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# A Leading Global Alternatives Investment Firm

March 2026

# A leading independent global alternatives investment firm

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

## Direct investment platform

diversified across multiple asset classes with

**\$62.3bn AUM<sup>1</sup>**

## Differentiated and resilient fundraising franchise

with unique access to GCC investors<sup>2</sup>

## Trusted partner with 44-year track record

of delivering consistent 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 Assets



**Real Estate**

Investments in income generating residential and commercial real estate properties



**Infrastructure**

Investments in global value-add infrastructure projects

### Liquid Alternatives



**Absolute Return Investments**

Customized FoF, single managers, UCITS funds and special opportunities



**Insurance Investment Solutions**

Investment management services to meet unique needs of insurers



2021 Private Equity Firm of the year in MENA



10 European CLO Manager & Top 21 Global Manager<sup>3</sup>



Ranked #42 in 2025 PERE 100 List<sup>4</sup>



In 50-50 partnership with Corsair<sup>5</sup>



Best Seeding Platform Award by HedgeWeek for 7 consecutive years<sup>6</sup>



Affiliated US life annuity platform<sup>7</sup>

Source: Company. As of December 31, 2025. Note: The reference to a ranking or award is not a guarantee of future results of the Manager or a Fund and is not indicative of future ranking.

<sup>1</sup> AUM shown is as of December 31, 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 \$1.1 billion. Asset class regulatory AUM ("RAUM") as defined by the SEC as of June 30, 2025: Private Equity \$3.5bn; Strategic Capital \$1.9bn; Credit Management \$20.8bn; CMIP \$0.4bn; Absolute Return Investments \$1.2bn; Insurance \$2.7bn; Infrastructure \$4.3bn. Real Estate investment assets are not considered under RAUM.

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

<sup>3</sup> [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.

<sup>4</sup> [PERE Staff](#), June 2, 2025.

<sup>5</sup> Investcorp-Corsair Infrastructure Partners, LP is a 50/50 joint venture ("JV") between Investcorp and Corsair Capital's infrastructure business formed in December 2023.

<sup>6</sup> Best Seeding Platform Award by [HedgeWeek](#) for 7 consecutive years (2017-2023), October 26, 2023.

<sup>7</sup> [Ibexis Life & Annuity Insurance Company](#) is an affiliated US life annuity platform launched by Investcorp in September 2022.

# Key corporate milestones

Building Investcorp with a thoughtful and 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

## 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

## 2022

Celebrated 40 years of Investcorp

## 2022

Launched the Insurance Investment Solutions business with affiliated life insurance Carrier - Ibexis

## 2023



Successfully listed Investcorp Capital on ADX, raising gross proceeds of approximately **\$450 million**

## 2024



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

## 2026 and beyond

Profitable growth to **\$100bn AUM**

Source: Company. As of December 31, 2025.

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

Combining global scale with deep local presence, expertise and insight



Los Angeles<sup>3</sup> | New York | London | Luxembourg<sup>3</sup> | Bahrain | Abu Dhabi | Riyadh | Doha<sup>3</sup> | Mumbai | Delhi | Ahmedabad<sup>3</sup> | Beijing | Singapore | Tokyo<sup>3</sup>

Source: Company. As of December 31, 2025.

<sup>1</sup> Employee count refers to all full-time Investcorp employees as of December 31, 2025.

<sup>2</sup> AUM shown is as of December 31, 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 \$1.1 billion. Asset class regulatory AUM ("RAUM") as defined by the SEC as of June 30, 2025: Private Equity \$3.5bn; Strategic Capital \$1.9bn; Credit Management \$20.8bn; CMIP \$0.4bn; Absolute Return Investments \$1.2bn; Insurance \$2.7bn; Infrastructure \$4.3bn. Real Estate investment assets are not considered under RAUM.

<sup>3</sup> 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	<b>Buyout and Growth</b>	<b>Mid-market private equity investments in the US, Europe, ME / GCC, India, Southeast Asia, and China</b> 44 years track record	78 investment professionals	\$23.6bn equity invested <sup>1</sup> across 281 investments since inception 110 current portfolio companies
	<b>GP Staking</b>	<b>Minority stakes in private mid-market GPs</b> 7 years track record	9 investment professionals	~\$1.7bn AUM across 12 alternative asset managers in the US and Europe
Credit	<b>CLO / Structured Credit</b>	<b>CLOs &amp; broadly syndicated loans investments in the US and Europe</b> 20+ years track record	38 investment professionals	Top 10 European CLO Manager & Top 25 Global Manager <sup>2</sup> invested in ~650+ companies <sup>3</sup>
	<b>Private Credit</b>	<b>US mid-market direct lending</b> 13+ years track record	12 investment professionals	\$2.6bn+ invested in 175+ businesses <sup>4</sup>
Real Assets	<b>Real Estate</b>	<b>Global real estate investments focused on core plus commercial &amp; residential properties</b> 30 years track record	32 investment professionals	\$28bn+ invested across 1,550+ properties since inception Ranked 42 <sup>nd</sup> in 2025 PERE Top 100 Global Private RE Managers <sup>5</sup>
	<b>Infrastructure</b>	<b>Investments in global transportation and logistics and GCC infrastructure</b> 10 years track record	12 investment professionals	~5.4bn invested across ~30 investments <sup>6</sup>

Source: Company. As of December 31, 2025. Note: Count of investment professionals refers to all investment team professionals, including JVs.

<sup>1</sup> Including co-investors, fee-paying as well as non-fee paying.

<sup>2</sup> 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.

<sup>3</sup> Number of individual companies underlying CLOs have exposure to as of September 30, 2025.

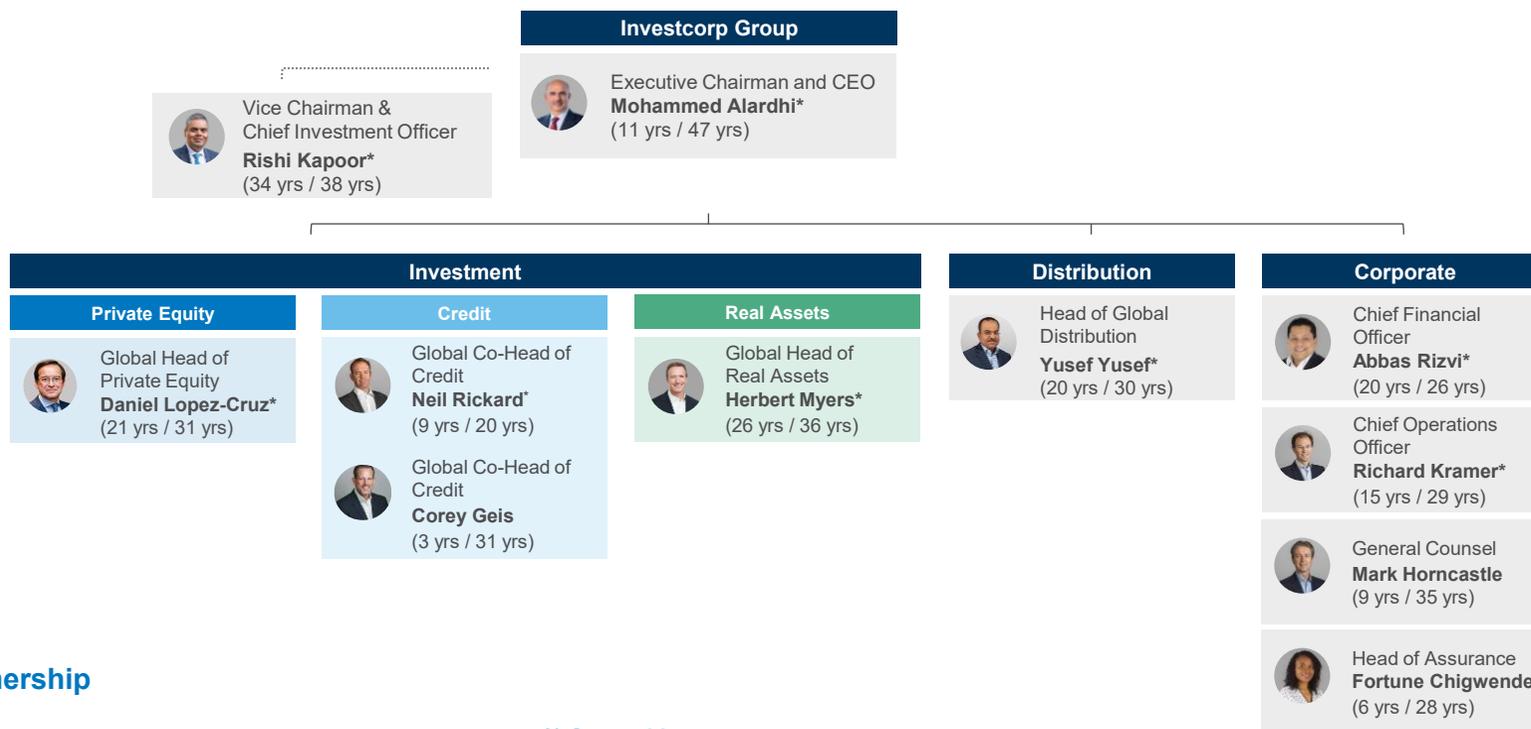
<sup>4</sup> Total dollar value of capital invested in loans at cost across IPCF and BDC II portfolios from Sep 2019 through Dec 2025 and ICMB from Sep 2013 through Dec 2025.

<sup>5</sup> 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.

<sup>6</sup> \$5.1 bn Invested capital across ICIP-managed funds, vehicles, and accounts across 19 transactions, as of September 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



\* Member of the Executive Committee

## Investcorp Ownership

### Shareholder

Shareholder	% Ownership
Investcorp Employees <sup>1</sup>	29%
Mubadala	20%
Other GCC Sovereign Entities <sup>2</sup>	33%
GCC Merchant Families	18%

Source: Company, As of December 31, 2025. Note: Years of experience in parenthesis referring to Investcorp experience / Professional experience.

<sup>1</sup> Employee ownership includes 9.9% treasury shares.

<sup>2</sup> Includes three shareholders.

# 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



**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 the 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 (2025) by Equality Group<sup>1</sup>

Achieved

**92%**

employee satisfaction in latest firmwide engagement survey

More than

**50 events**

in the last 12 months held across our offices and 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 fourth

**Nemir Kirdar Global Internship Program**

92% of internship expectations exceeded



Over

**900 hours**

spent on training and development courses



## Memberships and Affiliations



## Education Partners



Source: Company. As of December 31, 2025. Note: Please refer to <https://www.investcorp.com/sustainability/> and <https://www.investcorp.com/culture-and-development/> for additional information about Investcorp's responsible business and diversity, equity and inclusion practices.  
<sup>1</sup> Honordex PE & VC Report 2025, March 2025. The reference to a ranking or award is not a guarantee of future results and is not indicative of future ranking.

# 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**<sup>1</sup>

in the Middle East, three years in a row

Achieved a

**72% (4/5 star)**

rating across all modules in latest PRI assessment

Fourth consecutive year voted within

**top 10**

of PE firms globally by Equality Group

Published our

**6<sup>th</sup> Sustainability Report**

in January 2026, highlighting progress across core initiatives

Updated

**RI Policy Suite**

to align with current market best practice

Reduced operational emissions by

**41%**

versus FY19 baseline year in line with our commitment to achieve net zero emissions by 2050<sup>2</sup>

## Select Memberships & Affiliations



Source: Company. As of December 31, 2025. Note: For additional information, please refer to <https://www.investcorp.com/sustainability/>.

<sup>1</sup> Forbes Middle East: <https://www.forbesmiddleeast.com/lists/the-middle-east-sustainability-leaders-2025/>. The reference to a ranking or award is not a guarantee of future results and is not indicative of future ranking.

<sup>2</sup> Operational emissions refers to Scope 1 and Scope 2 emissions across fiscal years, from 1st July to 30th June. Latest emissions estimates (FY25) not audited.

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Past performance is not indicative of future returns. No representation is being made regarding future returns for investors.

Rankings are based on specific criteria and time periods and do not guarantee future performance.

Investcorp has \$62.3 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.

# INVESTCORP

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Santa Monica, CA, 90401  
**United States of America**

## NEW YORK

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New York, NY 10017  
**United States of America**

## LONDON

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London W1K 3HW  
**United Kingdom**

## LUXEMBOURG

58, Rue Charles Martel  
2134, Luxembourg  
**Luxembourg**

## BAHRAIN

Investcorp House  
PO Box 5340  
Manama  
**Kingdom of Bahrain**

## ABU DHABI

Al Sila Tower – 8<sup>th</sup> Floor  
Abu Dhabi Global Market  
Square  
Al Maryah Island  
P.O. Box 36961, Abu Dhabi  
**United Arab Emirates**

## RIYADH

Al Faisaliah Tower – 29<sup>th</sup> Floor  
P.O. Box 61992  
Riyadh 11575  
**Kingdom of Saudi Arabia**

## DOHA

Qatar Financial Centre  
Tower 1, Suite 701  
West Bay Area  
P.O. Box 24995, Doha  
**State of Qatar**

## MUMBAI

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

## DELHI

16<sup>th</sup> Floor, Tower-9A,  
DLF Cyber City,  
DLF Phase III,  
Haryana, Gurugram 122002  
**India**

## AHMEDABAD

Signature building, Block 13-B  
Zone 1 GIFT SEZ, GIFT City  
Gandhinagar- 382355  
Gujarat  
**India**

## BEIJING

China Central Place, Tower 2  
#1302, 79 Jianguo Road  
Chaoyang District  
Beijing 100025  
**P.R. China**

## SINGAPORE

10 Marina Boulevard  
Marina Bay Financial Centre  
Tower 2, Level 14-04  
Singapore 018983  
**Republic of Singapore**

## TOKYO

Yurakucho Denki Building  
North Tower 12F  
1-7-1 Yurakucho, Chiyoda-Ku  
Tokyo 100-0006  
**Japan**