INVESTCORP

A Leading Global Alternatives Investment Firm

October 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 AUM[1]

Differentiated and resilient fundraising franchise

with unique access to GCC investors[2]

Trusted partner with 43-year track record

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

Private Equity

PE – Mid-market Buyouts and Growth Capital

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

GP – GP Staking

Selective partnerships with alternative asset managers

2021 Private Equity Firm of the year in MENA (Private Equity International Awards 2021)

Credit

C – CLO / Structured Credit

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

DL – Direct Lending

US mid-market direct lending

OCTUS: 10 European CLO Manager & Top 21 Global Manager[3]

Real Assets

RE – Real Estate

Investments in income generating residential and commercial real estate properties

INF – Infrastructure

Investments in global value-add infrastructure projects

PERE: Ranked #42 in 2025 PERE 100 List[3]

In 50-50 partnership with Corsair

Liquid Alternatives

ARI – Absolute Return Investments

Customized FoF, single managers, UCITS funds and special opportunities

IN – Insurance Investment Solutions

Investment management services to meet unique needs of insurers

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

ibexis

1 Source: Company. 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 Octus, a subscription-based publication, as of 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. Not indicative of future ranking.

4 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.

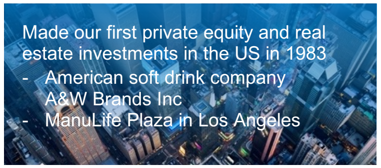
Key corporate milestones

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

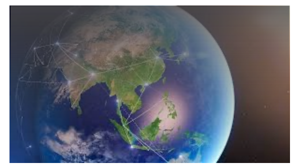
2015

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

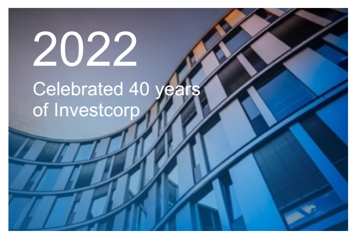
2020

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 Investment Solutions business with affiliated life insurance Carrier - Ibexis



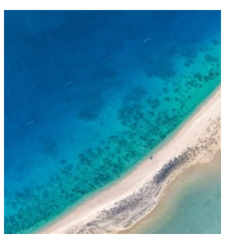
2022

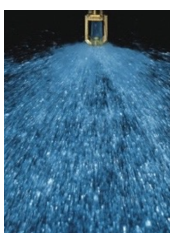
Celebrated 40 years of Investcorp

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

Profitable growth to

$100bn

AUM

Source: Company. As of October 2025.

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

Combining global scale with deep local presence, expertise and insight

North America

2 Offices | **153** Employees[1]

$35.7bn
AUM[2]

$5.4bn Private Equity | **$12.5bn** Credit

$11.2bn Real Assets | **$6.6bn** Liquid Alternatives

Europe

2 Offices | **91** Employees[1]

$18.2bn
AUM[2]

$3.6bn Private Equity | **$9.8bn** Credit

$2.7bn Real Assets | **$2.1bn** Liquid Alternatives

Investcorp

14 Offices | **483** Employees[1]

$59.7bn
AUM[2]

$11.7bn Private Equity | **$22.3bn** Credit

$16.1bn Real Assets | **$9.7bn** Liquid Alternatives

Middle East / GCC

4 Offices | **160** Employees[1]

$2.4bn
AUM[2]

$1.1bn Private Equity

$0.3bn Real Assets | **$1.0bn** Liquid Alternatives

Asia

6 Offices | **76** Employees[1]

$3.5bn
AUM[2]

$1.6bn Private Equity

$1.9bn Real Assets

Los Angeles[3] | New York | London | Luxembourg[3] | Bahrain | Abu Dhabi | Riyadh | Doha[3] | Mumbai | Delhi | Ahmedabad[3] | Beijing | Singapore | Tokyo[3]

Source: Company.
1 Employee count refers to all full-time Investcorp employees as of June 30, 2025.
2 AUM as of June 30, 2025. Source: Refer to page 2.
3 Small 2-3 person offices for regulatory presence.

Delivering consistent returns for clients through market cycles

Long-standing deep investment capability across multiple markets and asset classes

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	78 Investment professionals	$23.3bn equity invested[1] across 279 investments since inception 108 current portfolio companies
	GP Staking	**Minority stakes in private mid-market GPs** 6 years track record	9 Investment professionals	~$1.4bn AUM 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	31 Investment professionals	Top-21 Global & Top-10 Europe CLO issuer Invested in 600+ companies[2]
	Private Credit	**US mid-market direct lending** 12+ years track record	9 Investment professionals	$2.5bn+ invested in 175+ businesses[3]
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 42nd in 2025 PERE Top 100 Global Private RE Managers[4]
	Infrastructure	**Investments in global transportation and logistics and GCC infrastructure** 10 years track record	12 Investment professionals	~5.1bn invested across 27 investments[5]

Source: Company. As of June 30, 2025.
Notes: Count of investment professionals refers to all investment team professionals, including JVs.
1 Including co-investors, fee-paying as well as non-fee paying.
2 Source: Octus rankings, as of June 30, 2025. The reference to a ranking no guarantee of the future results of the manager and is not indicative of future ranking.
3 Total dollar value of capital invested in loans at cost across IPCF and BDC II portfolios from Sep 2019 through Jun 2025 and ICMB from Sep 2013 through Jun 2025.
4 Source: PERE, June 2, 2025. The reference to a ranking is no guarantee of the future results of the manager and is not indicative of future ranking.
5 Invested capital across ICIP-managed funds, vehicles, and accounts across 19 transactions, as of June 30, 2025. In total, ICIP has 27 transportation and logistics assets, which include both assets in which ICIP vehicles have equity ownership as well as assets where ICIP portfolio companies hold contractual interests without equity participation.

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

Investcorp Group

Executive Chairman and CEO
Mohammed Alardhi*
(10 yrs / 46 yrs)

Vice Chairman &
Chief Investment Officer
Rishi Kapoor*
(33 yrs / 37 yrs)

Investment

Private Equity

Global Head of
Private Equity
Daniel Lopez-Cruz*
(20 yrs / 30 yrs)

Credit

Global Co-Head of
Credit
Neil Rickard*
(8 yrs / 19 yrs)

Global Co-Head of
Credit
Corey Geis
(2 yrs / 30 yrs)

Real Assets

Global Head of
Real Assets
Herbert Myers*
(25 yrs / 35 yrs)

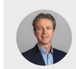
Distribution

Head of Global
Distribution
Yusef Yusef*
(19 yrs / 29 yrs)

Corporate

Chief Financial
Officer
Abbas Rizvi*
(20 yrs / 26 yrs)

Chief Operations
Officer
Richard Kramer*
(14 yrs / 28 yrs)



General Counsel
Mark Horncastle
(8 yrs / 34 yrs)

Head of Assurance
Fortune Chigwende
(5 yrs / 27 yrs)

*** Member of the Executive Committee**

Source: Company.
Note: Years of experience in parenthesis referring to Investcorp experience / Professional experience. FYE as of December 31, 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
Deputy Chairman
Honorary Chairman, Al Zayani Investments

Frances Townsend
Board Member
Former Homeland Security Advisor to the United States President

Sulaiman Khaled Al Bassam
Board Member
Director, Alternative Investments Premier Group

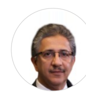
Abdullah Al Mazrui
Board Member
Former Chairman, Abu Dhabi Chamber of Commerce and Industry

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
Former Chairman, The Supervisory Board of Deutsche Boerse AG



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

Source: Company. As of October 2025.

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 (2025) by Equality Group[1]

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

I-Will
Employee Resource Group

GEN-I
Employee Resource Group

Hosted the third
Nemir Kirdar Global Internship Program
88% of internship expectations met or exceeded

Nemir Kirdar
Global Internship Program

Achieved
92%
employee satisfaction in latest firmwide engagement survey

Included
>100 participants
in the Investcorp Inspire mentorship program
100% of mentors would volunteer again

Inspire
Mentorship Program

Over
600 hours
spent on training and development courses

coursera

Memberships and Affiliations

10000 Interns Foundation
ilpa
Diversity Onboard
Synergist
100 Women in Finance
Level 20
30% Club Path to Parity
CEO Action for Diversity & Inclusion
PLAYBOOK

Education partners

INJAZ Al-Arab
الجامعة الأمريكية بالبحرين American University of Bahrain
Cristo Rey Network
amideast أمديست
ATLAS Atlas Fellows
FF Future First

Source: Company. As of June 30, 2025.
1 Honordex PE & VC Report 2025, March 2025

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 leaders[1]
in the Middle East, two years in a row

Launched a
global research partnership
with Saïd Business School, University of Oxford

Sponsored
COP28
as an Associate Pathway Partner

Became a
founding member
of the Sustainable Markets Initiative's Circularity Taskforce

Publicly reaffirmed our commitment to
net zero
greenhouse gas emissions by 2050 or sooner

Reduced operational emissions by
37%
versus FY19 baseline year in line with our commitment to achieve net zero emissions by 2050[2]

Memberships & Affiliations

PRI Principles for Responsible Investment · World Economic Forum · ESG Data Convergence Initiative · SASB Inside · initiative climat international · Terra Carta

Industry Support

Global Climate Finance Centre · University of Oxford Saïd Business School · Abu Dhabi Sustainability Week

Source: Company. As of June 30, 2025.
1 Forbes Middle East: https://www.forbesmiddleeast.com/lists/the-middle-easts-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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Rankings are based on specific criteria and time periods and do not guarantee future performance.

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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United Arab Emirates

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Riyadh 11575
Kingdom of Saudi Arabia

DOHA

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West Bay Area
P.O. Box 24995, Doha
State of Qatar

MUMBAI

Unit No. 02 – 6th Floor
Godrej BKC
Plot C-68, G Block
Bandra Kurla Complex
Bandra (East)
Mumbai 400051
India

DELHI

16th Floor,Tower-9A,
DLF Cyber City,
DLF Phase III,
Haryana, Gurugram 122002
India

AHMEDABAD

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