



Corporate
Profile



ESTATE
CAPITAL



A Message from the CEO

With a track record spanning over nearly two decades, Estate Capital company has earned the trust of investors by delivering innovative, Sharia-compliant investment solutions that align with their strategic objectives.

Our team of distinguished experts, with a blend of international and local market expertise, leverages cutting-edge technology for swift and accurate identification of real estate investment opportunities.

As a trusted partner, we focus on building sustainable relationships through innovative real estate solutions and unwavering integrity. Our goal is to deliver exceptional returns that secure a bright financial future for investors.

Hadi Oussama Salame
CEO

About the Company

Founded in 2007, Estate Capital is a Shariah-compliant real estate investment company specializing in global opportunities. Guided by Islamic finance principles, Estate Capital has built a successful track record in Kuwait and continues to identify and capitalize on attractive real estate investments worldwide.

Estate Capital provides discerning investors with access to a curated selection of high-yield real estate ventures, drawn from a diverse portfolio of international investment opportunities.

Estate Capital adheres to the highest standards of regulatory compliance, ensuring full cooperation with and oversight by the Capital Markets Authority (CMA), the Central Bank of Kuwait (CBK), and all relevant regulatory bodies.

Our Values

Integrity

Estate Capital practices the highest ethical standards of integrity. It is dedicated to upholding ethical behavior and doing what is right, even when faced with difficult or unpopular decisions. The company firmly believes that trust is the foundation of its success and is committed to building and maintaining strong relationships with investors, partners, and stakeholders based on this principle.

Excellence

The company is committed to delivering results that exceed investors' expectations by setting high standards and holding itself accountable for achieving them. Estate invests in its human capital, processes, and technology to ensure that they are always striving for excellence in everything they do.

Transparency

The company strongly values openness and transparency in all dealings, providing clients with full visibility into all investments and investment processes. They are committed to regular and clear communication, keeping investors informed every step of the way.

Accountability

Estate Capital takes ownership of its actions and accepts responsibility for its decisions and outcomes. The company is transparent about its performance and communicates openly and honestly with its clients and stakeholders. It holds itself to high standards and is committed to delivering results that either meet or exceed clients' expectations.



Corporate Strategy

Estate Capital prioritizes building strong, long-term relationships with investors as the foundation of its strategic plans. This involves a dedicated search for the most attractive investment opportunities worldwide. The Estate team actively monitors global events and trends to anticipate market shifts. This proactive approach allows them to effectively navigate market risks and capitalize on promising returns.

Vision

Becoming the most trusted and respected Sharia-compliant investment company in the industry, recognized for unwavering commitment to excellence, ethics, and social responsibility. By offering world-class investment solutions that exceed all investors' expectations and help them achieve their financial goals.

Mission

To provide Sharia-compliant real estate investment opportunities that align with the client's values and generate attractive returns, while building long-lasting relationships through personalized service, trust, and integrity.

Established in

2007

Capital of

37m KD

Exposure across

3

Continents

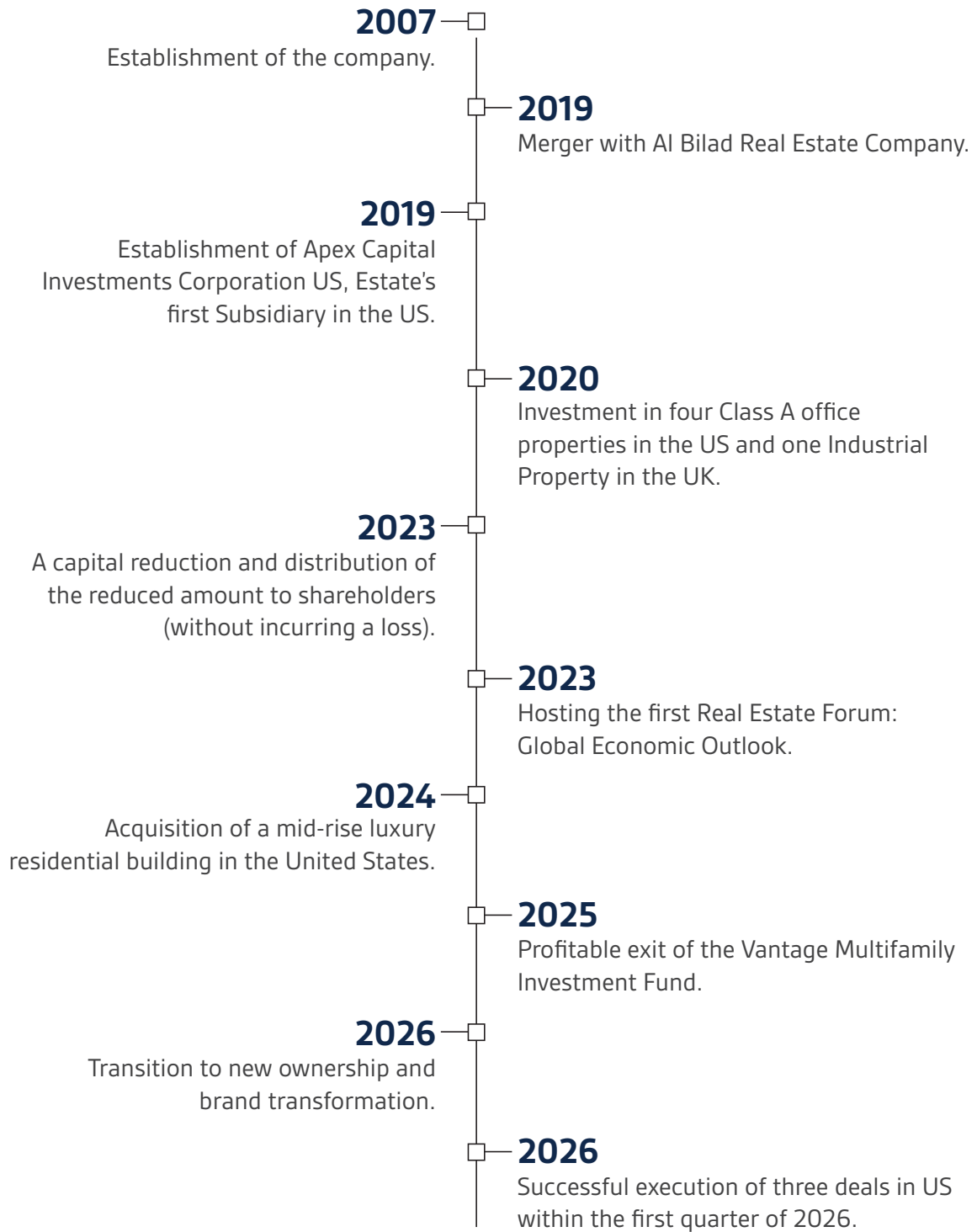
Currently Managing

\$1.06bn
AUM

as of 2026



Milestones



Our services

Estate Capital delivers customized investment solutions for investors seeking income or long-term growth. Our experienced team collaborates closely with you to understand your risk profile, investment timeframe, and financial goals. We then develop tailored strategies that align with your unique requirements. Our international team provides ongoing support throughout the investment journey, guiding you through the complexities of international real estate transactions.



Client Solutions

At Estate Capital, we place our clients at the heart of everything we do - offering a comprehensive suite of tailored solutions designed to protect, grow, and sustain wealth across generations.

- **Wealth Management:** We work closely with high-net-worth individuals and institutions to build personalized, Shariah-compliant portfolios that balance long-term growth with capital preservation, leveraging our international real estate expertise across Kuwait, the UK, and the US.
- **Investment Advisory:** Our seasoned team provides strategic, data-driven guidance - from market entry and asset allocation to exit planning - empowering clients to make confident, well-informed investment decisions.
- **Portfolio & Fund Management:** We design and manage a range of Shariah-compliant investment vehicles, including real estate and private equity funds, offering clients access to opportunities structured for consistent, superior returns.

Investment Banking

Our Team of Experts at Estate Capital structures and executes sophisticated real estate investment solutions - combining deep market expertise with Shariah-compliant financial engineering to deliver superior, risk-adjusted returns for our partners and investors.

- **Real Estate Private Equity & Fund Structuring:** We design and manage closed-end real estate private equity funds, providing investors with access to high-quality property assets across international markets - built for transparency, compliance, and enduring value creation.
- **Asset Acquisition & Deal Execution:** From sourcing and due diligence to financing and closing, our team manages the full acquisition process across target markets in the US and UK - identifying undervalued assets and executing with precision.
- **Shariah-Compliant Mezzanine Financing:** We offer innovative mezzanine financing solutions structured within Islamic finance principles, bridging the gap between senior debt and equity to unlock the full potential of real estate projects.



Our services

Global Real Estate Coverage

Estate Capital's core strength lies in identifying and acquiring high-quality real estate assets across international markets - driven by rigorous analysis, disciplined underwriting, and a deep understanding of global property cycles.

- **Market Intelligence & Asset Sourcing:** We leverage our on-the-ground presence through Apex Capital US to continuously monitor target markets, identify off-market opportunities, and source assets across office, retail, industrial, residential, and student housing sectors.
- **Acquisition & Asset Management:** From initial underwriting and structuring through to active asset management and value enhancement, we oversee every stage of the investment - ensuring each asset delivers consistent income and capital appreciation.
- **Disciplined Exit Strategy:** We apply the same rigor to our dispositions as we do to our acquisitions - timing exits to maximize investor returns.

Kuwait & GCC Market Coverage

Estate Capital's roots run deep in the Kuwaiti market - and our regional relationships across the GCC give our clients privileged access to local opportunities that few international platforms can match.

- **Local Market Expertise:** With over 17 years of operating in Kuwait's real estate and investment landscape, we bring an intimate understanding of local market dynamics, regulatory frameworks, and property cycles - enabling us to identify and act on opportunities with speed and conviction.
- **GCC Network & Deal Origination:** Our established relationships with developers, family offices, sovereign entities, and institutional investors across the region allow us to originate and co-invest in off-market regional opportunities that meet our disciplined investment criteria.
- **Regional Asset Management:** Beyond acquisition, we actively manage and optimize regional real estate assets on behalf of our clients - applying the same rigorous standards we bring to our international portfolio to deliver consistent returns closer to home.

Client Relations & Reporting

At Estate Capital, we believe that trust is built through transparency - and our Client Relations function is designed to keep our partners informed, confident, and connected to the performance of their investments at every stage.

- **Structured Performance Reporting:** We provide our clients with regular, detailed reporting on portfolio performance, asset valuations, income distributions, and market outlook - ensuring complete visibility into how their capital is being deployed and managed.
- **Dedicated Client Coverage:** Each client and institutional partner benefits from dedicated relationship management, with direct access to our investment team for updates, strategic reviews, and any questions relating to their portfolio.
- **Fund Lifecycle Communication:** From fund launch and capital deployment through to asset management updates and exit notifications, we maintain proactive, clear communication across the full investment lifecycle - so our investors are never left wondering.



14 Real estate funds under management



8% Average expected ROI



11 Total number of funds exited



3-5 Years Average Tenure



Our Investment Strategy

Core Plus

The core plus model focuses on high-quality, well-leased, and well-maintained properties in prime locations that are operationally stable. These properties include office, industrial, and retail spaces. Estate Capital can source, close, and manage investments that can provide a fast turnaround on acquiring and selling property with attractive total returns.

Value Add

Estate's value-add investment model involves non-core assets that have possible operational risks, which presents an opportunity to add value through a directional shift in management, leasing, and renovation. These assets are in non-prime locations such as recovering primary markets or secondary or tertiary markets.

Opportunistic

An opportunistic investment model involves greenfield lands that require capital to be developed into income-generating properties. Where the company identifies emerging market investment opportunities and capitalizes on them through greenfield properties before they become attractive to the broader market.

CSR

By engaging in initiatives that promote education, health, and social welfare, Estate Capital actively seeks to make a positive difference in the lives of its community members. The company has partnered with numerous local organizations and charities to support programs that assist underserved members of society, as well as provide support to individuals with disabilities and their families.

Sustainability

Estate Capital envisions a future where profit and purpose are intertwined. Guided by our commitment to CSR, ethical governance, and responsible investing, we strive to create value for all stakeholders - our investors, our communities, and the planet.



Investments Across Continents

- Texas
- Washington
- Chicago
- Wisconsin
- Alaska
- Illinois
- Florida
- California
- Arizona
- Minnesota
- Philadelphia



Amsterdam

- Telford
- Morecambe
- Manchester
- Carlisle
- New Castle
- Lancaster
- Basildon
- Hayes
- Canterbury



Ventures

Assets Under Management



USV I - Embassy Suites Hospitality

USD 52,803,000

Acquisition - 2015



UKV I - Telford Retail Park

GBP 44,716,876

Acquisition - 2016



USV VI Industrial Lease Fund

USD 153,200,000

Acquisition - 2017



UKV II - Morecambe Retail Park

GBP 13,700,000

Acquisition - 2017



USV VII - RI Seattle Hospitality

USD 111,625,000

Acquisition - 2018



USV VIII - Genpact Office Building

USD 43,500,000

Acquisition - 2019



EUV I - Vodafone Office Building

EUR 45,488,738

Acquisition - 2019



UKV V - Pirelli Industrial

GBP 15,350,000

Acquisition - 2020



HPE - Roseville Class "A" Office

USD 101,300,000

Acquisition - 2020



USV IX CHR Class "A" Office

USD 110,250,000

Acquisition - 2020



Axalta Corporation Class "A" Office

USD 61,200,000

Acquisition - 2020



Avistar Multifamily

USD 59,800,000

Acquisition - 2023



Ventures

Assets Under Management



**Alta Federal Hill
Multifamily**

USD 68,500,000

Acquisition - 2024



Energy Center 1

USD 92,000,000

Acquisition - 2025



**TA Alameda
Travel Center**

USD 25,000,000

Acquisition - 2026



**TriRX Pharmaceutical
Manufacturing Facility**

USD 35,000,000

Acquisition - 2026

Ventures

Exited Investments



**Argos
Distribution Centre**

GBP 29,498,000

Exited Investment



**Prime Life Ltd.
Senior Housing**

GBP 43,955,000

Exited Investment



**Aztec
Office Building**

GBP 20,977,000

Exited Investment



**GSA – FBI Office
Office Building**

USD 69,972,996

Exited Investment



**Utility Wise
Class "A" Office**

GBP 17,250,000

Exited Investment



**USV I – Hamilton Ridge
Multifamily**

USD 19,602,598

Exited Investment



**USV II
Multifamily, Hospitality**

USD 54,263,042

Exited Investment



**USV III
Multifamily**

USD 39,078,526

Exited Investment



**USV III
Hospitality**

USD 40,900,000

Exited Investment



**USV IV – RI Boston
Hospitality**

USD 47,000,000

Exited Investment



**USV V – Residence Inn
Hospitality**

USD 59,808,296

Exited Investment



**UK Venture III
Retail Park**

GBP 32,500,000

Exited Investment



Ventures

Exited Investments



**Parham Student Village
Student Housing**

GBP 42,750,000

Exited Investment



**USV IV – St. Augustine
Senior Housing**

USD 33,700,000

Exited Investment



**Vantage
Multifamily**

USD 44,124,697

Exited Investment

Subsidiaries

APEX CAPITAL US:

APEX Capital Investments Corporation US was established in 2019 to provide clients with the opportunity to participate in a broad range of real estate investments in the United States. The company is headquartered in Philadelphia, PA, and offers clients and potential investors an alternative financial solution to stock and bonds, as it offers diversification as well as a different return profile.

Apex's investments generate superior, low-volatility, absolute returns, while simultaneously maintaining strategic diversity. The company's investments include an array of different real estate property types, including office buildings, hotels, warehouses, and retail and office space.



Leadership



Hadi Oussama Salame
Chief Executive Officer



Abdullah A. Al Wehaib
Executive Vice President
Investment & Business
Development



Jamal Al Samad
Senior Vice President
Compliance



John Gaghan
Chief Executive Officer
APEX US



Serge Fanning
Chief Operating Officer
APEX US

Email: info@estatecapital.com
Tel: +965 1844000 - P.O. Box 2152 Safat 13022
Al Dhow Tower, Khaled Bin Al Waleed St, Sharq, Kuwait
www.estatecapital.com