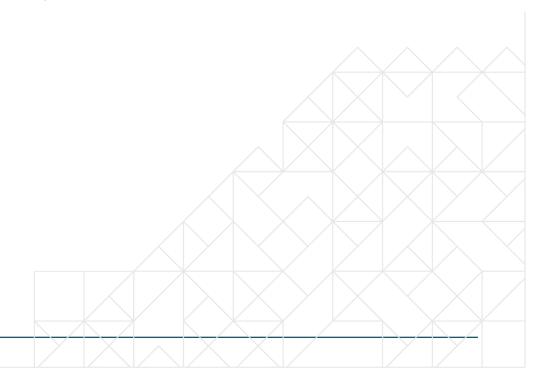


## Interim results

For the six months to 31 July 2018



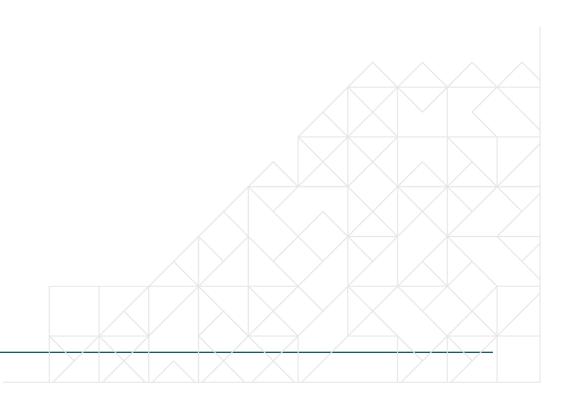


## Introduction

Company everyious	Pages	Emma Osborne Head of Private Equity Fund Investments	
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# **Company Overview**





## Company overview

## A leading listed private equity investor

## £711m

Net asset value (1,026p per share)

## 1981

37 year history of investing in private equity

## 41x

Return on original capital raised

## ICG ENTERPRISE TRUST

- > Focused on buyouts in Europe and the USA
- > Flexible and differentiated approach combining in-house and third-party managed investments: through funds and directly
- Selective investment process with strong track record of consistent returns while limiting downside risk

## Manager overview

A leading specialist manager in private debt, credit and equity



### **EXPERTISE**

29 year track record of lending to and investing in private equity backed businesses

### **ACCESS**

to proprietary deal flow from the wider ICG network; partnering with four specialist in-house teams

### **INSIGHTS**

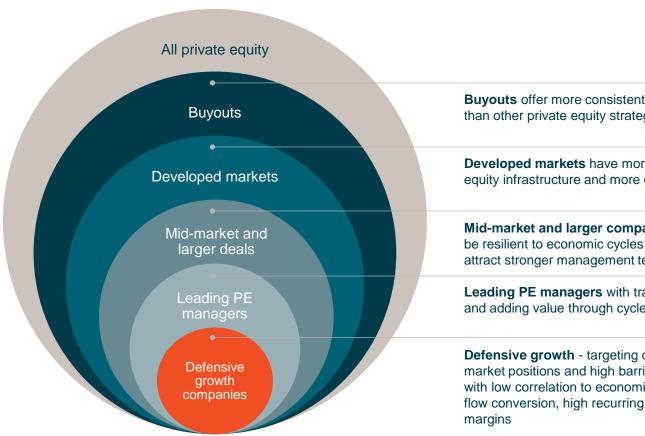
into private equity managers and companies through local investment teams across the globe

**18** INVESTMENT STRATEGIES

A unique perspective on private markets

## Investment philosophy

## Defensive growth companies alongside leading PE managers



**Buyouts** offer more consistent returns with lower risk than other private equity strategies e.g. venture capital

**Developed markets** have more established private equity infrastructure and more experienced managers

Mid-market and larger companies are more likely to be resilient to economic cycles and typically attract stronger management teams

Leading PE managers with track records of investing and adding value through cycles

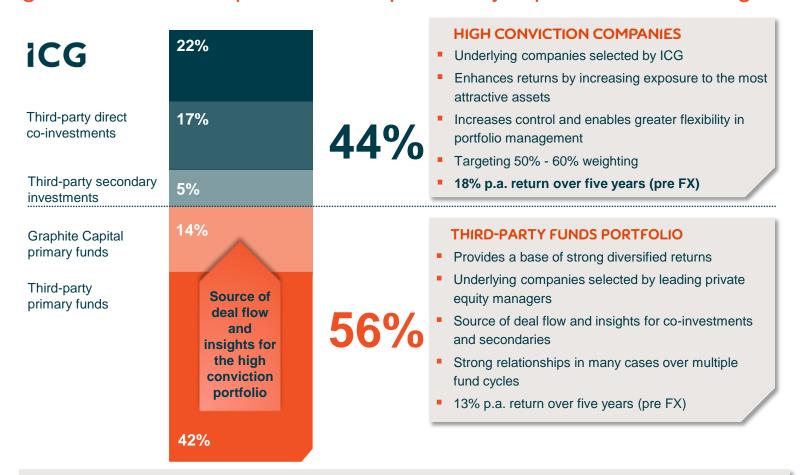
**Defensive growth** - targeting companies with strong market positions and high barriers to entry in industries with low correlation to economic cycles, strong cash flow conversion, high recurring revenues and high

Highly focused approach, aiming for strong and consistent returns with relatively low downside risk



## **Investment Strategy**

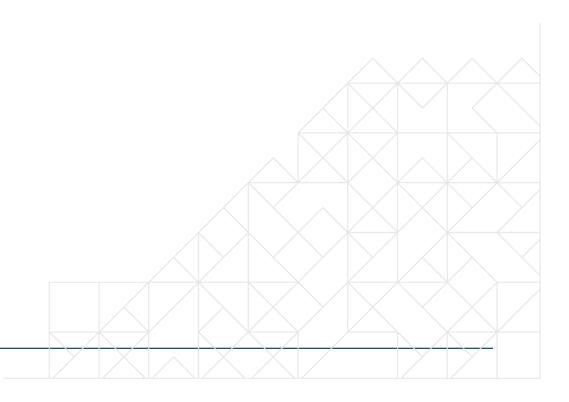
## High conviction companies underpinned by a portfolio of leading funds



**Balancing concentration and diversification** 



# Results and performance For the half year to 31 July 2018





## Highlights for the half year

## Strong performance and continued progress against strategic goals

+8.1%
Total Return
(1,026p NAV per share)

- Investment portfolio return of +10.4% in sterling
  - +7.9% return in local currencies (+15.6% LTM)
- Driven by continued strong operating performance and realisations activity

+31%
uplift to carrying value on exit

- Portfolio continues to be highly cash generative: £85m of proceeds, or 14% of opening portfolio
- Sales completed at an aggregate 31% uplift and 2.3x cost

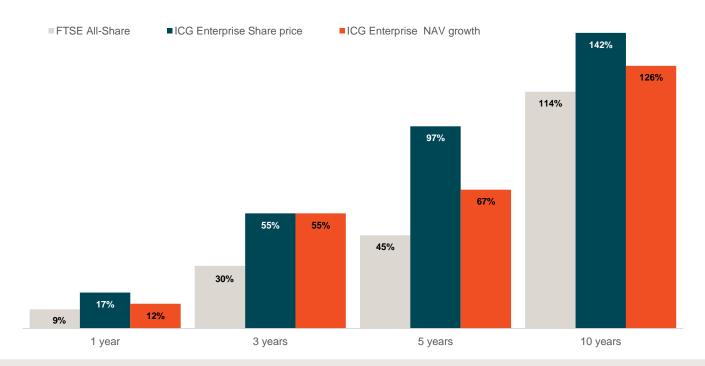
**61%** of £76m deployed into high conviction assets

- Strategic benefits of move to ICG continue to add significant value
- 46% of capital deployed into ICG directly managed investments
- Continued geographic expansion; US now 24% of the portfolio

## Performance

## Outperforming public markets through cycles

### NAV and share price performance (total return)\*



An investment in ICG Enterprise made on the year end date in any of the last 20 years would have outperformed the FTSE All-Share Index if still held on 31 Jul 18

#### Notes:

<sup>\* 12, 36, 60</sup> and 121 month periods to 31 July 2018

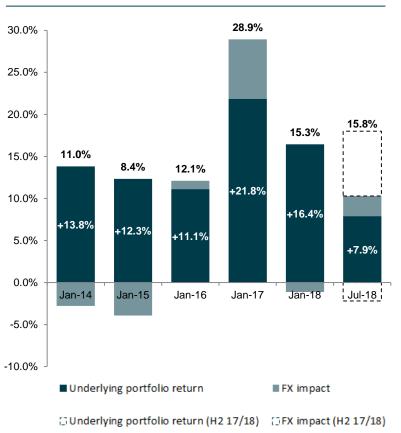


<sup>-</sup> Data: total return (Morningstar, the Company)

## Consistently strong portfolio growth

7.9% portfolio growth in local currencies over six months; 10.4% in Sterling

### Underlying portfolio growth



### High quality portfolio performing well

- 7.9% local currency growth; 10.4% in Sterling
- LTM 15.6% portfolio growth in local currencies; 15.8% in Sterling
- Five year CAGR of 14.8% p.a.

## All parts of the portfolio contributed to growth

- Write-ups across the portfolio
- Strong earnings growth
- Valuation multiples stable

### Realisation activity continues to be an important driver of growth

- Managers continuing to take advantage of favourable exit environment
- Almost a quarter of gains driven by realisations



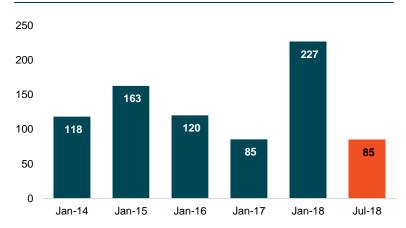
## Highly cash generative portfolio

## Realisations at 31% uplift to carrying value; 2.3x cost

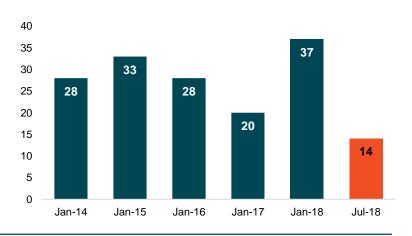
### £85m of realisations

- 34 full realisations
- Cash proceeds 14% of opening portfolio value
- Four realisations within the Top 30 companies
- Average uplift of 31%; 2.3x cost
  - Almost half by number realised at >2.5x
  - Five year\* weighted average of 33%; and 2.2x cost
- Attractive and well balanced maturity profile
  - Balancing shorter term realisation prospects with longer term portfolio growth

### Realisations £m



### **Cash conversion %**



Note. Uplift calculated on proceeds received in the period. Increase in gross value relative to the underlying managers most recent valuation prior to the announcement of the disposal. Excludes announced but not completed realisations.

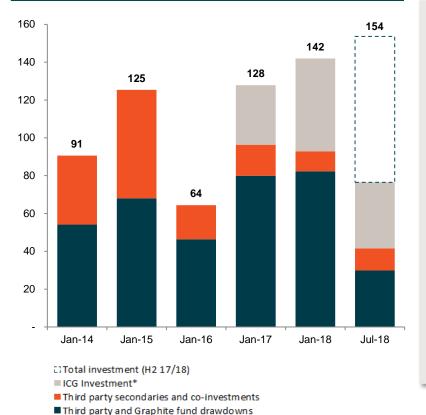


<sup>\*</sup> For five years to 31 January 2018

## Selective investment into compelling opportunities

£76m invested; 61% into high conviction

### **Investment activity £m**



- Cautious in deploying capital in the current market
  - High pricing and strong competition for good quality assets
  - Maintaining discipline is key, as always
- We favour more defensive businesses:
  - Relatively uncorrelated to economic cycles
  - Highly cash generative with high barriers to entry
- 61% of capital invested was into high conviction investments
  - Four co-investments in the six months
- 46% of capital deployed sourced directly from the ICG network

<sup>\*</sup> ICG Investment split out from periods ending on or after Jan-17 onwards



## Finding value in the current market

Combining defensive growth with attractive deal dynamics

### Some of the growth drivers in the current market:

### Ageing population

Healthcare

### Pressure on public spending

 Healthcare, education, business services

### Increasing regulation

Healthcare, industrial and business services



### **Defensive growth**

- Strong market positions in growing markets
- Highly resilient businesses with relatively low correlation to economic cycles
- Strong recurring revenue streams, high margins and highly cash generative



### Structural downside protection

- Typically ICG managed assets
- Investing across the capital structure



#### Relative value

- Attractive pricing due to deal dynamics
- Fund recapitalisations alongside ICG; investing at 6-7x EBITDA
- Includes certain "late primary" fund investments























































## £102m of primary commitments

## Six new commitments; two new relationships

### Four new third-party primary commitments

- Two existing relationships: Graphite Capital and Bain Capital
- Two new managers:
  - Tailwind Capital US mid-market; focus on sectors with strong defensive growth characteristics
  - The Jordan Company US mid-market; generalist focus with strong industrials heritage

### Two new ICG primary commitments

- ICG Europe VII subordinated debt and equity in European buyouts; targeting gross returns of 15-20% with low downside risk
- ICG North American Private Debt Fund II subordinated debt and equity in US mid-market companies; targeting gross returns of 13%-17% with low downside risk

# iCG

### €40.0m (£34.6m)

- €3.7bn European focus
- Subordinated debt and equity in mid-sized companies

# Graphite Capital

#### £30.0m

£470m UK mid-market buyouts

### THE JORDAN COMPANY

\$15.0 m (£11.4m)

- \$3.2bn US mid market buyouts
- New relationship

### **© TAILWIND CAPITAL**

\$15.0 m (£11.3m)

- \$1.8bn US mid market buyouts
- New relationship and recent co-investment (Abode Healthcare)



- \$1.35bn US focus
- Subordinated debt and equity in mid market companies



€8.0m (£7.0m)

 Mid-market European buyout fund



# Top 30 underlying companies — 47% of the portfolio Value is concentrated in our high conviction investments

	Pre-Crisis	2009 - 2013	2014 - 2016	2017-18
High Conviction 74¹	CERIDIAN	Pavid Loyd  CLUBS  FRONERI  Gerflor.  Theflooringroup  Crontiermedical  group	education personnel The UCS leading provider of education staffing solutions and services  PETSMART.  Cambium LEARRING Group  System one  Skillsoft	DOMUS IN MA  MINIMEX VIKING  YUDO  PSD  Academy  ENDEAVOR
	Cognito iQ	ODGERS BERNDTSON		ABODE HEALTHCARE
Graphite primary 25%		City & County Healthcare Group	NGAGE Specialist Recultment  ICR.  Beck & Pollitzer	CONSULTING
Third-party primary 1%			Syneos. Health	

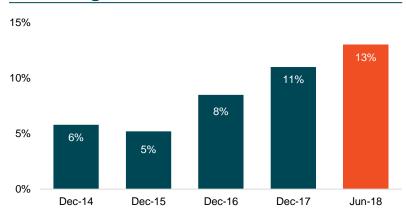




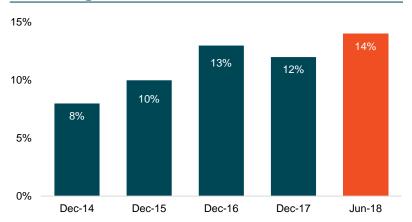
## Top 30 underlying companies – 47% of the portfolio

## Strong revenue and earnings growth

### Revenue growth



### **EBITDA** growth



- 74% of Top 30 companies in high conviction portfolio
- Consistently strong EBITDA growth
  - LTM earnings growth of 14%
    - Almost a third reporting EBITDA growth of >20%
  - Driven by both organic growth and M&A
  - EBITDA margin of 19%
- EBITDA multiples of 10.8x
  - Small increase driven by change of mix and weightings to the larger companies
- Net debt/EBITDA of 4.0x
  - On a LFL basis net debt/EBITDA multiples are lower driven by deleveraging
- Trends across the remainder of the portfolio are similar



## Summary and outlook

## Well positioned to continue to generate shareholder value

## Continued strong performance

- Continued outperformance of FTSE All-Share Index
- Positive progress in the first half building on the continued strong performance of the portfolio

# High quality, cash generative portfolio

- Strong underlying profit growth
- Portfolio is biased to sectors with non-cyclical growth drivers
- High level of realisations at significant uplifts to carrying value and strong overall returns

# Flexible mandate to enhance returns and manage risk

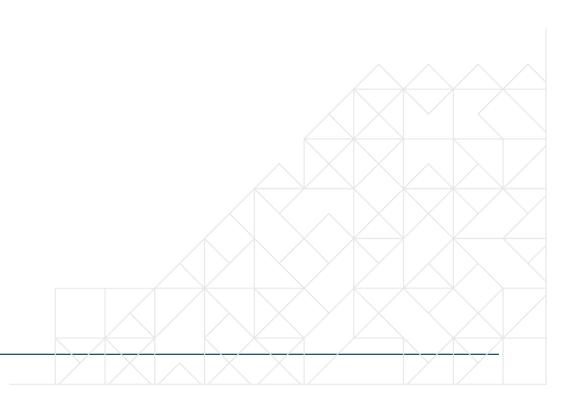
- Strategy allows us to be nimble; can adapt to market conditions
- High conviction companies enhance returns and increase control over performance drivers

Strategic benefits of ICG's global platform

- Access and insights into the market are a competitive advantage
- Increasing flow of proprietary deals targeting equity type returns typically with structural downside protection



## Case studies





### Case study:

## **Minimax**

Co-investment alongside ICG Europe VI and VII – July 2018

€14m

Co-investment by ICG Enterprise

### **Background**

- Leading global supplier of fire protection systems and services, focused on solutions for industrial and special hazards
- Broad product portfolio including water, foam, gas-based fire suppression systems, related electronics and support services
- ICG has been invested in Minimax for over 12 years and developed a strong relationship with the management team

### **Rationale**

- Largest pure play fire protection company worldwide with market leadership in Germany and strong positions in the US and rest of Europe
- High barriers for new entrants due to requirement for technological competency
- High cash conversion and mix of recurring revenues provides downside protection
- Proven management team with impressive track record

### **Outlook**

- Positive current trading with ongoing expansion of fire protection regulations as well as insurance industry requirements continuing to drive demand for the installation and servicing of fire protection systems
- Strong cash flow conversation and high recurring revenue







### Case study:

## **Abode Healthcare**

Co-investment alongside Tailwind Capital III - May 2018

\$7m

Total investment by ICG Enterprise

### **Background**

- Provider of at-home hospice care and other home care services in the United States
- Predominantly funded by reimbursement from the federally funded Medicare system which provides coverage for the over 65s
- Acquired by Tailwind Capital III in May 2018
- ICG co-invested \$6m alongside the fund shortly after committing \$15m to it in April 2018

### **Rationale**

- Tailwind knowledge and experience of the sector alongside an experienced management team
- Growth and demand underpinned by predictable demographic trends
- Reimbursement regime supported by significant cost savings relative to alternatives such as hospital care
- Increasingly preferred by patients as an alternative to hospitalisation
- Strong platform for continued growth, both organically and by acquisition, taking advantage of a fragmented market

### Outlook

- Company has made good early progress and is trading in line with its investment plan
- Announced Medicare rate increases are ahead of plan
- Several acquisition opportunities under review





### Case study:

## **Jordan Company**

Commitment to Resolute Fund IV - July 2018

\$15m
Committed by ICG Enterprise

### **Background**

- The Jordan Company is one of the oldest US buyout managers, established in 1982
- Jordan manages the Resolute Funds and is currently concluding its fundraise
- Strategy targets companies with broad range of enterprise values (\$100m to \$2bn)
- Generalist focus with strong industrial heritage
- High degree of operational involvement through a dedicated team of executives
- Significant experience of helping to execute acquisition strategies; since 2002, Jordan has completed over 160 add-on acquisitions

### Rationale

- Experienced senior team with deep experience through market cycles
- Predecessor fund is performing well: looks set to perform strongly
- High degree of strategic alignment with ICG Enterprise
  - Focuses on 'defensive growth' assets
  - Fund is a late stage primary

### Outlook

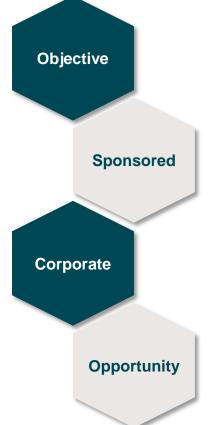
- Current fund portfolio is performing in line with plan
- In September 2018, we acquired £12m interest in Resolute II
- Jordan's 2007 vintage fund
  - Relatively diversified portfolio
- Proprietary deal: attractive return profile and near term liquidity

THE JORDAN COMPANY



## ICG European Mezzanine and Equity

Flexible strategy aiming for private equity returns with low downside risk



- Aiming for private equity returns (15-20% p.a. gross) with subordinated debt risk profile
- Investing across the capital structure, often as sole institutional equity provider
- European mid-market focus, local off-market sourcing
- Financing of mid-market buyout transactions alongside private equity sponsors
- Specific ICG angle
- Avoiding any syndicated transactions
- Management-led transactions, typically the sole institutional investor
- Capital re-organisations around family owners and other key stakeholders
- Continued organic and inorganic development of mature mid-market companies
- Capital in support of recapitalisations led by private equity sponsors or lenders
- Liquidity for key business stakeholders
- Positions from forced sellers

The Company has invested in this strategy since 1989 Jul-18 exposure (NAV + undrawn) of £143m (5 funds and 4 co-investments)



## ICG Strategic Equity Strategy

Highly differentiated approach in a growing market segment

Niche strategy

- Acquiring portfolios of private equity backed companies in mature funds
- Offering liquidity for existing investors
- Remaining companies require further time to realise potential value

Strong market dynamics

- Significant target universe of investment opportunities and increasing deal flow
- Less competitive segment of the secondary market

Unique approach

- Partnering with incumbent private equity managers, re-aligning incentives
- Direct investment style due diligence and governance rights

Attractive Valuations

- Attractive entry prices (6-7x EBITDA to date across 10 transactions)
- Low leverage in underlying portfolio companies
- Targeting returns in excess of 20% p.a.

The Company committed \$35m to ICG Strategic Secondaries II (\$1.1 billion) Invested \$20m alongside the fund in two transactions



## ICG North America Private Debt Fund II

Mid teens returns with an attractive risk profile in the US mid-market

Distinctive strategy

- Invests primarily in second-lien/subordinated debt, with equity co-investment
- Specialises in situations which require flexible capital structures
- Targeting gross returns of 13-17% p.a.

Strong track record

- Senior North America team have worked together for over 20 years
- Team track record is strong and consistent; low loss rates
- Predecessor fund is performing well and looks set to deliver target returns

ICG expertise

- Long institutional experience of similar strategies in Europe and Asia
- Credit led approach supported by dedicated ICG credit research team
- Returns from previous fund proved ICG's ability to successfully invest in the US

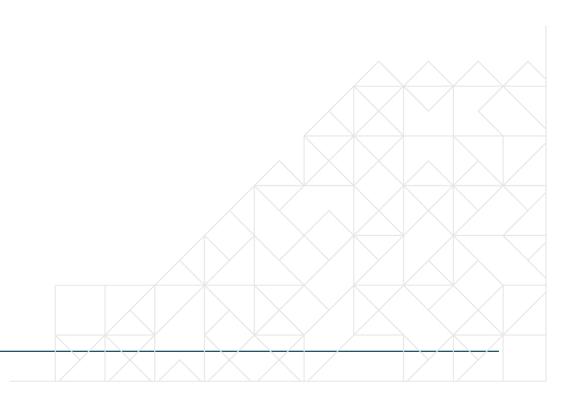
Attractive risk profile

- Low effective entry valuations and low third party leverage levels
- Structural downside protection which mitigates against market volatility
- Provides diversified exposure by company, industry and end-market

The Company committed \$10m to this fund (\$1.35 billion). Broadens relationships with leading US managers



## Supplementary portfolio information





# Detailed portfolio overview Single fee on over half the portfolio

	ICG	Graphite	Third party		
Primary	iCG	Graphite Capital	Capital Partners  NORDIC CAPITAL  Permira  Permira  Doughty  HANSON  PRIVATE EQUITY  FORWARE EQUITY  FORWARE EQUITY  FORWARE EQUITY  FORWARE EQUITY  CAPITAL FARMERS  CAPITAL  LEEDS Equity Partners  BainCapital  Partners  THE JORDAN COMPANY  BainCapital  PRIVATE EQUITY  PRIVATE EQUITY  Segulah  PRIVATE EQUITY  FORWARE EQUITY  CAPITAL FARMERS  CAPITAL  LEEDS Equity Partners  Doughty  Forware Equity Partners  THE JORDAN COMPANY  BainCapital  PRIVATE EQUITY  Silverfiget  We buy to build  HARWOOD  ACLIENT  TOWERBROOK		
62.5%	6.4%	14.2%	41.9%		
Secondary	iCG	Graphite Capital	DOUGHTY HANSON ACO  Cinven  Capital Partners  BC Partners  OAK HILL CAPITAL PARTNERS  CHARTERHOUSE  CHARTERHOUSE		
11.0%	5.7%	0.4%	4.9%		
Co- Investment/ direct	Domus i psb Academy education personnel The UTS before grounder of document sufficy suchers and convex YUDO VISMA	PSD Cognito iQ	Skillsoft  Correction  Thatis Work Life Better  Skillsoft  David Lebyd  FRONERI  ABODE  HEALTHCARE		
26.5%	9.9%	2.2%	14.4%		
100.0%	22.0%	16.8%	61.2%		

No management fee at ICGT level
No management fee at underlying manager level



# Top 30 underlying companies #1-15

	Company	Manager	Year of investment	Country	Value as a % of Portfolio
1	DomusVi <sup>1</sup>				
	Operator of retirement homes	ICG	2017	France	3.2%
2	City & Country Healthcare Group Provider of home care services	Graphite Capital	2013	UK	3.2%
3	Visma <sup>1</sup> Provider of accounting software and accounting outsourcing services	ICG & Cinven	2014 & 2017	Europe	2.6%
4	Minimax <sup>1/2</sup> Supplier of fire protection systems and services	ICG	2018	Germany	2.5%
5	David Lloyd Leisure <sup>1</sup> Operator of premium health clubs	TDR Capital	2013	UK	2.3%
6	Roompot <sup>1</sup> Operator and developer of holiday parks	PAI Partners	2016	Netherlands	2.0%
7	Froneri <sup>1/2</sup> Manufacturer and distributor of ice cream products	PAI Partners	2013	UK	1.9%
8	<b>nGAGE</b> Provider of recruitment services	Graphite Capital	2014	UK	1.9%
9	Ceridian¹ Provider of payment processing services	Thomas H Lee Partners	2007	USA	1.8%
10	Education Personnel <sup>1/2</sup> Provider of temporary staff for the education sector	ICG	2014	UK	1.8%
11	Gerflor <sup>2</sup> Manufacturer of vinyl flooring	ICG	2011	France	1.8%
12	Yudo <sup>1</sup> Designer and manufacturer of hot runner systems	ICG	2018	South Korea	1.6%
13	ICR Group Provider of repair and maintenance services to the energy industry	Graphite Capital	2014	UK	1.6%
14	PetSmart <sup>1</sup> Retailer of pet products and services	BC Partners	2015	USA	1.6%
15	Cambium <sup>2</sup> Provider of educational solutions and services	ICG	2016	USA	1.6%

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<sup>&</sup>lt;sup>1</sup> All or part of this investment is held directly as a co-investment or other direct investment.

<sup>&</sup>lt;sup>2</sup> All or part of this investment was acquired as part of a secondary purchase.

# Top 30 underlying companies #16-30

	Company	Manager	Year of investment	Country	Value as a % of Portfolio
16	System One <sup>1</sup>				
47	Provider of specialty workforce solutions	Thomas H Lee Partners	2016	USA	1.5%
17	Frontier Medical <sup>1</sup> Manufacturer of medical devices	Kester Capital	2013	UK	1.5%
18	Beck & Pollitzer				
	Provider of industrial machinery installation and relocation	Graphite Capital	2016	UK	1.5%
19	Skillsoft <sup>1</sup>				
	Provider of off the shelf e-learning content	Charterhouse	2014	USA	1.4%
20	PSB Academy¹ Provider of private tertiary education	ICG	2018	Singapore	1.3%
21	Endeavor Schools <sup>1</sup> Operator of schools	Leeds Equity Partners	2018	USA	1.2%
22	YSC	zoodo zquity i di ilioto	20.0	33,1	,0
	Provider of leadership consulting and management assessment services	Graphite Capital	2017	UK	1.0%
23	New World Trading Company				
	Operator of distinctive pub restaurants	Graphite Capital	2016	UK	1.0%
24	U-POL <sup>2</sup>				
	Manufacturer and distributor of automotive refinishing products	Graphite Capital	2010	UK	0.9%
25	Cognito <sup>1</sup>				
	Supplier of communications equipment, software & services	Graphite Capital	2002	UK	0.9%
26	Compass Community				
	Provider of fostering services and children residential care	Graphite Capital	2017	UK	0.8%
27	Abode Healthcare <sup>1</sup>				
	Provider of hospice and healthcare	Tailwind Capital	2018	USA	0.8%
28	Random42 Provider of medical animation and digital media services	Graphite Capital	2017	UK	0.8%
29	Odgers <sup>1</sup> Provider of recruitment services	Graphite Capital	2009	UK	0.6%
30	Syneos Health Provider of commercial solutions for healthcare companies	Advent & Thomas H Lee Partners	2016	USA	0.6%

iCG ENTERPRISE TRUST

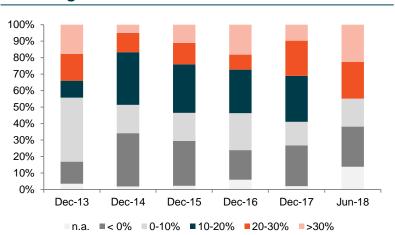
<sup>&</sup>lt;sup>1</sup> All or part of this investment is held directly as a co-investment or other direct investment.

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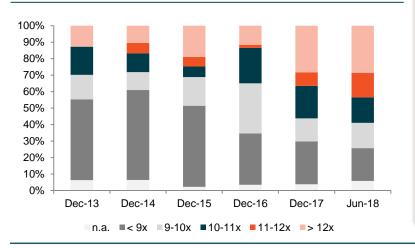
## Top 30 underlying companies

Increase in valuation multiples and strong earnings growth

### **EBITDA** growth



### **EBITDA** valuation multiple



### Earnings growth of 14%

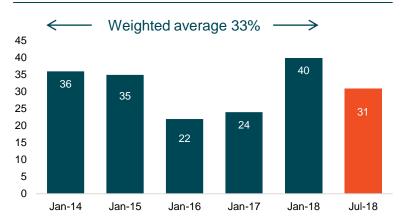
- 38%¹ reporting EBITDA growth of more than 10%
- A number of companies investing for growth, expect to see the benefit of this over next 12-24 months
- Increase in the EBITDA multiples to 10.8x
  - Change of mix and weightings to the larger companies; modest increase in multiples overall
- Valuation and net debt multiples broadly similar across the rest of the portfolio

Percentages are of the Top 30 underlying companies, by value

# Realisations at significant uplifts to carrying value Continued strong performance

- Four opening top 30 companies were sold during the period:
  - The Laine Pub Company (Graphite)
  - Swiss Education Group (Invision)
  - CeramTec (Cinven)
  - TMF (Doughty)
- Other significant realisations:
  - Sky Betting and Gaming (CVC)
  - Corporate Risk Holdings (ICG)
  - Ufinet (Cinven)

### Percentage uplift to carrying value



### **Multiple of cost**

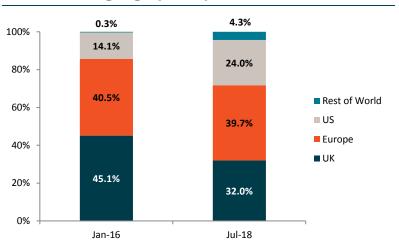




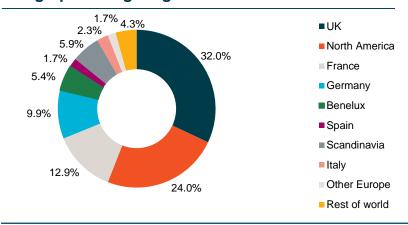
## Portfolio geographic focus

## Increasing exposure to the US

### Movement in geographic split



### Geographic weightings



### Increasing exposure to the US market

- Largest most developed private equity market
- 24% of portfolio; up from 14% at Jan 16
- Expect US focus to increase to 30% 40% of the portfolio

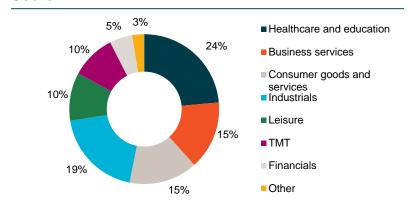
## European exposure focused on larger economic blocs

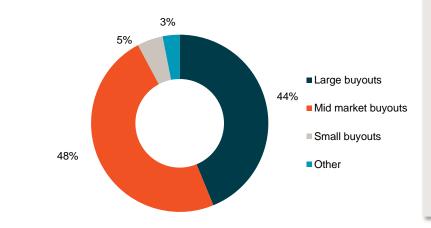
- Germany and France represent c.23% of the portfolio
- Southern Europe represents c.4% of the portfolio
- Historic weighting to the UK driven by former manager, Graphite
  - UK exposure expected to continue to decline

## Portfolio sector and deal size

## Focus on mid-large companies with a well balanced sector exposure

### Sector





### Well balanced sector exposure

- Bias to structural growth
- Healthcare and education 24%
- Business services 15%

### Focus on mid-market and larger companies

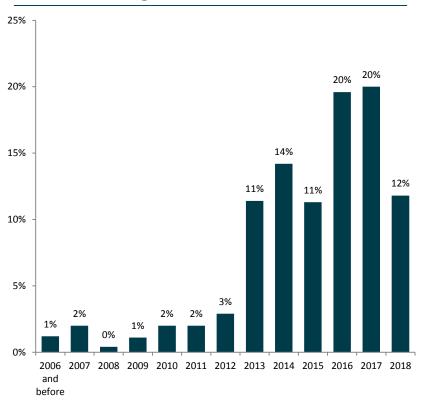
- More defensive and less volatile than smaller companies
- No venture capital exposure

All data at 31 July 2018 33

## Portfolio vintage year exposure

## Attractive and well balanced maturity

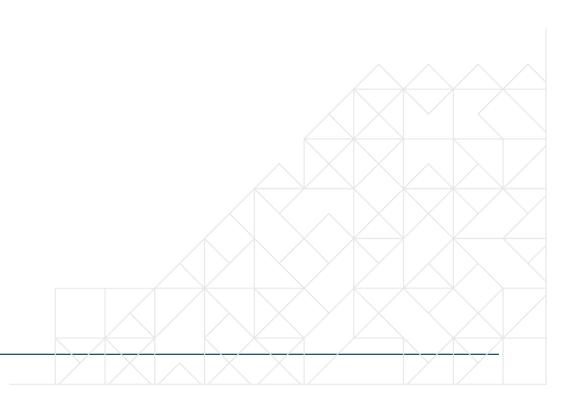
### Investment vintage



- Balance of near term realisations prospects with a strong pipeline of medium to longer term growth
- Investments completed on or before 2014 37% of the portfolio
  - Likely to generate gains from realisations in the shorter term
- 63% of value in investments since 2015
  - Provide medium to longer term growth
- 3% in companies acquired prior to financial crisis



# Appendices



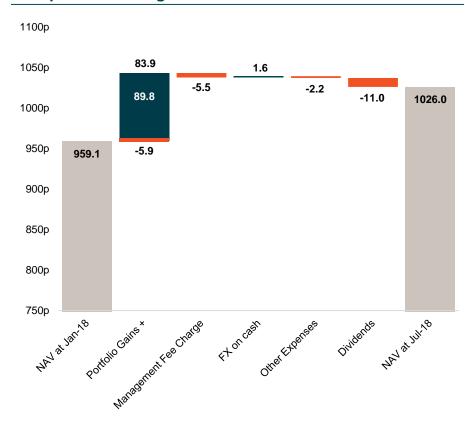


## Return attribution

## Strong portfolio gains

Change in NAV (% of opening NAV)	Jul-18
Underlying portfolio return in local currencies	7.9%
Currency	2.5%
Total portfolio valuation movement	10.4%
Effect of cash drag*	(0.8%)
Management fees and expenses**	(0.8%)
Incentive accrual***	(0.6%)
Impact of share buy backs	0.0%
Net asset value total return per share	8.1%

### **NAV** per share bridge



#### Notes:

<sup>+</sup> Net of 5.9p incentive fee charge



<sup>\*</sup> Cash drag also includes FX movements on bank balances

<sup>\*\*</sup> Annual management fee of 1.4% on portfolio NAV and 0.5% on undrawn fund commitments excluding funds managed by ICG and Graphite for which no management fee is charged

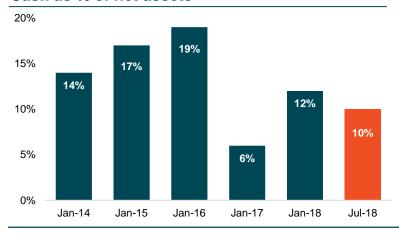
<sup>\*\*\*</sup> Equivalent to 8% of total portfolio gain

## Balance sheet

### Strong balance sheet

£m	Jul 18	Jan 18
Investments	654	601
Cash	72	78
Other net assets/liabilities	(15)	(15)
Net Assets	711	664
Outstanding commitments	394	321
Undrawn bank Facility	105	104
Total liquidity	177	182
Over commitment	217	139
Over commitment %	30%	21%

### Cash as % of net assets



### Cash balances decreased to £72m

### Undrawn commitments of £394m

 If outstanding commitments were to follow a linear investment pace, estimate £90m of calls in the next 12 months

### Total liquidity of £177m, including bank facility

- Over commitment equivalent to 30% of net assets
- Consistent with our historically conservative approach

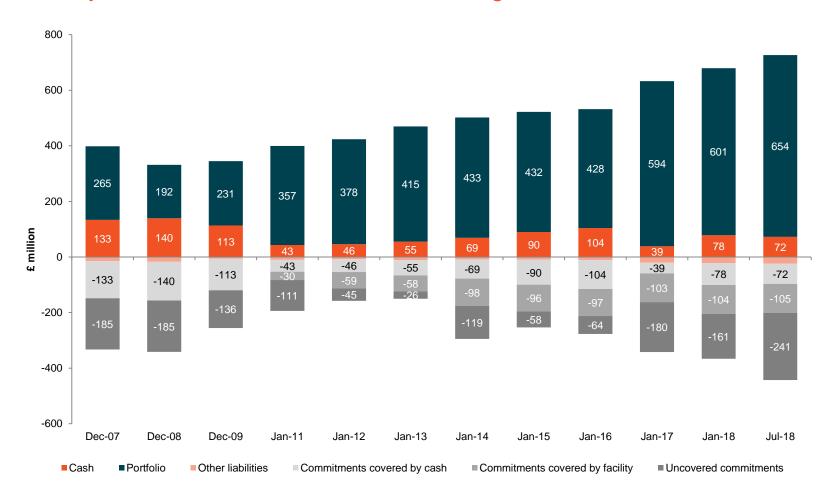
### Objective is to be broadly fully invested through the cycle

- Retain sufficient liquidity to take advantage of attractive opportunities
- Do not intend to be geared other than working capital purpose



## Balance sheet evolution

## History of conservative balance sheet management



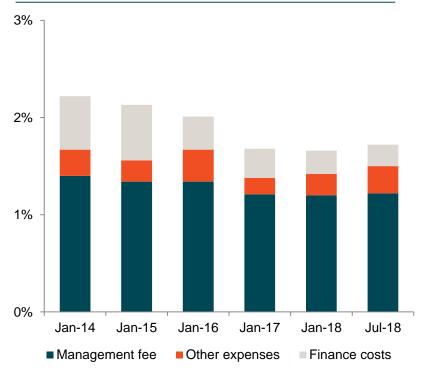


## Management fees and expenses

## Effective management fee of 1.1% of NAV

- Headline management fee of 1.4%<sup>1</sup> of portfolio value plus 0.5% of undrawn commitments to funds in investment period
- Excludes funds managed by both ICG and Graphite Capital (the former manager) in both cases
- Including direct co-investments (on which there is no fee at the underlying manager level) approximately half the portfolio has only a single fee
- No fees on cash
- No separate funds administration fee
- Effective management fee of 1.1% <sup>2</sup>
- Ongoing charges of 1.4%<sup>3</sup>

## Costs as a % of investment portfolio (excluding cash)





Reduced from 1.5% since the move to ICG in February 2016

<sup>&</sup>lt;sup>2</sup> Annualised fee as proportion of average NAV for 6 months to 31 July 2018

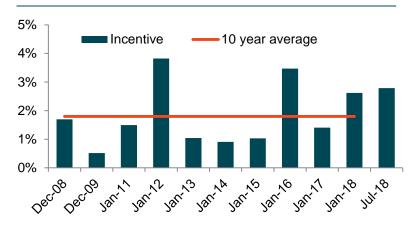
<sup>&</sup>lt;sup>3</sup> The ongoing charges figure has been calculated in accordance with guidance issued by the AIC and captures management fees and expenses incurred at the Company level only. It does not include expenses and management fees incurred by the underlying funds which the Company is invested in.

## Incentive arrangements

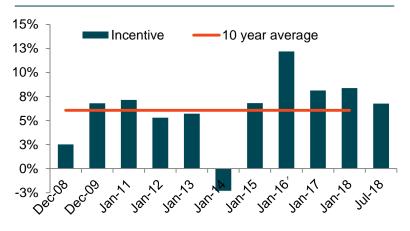
## Strong alignment of interest through co-investment scheme

- Co-investment scheme in which the Manager invests 0.5% in every investment
- Incentive of 10% provided the investment exceeds an 8% hurdle (with catch-up)
- No incentive on ICG or Graphite Capital funds; exposure to ICG increasing
- Incentive only pays out on cash proceeds from realised returns
- Net cash payouts over the last 10 financial years of <2% of proceeds</li>
- Average incentive accrual over the last 10 financial years of <7% of portfolio gain</li>
- Long term alignment of interests

### Incentive net payments as a % of cash proceeds



### Incentive accrual as a % of portfolio gain



## Dividends and buybacks

## Continuing to return capital to shareholders

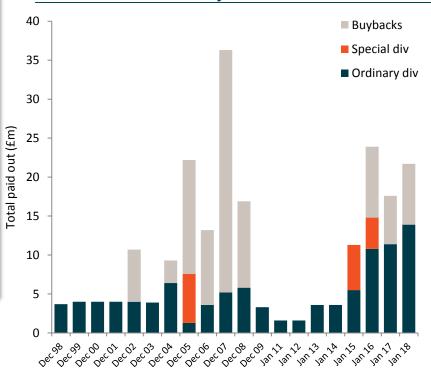
### **Dividends**

- The Board intends to pay a minimum dividend each year of 20.0p per share and to grow the annual dividend progressively
- Q2 dividend of 5p to be paid on 7 December 2018
   Total dividends for Q1 and Q2 of 10p
- 2018 dividend of 21p implied yield on 31 January 2018 share price of 2.6%

### Share buybacks

- Authorised to buy back up to 14.99% of ISC
- The Company will continue to repurchase shares on an opportunistic basis

### Dividends and share buy backs





## ICG Enterprise Trust team

## A strong combination of direct and fund investment experience



Emma Osborne Head of Private Equity Fund Investments

**IC Member** 

- Lead portfolio manager of ICG Enterprise for over 14 years
- Over 23 years of PE experience
- Extensive experience across the PE market, both as a direct investor across the capital structure and as a fund investor
- Involved in both fund and co-investment due diligence



Kane Bayliss Managing Director

**IC Member** 

- Joined the investment team in 2014
- Over 17 years of PE experience
- Direct investment and M&A experience across a broad variety of transactions in both UK and Europe
- Involved in both fund and co-investment due diligence



Colm Walsh Managing Director

- Joined the investment team in 2012
- Over 10 years of PE experience
- Graphite Capital (funds, co-investments and finance)
- Terra Firma Capital (finance)
- Deloitte (audit)



Fiona Bell Principal

- Joined the investment team in 2009
- Over 10 years of PE experience
- Graphite Capital (funds and co-investments)
- KPMG private equity group (audit and transaction services)
- JP Morgan Cazenove (corporate broking)



Nils Schander Principal

- Joined the investment team in 2017
- Over 10 years of PE experience
- Goldman Sachs (AIMS Private Equity)
- Riverside (Direct PE)EQT Partners (Direct PE)
- Goldman Sachs (Investment Banking)



Benoit Durteste CIO and CEO, ICG IC Member

- Joined ICG in 2002
- Over 25 years of direct investment experience
- Chairman of other ICG IC's covering private debt, mezzanine and strategic equity
- Broad perspective on the private equity landscape and on relative value and risk



Kelly Tyne Vice President

- Joined the investment team in 2014
- Over 4 years of PE experience
- Graphite Capital (funds, co-investments)
- First NZ Capital (analyst)
- PricewaterhouseCoopers (management consulting)



Craig Grant
Portfolio analyst

Joined the investment team in 2017



Andrew Hawkins
Head of Private Equity
Solutions, ICG
IC Member

- Joined ICG in 2014
- Over 25 years of direct investment experience
- Long tenure in both US and European private equity markets gives him strong insights as well as extensive manager relationships





## ICG Enterprise Trust Board

## Private equity, investment and commercial experience

### Role of the Board:

- Ensure effective stewardship of the Company's affairs
- Strategy
- Monitoring Company's progress against strategic goals
- Monitoring of the Manager's performance
- Formal schedule of operational matters are reserved for the Board
- Approval of Graphite and ICG commitments



Jeremy Tigue Chairman

Committees: Nominations (Chair)

- Appointed to the Board in 2008 and became Chairman in 2017
- Extensive financial services experience, having spent 33 years as a fund manager, including 17 years as the lead manager of F&C Investment Trust
- Broad and deep knowledge of all aspect of investment company management and corporate governance
- Seasoned public company board member and chairman



Alastair Bruce Non-executive Director

Committees: Audit Nominations

- Appointed to the Board in 2018
- Over 25 years of private equity experience
- Former Managing Partner of Pantheon Ventures
- Was involved in all aspects of Pantheon's business, particularly the management of Pantheon International Participations PLC, the expansion of Pantheon Ventures globally and the creation of a co-investment business



Andrew Pomfret Non-executive Director

Committees: Audit (Chair) Nominations

- Appointed to the Board 2011 and became Chairman of the Audit Committee in 2017
- Broad range of experience spanning accountancy and finance, private equity investing and public company management, both in executive and non-executive roles.
- Extensive experience as an audit committee member of listed investment companies.



Sandra Pajarola Non-executive Director

Committees: Audit Nominations

- Appointed to the Board in 2013
- Extensive private equity investing experience having executed a broadly similar strategy during her time at Partners Group.
- As the head of the team at Partners Group, Sandra built relationships with many private equity managers in Europe and has a broad perspective on the private equity industry.



Lucinda Riches Non-executive Director

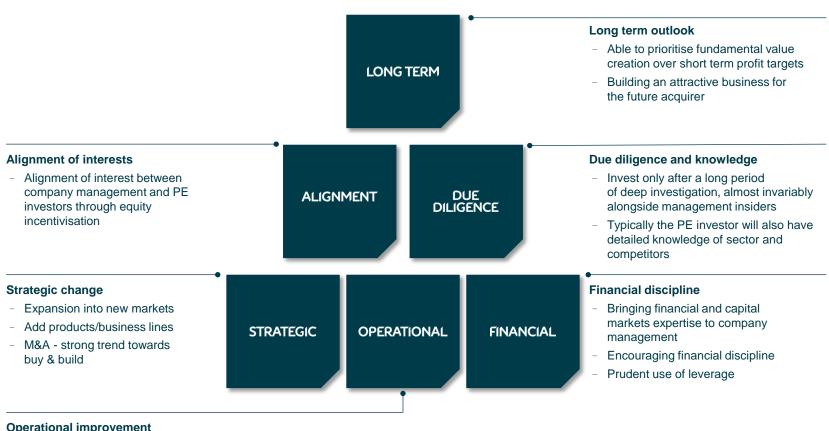
Committees: Audit Nominations

- Appointed to the Board in 2011
- Lucinda brings significant capital markets experience, having advised public companies on strategy, fundraising and investor relations for many years.
- She also brings extensive experience as a public company non-executive director across a variety of businesses, including two FTSE 100 companies.



## How does private equity create value?

## Active ownership model generating outperformance through cycles



### **Operational improvement**

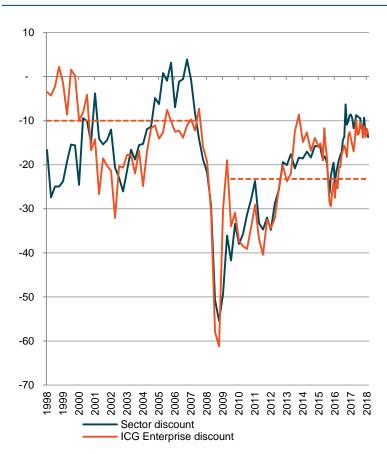
- Identifying potential efficiencies
- Reducing reliance on macro tailwinds
- Earlier identification of underperformance with skills to address issues quickly



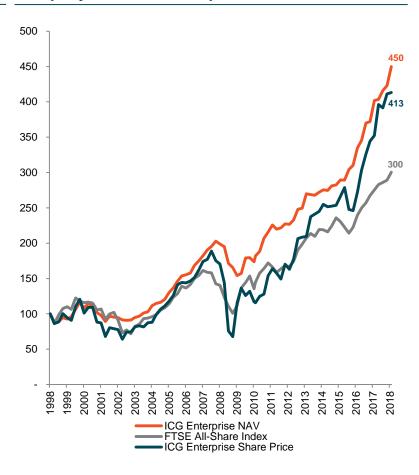
## **Discount**

## Discount does not reflect the long term performance

### Company vs sector long term discount



### Company NAV and share price vs FTSE All Share



## Useful information

Structure: Company registered in England and Wales Ticker: ICGT.LON

Investment trust tax status ISIN: GB0003292009

Registered company number: 01571089 SEDOL: 0329200

**Listing**: Premium London listing **Website**: www.icg-enterprise.co.uk

Broker: Numis Securities Limited James Glass (Sales): +44 (0) 20 7260 1369

Manager: ICG Alternative Investment Limited

Authorised and regulated by the Financial Conduct Authority under the Alternative Investment Fund Manager Directive

Contacts: Emma Osborne +44 (0) 20 3201 1302 Emma.Osborne@icgam.com

Kane Bayliss +44 (0) 20 3201 1305 Kane.Bayliss@icgam.com Ian Stanlake +44 (0) 20 3201 7700 ian.stanlake@icgam.com



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