tribe eSports, a startup gaming network for Jewish teens. He and his wife are co-chairs of the Tree of Life synagogue's Remember, Rebuild and Renew campaign. He formerly served on the Boards of NuGo Nutrition, the manufacturer of NuGo Nutrition Bars; Carnegie Innovations, an education technology venture holding company affiliated with Carnegie Mellon University; and Tollgrade Communications.

Mr. Solomon has appeared on a regular basis on CNBC and Bloomberg TV and was the special guest on The Capital Allocators podcast episodes, [Vision, Tenacity and Empathy](#) and [Grief and Good in Squirrel Hill](#).

He graduated from the University of Pennsylvania in 1988 with a BA in Economics.

# Investor Day Presenters



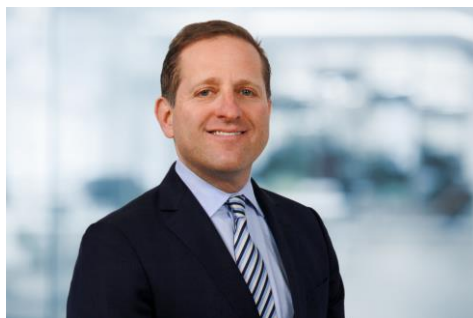
**LARRY WIESENECK**

Mr. Wieseneck is Co-President of Cowen and Company.

Immediately prior to joining Cowen he was COO and Head of Merchant Banking at Roundtable Investment Partners, a Multi-family Office and Registered Investment Advisor.

From 1997-2014, Mr. Wieseneck was with Barclays and its predecessor, Lehman Brothers. During the majority of his 17-year tenure, he was the Head of Global Finance and Risk Solutions where he was responsible for the leveraged finance, debt capital markets, loan capital markets, equity capital markets and corporate risk management groups. More recently, Mr. Wieseneck served in a variety of senior roles including Co-Head of Securities, where he was responsible for the global sales, structuring and senior relationship management businesses across all asset classes and regions, and Chief Strategy Officer for the Corporate and Investment Bank.

Mr. Wieseneck has a BS from The Wharton School of the University of Pennsylvania and an MBA from New York University Stern School of Business.



**DAN CHARNEY**

Mr. Charney is a Managing Director and Co-President Cowen and Company. Mr. Charney joined Cowen from Jefferies where he most recently served as Managing Director and Head of Global Electronic Trading Services as well as Head of U.S. Salestrading. Before joining Jefferies, Mr. Charney was a Managing Director and head of West Coast equity distribution at UBS Securities and he held various other positions in the financial services sector earlier in his career.

He has a Bachelor of Arts from the University of Pennsylvania and an MBA from the Haas School of Business at University of California Berkeley.

# Investor Day Presenters



**ROBERT FAGIN**

Mr. Fagin is Head of Research at Cowen and Company. He is also Executive Chair of Kyber Data Science, LLC, a wholly-owned subsidiary of Cowen Inc. Kyber is focused on developing and selling unique and proprietary datasets across a variety of sectors to institutional investors and corporations.

Robert joined Cowen from Jefferies, where he was Co-Head of US Equity Research and the global coordinator of Technology, Media and Telecom (TMT) Research.

Prior to joining Jefferies, Robert was the president of Darga Consulting, which provides strategic consulting services to high-profile private companies, including business planning, capital introduction, M&A analysis, and board constitution, and served on a variety of private company boards, such as Brightwire.

Before founding Darga, Robert was a managing director in Bank of America's equity research department for five years, where he had senior managerial responsibilities including management of the firm's TMT, financials, and energy research practices. He also established Bank of America's Taiwan-based TMT equity research effort.

Prior to coming to Bank of America, Robert was a senior equity research analyst at Bear Stearns, where he was responsible for stock coverage of the Internet Infrastructure Services sector (1999 –2002) and U.S. telecommunications sector (2002 –2004). He was recognized as a member of Institutional Investor's All-America Research Team for coverage of both sectors and was named by Forbes/Starmine as one of the top 5 earnings estimators in the US across all industries. Robert's equity research experience also includes three years as an analyst at Oppenheimer, where he covered software stocks.

Before his Wall Street career, Robert was a research analyst at IDC, the world's leading technology market research firm, and before that worked in the National market analysis group of Coopers & Lybrand (now PricewaterhouseCoopers), where he was responsible for analyses of high-technology clients and potential clients, and supported consulting engagements and due diligence for several large M&A transactions in technology sector. At Coopers he also served as a member of the firm's 8-person national technology planning team.

# Investor Day Presenters



**ELIZABETH FLISSER ROSMAN**

Ms. Rosman is a Managing Director and Head of Investment Management, having served as Head of Strategy at Cowen Investment Management since joining Cowen in September 2017. Previously, she was Managing Director and Partner at Reservoir Capital Group, a private investment company, where she led the firm's efforts in identifying, seeding and incubating hedge fund managers for Reservoir Strategic Partners. She co-founded and served as CEO for Message Protocols LLC, a financial services technology company.

Prior to that, Ms. Rosman was President and Partner at Capital Z Asset Management. She joined Capital Z in July 1999 and was responsible for sourcing, evaluating, and structuring the firm's hedge fund investments, and monitoring sponsored funds and strategic investments. Previously, she was at Goldman Sachs & Co in the Financial Institutions and Equity Capital Markets groups.

Ms. Rosman holds a BA in American Studies from Barnard College.



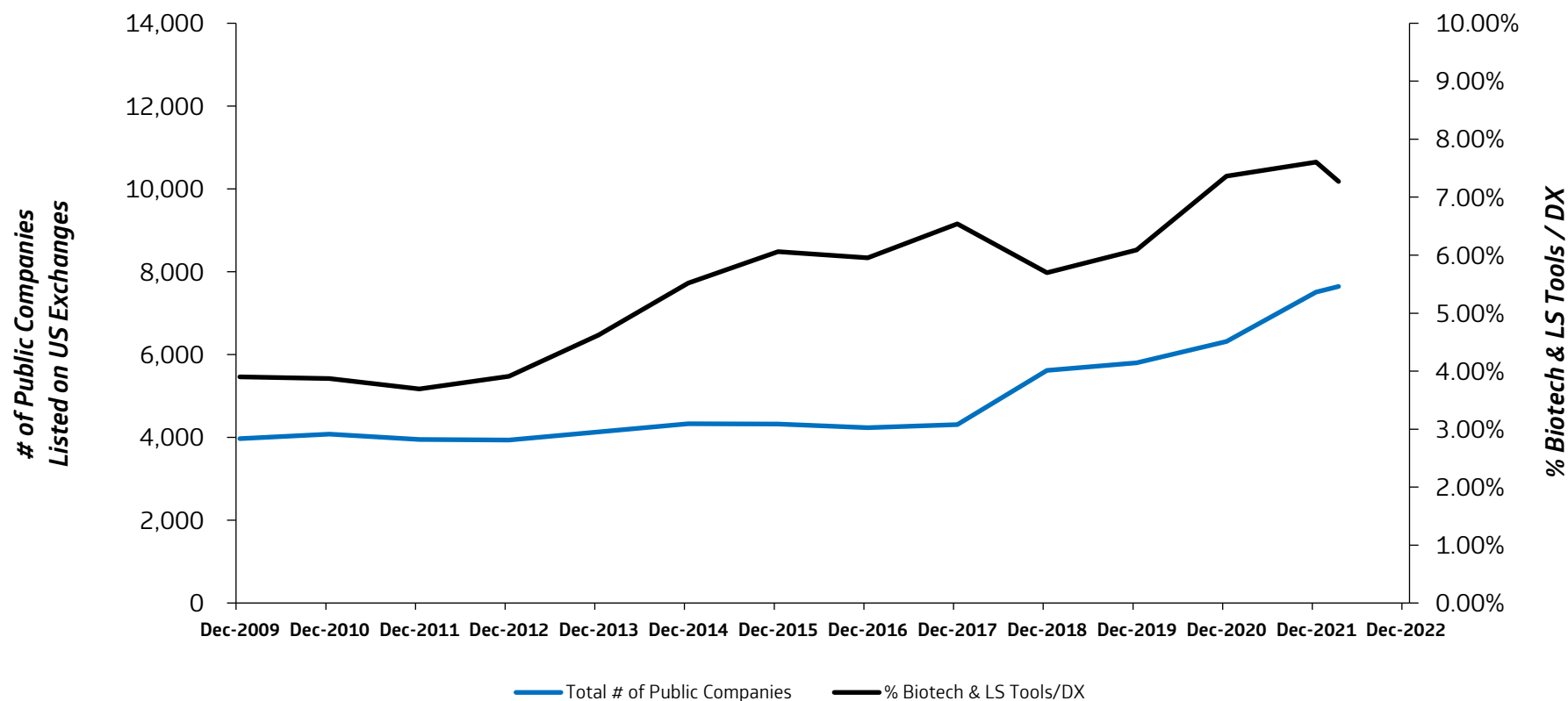
**STEPHEN LASOTA**

Mr. Lasota serves as Chief Financial Officer of Cowen. Mr. Lasota was appointed Chief Financial Officer in November 2009. Prior to the consummation of the transactions that formed Cowen in 2009, Mr. Lasota was a Managing Director and Chief Financial Officer of Cowen Investment Management (formerly known as Ramius LLC). Mr. Lasota joined the firm in November 2004 as the Director of Tax and was appointed Chief Financial Officer in May 2007.

Prior to joining Ramius, Mr. Lasota was a Senior Manager at PricewaterhouseCoopers LLP.

# We Remain Committed to Life Sciences As Trend is Sustainable...

- Biotech and LS Tools / DX companies are an increasingly larger share of public company universe over the past decade
  - On average, life sciences companies complete 3 follow-on offerings in their first 10 years as a public company



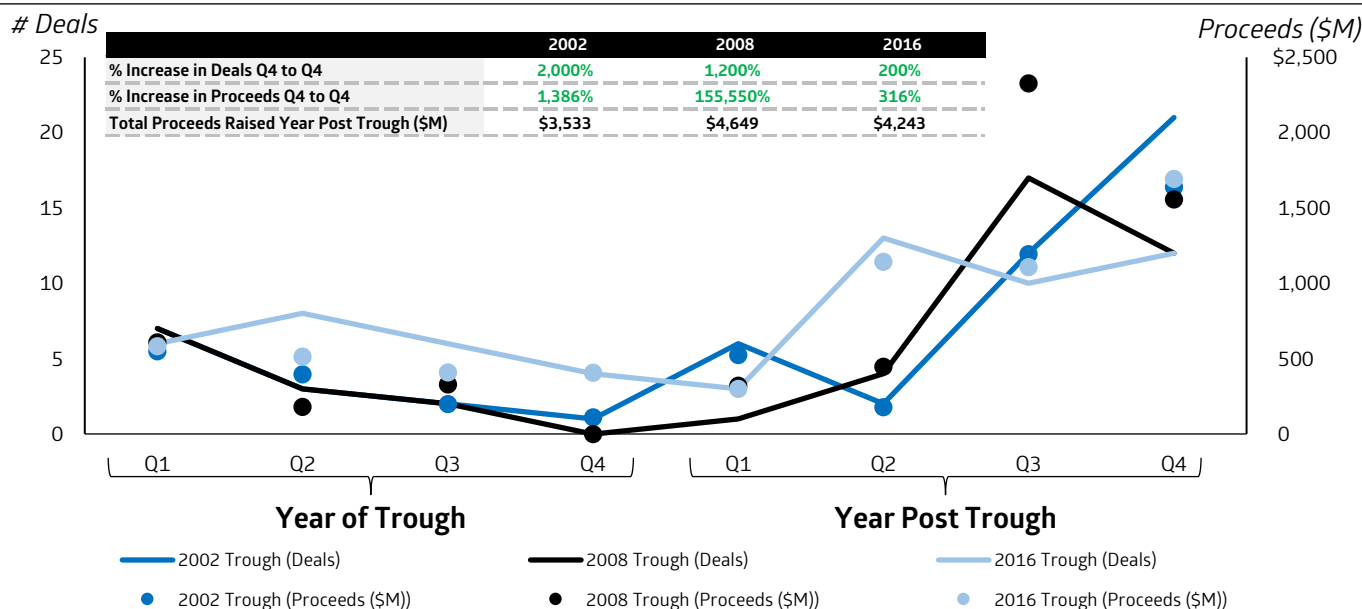
Source: Bloomberg as of April 26, 2022.  
Includes domestic & foreign NASDAQ & NYSE listed companies w/ market caps >= \$25M.

# ...And Biotech Companies Raise Capital Following Valuation Troughs

## NBI RETURNS YEAR FOLLOWING VALUATION TROUGH<sup>(A)</sup>

Year of Valuation Trough	2002	2008	2016
1 Month	(2%)	(0%)	2%
3 Months	3%	(6%)	11%
6 Months	37%	3%	18%
12 Months	46%	16%	21%

## ISSUANCE DURING & FOLLOWING YEAR OF VALUATION TROUGH



Source: Capital IQ. Issuance stats include IPOs with proceeds raised greater than \$30 million and follow-ons with proceeds raised greater than \$20 million.

(a): Performance since 12/31, year of trough.





**THANK YOU**