

INVESTCORP

Leading Global Alternatives Investment Firm

September 2025

LOS ANGELES | NEW YORK | LONDON | LUXEMBOURG | BAHRAIN | ABU DHABI | RIYADH | DOHA | MUMBAI | DELHI | AHMEDABAD | BEIJING | SINGAPORE | TOKYO

A leading independent global alternatives investment firm

Combining rigorous institutional mindset with entrepreneurial agility to deliver strong performance and high-touch service

Direct investment platform

diversified across multiple asset classes with

\$59.7bn AUM¹

Differentiated and resilient fundraising franchise

with unique access to GCC investors²

Trusted partner with 43-year track record

of delivering consistently strong risk-adjusted investment performance, and with foundation in place to scale and grow profitably

Private Equity



Mid-market Buyouts and Growth Capital

Control or significant minority equity investments in mid-sized private companies



GP Staking

Selective partnerships with alternative asset managers



CLO / Structured Credit

Investments in senior secured corporate debt issued by mid and large-cap corporates



Direct Lending

US mid-market direct lending



Real Estate

Investments in income generating residential and commercial real estate properties



Infrastructure

Investments in global value-add infrastructure projects



Absolute Return Investments

Customized FoF, single managers, UCITS funds and special opportunities



Insurance

Investment management services to meet unique needs of insurers



Private Equity Firm of the year in MENA



4-Star Overall Morningstar Rating



Ranked #42 in 2025 PERE 100 List³



In 50-50 partnership with Corsair



Best Seeding Platform Award by HedgeWeek for 7 consecutive years (2017-2023)



¹ Investcorp. AUM shown is as of June 30, 2025. Investcorp assets include assets managed or co-managed by Investcorp Holdings B.S.C. (c) and its subsidiaries and affiliates ("Investcorp") including proprietary investments of Investcorp, assets placed by Investcorp but managed by third-party asset managers, and assets subject to a non-discretionary advisory mandate where Investcorp receives fees calculated on the basis of AUM. Real estate assets are reported at gross asset values. Investcorp assets also include client call accounts held in trust, strategic and other investments totaling \$1.0 billion. Asset class regulatory AUM ("RAUM") as defined by the SEC as of December 31, 2024: Private Equity \$2.5bn; Strategic Capital \$1.6bn; Credit Management \$20.4bn; CMIP \$0.5bn; Absolute Return Investments \$1.3bn; Insurance \$1.9bn; Infrastructure \$3.8bn. Note that Infrastructure RAUM is as of Sep 30, 2024. Real Estate Investment assets are not considered under RAUM. RAUM as of December 31, 2024.

² Investcorp was ranked #2 Asset Manager in the Middle East in 2024 by [Forbes](#).

³ PERE Staff, June 2, 2025. The reference to a ranking or award is not a guarantee of future results and is not indicative of future ranking.

Key corporate milestones

Building Investcorp with a thoughtful yet ambitious approach over the last 40+ years

1982

Investcorp founded in 1982, bridging capital into direct private investments in PE and Real Estate in US and Europe

1983

Made our first private equity and real estate investments in the US in 1983

- American soft drink company
- A&W Brands Inc
- Manulife Plaza in Los Angeles

1984

Acquired Tiffany & Co., marking the start of Investcorp's track record of investing in iconic businesses

Completed our first European investment in Riva Boats

1995

Public listing of Gucci

1996

Started the Liquid Alternatives business

2001

Launched our first technology fund, kickstarting a 20+ year track record of investing in technology

2015



Embarked on an ambitious new strategic plan targeting global growth, under the leadership of new Executive Chairman Mohammed Alardhi

2017

Added Credit Investment Strategies through the acquisition of 3i's debt management business

2019



Started business activities in India, China and SEA through new offices in Mumbai, Beijing and Singapore

2020

Launched Gulf Infrastructure business, focused on social and core infrastructure projects

2021

Launched Saudi Pre-IPO Growth Strategy, to be later absorbed into the bigger Golden Horizons Fund anchored by CIC



Launched the Insurance Solutions business with affiliated Life Insurance Carrier (Ibexis)

2022

Celebrated 40 years of Investcorp

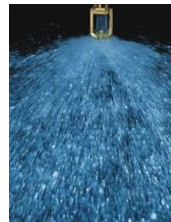
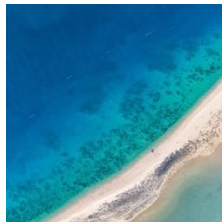


2023



Successfully listed Investcorp Capital on ADX, raising gross proceeds of approximately

\$450 million



Signed the first sustainable infrastructure investment in GCC, a three-way investment in ADNOC's \$2.2 billion new water treatment facility



Established a 50-50 partnership with Corsair.

\$4.8bn

of invested capital focused on global transportation, logistics & associated infrastructure and subsectors

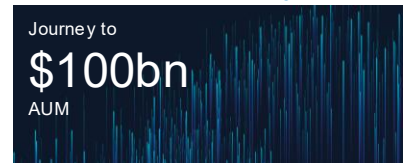
2024



Launched **Investcorp Wealth** application, providing qualified investors real-time access to their account anytime, anywhere

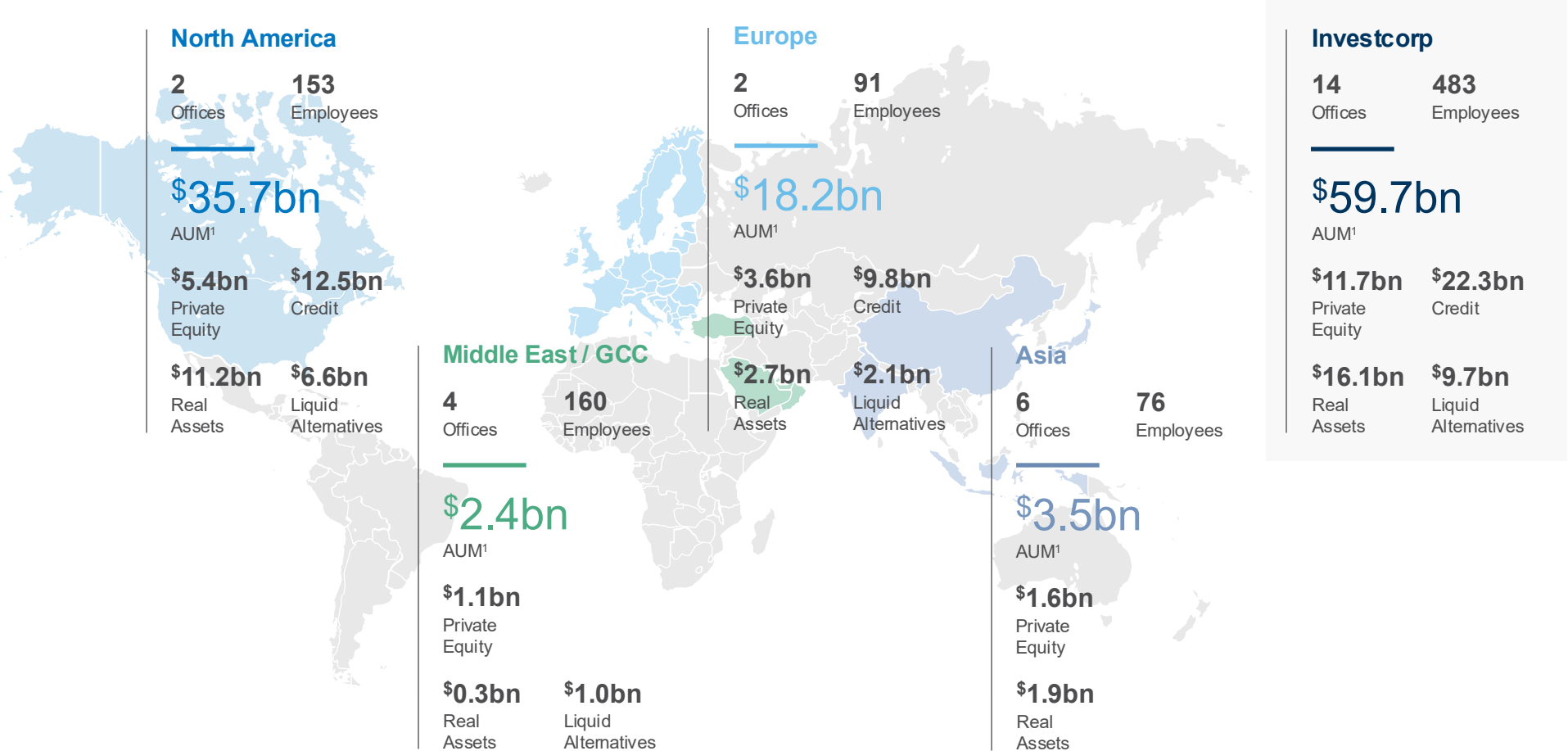
2025 and beyond

Journey to
\$100bn
AUM



Investing across Private Equity, Credit, Real Assets and Liquid Alternatives

Combining global scale with deep local presence, expertise and insight



Los Angeles² | New York | London | Luxembourg² | Bahrain | Abu Dhabi | Riyadh | Doha² | Mumbai | Delhi | Ahmedabad² | Beijing | Singapore | Tokyo²

¹ AUM as of June 30, 2025. Source: Refer to page 2.

² Small 2-3 person offices for regulatory presence.

Consistently delivering strong returns through multiple cycles for our clients

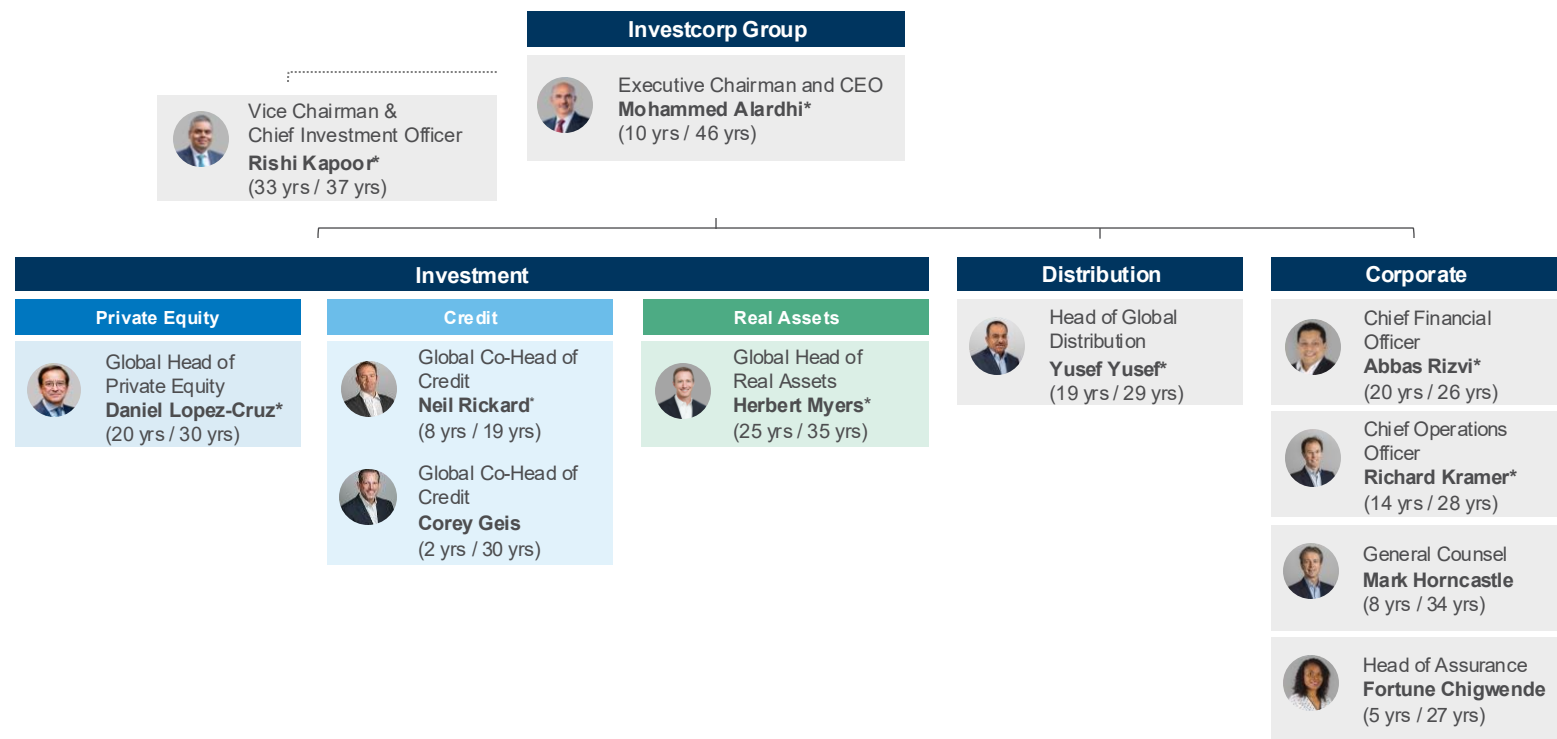
Long-standing, proven track record

Private Equity	Buyout and Growth	Mid-market private equity investments in the US, Europe, ME / GCC, India, Southeast Asia, and China 43 years Track record	77 Investment professionals	\$51bn deal volume and 279 investments since inception 108 current portfolio companies
	GP Staking	Minority stakes in private mid-market GPs 6 years Track record	19 Dedicated professionals	~\$1.4bn invested across 12 alternative asset managers in the US and Europe
Credit	CLO / Structured Credit	CLOs & broadly syndicated loans investments in the US and Europe 20+ years Track record	54 Investment professionals	Top-21 Global & Top-10 Europe CLO issuer Invested in 600+ companies ¹
	Private Credit	US mid-market direct lending 12+ years Track record	10 Investment professionals	\$2.5bn+ invested in 175+ businesses ²
Real Assets	Real Estate	Global real estate investments focused on core plus commercial & residential properties 29 years Track record	33 Investment professionals	\$28bn+ invested across 1,500+ properties since inception Ranked 42 nd in 2025 PERE Top 100 Global Private RE Managers ³
	Infrastructure	Investments in global transportation and logistics and GCC infrastructure 10 years Track record	13 Investment professionals	~\$4.7bn invested across ⁴ 26 investments ⁴

Source: Company information. Notes: Count of investment professionals refers to all investment team professionals as of June 2025. 1. Source: Investcorp as of June 30, 2025. Rankings from 9fin data and Moody's Analytics as of December 31, 2024 (<https://9fin.com/insights/do-manager-aum-rankings-q4-24>). AUM excludes deals with a closing date after June 30, 2025. The stated figures reflect principal liabilities of CLOs managed by Investcorp Credit Management US LLC and its relying advisers and Investcorp Credit Management EU Ltd. Rankings are as of December 31, 2024, and are not indicative of future rankings. 2. Represents deals sourced and reviewed across the Investcorp Private credit portfolios "since Investcorp" from September 1, 2019 through June 30, 2025. 3. Source: PERE, June 2, 2025. The reference to a ranking or prize is no guarantee of the future results of the manager and is not indicative of future ranking. 4. For Investcorp Corsair Infrastructure Partnership (ICIP) and Aberdeen Investcorp Infrastructure Partnership (AIP) as of June 2025.

Team with proven ability to deliver across different market environments

As the largest shareholder, the management team is fully aligned and focused on shareholder value creation



* Member of the Executive Committee

¹ Employee ownership includes 3.7% treasury shares.
² Includes three shareholders.
Source: Investcorp Holdings B.S.C.(c) information.
Note: Years of experience in parenthesis referring to Investcorp experience / Professional experience. FYE as of December 2024.

Supported by an effective, strategic, and accountable Board of Directors

Management team steered by notable regional and global stakeholders



Dr. Yousef Al-Ebraheem
Chairman

Former Advisor of
Economic Affairs to the
Amir of the State of Kuwait



Mohammed Alardhi
Board Member

Executive Chairman and CEO,
Investcorp



Khalid Al Zayani
Vice Chairman

Honorary Chairman,
Al Zayani Investments



Frances Townsend
Board Member

Former Homeland
Security Advisor to the
United States President



Hisham Al-Saie
Board Member

CEO, Star Capital



Abdullah Al Mazrui
Board Member

Chairman,
Abu Dhabi Chamber of
Commerce and Industry



Yasir Aqil Badri
Board Member

Vice President,
Financial Services, Mubadala



Sh. Abdulrahman Al-Thani
Board Member

Minister of State,
State of Qatar



Gregory Kam Leung So
Board Member

Former Secretary for
Commerce and Economic
Development of Hong Kong



Dr. Joachim Faber
Board Member

Chairman,
The Supervisory Board of
Deutsche Boerse AG



Abdullah Alhumaidhi
Board Member

Vice Chairman and CEO,
Commercial Facilities
Company



H.E. Eng. Abdullatif Al Othman
Board Member

Former Governor and Chairman,
Board of the Saudi Arabian
General Investment Authority

Prominent figures with access to heads of state, institutions, corporates and merchant families

People and culture

A true meritocratic institution benefiting from diversity of thought, culture and action

Key Highlights

Ranked
top 10

in the Honordex index among private equity firms for a fourth year (2024) by Equality Group

Achieved
92%

employee satisfaction in latest firmwide engagement survey

More than
20 events

in the last 12 months held across employee-focused affinity groups: I-Will and Gen-I



Included
>100 participants

in the Investcorp Inspire mentorship program
100% of mentors would volunteer again.



Hosted the third
Nemir Kirdar Global Internship Program

88% of internship expectations met or exceeded.



Piloted C&D maturity framework with
>80%

of European private equity portfolio companies²

Memberships & Affiliations



Education Partners



Notes: 1. All information accurate as of June 30, 2025. 2. Maturity framework was created to assess and improve the current status and using it to identify gaps and improve current practices.

Committed to sustainable value creation

Putting commitments into action, throughout our operations and investing activities

Key Highlights

Recognized by Forbes as

**top 10 finance
sustainability leaders¹**

in the Middle East, two years in a row

Became a

founding member

of the Sustainable Markets Initiative's
Circularity Taskforce

Launched a

**global research
partnership**

with Saïd Business School, University
of Oxford

Publicly reaffirmed our commitment to

net zero

greenhouse gas emissions by 2050 or
sooner

Sponsored

COP28

as an Associate Pathway Partner

Reduced operational emissions by

37%

versus FY19 baseline year in line
with our commitment to achieve net
zero emissions by 2050²

Memberships & Affiliations



Industry Support



Note/s: All information accurate as of June 30, 2025.

1. Forbes Middle East: <https://www.forbesmiddleeast.com/lists/the-middle-east-sustainable-leaders-2024/>

2. Operational emissions refers to Scope 1 and Scope 2 emissions across fiscal years, from 1st July to 30th June. Latest emissions estimates (FY24) not audited.

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Investcorp has \$59.7 billion in total AUM, including assets managed by third party managers and assets subject to a non-discretionary advisory mandate where Investcorp receives fees calculated on the basis of AUM.

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DLF Phase III,
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