

THE
REVIEW

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FOREWORD

The world of investing is evolving at unprecedented speed. Capital flows are faster, technology is reshaping industries, and decisions are influenced by a broader, more dynamic set of factors than ever before. At Investcorp, we embrace this complexity.

With over \$60 billion in assets under management and a presence across North America, Europe, the GCC, Asia, India, and China, we remain guided by principles that have stood the test of time: disciplined underwriting, active ownership, and alignment with our clients. These fundamentals have enabled us to navigate market cycles with resilience and consistency.

Today, we see investment opportunities across credit, private equity, and real assets. In credit markets, where liquidity is selective, our platform continues to expand through disciplined lending to quality borrowers. In private equity, we partner with leading mid-market companies and accelerate growth through strategic acquisitions and prudent capital allocation. In real estate and infrastructure, we invest in sectors that underpin the future, logistics, transportation, digital infrastructure, and the energy transition. ➤

Mohammed Alardhi
Executive Chairman





Investcorp bridges capital and opportunity across the globe, creating value where the provision of capital spurs innovation, development and growth benefiting multiple stakeholders.”

Investcorp bridges capital and opportunity across the globe, creating value where the provision of capital spurs innovation, development and growth benefiting multiple stakeholders. The GCC's rising influence in global finance reinforces this role, and as a firm headquartered in the region with deep international reach, we are proud to contribute to this transformation.

Technology is another catalyst. Artificial intelligence now permeates investment analysis, due diligence, and client engagement. At Investcorp, we harness these tools to enhance decision-making and transparency, while human judgment and expertise remains at the core of our approach.

Investor expectations are shifting towards flexibility, access, and robust governance. We are responding with innovative structures and solutions that meet these needs without compromising discipline or long-term focus.

This edition of The Review explores where capital is finding opportunity, how markets are adapting, and what this means for long-term investors. We invite you to engage with these insights as we look ahead with confidence and clarity. ↪

THE RISE OF PRIVATE CAPITAL AND OPPORTUNITIES FOR INDIVIDUAL INVESTORS

Private equity emerged in the late 1970s as an asset class reserved for a select few. Access was highly restricted, information was limited, and opportunities were exchanged through closed networks and traditional channels. For the average individual, private markets were far beyond reach. Investcorp was a pioneer in those early days, providing individual investors in the GCC region access to an array of direct private investment opportunities in the U.S. and Europe.



Rishi Kapoor

Vice Chairman and
Chief Investment Officer

Today, the landscape has evolved. A wave of democratization in private markets is reshaping how individual investors can participate in alternative asset classes. Discussions around regulatory reforms, fractional ownership, and digital investment platforms have moved into the mainstream. What once required significant wealth and exclusive advisory networks is now increasingly accessible with a few clicks.

Individual investors can now gain exposure to private equity, real estate, infrastructure and private credit investments, sometimes even fractional stakes in high-value assets. This trend is not confined to alternatives; traditional instruments such as bonds, historically reserved for institutions, are increasingly being fractionalized, enabling broader portfolio diversification for individual investors.

THE ROLE OF REGULATORS: BALANCING ACCESS AND PROTECTION

With greater access comes greater responsibility. While private markets can offer superior returns to public markets, they also have a different risk profile. ➤

Several jurisdictions have introduced frameworks to balance accessibility with investor protection:

- European Union: ELTIF 2.0, effective in 2024, simplifies requirements and reduces minimum investment thresholds, making it easier for individuals to access long-term private market strategies.
- United States: The SEC's 2020 amendments to the accredited investor definition now recognize professional knowledge and certifications, expanding eligibility beyond net worth criteria.
- Middle East: Progressive regulations in markets such as Saudi Arabia and the UAE have enabled fractional ownership structures for real estate and private credit, creating new pathways for retail participation.

These regulatory changes are not only expanding access but also improving investor experience through enhanced disclosure standards and risk management requirements.

UNDERSTANDING THE SURGE IN INTEREST

Why are individual investors increasingly drawn to alternatives? Institutional investors have long recognized the benefits, with diversification as a primary driver. Sovereign wealth funds and pension plans allocate substantial capital to alternatives because these assets behave differently from public markets, helping stabilize long-term portfolio performance.

There are attractive opportunities to increase diversification with private markets exposure, but market cycles and macroeconomic conditions require patience and discipline. Rising interest rates in recent years have prolonged exit horizons, reinforcing the importance of long-term strategies.

THE NEED FOR FINANCIAL EDUCATION

As private markets open to a broader audience, investor education becomes essential. Retail investors have flocked to platforms that make complex assets appear simple, but private market investing is not designed for instant, short-term trading. Liquidity is not immediate; exits typically depend on IPOs, trade sales, or secondary transactions.

Without proper education, investors risk misinterpreting timelines, constraints, and return expectations. This is why the debate around redefining "accredited investor" matters. The goal is not to restrict access but to ensure individuals have the right information, protections, and expectations before entering a market fundamentally different from public equities.

FUELLED BY INVESTOR DEMOCRATIZATION

For asset managers, democratization represents a significant growth opportunity. Changing access rules and evolving regulations mean managers can engage with a vastly broader investor base. Individual investors are emerging as a powerful new force in private capital, representing an estimated \$80 trillion in potential assets.

This democratization marks more than just a financial evolution; it signals a structural rebalancing of global capital, broadening participation beyond institutions and opening new pathways for growth.

By expanding access to private markets, this shift has the potential to direct more capital toward the real economy, supporting mid-market enterprises, sustainable infrastructure, and innovation-led growth. These sectors are critical drivers of employment, productivity, and long-term competitiveness, and increased private capital flows can accelerate their development at scale.

Technology will play a pivotal role in this evolution. Digital solutions streamline onboarding, enhance transparency, and provide investors with real-time insights, capabilities that were once exclusive to institutions. Managers who combine technological innovation with robust governance and investor education will be best positioned to lead in this new era.

LOOKING AHEAD: THE FUTURE OF PRIVATE MARKETS

The democratization of private markets is no longer a distant prospect; it is underway, and the next five years will determine its trajectory. Technology, regulation, and investor appetite are converging to create unprecedented access, but success will depend on trust, transparency, and education.

For asset managers, this is an opportunity to unlock new pools of capital and fuel innovation, infrastructure, and growth worldwide. For individual investors, it is a chance to participate in shaping the real economy, provided risks are understood alongside rewards.

The question is not whether private markets will become more inclusive, but how responsibly and effectively this transformation will occur. Those who lead with patience, discipline, and innovation will define the next chapter of global investing. ◀



THE MENA WEALTH CORRIDOR: A NEW CENTER OF GRAVITY

The Middle East and North Africa are entering a defining era. Long seen as a source of capital, the region is now emerging as a global center of gravity for wealth and investment. This transformation is driven by bold vision, regulatory modernization, digital innovation, and a relentless ambition to connect East and West. ›



Yusef Al Yusef
Global Head of
Distribution



For global investors, the message is clear: MENA is no longer peripheral. It is becoming central to any serious discussion about growth and innovation. With abundant capital, regulatory sophistication, technological ambition, and a strategic location, the region offers a combination that is hard to replicate elsewhere.”

In just a few years, the Gulf states have evolved from regional hubs into magnets for global capital, talent, and innovation. They are shaping new models of growth and attracting investors seeking both institutional stability and long-term opportunity.

Digital transformation is central to this shift. Sovereign strategies such as the UAE's National AI Strategy 2031 and Saudi Arabia's Vision 2030 set the blueprint for leadership in the digital age. At Investcorp, we share this “digital-first” mindset. Our platforms, including the Investcorp Wealth app, make cross-border investing more accessible than ever.

The region's strategic position at the crossroads of East and West reinforces its role as a natural bridge for global markets. Gulf states are leveraging this advantage to enable seamless partnerships and dynamic capital flows between North America, Asia, Europe, and Africa.

For global investors, the message is clear: MENA is no longer peripheral. It is becoming central to any serious discussion about growth and innovation. With abundant capital, regulatory sophistication, technological ambition, and a strategic location, the region offers a combination that is hard to replicate elsewhere.

Our experience and roots in the region have taught us that the most successful investments anticipate fundamental shifts, such as the rise of the MENA wealth corridor. This is not just participation in tomorrow's economy; it is leadership in shaping it. ◀

VALUE CREATION AND PORTFOLIO ENGAGEMENT IN PRIVATE EQUITY

For much of the period from the 2008 Global Financial Crisis through the 2020-2021 Covid pandemic, private equity delivered strong returns through two powerful engines of value creation: revenue growth and valuation multiple expansion. Revenue growth alone accounted for 40-50% of value creation in global buyouts, while multiple expansion contributed a further 35-45%. EBITDA margin expansion, by contrast, played only a marginal role. That historical mix is now changing, and with it the playbook for value creation in private equity.

Buyout valuation multiples rose steadily from a trough of approximately 6.5x EBITDA in 2009 to around 12.0x by 2021-22, supported by an era of exceptionally low interest rates. Since 2022, multiples have largely plateaued. For deals originated from the 2021 vintage onwards, multiple expansion is unlikely to be a meaningful contributor to returns. ➤





Daniel Lopez-Cruz
Global Head of
Private Equity

This reality poses a defining challenge for the industry: how to sustain attractive performance when one of its historical value creation tailwinds has largely disappeared?

The answer lies in a renewed and more disciplined focus on value creation and engagement at the portfolio company level. Revenue growth must sit at the core of any credible strategy. Ultimately, it is top-line growth that strategic buyers and public markets pay for. It is also the most powerful return driver available to financial sponsors. Inorganic growth through add-on acquisitions also remains a critical enabler. Over the past decade, add-ons have represented 30–40% of overall buyout deal value and up to 70% of deal count, not only accelerating revenue growth but also lowering blended entry multiples and indirectly supporting exit valuations.

Organic growth, however, rarely happens by accident. Many portfolio companies are excellent operators but are not structured for sustained, above-market growth. This often requires upfront investment: strengthening management teams, upgrading reporting systems, and professionalising go-to-market, pricing and sales effectiveness. In practice, this may mean accepting some near-term margin pressure as organisations are prepared for scale. The discipline lies in making those investments early and with clear intent.

Portfolio engagement is therefore inseparable from value creation. Yet across the industry, portfolios have expanded faster than investment and post-acquisitions teams over the last five years stretching engagement capacity and forcing difficult prioritisation choices. This makes it imperative to “do a few things very well”: install the right management teams quickly, establish robust and timely reporting, and focus senior investment professionals where they add the most value, particularly on management assessment and inorganic growth execution.



In a world where valuation multiples cannot be expected to materially grow from current levels, private equity returns will increasingly be earned, not assumed.”

Looking ahead, productivity gains from artificial intelligence may open a new additional frontier for value creation. While margin expansion has historically been elusive, early evidence suggests that AI could materially enhance efficiency and decision-making within portfolio companies, potentially shifting the drivers of value creation in ways not yet fully reflected in underwriting models.

In a world where valuation multiples cannot be expected to materially grow from current levels, private equity returns will increasingly be earned, not assumed. Superior value creation will depend on intentional portfolio engagement, pragmatic resource allocation, and an unwavering focus on growth, organic and inorganic, executed with speed, discipline and operational depth all of which the Investcorp team remain very much focused upon. ◀

CREATING VALUE THROUGH PARTNERSHIP AND PROVEN METHODOLOGY



Steve Miller
Co-Head of North
America Private Equity



Nicky McGrane
Co-Head of North
America Private Equity

After more than four decades of investing in North American mid-market businesses, we've learned that creating sustainable value requires more than capital. It demands true partnership, deep sector expertise, and a systematic approach to growth. Investcorp's North American Private Equity team has developed a value creation philosophy centered on repeatable playbooks that have consistently delivered results across market cycles.

Our approach is built on four fundamental pillars: defining a human capital strategy, accelerating organic growth, developing a "DNA for M&A," and enhancing the core infrastructure of the business across finance, IT and HR. We believe this framework enables us to achieve our ambitious goal of more than doubling EBITDA within a three to five-year typical investment period for our portfolio companies and builds better, more sustainable businesses.

RESA Power, where we quadrupled both revenue and EBITDA in just 3.5 years, is a great example of our executing on these playbooks. In 2021, when we partnered with RESA founder Monte Roach, RESA was the fifth-largest player in the power services market. By 2025, when we exited RESA, we had helped transform the business into the clear market leader by developing a national accounts sales strategy, executing strategic acquisitions, and creating an industry-first employee ownership program covering nearly 900 employees. ▶



Our approach is built on four fundamental pillars: defining a human capital strategy, accelerating organic growth, developing a 'DNA for M&A,' and enhancing the core infrastructure of the business across finance, IT and HR."

The employee ownership program gave each RESA employee an ownership stake in the company, which represented a particularly powerful value creation tool, enhancing retention and engagement levels significantly. When we exited, every employee received what was, for most, the largest check they'd ever received. This approach has proven so effective that we're implementing a similar program at Kanawha Scales & Systems, in which we invested in November 2025.

Geographic and capability expansion through add-on acquisitions remains central to our strategy across the portfolio. Over the last twenty-four months, we have completed 22 add-ons representing over \$800 million in transaction value. Since launching Fund I, we've completed over 45 add-ons valued at approximately \$1.2 billion.

Our sector focus on Business & Professional Services and Commercial Services reflects our conviction in resilient, asset-light businesses with strong free cash flow profiles. We've also found that such verticals suit our model for value creation the best, representing growing portions of the U.S. economy and offering multiple avenues for expansion. We target fragmented markets with secular tailwinds, seeking companies with defensible market positions and what we call a "reason to exist."

Our value creation model is grounded in partnership with exceptional management teams. We're often the first institutional

capital for founder-led businesses, bringing not just funding but also providing strategic guidance and operational expertise. Our network of advisors, seasoned CEOs and C-level executives with deep industry knowledge, offers portfolio companies board-level expertise across key functional areas.

In today's challenging market environment, our disciplined approach differentiates us. We typically complete two to three platform investments annually from over 600 opportunities reviewed, and we maintain conservative leverage levels that provide our businesses flexibility to grow and adapt. This discipline has served us particularly well as interest rates rose and market conditions tightened.

Looking ahead, demographic and industry trends present significant opportunities. We intend to stick to our knitting and pursue the same approach we have for the past decade of looking for founder-led and family-owned businesses seeking liquidity and succession solutions in our core verticals of business and professional services and commercial services.

Our reputation as founder-friendly investors, recognized by Inc. Magazine for three consecutive years, and as true partners to management teams and their employees, positions us well to capitalize on the market opportunity. ◀

CREATING VALUE THROUGH COLLABORATIVE PARTNERSHIP: THE KSS ACQUISITION STORY



In November 2025, Investcorp acquired Kanawha Scales & Systems (KSS), a leading provider of mission-critical calibration, maintenance, and repair services for complex industrial weighing systems and automated control solutions in the United States.



Amit Gaind
Senior Managing
Director, North America
Private Equity

Investcorp's deep experience supporting technician-centric, branch-based companies like KSS will enable us to help drive the company's growth through our tried-and-true approach built on four fundamental pillars: accelerating organic growth, defining the human capital strategy, developing a "DNA for M&A," and digitizing where necessary.

As a carveout from a larger industrial company, close collaboration between Investcorp and KSS management prior to closing was needed to accelerate the value creation plan.

Amit Gaind sat down with Enrique Casafont, Managing Director, North America Private Equity at Investcorp, and Chris Carsten, CEO of KSS, to discuss the origins of the partnership and how they are collectively executing.

Q *In a carveout situation like this, what may differ from a more traditional deal?*

Enrique: In a carveout, new ownership and management must stand up the business quickly and without disruption, a crucial approach that we call "protecting the base." Our collaboration actually started three weeks before we closed because Chris and his team knew how important this was and invited us in. We can't push our way into companies we don't own; we can only enter when someone opens the door. ➤



Chris: I'm not one to have my expectations exceeded easily – I'm a pretty tough judge. But the way the Investcorp team executed the carveout has been fantastic. We cannot afford to lose valuable employees or customers, or let processes fall by the wayside. For example, we ran a brand-new employee benefits enrollment process in our first month with a new broker without a flaw. The seamless collaboration between our teams allowed for this.

Q **How does Investcorp's value creation approach differ from other private equity models?**

Enrique: We've developed what we call a "thought playbook" rather than a didactic operations playbook. We've learned over the years that coming in with a "thou shalt do X, Y, and Z" approach can alienate management teams. Instead, we present opportunities up front to gauge alignment. For example, we asked Chris whether creating a national accounts sales strategy could be a significant growth lever, which we believe it will be. If not, we wouldn't pursue it.

Chris: That collaborative approach resonated immediately with our team. When you come in with that mindset, our people are ready with open arms and excited to attack those specific opportunities. It makes everything go more quickly because you get buy-in right away, and that's exactly what happened here.



Enrique Casafont

Managing Director,
North America
Private Equity



Chris Carsten

CEO of KSS

Q **How do you identify and prioritize value creation levers?**

Enrique: At a high level, the key levers for us are human capital, our go-to-market sales strategy, M&A and digitizing where necessary. But the most important of these is human capital. In KSS's case, we need to ensure that we recruit enough technicians to accommodate future growth, as well as getting the organizational structure right and establishing M&A capabilities. ▶

CREATING VALUE THROUGH COLLABORATIVE PARTNERSHIP: THE KSS ACQUISITION STORY

Cont.

Chris: One month in, we've had a series of meetings where we laid out all the value creation levers to our senior leadership team. We assigned champions for each category, identified specific tactical and strategic actions needed, and started the process. It's been incredibly impactful.

Q **How does the employee ownership fit into your value creation strategy?**

Chris: Our team was hungry for this at different levels. The employee ownership piece helps accelerate everything because it drives engagement and retention. When you combine that with the collaborative approach, you can execute your vision much quicker.

Enrique: We raise the possibility of an Employee Ownership Program in every company we invest in, and while it doesn't make sense everywhere, it made perfect sense at KSS. The KSS EOP is the first of its kind for the weighing and scales industry backed by a financial sponsor, structured to achieve 100% employee participation, and we're excited to see it drive engagement and success.

Q **What made this partnership work so effectively from day one?**

Enrique: This goes back two years. We first met Chris when we reviewed American Equipment Holdings, KSS' former owner, in 2023. We were invited to management presentations and really liked both their crane and scales businesses. When KSS came back to market as a standalone opportunity, we were well-prepared to move quickly because of that relationship and knowledge we'd built.

Chris: I remembered Investcorp from that dinner two years ago at Michael Jordan's restaurant in Chicago. Their knowledge of the business was apparent, their level of diligence and detail was clear, and it felt comfortable right off the bat. When they appeared on the list as potential buyers for KSS, I was excited to see them there.

Q **What does successful value creation look like going forward?**

Enrique: We're laying the groundwork in our first 90 days of ownership for a Strategic Operating Plan. As Chris previously mentioned, we've conducted several collaborative meetings and have designated champions from both KSS and Investcorp to develop strategies for each value creation lever. At the end of the 90 days, we'll regroup to align and determine our action plan for the next 3-5 years to drive value creation.

Chris: I keep waiting for a hiccup or curveball, but it just hasn't happened yet. Collaboration drives disproportionate outcomes because when management teams embrace the partnership, everything accelerates. Driving value creation at a business like KSS requires great enthusiasm and buy-in. We have that here and are excited to execute this playbook in partnership with Investcorp. ◀



We've developed what we call a 'thought playbook' rather than a didactic operations playbook. We've learned over the years that coming in with a 'thou shalt do X, Y, and Z' approach can alienate management teams. Instead, we present opportunities up front to gauge alignment."

Enrique Casafont, Managing Director,
North America Private Equity





UNLOCKING VALUE: A MULTI-PRONGED APPROACH TO PRIVATE EQUITY IN INDIA



Gaurav Sharma
Head of India
Investment Business

Investcorp's India Private Equity (IIPE) group has invested in 18 businesses in recent years. Despite an average portfolio age of just 3.7 years, IIPE has achieved five full exits and one partial exit, including two companies that went public in December 2025. This performance reflects IIPE disciplined value-creation framework, which focuses on four core pillars: operational discipline, leadership reinforcement, inorganic growth, and economic alignment.

OPERATIONAL DISCIPLINE

IIPE institutes structured business reviews immediately post-investment, with a focus on unit economics, profitability levers, and working cash flow. Beyond building robust management information systems supported by standardized dashboards and actionable KPIs, the approach increasingly emphasizes digitally native systems, with data-driven decision-making at their core. At NuSummit, a financial services and cybersecurity-focused IT firm, for example, IIPE implemented comprehensive MIS and detailed reviews from day one and is now integrating AI-powered Microsoft Dynamics 365 ERP and CRM solutions ➤



This performance reflects Investcorp's India Private Equity disciplined value-creation framework, which focuses on four core pillars: operational discipline, leadership reinforcement, inorganic growth, and economic alignment."

to unify HR, sales metrics, resource utilization, and financial health data in real-time.

LEADERSHIP REINFORCEMENT

Recognizing that great organizations are built by great people, IIPE supports founders in attracting high-quality leaders from outside their industries, often at competitive compensation levels while ensuring cultural fit. IIPE, for example, brought a business leader from Blinkit, India's leading Quick Commerce company, to manage operations at XpressBees Logistics, and recruited a talented finance leader from Myntra as CFO for Unilog.

In addition, IIPE leverages Operating Partners and Advisors, seasoned industry veterans who mentor founders and CEOs on strategic vision and execution. Vivek Agarwal, with experience leading Corporate Development at Tech Mahindra (market cap \$16B), serves on NuSummit's board, while Om Manchanda, a former CEO who scaled Dr. Lal Pathlabs' revenues by 40x (market cap \$3B), advises Global Dental.

INORGANIC GROWTH

M&A has become central to IIPE's value-creation strategy. BCG research shows that buy-and-build deals generate approximately 800 basis points higher IRR than standalone PE deals. While India's fragmented and unorganized sectors favor M&A, success requires focusing on inorganic growth strategically, constant ecosystem engagement, and maintaining valuation discipline with patience and flexibility.

At Canpac packaging, IIPE identified more than 50 potential acquisition targets but adapted quickly when availability was limited, completing three acquisitions in adjacent categories, paper bags, blister-back cards, and labels, over a 24-month period. This approach accelerated growth while diversifying the company's product portfolio. XpressBees, Nephroplus, and InsuranceDekho have similarly leveraged M&A as a catalyst for expansion.

ECONOMIC ALIGNMENT

IIPE ensures that founders and management teams share meaningfully in the value they create, through profit-sharing arrangements, share appreciation rights, or performance-based ESOPs. ESOP plans were instituted in Citykart and ASG at Investcorp's initiative, while founders in ASG, InCred, Nephroplus, and Citykart received exit-linked incentives aligned with underwriting targets. At NuSummit, the top management realised meaningful positive returns within a year through a newly introduced ESOP scheme, reflecting strong business outperformance.

Beyond this framework, the investment team takes hands-on roles in driving operational improvements, championing initiatives such as the business turnaround at Wingreens and profitability improvement at Unilog. Having evolved from smaller investments of \$10-15 million with minority stakes to larger investments of \$30-130 million focused on co-control deals and growth buyouts, IIPE's multi-pronged approach has established it as a top-quartile performer in India's investment ecosystem. ↪

INVESTCORP'S REAL ASSETS TEAM TO BUILD UPON PRUDENT INVESTMENT STRATEGY IN 2026



Throughout 2025, the Investcorp Real Assets team expanded our longstanding track record of successful capital deployment while continuing to refine our investment approach. With an eye toward 2026 and beyond, the firm continues to deliver value to its stakeholders as we identify emerging opportunities in a variety of dynamic markets and maintain our focus on the strategies that set us apart.

Some highlights of successful activities in 2025 included a \$400 million industrial portfolio acquisition in select U.S. coastal markets; the \$160 million acquisition of two student housing properties at top-tier universities; securing a \$1 billion loan to refinance four industrial portfolios; the \$550 million disposition of a 12-asset multifamily portfolio; and \$725 million in diversified industrial portfolio liquidations, which returned significant capital back to our investors. These achievements reflect our commitment to creating value across market cycles as well as our disciplined execution process, as we seek to strategically add portfolio assets while selling others to deliver returns to our investors. ➤

\$1bn

loan secured to refinance four industrial portfolios in 2025

\$725m

in diversified industrial portfolio liquidations, returning capital to investors

98%

of the U.S. portfolio concentrated in industrial and residential asset classes

\$1.8bn+

in total transaction activity executed in 2025 across industrial, multifamily, and student housing assets



Herb Myers
Global Head of
Real Assets

As we start the new year, our team plans to continue leveraging attractive market conditions for the industrial and residential asset classes, which make up 98% of our U.S. portfolio. The U.S. and European industrial markets remain strong, with solid fundamentals supported by robust e-commerce activity. Moreover, a significant decrease in construction starts and deliveries along with rising industrial rents bode well for the firm's existing industrial investments. For multifamily and student housing, demographic and affordability conditions have led to favorable opportunities, which we expect to continue in 2026. Economists expect rent growth to strengthen as supply and demand rebalance, resulting in positive tailwinds for our workforce housing and value-add investments. Additionally, we recently re-entered the senior housing space and will seek to expand our portfolio in this sector with new opportunities in the coming year.

Our infrastructure business also saw compelling wins in 2025 that align with our value-creation plan. These include establishing a transformative strategic partnership with Porter Airlines at Hamilton International Airport, one of our Canadian airports, which we expect will significantly accelerate growth in passenger volume. We also expanded the service



These achievements reflect our commitment to creating value across market cycles as well as our disciplined execution process, as we seek to strategically add portfolio assets while selling others to deliver returns to our investors."

offerings of one of our portfolio companies through a targeted bolt-on acquisition with DP World Australia acquiring 100% of Silk Logistics Holdings, an integrated port-to-door logistics provider, for approximately \$174.5 million. This transaction enhances DP World Australia's national landside capabilities and significantly advances its integrated end-to-end supply chain offering. Additionally, with respect to our JFK International Airport Terminal 6 redevelopment project, several contracts with leading international airlines were secured, providing for a diversified and effectively structured customer base for the new terminal. As we look ahead to 2026, we expect to continue engaging and aligning with key stakeholders, especially public authorities, to ensure alignment with the commercial success of our investments.

Since 1996, the Investcorp real estate team has acquired approximately 1,500 properties for a total value of over \$28 billion and currently has approximately \$11.4 billion in global real estate assets under management. The firm's infrastructure business has roughly \$4.7 billion in assets under management. ◀

CREATING VALUE THROUGH ACTIVE CREDIT MANAGEMENT IN AN EVOLVING MARKET

In today's dynamic credit markets, creating value for investors demands deep expertise, active portfolio management, and staying nimble to capitalize on opportunities across market cycles. With over a 20-year history of navigating various credit cycles and macro events, Investcorp Credit Management (ICM) has the global scale and agility to respond to changing market conditions.

As a top 25 global CLO manager with over \$20 billion in assets under management, we've built a credit management platform that combines institutional rigor with entrepreneurial flexibility. We seek to create value for our investors with an approach that emphasizes conservative portfolio construction, active trading and portfolio management, and timely and efficient CLO origination and structuring. Most importantly, we maintain a relentless focus on strong ongoing performance that preserves collateral value and drives attractive risk-adjusted returns for our investors.

Our value creation philosophy begins with our people. Our senior management teams in the U.S. and Europe have worked together for an average of over 18 years. With "boots on the ground" in both the U.S. and Europe, our 29 global investment professionals



Dominic Courtman

Senior Portfolio Manager, Investcorp Credit Management



Brian Marshall

Senior Portfolio Manager, Investcorp Credit Management

collaborate closely and can leverage local research expertise to analyze cross border transactions sponsored by global PE shops. This continuity and depth of expertise result in unparalleled access to capital markets and an extensive network of banking and private equity sponsor relationships. In markets that have seen a recent shortage of new-issue broadly syndicated loans, this advantage manifests itself with strong allocations in new issue loans and the ability to identify relative value opportunities that others might miss. We have also built partnerships with the leading global ➤

CLO tranche investors who value our market longevity, stable performance, and alignment of interests through our captive CLO equity programs. This enables us to opportunistically access the capital markets and obtain strong execution amidst varied credit conditions. As a global platform, ICM has executed over \$8.5 billion of capital market transactions in the last 12 months including seven new CLOs, seven resets and six refinancings.

The current market environment presents compelling opportunities for active managers. As bank demand returns to the CLO market and spreads compress, we're seeing increased opportunities to create value through both liability management and strategic portfolio positioning. Our dual presence in U.S. and European markets, managing 31 U.S. CLOs and 20 European CLOs, provides unique insights into cross-border opportunities and relative value dynamics. In particular, it allows us to cross-refer deal flow between the two markets, leveraging the strength of our PE Sponsor relationships in each jurisdiction to create investment opportunities as existing U.S. or European borrowers move to issue globally.

Technology and data analytics increasingly drive and enhance our investment efforts. We've invested significantly in systems that enhance our credit analysis and trading capabilities, allowing us to process vast amounts of information across our nearly 650 global borrowers. This technological edge, combined with our experienced team, enables us to make more informed decisions faster, capturing value in rapidly moving markets.

Looking ahead, we see several key areas for growth and value creation. We are leveraging our existing global platform to offer investors access to complementary credit products and fund structures. Our deep expertise in CLOs, structured credit, and risk management has enabled us to construct tailored portfolios of U.S. and European CLO debt and equity tranches of third-party CLO managers. We also believe that over the credit cycle, funds with a dynamic credit allocation approach to CLO tranches can generate attractive risk adjusted returns by exploiting relative and absolute value opportunities in normalized and dislocated periods. As markets evolve, our ability to



In today's dynamic credit markets, creating value for investors demands deep expertise, active portfolio management, and staying nimble to capitalize on opportunities across market cycles."

provide flexible capital solutions like these, in both broadly syndicated loans and CLO debt tranches, becomes increasingly valuable to both borrowers and investors.

Our commitment to creating value extends beyond returns. We believe in building lasting partnerships with our investors, providing transparency, and maintaining alignment of interests. We remain focused on providing our underlying CLO equity investors with attractive returns through strong quarterly distributions. With over \$850 million in CLO equity exposure through our global captive equity funds, the ICM franchise has significant alignment of interest with both debt and equity investors.

As we navigate the current environment of global geopolitical risks, lingering inflation, evolving regulatory and trade policies, and global central bank policy, our focus remains on delivering durable, long-term value through active management. By combining our global scale with local expertise, maintaining disciplined credit selection, and continuously adapting to market conditions, we're positioned to create sustainable value for our investors across credit cycles.

In an industry often focused on short-term gains, our value creation strategy emphasizes building enduring capabilities that compound over time, a philosophy that has guided us for over two decades and will continue to drive our success. ↪

LARGE-CAP TOOLS FOR MID-MARKET GPS: CREATING VALUE THROUGH PRODUCT INNOVATION

Private markets are experiencing their most significant transformation in decades. Capital formation, once the exclusive domain of institutions, is being fundamentally reshaped by surging demand from private wealth channels: RIAs, private banks, family offices, and new digital platforms.



The scale is staggering. In 2024, private wealth represented over 20% of global fundraising, more than double a decade earlier. Wealthy households now control over \$150 trillion globally, yet allocations to private markets remain in the low single digits. That delta represents not just whitespace, but a defining market inflection point.

Large-cap GPs moved first, building evergreen funds, securing shelf space, and educating advisors. But as product saturation sets in, the market is shifting again. Sophisticated wealth platform allocators are seeking something more: thematic focus, structural flexibility, and closer alignment with the underlying investment engine.

THE MID-MARKET ADVANTAGE

This evolution is where mid-sized GPs have a natural competitive edge. They are often closer to unique assets, more focused on sourcing, and more responsive to market dynamics. But to access wealth capital effectively, they need more than strong performance, they need adapted product structures, credible distribution models, and infrastructure that meets the rising expectations of this growing channel. ➤

**Ravi Thakur**

COO & GP Development Partner, Strategic Capital Group

**Svein Floden**

Head of Product Design and Development, Strategic Capital Group



Ultimately, we don't view accessing wealth capital as simply another fundraising channel. It's about building more resilient, diversified, and future-ready firms."

At Strategic Capital Group (SCG), we believe helping our partner GPs navigate this landscape is one of the most impactful ways we can create sustainable, long-term value.

A STRATEGIC FRAMEWORK FOR WEALTH CHANNEL ACCESS

We've developed a practical playbook to help mid-sized GPs engage the wealth channel, not as a tactical guide, but as a strategic framework for enabling product design and scalable capital access. It begins with intelligent sequencing: understanding where a firm stands today, which segments it wants to reach, and what structures or partnerships are required to get there. In many cases, that means starting with white label solutions, feeder platforms, co-investment SPVs, or select syndications, before moving into more robust wrappers like interval funds or ELTIFs.

It also requires embracing technology as a strategic lever. Wealth allocators now expect institutional-grade service, from seamless onboarding and transparent reporting to intuitive liquidity mechanics and digital workflows. Many of our partner GPs already have foundational pieces in place. Our role is to help reconfigure and supplement those capabilities to meet the elevated standards, without asking firms to overbuild or lose focus on their core competencies.

BUILDING FUTURE-READY FIRMS

Ultimately, we don't view accessing wealth capital as simply another fundraising channel. It's about building more resilient, diversified, and future-ready firms. The GPs who will succeed in this evolving landscape won't be those who merely mimic large-cap strategies, they'll be the ones who thoughtfully adapt their own strengths to capture this massive opportunity.

That's the strategic focus of our work at SCG: delivering large-cap tools and capabilities to mid-market GPs in ways that amplify their ability to scale their businesses, and position them to thrive in the next era of private markets.

As part of this commitment, we've expanded our senior team to bring dedicated expertise in wealth strategy, product design, and execution capabilities. This investment reflects our broader conviction: helping our partner GPs modernize how they access capital while building enduring value that performs across market cycles.

The wealth channel transformation is just beginning, and we're positioned to help our partners lead it. ↪

HARNESSING COMBINED ASSURANCE FOR STRATEGIC ADVANTAGE IN ALTERNATIVE ASSET MANAGEMENT



Fortune Chigwende

Global Head of
Assurance

Alternative asset management encompasses a broad range of investment strategies spanning core asset classes such as private equity, real assets (real estate and infrastructure), credit and hedge funds. Other alternative asset classes include commodities, collectibles & tangible assets, and digital assets & cryptocurrencies. These asset classes are often characterized by illiquidity, complexity, and exposure to unique market, operational, and regulatory risks.

As the Head of Assurance at Investcorp, I recognise that the dynamic nature of alternative assets demands a different approach to risk oversight and assurance.

THE CASE FOR COMBINED ASSURANCE

For Investcorp, private equity, real assets, credit, and liquid strategies have distinct risk profiles that present both challenges and opportunities, and also share some common fundamentals and themes. Consequently, our Global Assurance team recognized the need for a more integrated and strategic approach to “assurance”.

Investcorp implemented a Combined Assurance framework that aligns Risk Management, Compliance, Information Security, Anti-Money Laundering, and Internal Audit functions to respond proactively to risks and opportunities and deliver an integrated view of risks and controls across the organization.

Relative to assurance models that operate in silos, a Combined Assurance approach fosters collaboration across the lines of defense and maps assurance activities to clarify roles, responsibilities and coverage across the first (Investment, Distribution, and Operations teams) the second (Risk Management, Cyber Security, Anti-Money Laundering, and Compliance teams) and the third (Internal Audit) lines of defense. Each team and line ➤

of defense provides a unique perspective on control effectiveness, which is consolidated, discussed, and measured against Investcorp's risk appetite to identify areas where assurance coverage is strong and also areas for enhancement. This integrated approach proves particularly valuable in alternative asset management, where investment decisions are nuanced, portfolios are diverse, and risks and rewards typically exceed those of traditional asset classes.

WHY COMBINED ASSURANCE MATTERS

Alternative asset managers like Investcorp are entrusted by their clients with significant amounts of capital to be deployed to generate risk adjusted returns. Transparency, governance, and risk oversight are regulatory requirements and also are competitive differentiators that provide stakeholders with greater confidence in Investcorp's control environment. A Combined Assurance approach enables Investcorp to:

- Enhance stakeholder confidence by demonstrating robust control environments and proactive risk management
- Streamline assurance activities, by reducing duplication and freeing resources for strategic initiatives
- Improve decision-making through a holistic view of risks and controls across asset classes, geographies, and functions

A Combined Assurance framework provides a mechanism for proactive early risk detection, coordinated responses to risks and incidents, and continuous enhancement of the control environment.

KEY ENABLERS FOR COMBINED ASSURANCE

Investcorp's Global Assurance team focused on three critical areas to embed its Combined Assurance approach:

1. **Tone from the Top and Leadership Alignment:** the Board of Directors, through the Audit and Risk Committee, and senior executives champion a combined assurance model to drive the integration of assurance into Investcorp's operations.
2. **Culture of Collaboration:** open communication, discussion, and debate among investment professionals, risk and compliance teams, and internal auditors to foster trust and transparency.

3. **Continuous Communication:** regular dialogue among assurance providers builds alignment on risk priorities and continuous improvement.

These focus areas will advance us to the next level of the framework, which includes harnessing the benefits of data and technology. As Investcorp's data governance processes expand firmwide, the next phase will leverage data analytics and integrated assurance platforms to streamline reporting and enhance visibility of enterprise-wide risks.

CHALLENGES TO NAVIGATE

A successful implementation of a Combined Assurance framework in alternative asset management should overcome challenges such as shifting priorities across teams, fragmented data sources, and legacy systems that can delay progress. Effective leadership, a clear strategy, technology, and change management processes are required to navigate these obstacles. Engaging stakeholders early and fostering a culture of collaboration are critical to overcoming resistance and increasing sustained adoption.

CONCLUSION

I view the Combined Assurance framework not as a temporary trend or basic compliance measure, but as a strategic approach designed to support resilience and enhance transparency for Investcorp. The alignment of assurance efforts enables Investcorp to deliver for clients and meet regulatory expectations, in addition to:

- Unlocking deeper insights on risks and controls
- Fostering richer understanding of the firm's risk appetite
- Driving operational excellence
- Strengthening stakeholder relationships

In an industry defined by complexity and innovation, a Combined Assurance approach offers clarity, confidence, and a foundation for sustainable growth. ◀

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