

# Quarterly Shareholder Update

**Q3 FY15**

**(QUARTER ENDED 31 MARCH 2015)**

*Investcorp was established in 1982 with a clearly defined mission – to act as a bridge between surplus funds generated in the Gulf region and alternative investment opportunities on both sides of the Atlantic. Its aim was to be a world-class organization, global in its outlook, attitude and culture, exemplifying the highest standards of the financial industry and generating attractive returns for its stakeholders.*

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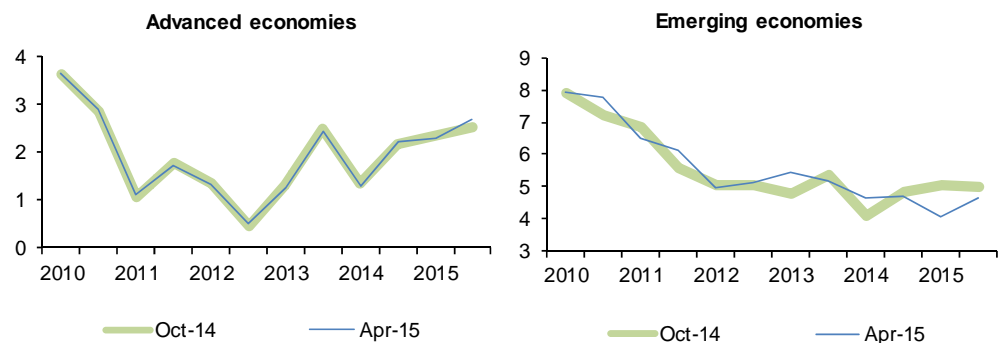
*Unless otherwise stated, all references to years are 'calendar year'.*

## Macro environment

The global macro outlook shifted over the past six months with large moves in oil prices and exchange rates proving to be a potent tailwind for advanced economies' spending while a headwind for many emerging economies. The International Monetary Fund ("IMF") projects global growth will be slightly higher in 2015 at 3.5% versus 3.4% in 2014, driven by the acceleration in advanced economies' activity, and despite a loss of momentum in emerging economies.

Advanced economies accelerated at the end of 2014 and in Q1 2015, notably in Europe and Japan. In line with global growth projections, the Euro area is expected to grow by over 1.5% in 2015 and 2016, a notable acceleration from its 0.4% average over the past two years. Likewise, the IMF projects US growth at 3.1% over the next two years, up from its 2.3% average over the past two years. In contrast, growth in emerging markets fell from 5% in 2013 to 4.6% in 2014, and the IMF projects it will decline further to 4.3% in 2015-16.

### Global growth projections for 2015



Source: IMF World Economic Outlook April 2015

Inflation has also begun to stabilize following the rapid declines in oil prices over the past six months, and shows early signs of moving higher across developed economies. Our view on global inflation suggests it bottomed in January before moving higher over February and March.

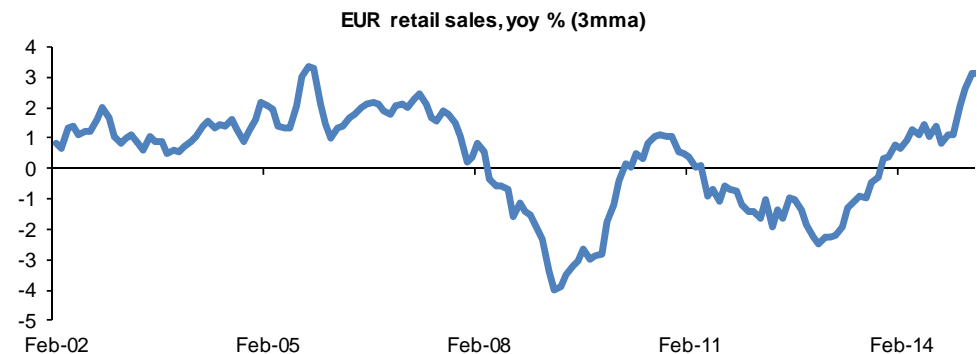
2014's combination of accelerating growth with decelerating inflation has been a sweet spot for risk assets, with decent mean returns and Sharpe ratios across traditional and alternative asset classes. However, as inflation picks up and central bank tightening becomes a palpable reality, volatility should pick up in asset markets. As a result, our views

on risk assets, while still modestly positive, remain muted in comparison to this time last year.

**US** At the start of the year, we expected global growth to be led by an increasingly dynamic US economy. However, since then the US growth has underwhelmed due to a difficult winter and a prolonged dock workers' strike. Our view was that steady job creation, improving housing conditions, lower oil prices, and a near zero fiscal drag would coalesce to push US, and so global, growth above trend in Q1 2015. The temporary headwinds of Q1 should fade in Q2, allowing activity to accelerate above trend by the second half of the year.

**Euro area** European growth has picked up since Q4 2014 supported by the tailwind of additional monetary stimulus and lower oil prices. The Euro area delivered Q1 2015 growth consistent with our expectations, though an upside surprise relative to consensus. While the region was held back in 2014 by weak credit conditions, its banks dramatically reversed course following the European Central Bank's ("ECB") announcement in Q4 2014 of the Asset Quality Review results. This expansion in bank lending, along with newly ebullient consumers (as illustrated in the figure below), were key drivers of the region's accelerating growth.

#### European consumers take out their wallets



Source: State Street Global Markets, March 2015 (Asset Allocation Monthly)

February's manufacturing PMIs rose broadly across the region, with Spain remaining firmly in positive territory while Italy saw a striking bounce, with a similar pattern in the services PMIs. The strength of Spain's recovery in particular was a notable shift away from last year's repeated disappointments. Even France's PMIs have exhibited a positive bounce.

An important monetary policy event in Q1 2015 was Mario Draghi's aggressive execution of the ECB's QE program, with a full commitment of €60 billion in purchases per month,

through at least September 2016, and possibly beyond. The size, pace, and duration of the announced program was clearly larger than most market participants expected, spurred by an unsettling decline in medium-term inflation expectations. The ECB has also telegraphed a relentlessly positive narrative for the euro area's growth outlook, with real GDP growth forecasts of 1.5%-2.1% from now through 2017, considerably higher than Bloomberg's 1.2% consensus. The resulting sharp depreciation of the currency, the true target of QE, should continue to stimulate real export growth through at least the second half of the year.

This trend of improving sentiment was briefly stalled by Syriza's victory in the Greek elections. The momentum resumed after the government reached an agreement with the Eurogroup on February 28<sup>th</sup> to extend its bailout program for four months and to raise its Emergency Liquidity Assistance limit to €3.3 billion - notably less than the €8-10 billion requested by the government. While deposit outflows from Greece have accelerated, the worst-case-scenario of a sovereign default should have little effect outside Greece. The institutional backstops are now in place, in contrast to 2011-2012, and the ECB's QE commitment has radically reduced the risk of contagion across the region's banking systems. It is therefore not surprising that markets have pushed back the ECB's rate lift-off date to at least 2017, and expect further extraordinary market interventions, like additional QE, over the next few months.

**Monetary policy developments** In 2014, the Federal Reserve System ("Fed") embarked on its multi-year plan to normalize policy by ending QE purchases and revising its forward guidance at the final Federal Open Market Committee ("FOMC") meeting of the year. During the March 2015 meeting, it went one step further by removing the word "patience" from the FOMC statement and replacing it with the observation that the Fed remains "reasonably confident" inflation will converge back to 2% over the medium term. We continue to expect the Fed to start raising the federal funds rate target in the second half of 2015 as the US labor market continues to improve and wages firm. Outside of the US, and more generally, we expect ongoing divergence in monetary policy across developed markets to generate increased uncertainty within global markets and produce modest dislocations throughout the remainder of 2015.

Commensurate with the increased uncertainty in global markets, we expect volatility in fixed income markets to increase for the remainder of 2015 as we move closer to the Fed's lift-off date. Exacerbating this heightened uncertainty is the decrease in liquidity in a number of fixed-income markets as broker-dealers shrink inventories to comply with new financial regulatory requirements. These two dynamics result in a global fixed income market which is more fragile than in previous years, as illustrated in rapidly rising

turbulence indexes (cross-sectional measures of market volatility) in US Treasuries in particular.

**Turkey** Turkey has been one of the main beneficiaries of weak energy prices amongst emerging economies, and the IMF projects its growth will accelerate to above 3% over the next few years. Despite this improved macro outlook, investor appetite has waned over the past six months following rising concerns over the Central Bank of the Republic of Turkey's ("CBRT") independence in light of President Erdogan's upcoming election combined with his cabinet's dissatisfaction with the recent pace of interest rate cuts.

While the initial surprise cut of the 1-week repo rate was viewed as stimulative, the rationale behind the subsequent cut was unclear, casting a shadow over the CBRT's credibility and resulting in a sharp weakening of the lira. On the fiscal side, the CBRT estimates \$166 billion of non-local denominated debt will need to be refinanced over the next 12 months. Combined with a current account deficit of ~6% GDP, this creates an external financing demand of ~25% of GDP which leaves the country vulnerable to any fragility in investor sentiment.

**GDP growth of GCC countries and Turkey vs. world (%)**

	2013	2014	2015f	2016f	2017f
Bahrain	5.3	4.7	2.7	2.4	2.4
Kuwait	1.5	1.3	1.7	1.8	3.1
Oman	4.7	2.9	4.6	3.1	2.3
Qatar	6.3	6.1	7.1	6.5	5.6
Saudi Arabia	2.7	3.6	3.0	2.7	3.1
United Arab Emirates	5.2	3.6	3.2	3.2	3.4
Turkey	4.1	2.9	3.1	3.6	3.6
World	3.4	3.4	3.5	3.8	3.8

Source: IMF World Economic Outlook Database April 2015

**Gulf** economies have been hit by the drop in oil prices as reflected in the IMF's downward revision of its 2015-16 growth forecasts (with the exception of Oman). The most notable downward revisions were in Saudi Arabia and UAE (now projected to reach ~3.0% GDP growth in 2015 versus the 4.5% projection as of last October). Inflation has decreased to its lowest level since mid-2006, largely driven by food and rents, while financial conditions have tightened. Thus far, Gulf economies have been able to use fiscal surpluses to lessen the impact of recent oil price shocks on aggregate demand, but this level of deficit spending cannot continue indefinitely. The prospects for a recovery in the oil sector will become clearer over the second half of 2015 by which time a number of higher-cost producers will

have exited the market. Geopolitical risks related to the conflict in Yemen were also elevated in the quarter due to Yemen's proximity to the strategically important Strait of Bab el-Mandeb. This heightened uncertainty in the region translated into a brief rally in oil prices and remains a concern, as about 4.2% of the world's total oil supply (EIA, 2013 data) travels through the 18-mile-wide strait between the Red Sea and Gulf of Aden.

## Investment and realization activities

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Strong levels of investment and realization activity in both corporate investment and real estate continued during the third quarter.

### Corporate investments (“CI”)

#### Investments

In February, we acquired **Arvento Mobile Systems**, Turkey's leading provider of telematics solutions. The company designs, develops and sells its own range of hardware products and software applications. The business has established itself as the market leader in Turkey as well as one of the leading players in Saudi Arabia and the UAE. It is a multiple award winner for its technology and its rapid growth. According to independent research published by ABI Research, Arvento is recognized as the world's fifth biggest telematics business. Arvento is Investcorp's fourth acquisition in Turkey since the inception of its Corporate Investment activities in the MENA region in 2007.

In March, we acquired **Nobel Learning Communities**, a leading provider of private pre-school through high school education in the US. Founded in 1984, Nobel Learning operates a network of 176 schools across 18 states with a commitment to outstanding education. The company also has an accredited online private school that offers college preparatory programs to students from over 55 countries worldwide. With approximately 5,000 teachers and staff and 25,000 students, Nobel Learning is one of the largest private operators in the US.

#### Add-on acquisitions by existing portfolio companies

No additional equity investment was required for the following add-on acquisitions as they were funded entirely from operating company liquidity.

In February, **Gulf Cryo** completed an add-on acquisition of Yaliz Gas, positioning Gulf Cryo as the third largest industrial gas player in Turkey. Yaliz Gas is a leading industrial gas company with a well-established production and distribution network in the Marmara region of Turkey. The company has three filling plants, through which it serves a significant number of packaged gas customers with oxygen, nitrogen, argon, gas mixes, specialty gases and CO2 cylinders, as well as bulk liquid gases.



In March, **Veritext** acquired Love Court Reporting Inc. based in Philadelphia providing services throughout Pennsylvania, New Jersey and Delaware as well as providing nationwide coverage. Veritext completed a total of nine other add-on acquisitions of court reporting services during calendar year 2014.

Subject to approval from the Spanish competition authorities, **Fritta** will be the second Spanish company in our portfolio in addition to Grupo Esmalglass-Itaca which we acquired in July 2012. Fritta was established in 1973 in Onda, Spain and produces all critical intermediate products in the manufacturing of ceramic tiles such as ceramic frits, glazes, ceramic colours and inkjet inks.

### **Realizations**

In March, we signed a definitive agreement to sell **Skrill Group**, in which Investcorp still had a substantial minority ownership position, to LSE listed Optimal Payments PLC for an enterprise value of approximately €1.1 billion. The combined entity creates one of the world's largest online payment companies with over \$175 million of EBITDA. The sale is subject to regulatory approvals.

Investcorp, through its technology fund, initially invested \$25 million in Skrill (then named Moneybookers) in 2007 for a majority stake. Under Investcorp's stewardship, Skrill grew to become one of the fastest growing and most profitable European internet payment companies, growing EBITDA from €2 million in 2007, to over €60 million at the time of majority sale to CVC in 2013. Investcorp's acquisition of Skrill was selected as a case study for a Venture Capital & Private Equity course at Harvard Business School by Professor Mathew Rhodes-Kropf to demonstrate an example of a successful private equity transaction.

**Asiakastieto** successfully priced its initial public offering ("IPO") in late March on the Helsinki Stock Exchange at €14.75 per share. This is the first IPO of an Investcorp portfolio company on a European stock exchange since the flotation of Leica Geosystems on the Swiss Stock Exchange in 2000. Asiakastieto is a leading provider of business and consumer credit information services in Finland with approximately 13,000 contract customers. We acquired Asiakastieto in May 2008 from GMT Communications and have since strengthened various critical functions of the company as well as reinforcing the leadership of the firm by bringing on board top-notch professionals. Under our stewardship, Asiakastieto's net sales increased by 55% from €26.7 million to €41.4 million and its EBITDA increased by 65% from €12.5 million to €20.6 million. The positive cashflows generated by the business were used to reduce the net debt from €85 million at the time of

our acquisition to near-zero by the end of 2014. Investcorp will continue to retain a 12% stake in Asiakastieto, and is subject to the customary 180-day lock-up period, post the IPO.

Following the partial pay down of its convertible preferred shares in 2013, [Randall-Reilly](#) completed another round of refinancing and repaid the remaining convertible preferred and accrued but unpaid dividends in March 2015. This recapitalization further aligned interest between the management team and shareholders.

Also in March, we completed the sale of our minority interest in Focus Brand ([Carvel Corporation](#)) to Roark Capital. Carvel is a leading ice cream merchandising and distribution company in Connecticut.

#### **Other CI portfolio company news**

During a press conference held at the Motor Bike Expo in Verona in January, a new partnership was announced between [Dainese](#) and Misano World Circuit. The new partnership is expected to secure the position of Dainese's D-Air (Dainese's motorcycle airbag) as the premium safety technology available on both the track and the road. The partnership also provides Dainese with an opportunity to launch a Dainese merchandising line as well as providing exclusive official clothing to the Misano team. Misano World Circuit was designed in 1969 and is the only circuit in Italy and one of the few in the world to host prestigious motorcycle world championships.

In early March, [L'azurde](#) distributed \$16.7 million in dividends to its shareholders following a strong performance in 2014. Gulf Opportunity Fund I acquired a majority stake in L'azurde in 2009 alongside Eastgate Capital and The National Investor, its consortium partners. After the gold price shock in 2010, a new strategy for the business was developed with the objectives to strengthen its operations and ensure it was positioned to maximize its growth potential, while being insulated from difficult market conditions and gold price volatility. Since that time, L'azurde has been steadily increasing its earnings, achieving double digit year-on-year growth.

L'azurde received a number of certifications and awards such as the British Standards Institution in Occupational Health and Safety (OHSAS 18001:2007); The Gold Virtuosi International Award for design excellence in gold jewelry in Italy; the International Quality in Gold Jewelry Award by the Trade Leaders' Club in France; and the London Bullion Market Association accreditation amongst others.

**Arvento**, our recently acquired CI MENA portfolio company, was selected as one of the ten Ruban d'Honneur Award recipients in the Growth Strategy of the Year Award in the 2014/2015 European Business Awards. This award recognizes Arvento as one of Europe's top 100 leading businesses.

In addition to the existing eight airport branches, **Theeb rent a car**, recently opened seven more airport branches throughout Saudi Arabia. Gulf Opportunity Fund I invested in Theeb rent a car in June 2013.

**Georg Jensen** recently made headlines with its debut appearance after a five year absence, at the prestigious international watch and jewelry show at Baselworld. Georg Jensen's return to the show was part of its strategic and retail redeployment to unveil its revitalized watch and jewelry collection with a focus on the high-end, in line with a fresh product strategy from the new management team. As part of its global strategy, Georg Jensen will also expand its stores in Beijing, London and Munich. Two new renowned industrial designers, Marc Newson CBE and Jordan Askill will be contributing to re-establishing the brand under a unified and design-driven global vision.

**Fitness Time** received the Mohammed Bin Rashed Sports Creativity Award for achieving the milestone of signing its 100<sup>th</sup> branch under its management. Leejam, which manages the Fitness Time brand, organized an event at the Four Seasons Hotel in Riyadh to commemorate the opening of its 100<sup>th</sup> branch. Over 150 guests, including some of our clients, attended the event that received wide media coverage.

## Real estate

### Investments

A new Shari'ah compliant portfolio, **2015 Residential Properties Portfolio**, was assembled during the quarter consisting of three new investments acquired during Q3 FY15 and one investment acquired in Q2 FY15. The four properties, acquired for approximately \$300 million, total more than 2.1 million square feet with approximately 1,900 multifamily and student housing units. The properties have high occupancy rates, with a current average occupancy of approximately 96 percent.

- **Orion on Orpington**, acquired in Q2 FY15, is located in Orlando, Florida. This Class A 156-unit, 624-bed, student housing property is located in close proximity to the University of Central Florida, the second largest university in the US with

approximately 60,000 students, and Valencia College, which has more than 42,000 enrolled students.

- **Waterleaf Apartment Complex**, acquired in January, is located in Vista, California. Waterleaf is a 456-unit multifamily apartment complex located in a northern suburb of San Diego, the 17<sup>th</sup> largest metropolitan area in the US. The property provides convenient access to most major North San Diego employment centers and is situated on a 19.9 acre site that includes swimming pools, spas and additional recreational areas.
- **Arcadian Silver Spring**, acquired in February, is located in Silver Spring, Maryland. This garden style townhome property is located in Montgomery County, which is part of the Washington D.C. metropolitan area.
- **Fairways at Towson**, also acquired in February, is located in Baltimore, Maryland. This apartment property features a 15-story high rise building and 35 three-story garden style buildings. Fairways at Towson is located in an upscale submarket of Baltimore-Columbia-Towson, the 20<sup>th</sup> largest metropolitan area in the US. There are more than 15 million square feet of office space within five miles of the property.

### Realizations

Several real estate properties were sold in the quarter:

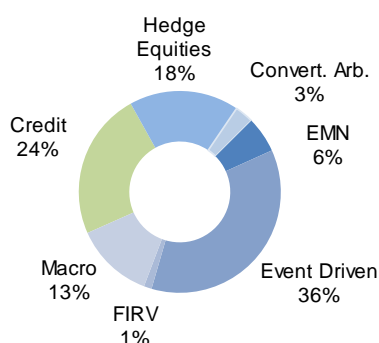
- **Copperfield Portfolio** comprised of 1,076-units in four adjacent properties (Copperfield, Coventry Square, Easton Village and Peppermill Place) in Houston, Texas. One property remains in this Texas Apartment I Portfolio.
- **Cottages of Champion Forest**, a 300-unit apartment community located in close proximity to George Bush Intercontinental Airport and Willowbrook Mall; **Waters Park**, a 168-unit multifamily property in Dallas; and **Villas at Edgewater**, a 414-unit multi-family property, both located in Houston, Texas were realized from Texas Apartment II Portfolio.
- **North Haven Center**, a 838,384 square feet industrial property located in Connecticut and part of the Connecticut Industrial Portfolio. Following the realization of North Haven Center, two properties remain in US Diversified VII Portfolio.
- **Marriott Pittsburgh Hotel**, part of an investment in Investcorp Real Estate Credit Fund was also realized. Five other investments remain in the fund.
- The remaining 11 assets in **Northern California Portfolio**, consisting of 568,722 square feet of office and flex buildings was sold in March. The Northern California Portfolio is fully realized.

## Hedge funds

Our hedge funds co-investment portfolio delivered unlevered returns of 4.3% in Q3 FY15, a very strong performance compared to the industry benchmark, HFRI Fund of Funds Composite Index, which returned 2.1% for the quarter.

Our hedge funds portfolio is positioned with a positive tilt towards equity-oriented strategies (event driven and hedged equities).

### Investcorp hedge funds co-investment allocations



- We remain **positive on Hedge Equity** strategies. While the US had been the region with the most macro momentum in 2014, expansionary ECB monetary policy coupled with the continued Euro depreciation should support profit growth in the Euro area with reduced downside risks from deflationary dynamics in the periphery. Japanese equities should benefit from the depreciation of the Yen as well as the pickup in domestic inflows with the Government Pension Investment Fund's commitment to allocate into equities.
- We also remain **positive on Special Situations / Event Driven** equities predicated on strong corporate balance sheets in the US that are flush with cash in excess of \$2 trillion. Average corporate profits for companies in the S&P 500 are near 10%. We believe that shareholder pressure (or activism) will lead to a sustained period of significant event-driven activities including buybacks, mergers and recapitalizations.
- We maintain our **positive view on Macro Discretionary** strategies. We believe that the macro opportunity set will remain attractive as we see continued policy divergence across the globe manifest itself in reduced asset correlations and the formation of time-series trends.
- We remain **modestly positive on Corporate Credit**, as valuations fully reflect the low default-rate environment and strong corporate balance sheets in the US.

- We are **modestly positive on Equity Market Neutral** strategies even as we continue to see commoditized factor models delivering sub-optimal alphas in developed markets. However, returns to non-market factors are attractive in other parts of the world, especially the Asia-Pacific region.
- We remain **modestly positive on Systematic Macro** strategies. The extraordinary 2014 year for trend-following strategies is unlikely to be repeated in the near term, but the return stream remains in play, if a bit more modest than before.
- We are **neutral on Structured Credit** as a strategy. We expect Europe to outperform the US on the back of the proposed purchases of asset-backed paper by the ECB, but are in general concerned about the risk of liquidity-induced volatility in the structured credit markets.
- We have upgraded our outlook to **positive for Fixed Income Relative Value**. We structurally like Relative Value strategies as hedge funds step into the void left behind by the exit of bank proprietary trading desks.
- We have also upgraded our outlook to **modestly positive for Convertible Arbitrage** in response to more attractive valuations following the recent energy-related sell-off. Our outlook for convertible bonds as an equity substitute is modestly positive because of their overweight to the energy sector.
- We maintain a **modestly negative rating on Corporate Distressed**. A low distressed ratio of just 3% in bonds currently provides very little opportunity to earn an outsized systematic risk premium from this strategy. We do have a more favorable view on European distressed versus US distressed given the steady supply of debt from deleveraging European banks.

Investcorp's Special Opportunities Portfolio ("SOP") made distributions of over \$50 million to clients in the quarter.

## Client activities

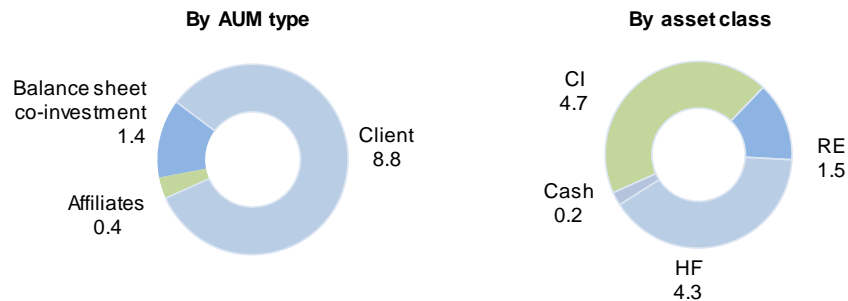
### Placement activity

We placed the residual amount in **Pro Unlimited** in Q3 FY15 together with a bulk of the placement of **Dainese** and the **2015 Residential Properties Portfolio**. The newly acquired investment in **Arvento** was launched for placement during the quarter and a substantial portion has been placed with clients. We will commence the placement of another new investment, **Nobel Learning Communities** in early April.

### Assets under management

As of 31<sup>st</sup> March 2015, our total assets under management<sup>1</sup> across all products, including our proprietary co-investments, was \$10.6 billion.

#### Total assets under management (\$b)



Total client assets under management, as at 31<sup>st</sup> March, 2015, was \$8.8 billion. Corporate investment client AUM was \$3.6 billion, hedge funds \$3.8 billion, real estate was \$1.2 billion and client monies held in trust was \$248 million.

<sup>1</sup> Assets under management include approximately \$2.5 billion of single manager funds managed by third party managers where Investcorp receives fees calculated on the basis of assets under management.

## Key financial metrics

	Mar'15	Dec'14
Total assets (\$b)	\$2.2	\$2.1
Total accessible liquidity (\$b) <sup>2</sup>	\$0.8	\$0.8
Total debt (\$b) <sup>3</sup>	\$1.1	\$1.0
Leverage ratio <sup>4</sup>	1.3x	1.3x
Net leverage ratio <sup>5</sup>	0.7x	0.8x
Co-investments <sup>6</sup> /(total equity + long term capital <sup>7</sup> )	0.8x	0.9x
Capital adequacy ratio (Basel III)	28%	27%

As at 31<sup>st</sup> March 2015, Investcorp's capital adequacy ratio ("CAR") under Basel III was 28% comfortably in excess of Central Bank of Bahrain's current Basel III regulatory minimum requirement of 12%.

Co-investment assets, net of the \$175 million bi-lateral revolving secured hedge fund facility, remain fully covered by permanent and long-term sources of capital.

<sup>2</sup> Cash, placements with financial institutions and undrawn revolvers

<sup>3</sup> Call accounts, term & institutional borrowings, medium & long term debt

<sup>4</sup> Calculated in accordance with bond covenants

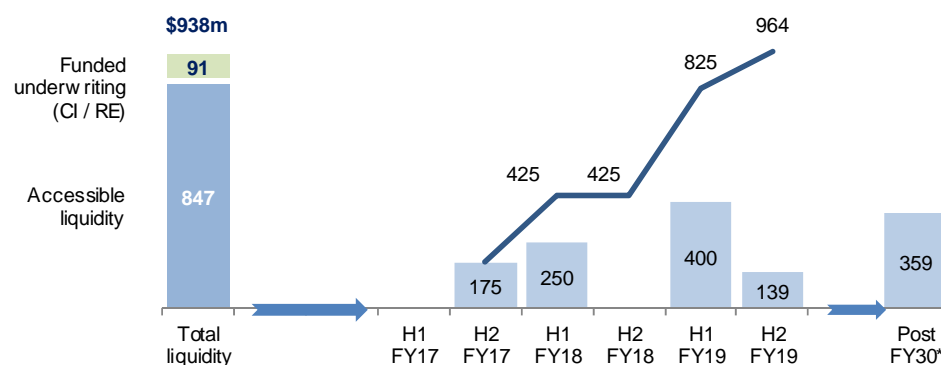
<sup>5</sup> Calculated in accordance with bank loan covenants which is net of liquidity and underwriting

<sup>6</sup> Excludes underwriting and is net of revolving facilities secured against hedge fund co-investments

<sup>7</sup> JPY 37 billion debt maturing in 2030 and \$50 million debt maturing in 2032, deferred fees and total equity



### Liquidity cover (\$m)



\*JPY 37 billion (\$309 million at current exchange rates) debt maturing in 2030 and \$50 million maturing in 2032

Following an active period of realizations we hold comfortable levels of liquidity. The current level of accessible liquidity now fully covers all medium term debt maturing over the next four years.

### Credit ratings

Agency	Rating grade	Comment
Moody's Investor Service	Ba2 / Stable outlook	-Rating affirmed in Jan 2015 -Credit opinion published in Mar 2015
Fitch Ratings	BB / Stable outlook	-Ratings Navigator published in Jan 2015 -Rating and outlook confirmed in Mar 2015 -Rating report published in Mar 2015

## Other corporate updates

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### 2015 Turkish Arab Economic Forum

Mohammed Al-Shroogi, President of Gulf Business, spoke about the 'Next phase of the Turkish and Arab economic partnership' at the 2015 Turkish Arab Economic Forum held in Istanbul. A number of prominent key figures from Turkey and MENA countries also participated as panelists:

- H.E. Mehmet Simsek (Minister of Finance - Turkey)
- H.E. Sheikh Ahmed Bin Jassim Al Thani (Minister of Economy and Commerce - Qatar)
- H.E. Abdeslam Bouchouareb (Minister of Industry and Mining - Algeria)
- H.E. Ali Hassan Khalil (Minister of Finance - Lebanon)
- H.E. Nasser Al-Esawi (Minister of Industry and Minerals - Iraq)
- Mazin Saad Al-Nahedh (Group CEO, KFH - Kuwait)

### Investcorp Leadership Programme at Cambridge

An [Investcorp Leadership Programme](#) was organized for 30 young business people from the GCC region. The three-day event took place at the prestigious Judge Business School at Cambridge University.

### GCC Board Directors Institute

The [GCC Board Directors Institute](#) ("BDI") held a workshop in Bahrain in partnership with Investcorp, a founding member of BDI. Faculty presenters included global business leaders from Allen & Overy, Heidrick & Struggles, McKinsey Company, PricewaterhouseCoopers - BDI's content partners, as well as a Senior Adviser from the Central Bank of Bahrain.

Attending the BDI workshop were senior executives and board members of the following distinguished companies: Al Fozan Holding Company, Alkifah Holding Company, Alkifah Contracting Company, American University, Automak, FOSAM Company, Kanoo, Investcorp, Ministry of Defense, National Industrialization Company, Ma'aden, Osool Asset Management, SABIC, SALIC, Saudi Arabian Mining Com.

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