



Acquisition of Gleacher Shacklock, A Premier UK Advisory Firm

April 2026

PERELLA
WEINBERG

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Presentation of Information

All facts, metrics and other information provided herein are presented as of December 31, 2025, unless otherwise stated.

Non-GAAP Financial Measures

This Presentation contains certain non-GAAP financial measures. These non-GAAP financial measures should be considered only as supplemental to, and not as a replacement for, financial measures prepared in accordance with U.S. GAAP. Please refer to the Appendix for a reconciliation of these non-GAAP financial measures to the nearest U.S. GAAP financial measures. The Firm believes that these non-GAAP financial measures are key financial indicators of our business performance over the long term and provide useful information regarding whether cash provided by operating activities is sufficient to maintain and grow our business. The Firm believes that the methodology for determining these non-GAAP financial measures can provide useful supplemental information to help investors better understand the economics of our platform. Other companies may calculate non-GAAP financial measures differently, and therefore the non-GAAP financial measures included in this Presentation may not be directly comparable to similarly titled measures of other companies.

Forward Looking Statements

The forward-looking statements in this presentation and oral statements made from time to time by representatives of PWP are based on current expectations and beliefs concerning future developments and their potential effects on the Firm and are not guarantees of future performance, conditions or results. There can be no assurance that future developments affecting the Firm will be those that the Firm has anticipated. These forward-looking statements involve a number of risks, uncertainties (some of which are beyond the Firm’s control) or other assumptions that may cause actual results or performance to be materially different from those expressed or implied by these forward-looking statements. These risks and uncertainties include, but are not limited to, those factors described in the section entitled “Risk Factors” in the Firm’s Annual Report on Form 10-K for the year ended December 31, 2025, filed with the SEC on February 27, 2026, and the other documents filed by the Firm from time to time with the SEC. Should one or more of these risks or uncertainties materialize, or should any of our assumptions prove incorrect, actual results may vary in material respects from those projected in these forward-looking statements. The Firm undertakes no obligation to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise, except as may be required under applicable securities laws.

PERELLA WEINBERG | A Global Advisory Firm with Room to Grow in the UK...

ADVISORY PRODUCT EXPERTISE



Mergers & Acquisitions



Restructuring & Liability Management



Financing & Capital Markets Advisory



Private Funds Advisory



Shareholder Engagement, Analytics, & Activism

INDUSTRY COVERAGE



Consumer & Retail



Energy & Energy Transition



Financial Services & FinTech



Healthcare



Industrials & Infrastructure



Technology, Telecom & Media

KEY STATS

\$751

FY 2025 Revenues

77

Advisory Partners Globally

~700

Employees

12

Offices Globally

EXISTING EUROPEAN FRANCHISE



PERELLA WEINBERG'S EUROPEAN BUSINESS COVERS 3% OF EUROPEAN M&A LANDSCAPE⁽¹⁾

3

OFFICES

6

SECTORS

20

YEAR TRACK RECORD

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Source: Dealogic, Note: (1) Includes public transactions for UK, German, and French market for trailing 3-years ending March 31, 2026.

Gleacher Shacklock Is a Long-Established, Diversified, Premier Advisor in The United Kingdom



30
Advisory Professionals



8
Senior Bankers⁽¹⁾



23
Years of Brand Tenure



~\$3.3B
avg M&A deal size⁽²⁾

GLEACHER SHACKLOCK

BUILT WITH A REPUTATION FOR ADVISING CLIENTS ON HIGH-PROFILE, COMPLEX SITUATIONS

M&A CAPABILITIES

Advisory work spans public takeovers, cross-border M&A, carve-outs, contested situations, and private market transactions

DEFENSE CAPABILITIES

Market-leading expertise in major UK public company defense and contested takeover assignments including activist defense with deep mastery of the UK Takeover Code

STRATEGIC FINANCIAL ADVICE

Leading financial advice and execution capability on transformational transactions, often acting as trusted boardroom advisor across the UK large-cap landscape

SECTOR EXPERTISE

Dedicated sector expertise in

- Aerospace & Defense
- Financial Institutions
- Healthcare
- Industrials & Services
- Infrastructure & Utilities
- Metals & Mining

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(1) Comprised of 5 who will be Partners at Perella Weinberg and 3 who will be Managing Directors. (2) M&A deals with disclosed transaction value between 2020-2025; where applicable converted from GBP to USD using a 1.35 exchange rate.

Premier European Corporates and Global Alternative Managers Rely on our Advice and Expertise

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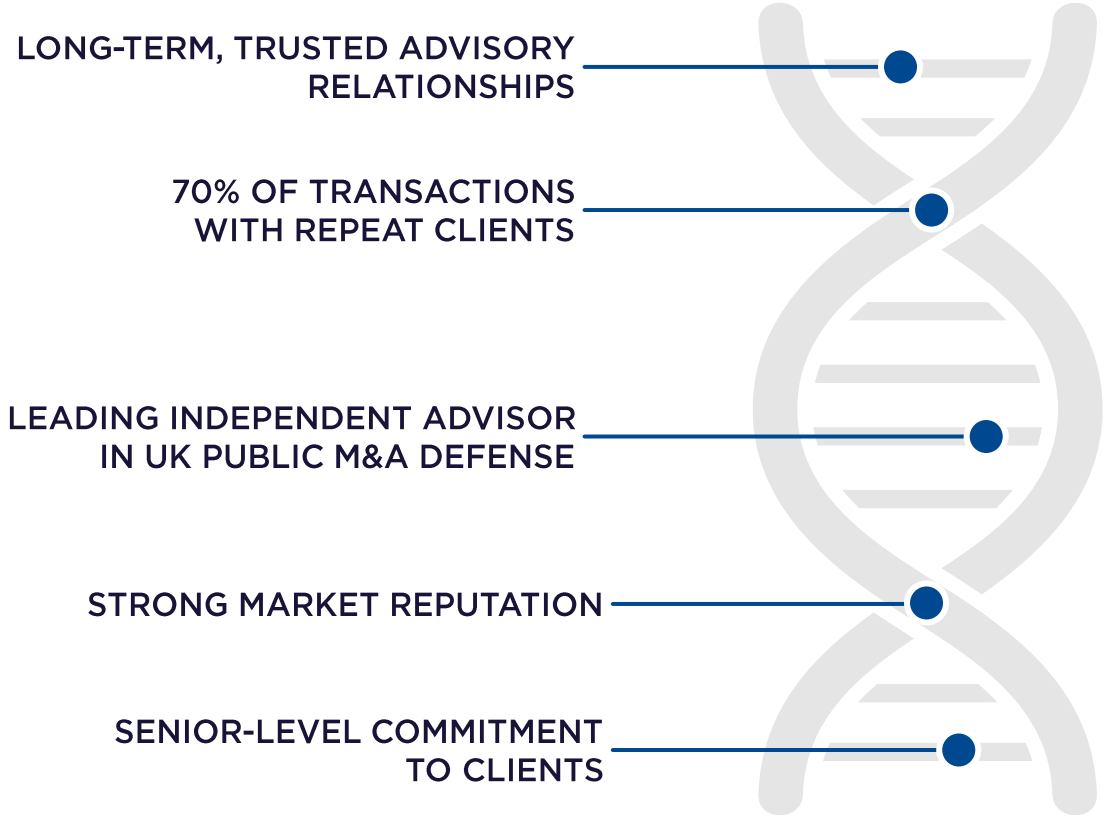
GLEACHER SHACKLOCK



**COMBINED FIRM
STRENGTHENS
AND BROADENS
POSITION AS A
LEADING,
GLOBAL
INDEPENDENT
ADVISOR**

Gleacher Shacklock is Highly Complementary, Significantly Expanding Presence in the UK and Continental Europe

GLEACHER SHACKLOCK'S SUCCESSFUL BUSINESS MODEL...



...ENHANCES PERELLA WEINBERG'S GLOBAL FRANCHISE

- ✓ IMMEDIATE SCALE IN UK M&A MARKET
- ✓ STRONG INFRASTRUCTURE COVERAGE AND CONNECTIVITY
- ✓ ALIGNED CLIENT SERVICE APPROACH BASED ON TRUST
- ✓ SEAMLESS CULTURAL FIT WITH SENIOR-LED, COLLABORATIVE TEAMS
- ✓ PARTNERSHIP AND OWNERSHIP MENTALITY