



Sustainability and People

27 JANUARY 2022

Presenting today and agenda

Presenting today



Benoît Durteste
CEO and CIO



Antje Hensel-Roth
CPEAO



Krysto Nikolic
Global Head of
Real Estate



Chris Nichols
Head of Sale and
Leaseback



Eimear Palmer
Head of Responsible
Investing

Agenda

- Introductory remarks
- Responsible Investing
- Deep-dive on Sale and Leaseback
- Our people
- Concluding remarks

Q&A



Introductory remarks

Key takeaways



Long-standing focus for ICG



Success in these areas supports execution of multiple avenues of compounding growth



Hire and develop diverse talent to drive innovation, investment and operational excellence



Strive to be at the forefront of our industry in sustainability: have made ambitious commitments



Responsible investing helps future-proof existing strategies and opens new opportunities

Clear leadership and responsibility

BOARD OVERSIGHT



Lord Mervyn Davies
Chair



Amy Schioldager
Non-Executive Director
Responsible for Employee Engagement



Stephen Welton
Non-Executive Director
Responsible for ESG

EXECUTIVE COMMITTEE



Benoît Durteste
CEO and CIO



Vijay Bharadia
CFO



Antje Hensel-Roth
CPEAO

SENIOR MANAGEMENT



Rosine Vitman
Head of Investment Office



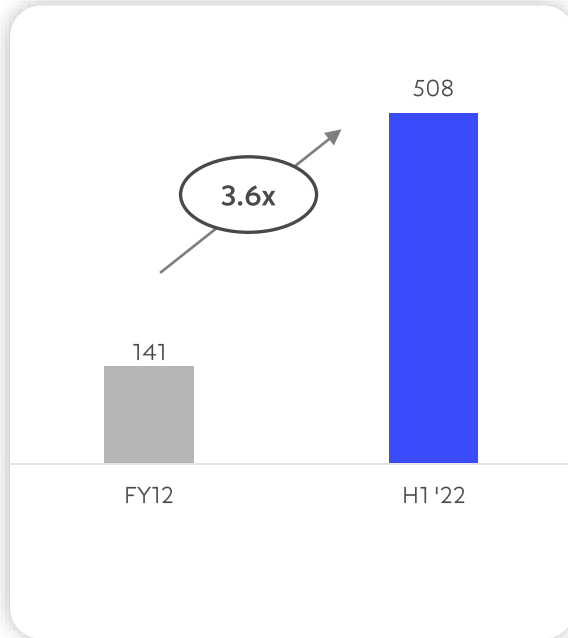
Eimear Palmer
Head of Responsible Investing

Responsible Investment Committee

- In place since 2014
- Comprised of senior investment professionals from all asset classes
- Chaired by Head of Investment Office
- Supports integration of Responsible Investing policy across ICG

Our people and culture underpin our success

EMPLOYEES



THIRD-PARTY AUM



FMC PBT



Sustainability embedded in our growth strategy



How we grow

GROW “UP”

Raising larger vintages of existing strategies

GROW “OUT”

Bringing new strategies to market



Recent examples

Europe Corporate

Sale and Leaseback I + Infrastructure Equity I



Sustainability integrated

Enhanced ESG engagement framework in Europe VIII

Alignment with UN SDGs:



Sustainability-themed funds

Alignment¹ with UN SDGs:



¹ SDG alignment combines both Sale and Leaseback and Infrastructure Equity I

Highlights of 2021



99%

capital raised since
31 March 2021
classified
as Article 8



Net zero

By 2040



3

Sustainability-theme
products in the
market³



Leadership

Enhancing focus
on culture,
D&I and ESG



\$4bn

ESG-linked financing
raised²

¹ In the twelve months to 31 March 2021; ² As at 31 December 2021, adjusted to include the EUR500m sustainability-linked Eurobond that was priced on 20 January 2022; ³ During 2021



Responsible Investing

Recap on responsible investing at ICG

100%

Responsible investing
policy covers 100% of AUM

99%

capital raised since
31 March 2021 classified
as Article 8

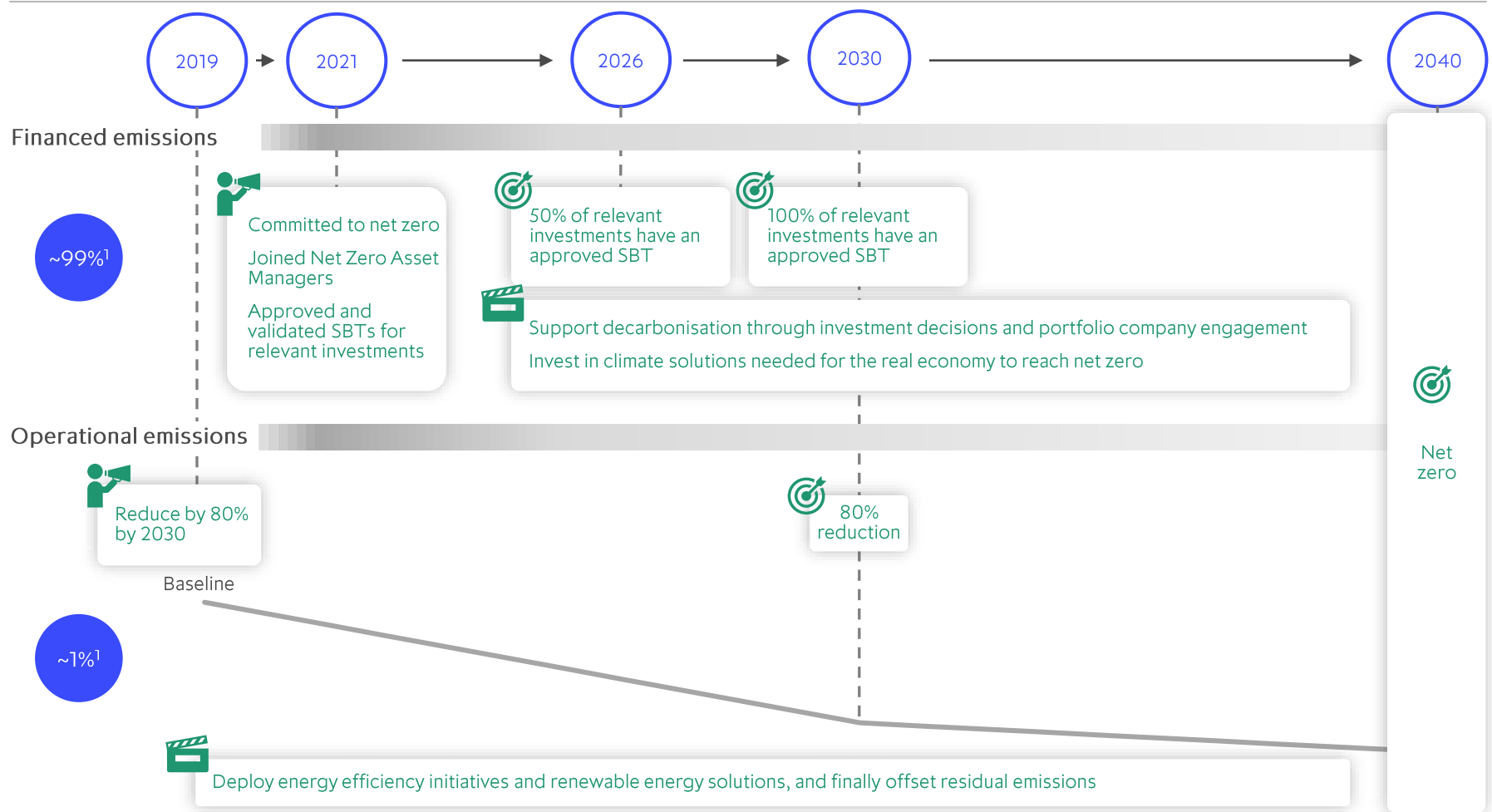
A+ / A+ / A

Latest UNPRI scores

100%

of relevant investments to
commit to science based
targets by the end of 2030

Roadmap to net zero by 2040



¹ Estimated percentage of total in-scope emissions at 2019 baseline required to be eliminated to achieve net zero ambition

Broad-based benefits to science based targets

HOW WE WORK WITH OUR PORTFOLIO COMPANIES¹



Understand emissions profile



Engage Board and senior management



Develop climate and energy strategy

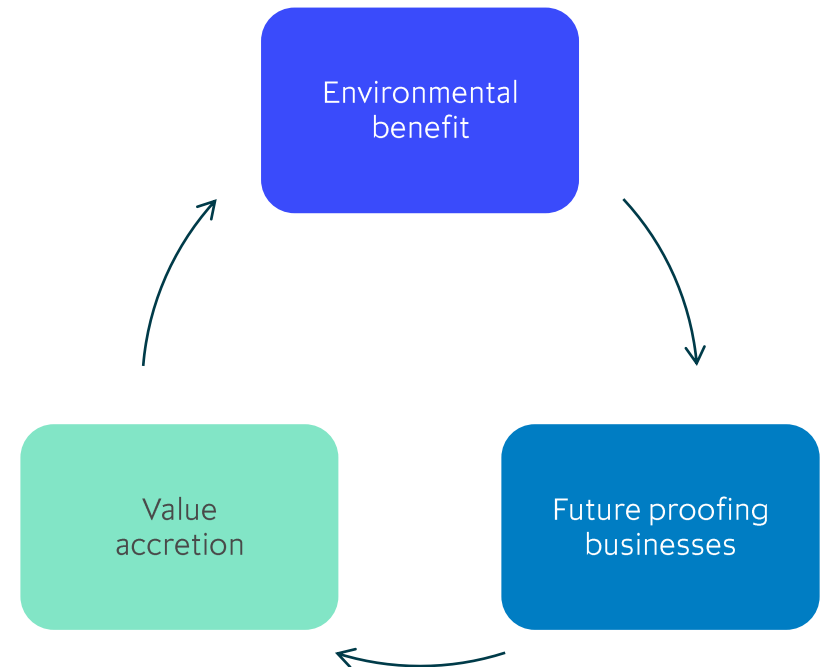


Seek approval of SBT, publicly communicate



Measure carbon footprint, annual disclosure

POSITIVE OUTCOMES FOR A RANGE OF STAKEHOLDERS



¹ For relevant investments

Increasing focus from clients



New strategies and ESG frameworks



Enhanced ESG reporting to clients



Growing our team

Differentiated approach to responsible investing



Engage

Actively working with investment teams, management teams and other investors to drive responsible investing agendas within our portfolio companies



Innovate

Developing new strategies and approaches to responsible investing across our platform



Report

Reporting to our clients on ESG activities, progress and metrics within our funds and portfolio companies



Collaborate



EUROPE VIII ENHANCED ENGAGEMENT STRATEGY WITH PORTFOLIO COMPANIES

Focused ESG engagement and monitoring

Climate change

- Reduce operational emission intensity
- Source renewable energy
- Set emission reduction targets in line with science-based targets



Human capital management

- Optimise work conditions to improve employee retention
- Attract the best talent



Diversity and inclusion

- Support a more inclusive working environment
- Improve diversity at manager, senior manager and Board level



External oversight

ESG-linked LOC facility

Margin adjustment based on two KPIs linked to portfolio coverage:

- Set portfolio company targets to reduce emissions by 2030 in line with a science-based target; meet emission reduction target annually
- Implement the fund's ESG engagement strategy

Helping underpin a successful ongoing fundraise

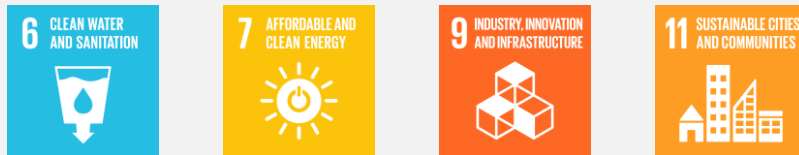
New sustainability-themed strategies

LAUNCHING NEW SUSTAINABILITY-THEMED STRATEGIES

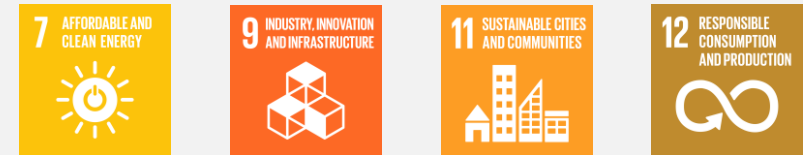
Sale and Leaseback I

Infrastructure Equity I

Alignment with UN SDGs:



Alignment with UN SDGs:



Up to 2% of committed capital can be re-invested to enhance the sustainability of underlying portfolio

“Green generalist” approach: differentiated client offering



Report

Specific KPIs set to monitor and track impact through investment period



Report

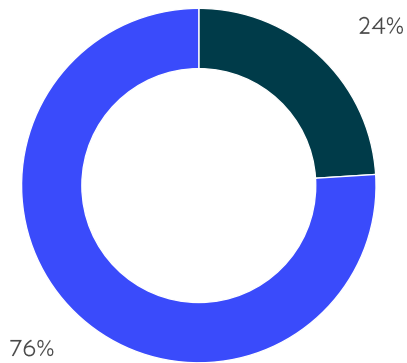
Sustainability framework to assess, monitor and quantify contribution of core activities to SDGs

Enabling new and existing clients to allocate capital to sustainability-themed strategies

Attracting new clients, deepening relationship with existing clients

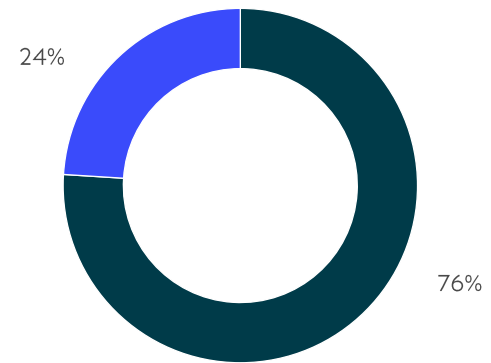
CLIENT SPLIT AT 31 DECEMBER 2021

Sale and Leaseback I



■ New clients to ICG ■ Existing ICG clients

Infrastructure Equity I



■ New clients to ICG ■ Existing ICG clients

Note: client split by number

Looking ahead: responsible investing for \$100bn+



Execute on our pathway to net zero



Engage with portfolio companies to help them develop and grow



Explore new strategies e.g. Article 9 where client demand and ICG expertise overlap

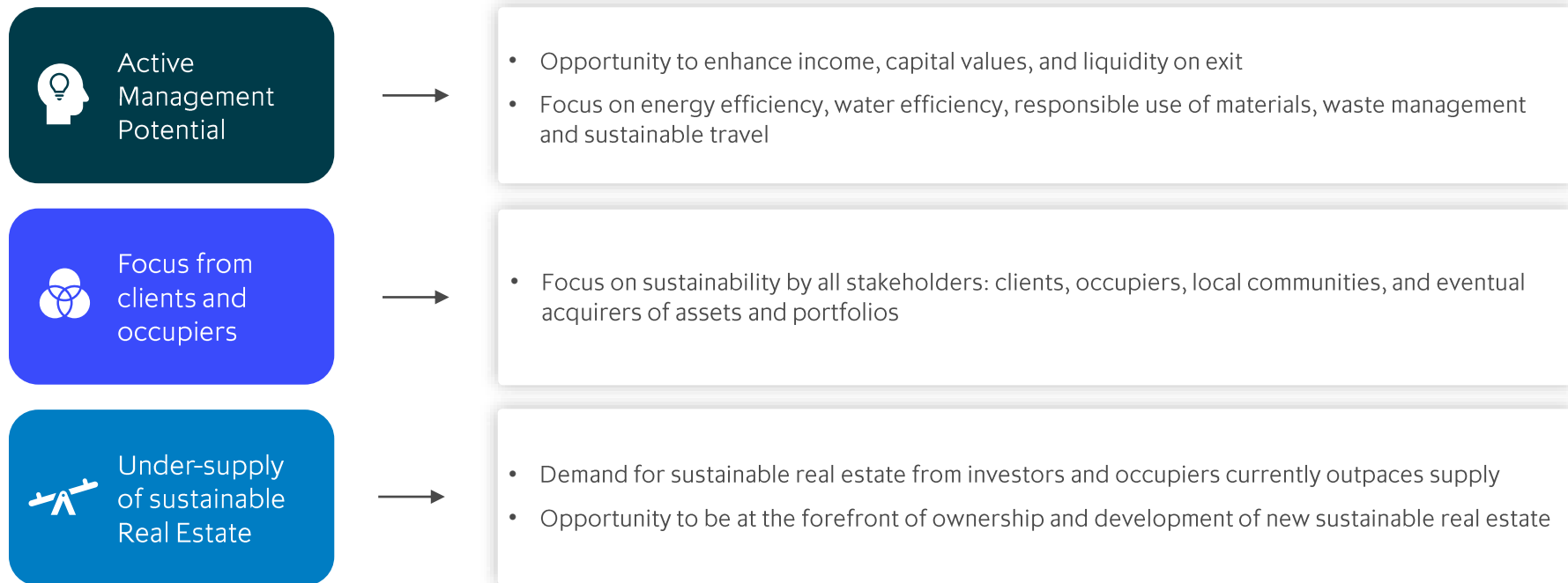


Ongoing enhancement of ESG reporting across our portfolio



Deep-dive on Sale and Leaseback

Real Estate: the sustainability-themed opportunity



Helping drive future growth in our Real Assets asset class

Recap on Sale and Leaseback strategy



Investing in 'mission critical' real estate across continental Europe



Originally a collaboration between ICG's Real Estate and Senior Debt Partners strategies; being part of broader ICG ecosystem a powerful differentiator



Sale and Leaseback I had final close at \$1.2bn third-party AUM; already 62% deployed¹



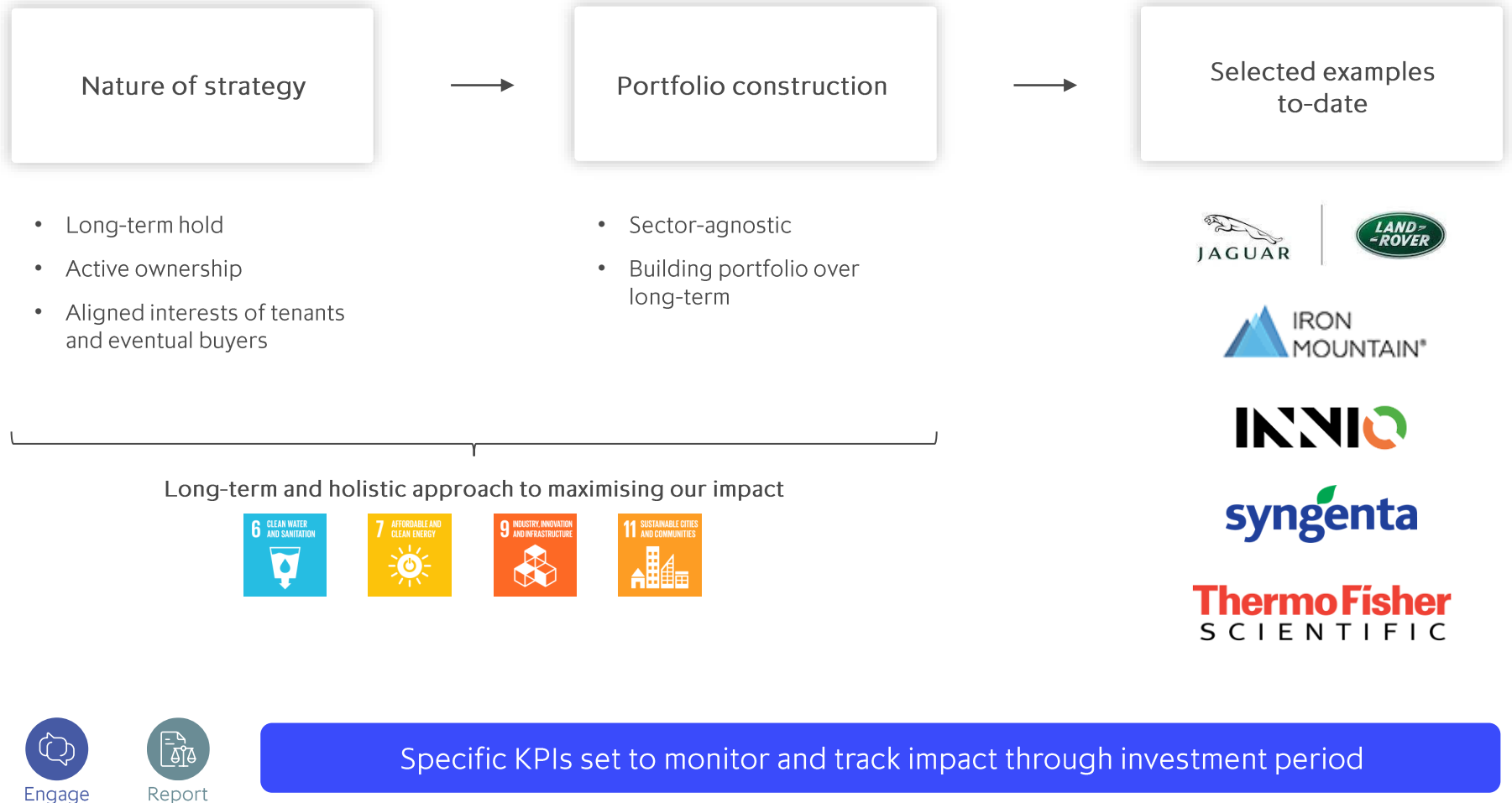
Scalable strategy with a large and enduring investment opportunity



2% of capital committed to enhance sustainability of portfolio: value accretive, differentiated client offering

¹ At 31 December 2021

Strategy's characteristics enable impactful approach to sustainability



Sale and Leaseback case study: JLR

OVERVIEW

- Forward funding of a new, 2.94 million sq. ft site at Mercia Park
- Sustainable, bespoke global logistics centre for Jaguar Land Rover
- Scheme will be delivered on 20-year leases for each of the five units
- Largest ever single-occupier build-to-suit transaction in Europe



SUSTAINABILITY HIGHLIGHTS



Net zero construction
98% of waste recycled



Creates 3,400 jobs
£350k Local Community Fund



124,000 litres of green diesel
used to date, reducing 300 tonnes
of CO₂



12ha of woodlands planted
9kms of new footpaths and cycleways



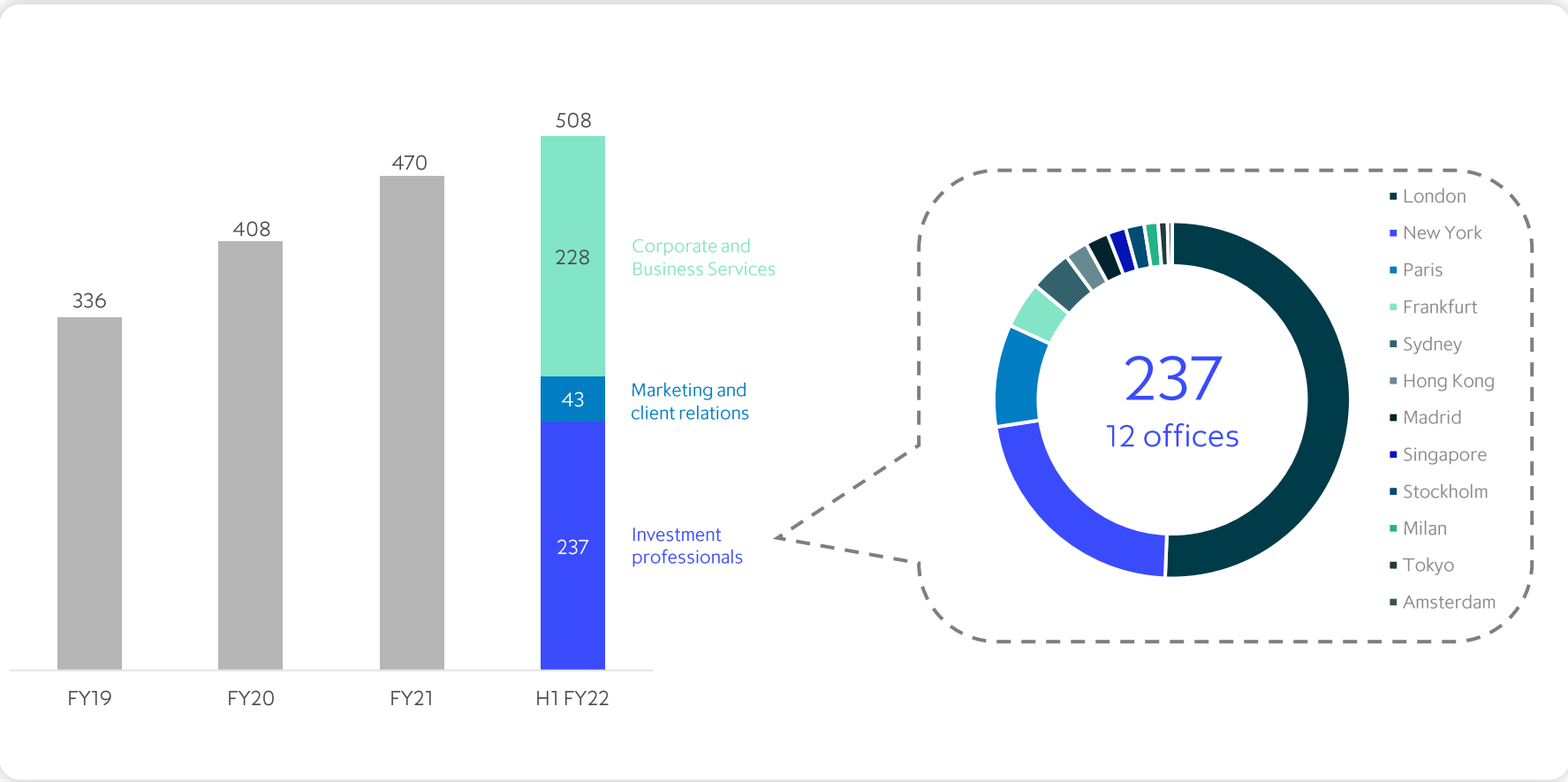
BREAAAM Excellent, improved from
BREAAAM Very Good rating at
purchase



Our people

Our people underpin future profitable growth

PERMANENT GROUP EMPLOYEES



Culture enabling successful growth



Ambition and focus

Entrepreneurialism and innovation

Collaboration and inclusion

Responsibility and risk management

Attracting top talent



Outstanding career opportunities



- Entrepreneurial and growth environment
- Horizontal and vertical development
- Dedicated development frameworks

Engagement diversity & inclusion



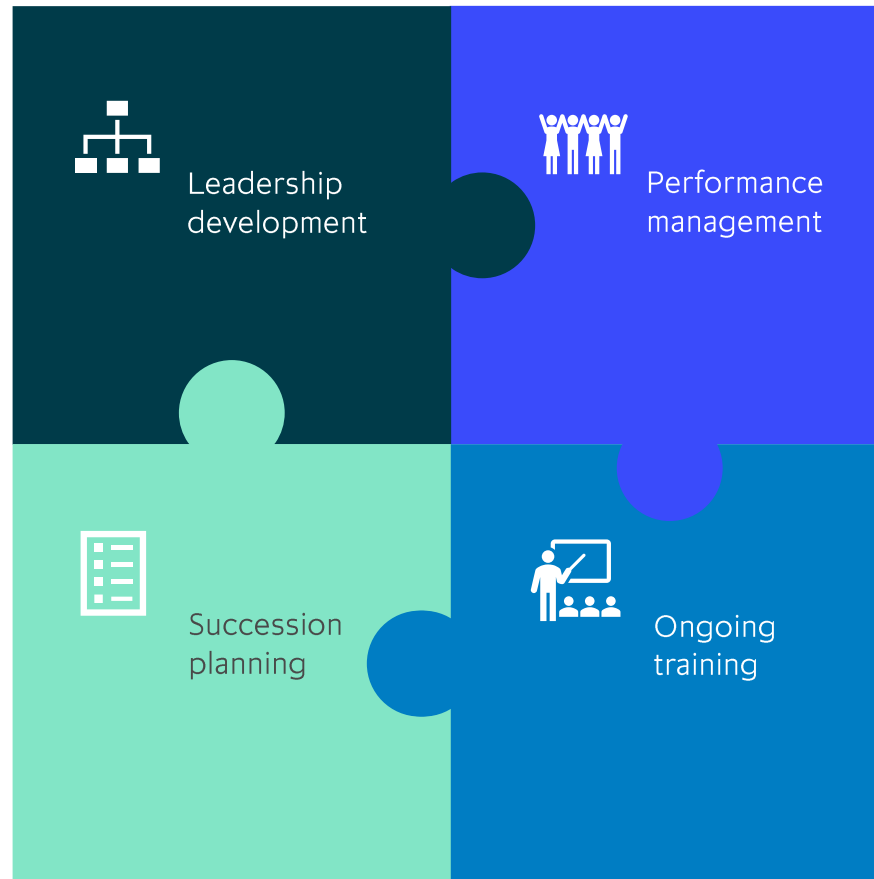
- Continued focus on diversity and inclusion initiatives
- Engagement and diversity and inclusion a formal KPI for Executive Directors

Economic alignment



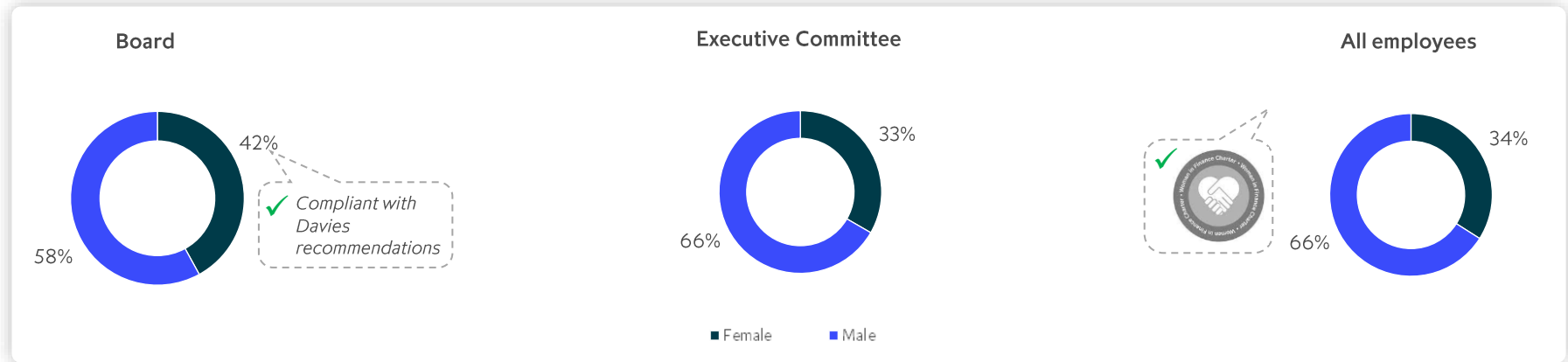
- Co-investment
- Long term incentives
- Key executive clauses

Talent retention

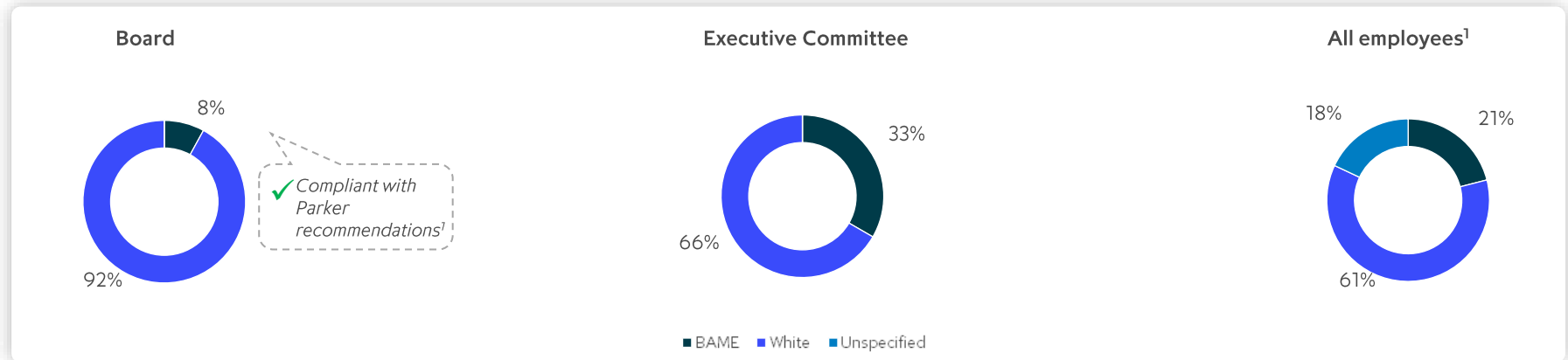


Spotlight on diversity and inclusion

GENDER

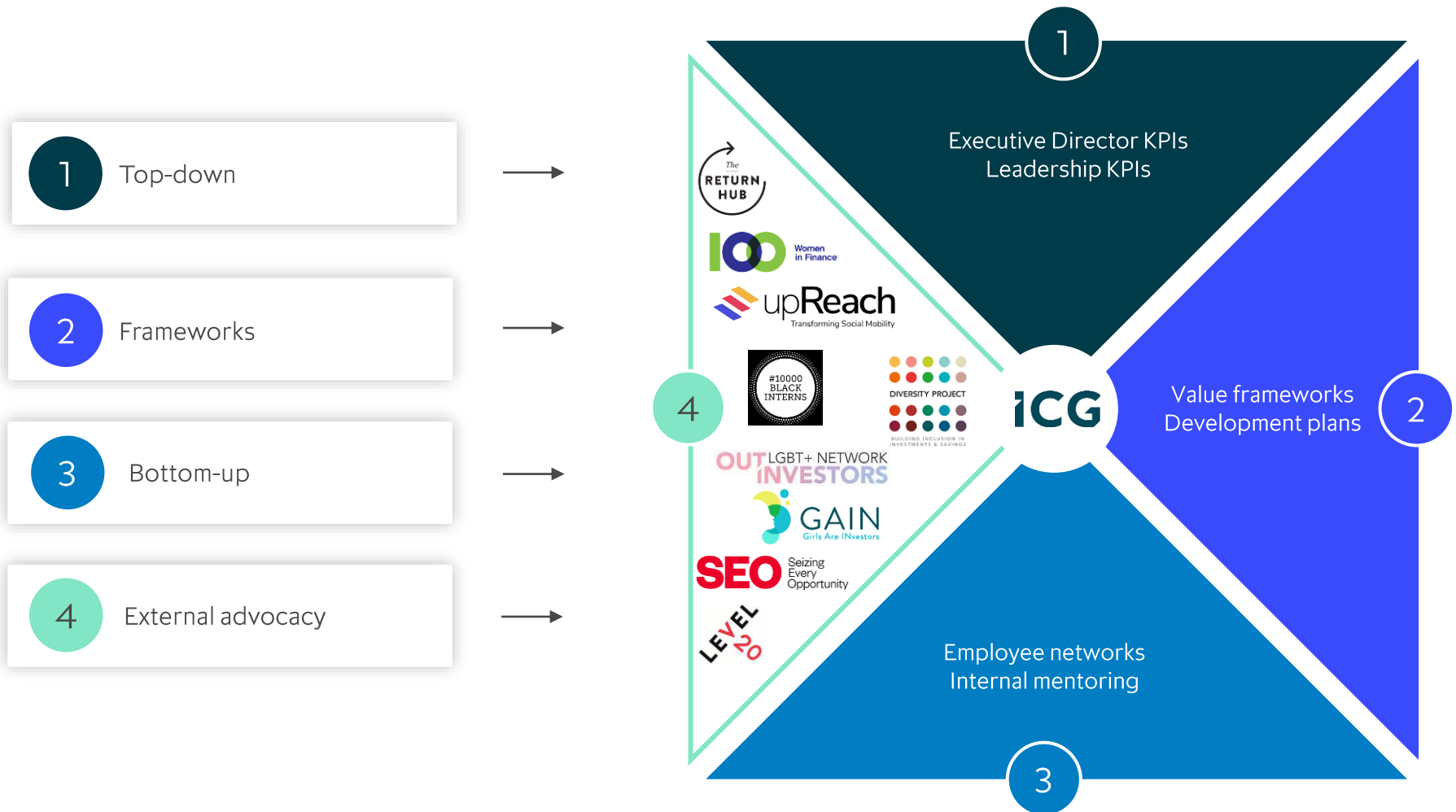


ETHNICITY



Data as of 31 March 2021 unless stated. ¹ Based on self-disclosure of UK based employees in the first half of 2021, 82.5% completion rate

Delivering a diverse and inclusive ICG



Looking ahead: the people for \$100bn+



Maintain and enhance our culture as we continue to grow



Continued focus on retention and development of internal talent



Selective hiring of investment professionals and within MCR and CBS



Diversity and inclusion integrated into people initiatives



Concluding remarks

Key takeaways



Long-standing focus for ICG



Success in these areas supports execution of multiple avenues of compounding growth



Hire and develop diverse talent to drive innovation, investment and operational excellence



Strive to be at the forefront of our industry in sustainability: have made ambitious commitments



Responsible investing helps future-proof existing strategies and opens new opportunities

Publish topic of next shareholder seminar in due course

iCG

—
Q&A

Disclaimer

The materials being provided to you are intended only for informational purposes and convenient reference and may not be relied upon for any purpose. This information is not intended to provide, and should not be relied upon, for accounting, legal, tax advice or investment recommendations although information has been obtained from and is based upon sources that Intermediate Capital Group plc ("ICG plc") considers reliable, we do not guarantee its accuracy and it may be incomplete or condensed. All opinions, projections and estimates constitute the judgment of ICG plc as of the date of the materials and are subject to change without notice. ICG plc disclaims and hereby excludes all liability and therefore accepts no responsibility for any loss (whether direct or indirect) arising for any action taken or not taken by anyone using the information contained therein. These materials are not intended as an offer or solicitation with respect to the purchase or sale of any security or investment interest and may not be relied upon in evaluating the merits of investing in any investment interests. These materials are not intended for distribution to, or use by any person or entity in any jurisdiction or country where such distribution or use would be contrary to local law or regulation. Neither ICG plc or any of its affiliates makes any representation or warranty, express or implied as to the accuracy or completeness of the information contained herein, and nothing contained herein shall be relied upon as a promise or representation whether as to past or future performance.

These materials (including their contents) are confidential, being for use only by the persons to whom they are issued. Distribution of these materials to any person other than the person to whom this information was originally delivered and to such person's advisors is unauthorised and any reproduction of these materials, in whole or in part, or the disclosure of any of their contents, without the prior consent of ICG plc or its affiliates is prohibited. This communication is limited to and directed to those persons invited to the presentation. It is therefore only directed at professional clients, as defined by the financial conduct authority. Any other persons should not seek to rely upon the information contained herein. Collective investment schemes referred to herein are not regulated for the purposes of the UK's financial services and markets act 2000 and are not available to members of the general public. ICG plc is authorised and regulated in the united kingdom by the financial conduct authority.

These materials are not for publication, release or distribution in and may not be taken or transmitted into the united states of America, Canada, Japan, South Africa or Australia and may not be copied, forwarded, distributed or transmitted in or into the united states of America, Canada, Japan or Australia or any other jurisdiction where to do so would be unlawful. The distribution of these materials in any other jurisdictions may be restricted by law and persons into whose possession these materials come should inform themselves about, and observe any such restrictions. Any failure to comply with such restrictions may constitute a violation of the laws of the United States, Canada, Japan or Australia or any other such jurisdiction.

These materials do not and are not intended to constitute, and should not be construed as, an offer, inducement, invitation or commitment to purchase, subscribe to, provide or sell any securities, services or products of ICG plc in any jurisdiction or to provide any recommendations for financial, securities, investment or other advice or to take any decision.