

Q3 2020 RESULTS PRESENTATION



QUARTER ENDED 30 September 2020
12 November 2020

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Q3 & YTD 2020 SUMMARY

Strong financial performance



- **Q3 2020 revenue up 30% to AED 2.1 bn** (YTD 2020 up 17% to AED 5.9 bn)
- **Q3 2020 gross profit up 5% to AED 0.7 bn** (YTD 2020 up 3% to AED 2.1 bn)
- **Q3 2020 net profit up 8% to AED 0.4 bn** (YTD 2020 down 11% to AED 1.2 bn)

Fortress balance sheet and ample liquidity



- **AED 2.5 bn of free cash and AED 4.0 bn of undrawn committed credit facilities** available as at 30 Sep 2020
- **Debt well within stipulated policies** for AM and DM, with LTV levels at 37.2% and 9.5%, respectively

Record quarter for DM revenue and sales



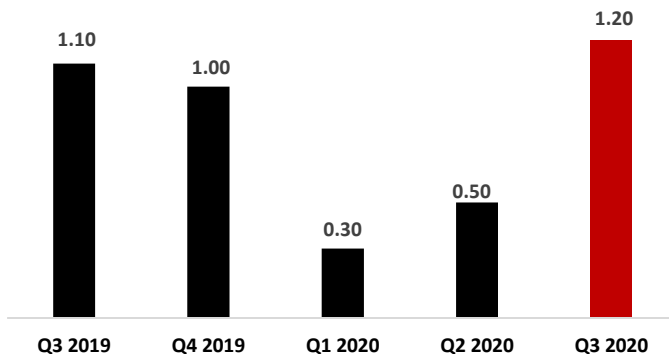
- **Q3 2020 DM revenue up 101% to AED 1.3 bn** driven by strong inventory sales and fee-based projects
- **Q3 2020 record development sales of AED 1.2 bn** driven by prime units on Saadiyat & Yas Islands (YTD 2020 development sales AED 2.0 bn)

Diverse and resilient asset portfolio



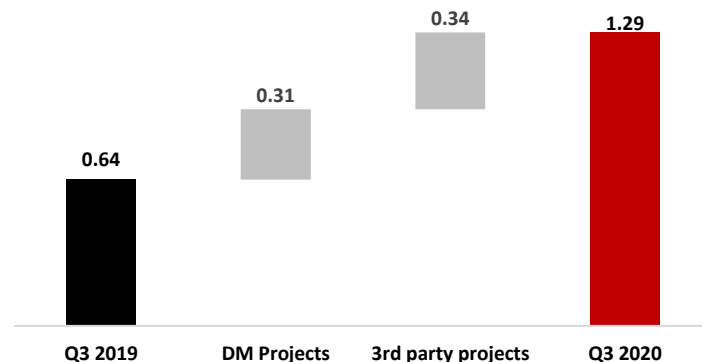
- **Q3 2020 NOI down 3.5% to AED 0.4 bn** (YTD 2020 NOI down 10% to AED 1.1 bn)
- **Resilient occupancy across investment properties at 87%**
- **Improving market dynamics for retail and hospitality segments**

Record development sales (AED bn)



- Q3 2020 sales up 7% to AED 1.2bn vs Q3 2019
- Sales strategy continues to focus on inventory sales
- Record quarter sales amidst pent up demand for high quality units on Saadiyat & Yas Islands
- Water's Edge phase II launched (390 units) in July 2020, contributed AED 238 mn

Record development revenue (AED bn)



- Q3 development revenue up 101% to a record AED 1.3 bn driven by inventory sales and progress on projects in-house and 3rd party projects under development
- Development business gross profit up 23% to AED 313 bn
- ADQ MOU to provide significant upside to fee-based business

¹ As at 30 Sep 20

Resilient performance from Aldar's diverse portfolio: Q3 NOI down 3.5% (YTD NOI down 11%)

- Multi-sector property and operating business portfolio delivered a stable performance for Q3
- Portfolio occupancy 87% vs 91% in YTD 2019
- Retail & Hospitality still most affected by COVID-19
 - Retail portfolio stabilizing with sales picking up since opening in late May
 - Event bubbles such as UFC Fight Island 1 and 2 supporting Hospitality with F1 to come in December
- Residential & Commercial portfolios remain stable
- Adjacent businesses NOI up 5% vs Q3 2019 delivered through strong performances by Aldar Education (up 44% vs Q3 2019) & Khidmah/ Provis (up 33% vs Q3 2019)



AM Occupancy 87% (vs 91% in 2019)¹

Retail (85% vs 92% in 2019) ▼

Commercial (92% vs 91% in 2019) ▲

Hospitality (45% vs 75% in 2019) ▼

Residential (89% vs 89% in 2019) ●

¹ AM occupancy excludes hospitality portfolio

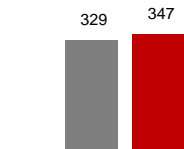
KEY ADJACENT BUSINESSES



Aldar Education

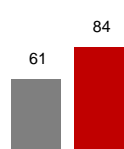
- Aldar Academies is the leading operator and provider of private education in Abu Dhabi with the largest network of schools, delivering English, IB and American curriculums adapted for the UAE
- Tripled student numbers to c.22,000 students since 2019, driving revenue growth
- Aldar Academies operates 4 ADNOC schools and 4 charter schools in addition to 8 Aldar Academies schools and nurseries

YTD'20 revenue up 5%



Revenue

YTD'20 GP up 38%



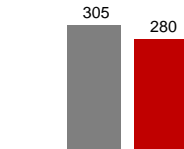
Gross profit



Khidmah / Provis

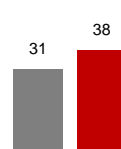
- 100% owned subsidiary (40% remaining minority stake acquired in 2018)
- Previously held under Khidmah, offering properties and facilities management
- Spun off property management services into Provis in February 2019 to drive growth, improve efficiencies and expand product offering

YTD'20 revenue down 8%



Revenue

YTD'20 GP up 23%



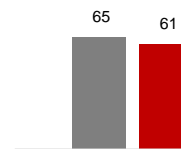
Gross profit



Saadiyat district cooling assets

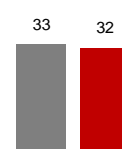
- Assets acquired as part of TDIC asset acquisition in Q2 2018
- Medium-term growth driven by capacity requirements from new key Saadiyat Island assets

YTD'20 revenue down 6%



Revenue

YTD'20 GP down 3%



Gross profit

Note: All figures in AED millions
 1 As at 30 Sep 20

Robust balance sheet position

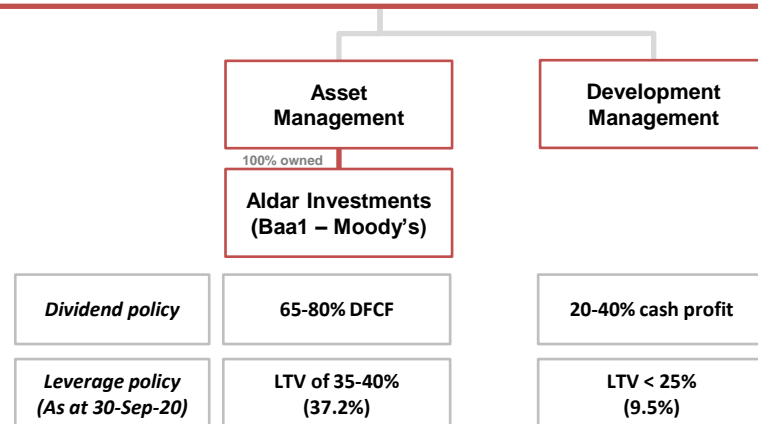
AED millions	As at 30 Sep'20	As at 31 Dec'19
<i>Assets</i>		
Property, plant and equipment	3,381	3,505
Investment properties	16,652	16,782
LHFS, DWIP and inventories	8,535	8,397
Investments in associates and JVs	195	199
Receivables and other assets	6,233	6,698
Cash	4,504	5,686
Total Assets	39,501	41,267
<i>Equity and liabilities</i>		
Equity	25,010	24,951
Debt	8,003	8,147
Payables, advances and other liabilities	6,487	8,168
Total equity and liabilities	39,501	41,267

Key balance sheet highlights

- Trade & other payables - down mainly due to sales collections from West Yas transferred to the Government
- AED 4.5bn gross cash – AED 2.5bn free and subsidiary cash, AED 1.1bn restricted and AED 0.9bn escrow

Prudent capital management and governance in place

Aldar Properties PJSC



- Aldar Investments – highest non-GRE, corporate rating in region at Baa1 (stable)
- Debt position remains well within debt policy ranges
- As at 30 Sep 2020, 2.9% average cost of debt and average debt maturity was 4.8 years
- Strong liquidity position with undrawn facilities of AED 4.0bn as at 30 Sep 2020

KEY MESSAGES

Strong Q3 financial performance	Revenue +30% and net profit +8% driven by strong DM performance in sales and construction progress on in-house and third-party developments
DM delivers record revenue and sales performance	Q3 DM Revenue of AED 1.3bn (+101%) and sales of AED 1.2bn (+7%) both record performances underlining the strength of Abu Dhabi's real estate market and Aldar's development platform
Diversified and high-quality asset portfolio demonstrating resilience	Improving Q3 NOI performance demonstrates the intrinsic benefits of Aldar's high-quality and diversified property and operating business portfolio
Robust balance sheet	Strong cash and liquidity position supported by AED 3.1 bn of DM sales collections YTD
Delivering growth opportunities	ADQ announcement shows Aldar's ability to source significant growth opportunities to drive further value for shareholders going forward
Outlook	Strong DM performance, stabilising AM portfolio and very healthy balance sheet positions Aldar well to deliver a solid 2020

APPENDIX



DEVELOPMENT HIGHLIGHTS

AED bn	Q3 2020	Q3 2019	Variance	YTD 2020	YTD 2019	Variance
Development sales	1.20	1.12	7%	2.03	2.99	-32%
<i>New launches</i>	0.24	0.22	9%	0.24	1.64	-85%
<i>Other (inventory and land)</i>	0.96	0.90	7%	1.79	1.35	32%
Development revenues	1.29	0.64	101%	3.36	2.05	64%
<i>Property development</i>	0.91	0.60	52%	2.63	1.95	35%
<i>Development management</i>	0.38	0.04	848%	0.73	0.11	564%
Development gross profit	0.31	0.26	23%	1.01	0.80	26%
<i>Property development</i>	0.25	0.22	15%	0.89	0.70	27%
<i>Development management</i>	0.06	0.04	68%	0.12	0.10	18%
Gross profit margin	24%	40%	-39%	30%	39%	-23%
Revenue backlog	3.1	4.6	-32%			
Percentage sold	86%	81%	6%			
Development pipeline*	7,371	6,619	11%			

* Excludes handed over units

DEVELOPMENT SUMMARY

Project	Location	Launch date	Total as at 30 Sep 20					Expected completion
			Sold units ¹	Sales value (AEDm) ¹	Units launched	% sold	% completion	
Ansam	Yas Island	2014	537	961	547	98%	100%	Handed over
Hadeel	Al Raha Beach	2014	230	493	233	99%	100%	Handed over
Nareel	Abu Dhabi Island	2015	138	1,683	161	86%	100%	Handed over
Merief	Khalifa City	2015	270	699	281	96%	100%	Handed over
Meera	Reem Island	2015	391	524	408	96%	100%	Handed over
Mamsha	Saadiyat Island	2016	247	993	461	54%	100%	Handed over
Jawaher	Saadiyat Island	2016	79	727	83	95%	100%	Handed over
Mayan	Yas Island	2015	384	719	512	75%	81%	From Q1 2021
Yas Acres	Yas Island	2016	638	2,458	652	98%	96%	Handing over
The Bridges	Reem Island	2017	614	660	636	97%	100%	Handed over
Water's Edge	Yas Island	2017	1450	1,450	1,626	89%	61%	From Q3 2021
Reflection	Reem Island	2018	152	166	192	79%	55%	From Q3 2021
Alghadeer	Seih Sdeirah	2018	463	322	707	65%	73%	From Q1 2021
Al Reeman	Al Shamka	2019	913	1,467	1,012	90%	45%	From Q4 2021
Lea	Yas Island	2019	204	412	238	86%	27%	From Q4 2021
Al Reeman II	Al Shamka	2019	529	544	557	95%	11%	From Q2 2022
Reserve	Saadiyat Island	2019	132	311	223	59%	11%	From Q4 2021
Aldar developments*			7,371	14,589	8,529	86%		
West Yas	Yas Island	2015	934	4,291	1007	93%		Handed over
West Yas plots	Yas Island	2018	73	262	203	36%		2021
Total developments*			8,378	19,143	9,739	86%		

- Q3 2020 development sales of AED 1.20 bn driven by Water's Edge (AED 257 mn across 225 units), Nareel (AED 252 mn across 31 plots), Mamsha (AED 131 mn across 36 units), Yas Acres (AED 108 mn across 28 townhouses), West Yas plots (AED 72 mn across 22 land plots), Jawaher (AED 84 mn across 8 villas) and Saadiyat reserve (AED 41 mn across 13 land plots)
- Revenue backlog as at 30 Sep 2020 now stands at AED 3.1 bn (30 Sep 19: AED 4.6 bn)

¹ Sold units and sold units sales value includes all units where a sales purchase agreement ("contract") has been signed. This does not include sales reservations or units still in process. Total units and values as at period end are net of cancellations.

* Previous disclosure excluded completed developments. Current disclosure sums all units under development including inventory for sale.

AED bn	Q3 2020	Q3 2019	Variance	YTD 2020	YTD 2019	Variance
Recurring revenues	0.74	0.79	-7%	2.16	2.46	-12%
<i>Asset Management</i>	0.49	0.56	-11%	1.48	1.76	-16%
<i>Adjacent Businesses</i>	0.24	0.24	2%	0.69	0.70	-1%
Net operating income	0.38	0.40	-4%	1.10	1.22	-10%
<i>Asset Management</i>	0.32	0.35	-8%	0.95	1.10	-14%
<i>Adjacent Businesses</i>	0.06	0.05	30%	0.15	0.12	24%
Occupancy¹	87%	91%	-4%	87%	91%	-4%
Gross asset value (GAV)²	18.5	18.7	-1%	18.5	18.7	-1%
Portfolio WAULT (years)	4	4.8	-17%	4	4.8	-17%
Residential bulk leases³	53%	48%	10%	53%	48%	10%
Govt/ GRE commercial leases³	61%	59%	3%	61%	59%	3%
Hotel occupancy⁴	45%	71%	-37%	45%	74%	-39%

¹ Occupancy as a percentage of GLA of investment properties (residential, retail and commercial) as at period end

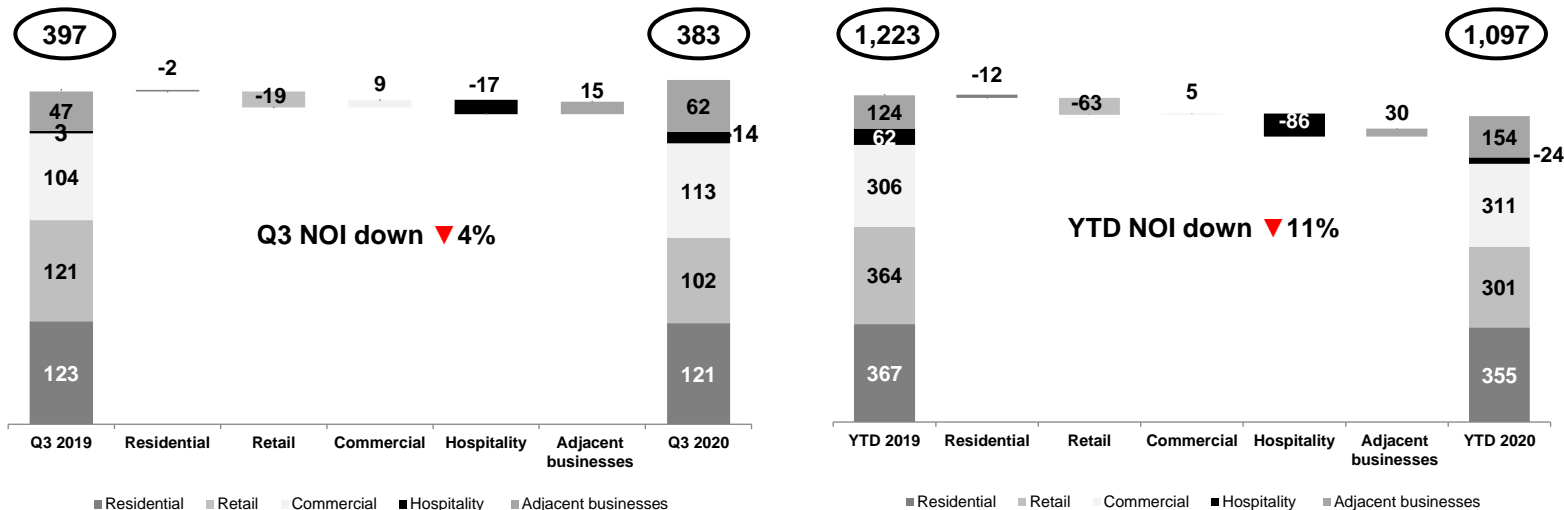
² Gross Asset Value of Asset Management segments; completed investment properties (retail, residential and commercial) and operating businesses (hospitality) as at 30 Sep 2020

³ Residential bulk leases as a percentage of total residential units in portfolio and Govt/ GRE commercial leases as a percentage of total GLA

⁴ Hotel occupancy presented as rooms occupied as a percentage of rooms available for period

NOI decline predominantly due to Covid-19 impact on hospitality & retail (AED mn)

AM NOI WALK



Residential	Retail	Commercial	Hospitality	Adjacent Businesses
Bulk deals represent 53% of portfolio (vs Q3 2019 48%)	Stabilisation of footfalls post retail opening in June	Occupancy 92% (vs Q3'19: 91%)	UFC Fight Island awarded for July	Aldar Academies gross profit up 30%
Q3'20 occupancy 89% (vs Q3'19 89%)	Occupancy @ 85% (Q3-19: 92%)	Remains the most stable AM portfolio	Restrictions on social movement/ lockdown	Khidmah Provis gross profit up 23%
WAULT 4.9 yrs (vs 6.1 yrs in 2019)	WAULT 2.9 yrs (vs 3.2 yrs in 2019)	WAULT 4.2 yrs (vs 5.0 yrs in 2019)	Occupancy @ 45% (YTD'19: 74%)	Saadiyat DC profit stable (-3%)
LfL rent down c. 5%	LfL rent down c. 18%	LfL rent down c. 0.4%		

ASSET MANAGEMENT



Retail



Residential



Commercial



Hospitality

	Retail	Residential	Commercial	Hospitality
Number of properties ¹	33	12	15	20
Leasable area	1,273 retail units (485,808 sqm GLA)	5,580 units (824,204 sqm GLA)	273 units (318,074 sqm GLA)	2,930 keys (436,313 sqm GLA)
Portfolio occupancy ¹	85% (incl. Yas Mall 82%)	89%	92%	45%
WAULT ¹	2.9 years	4.9 years	4.2 years	n/a
YTD 2020 Revenue	AED 431 mn	AED 418 mn	AED 368 mn	AED 259 mn
YTD 2020 NOI	AED 301 mn	AED 355 mn	AED 313 mn	AED (24) mn
Gross profit margin	70%	85%	85%	-9%

Profit and loss

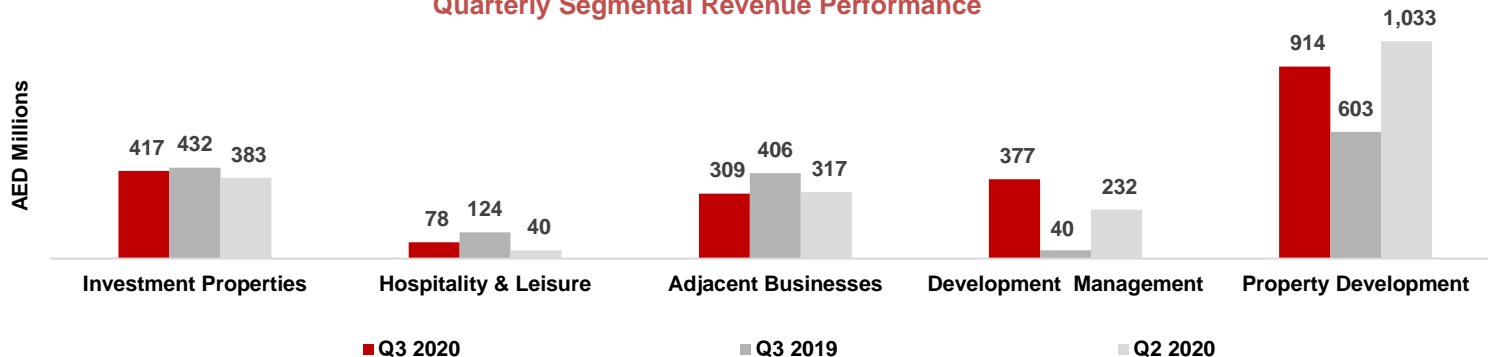
AED millions	Q3 2020	Q3 2019	YTD 2020	YTD 2019
Revenue	2,094	1,605	5,858	5,026
Direct costs	(1,398)	(943)	(3,748)	(2,972)
Gross profit	696	662	2,110	2,054
<i>Gross profit Margin</i>	<i>33%</i>	<i>41%</i>	<i>36%</i>	<i>41%</i>
SG&A expenses	(103)	(105)	(292)	(301)
Depreciation, amortization and write downs/ provisions	(121)	(73)	(296)	(221)
CSR contribution	(3)	(5)	(8)	(15)
Gain on disposal of JV/ Investment Property/ PPE	(0)	-	2	41
Share of profit from associates/ JVs	(0)	(1)	(7)	(2)
Net finance income/expense	(51)	(66)	(187)	(201)
Fair value loss on investment properties, impairments and write downs	(39)	(40)	(208)	(120)
Other Income	37	14	89	122
Net Profit for the period	416	387	1,203	1,356
Attributable to:				
Owners of the Company	426	384	1,210	1,407
Non-controlling interests	(10)	4	(7)	(51)
Profit for the period	416	387	1,203	1,356
Basic and diluted earnings per share (AED)	0.054	0.049	0.154	0.179

Balance sheet

AED millions	As at 30 Sep'20	As at 31 Dec'19
Assets		
Property, plant and equipment	3,381	3,505
Investment properties	16,652	16,782
LHFS, DWIP and inventories	8,535	8,397
Investments in associates and JVs	195	199
Receivables and other assets	6,233	6,698
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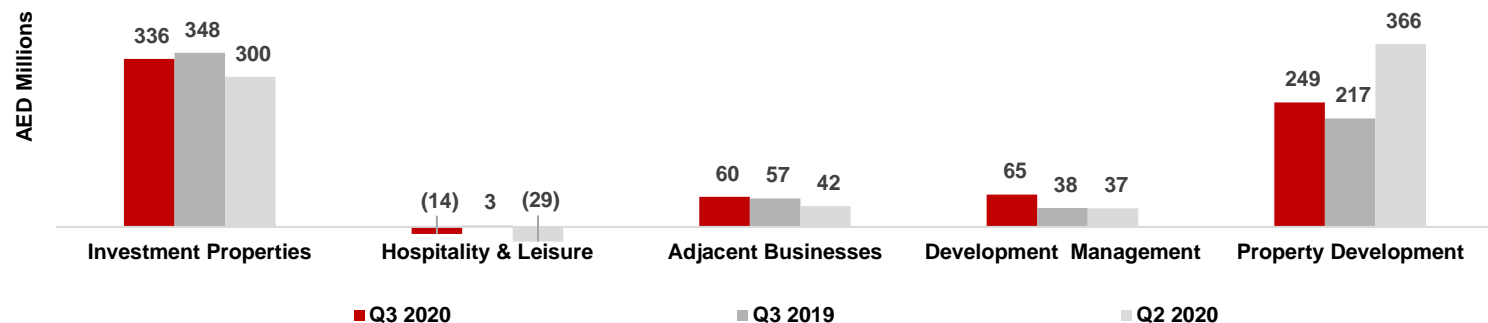
Q3 2020 recurring revenues of AED 737 mn (Q3 2019: AED 795 mn; Q2 2020: AED 625 mn) ¹

Quarterly Segmental Revenue Performance



Q3 2020 recurring revenues gross profit of AED 383 mn (Q3 2019: AED 397 mn, Q2 2020: AED 311 mn) ¹

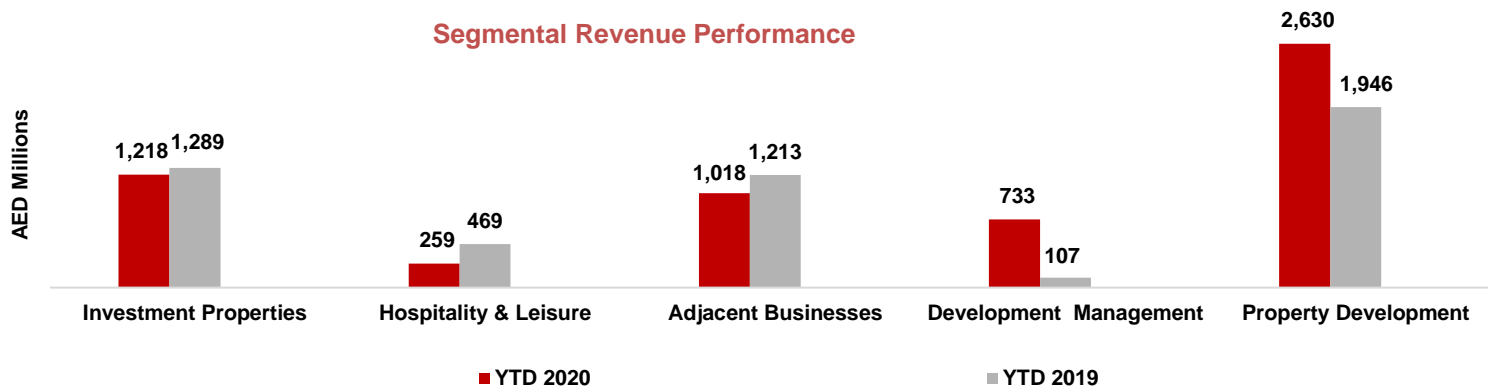
Quarterly Segmental Gross Profit Performance



¹ Recurring revenues assets include Investment Properties (Retail, Residential, Commercial and OVs), Hospitality (Hotels & Leisure), Schools (Aldar Academies), Property & Facilities Management (Khidmah) and District Cooling assets
Q3 2020 recurring revenues excludes Pivot revenue of AED66m (Q3 2019 revenue: AED168m and Q2 2020 revenue: AED117m)
Q3 2020 recurring gross profit excludes Pivot gross loss of AED1m (Q3 2019 gross profit: AED10m and Q2 2020 gross profit: AED2m)

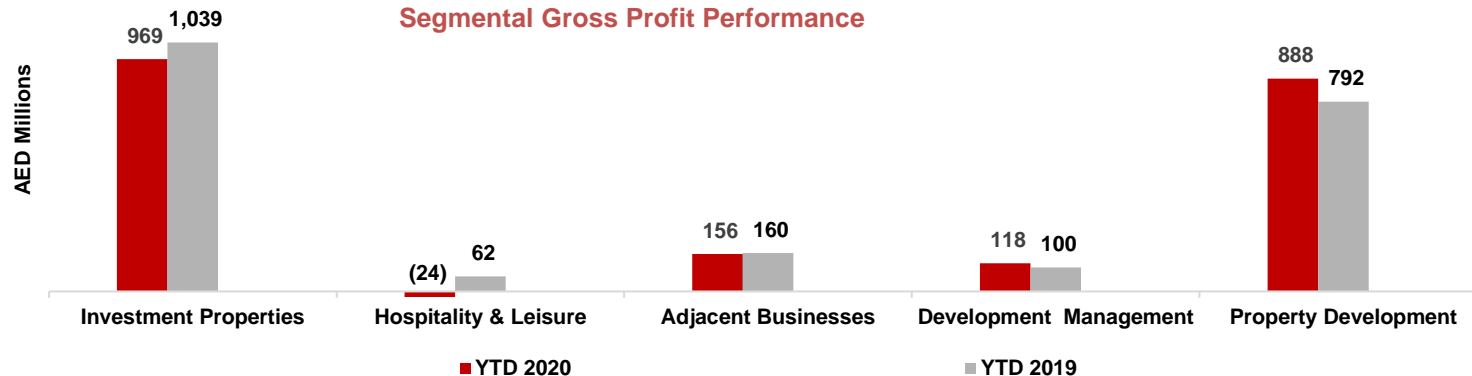
YTD 2020 recurring revenues of AED 2,164 mn (YTD 2019: AED 2,456 mn) ¹

Segmental Revenue Performance



YTD 2020 recurring revenues gross profit of AED 1,098 mn (YTD 2019: AED 1,224 mn) ¹

Segmental Gross Profit Performance



¹ Recurring revenues assets include Investment Properties (Retail, Residential, Commercial and OV's), Hospitality (Hotels & Leisure), Schools (Aldar Academies), Property & Facilities Management (Khidmah) and District Cooling assets
YTD 2020 recurring revenues excludes Pivot revenue of AED330m (YTD 2019 revenue: AED515m)
YTD 2020 recurring gross profit excludes Pivot gross profit of AED6m (YTD 2019 gross profit: AED31m)



Federal Government initiatives

The UAE government has taken significant steps to address the complex public health and economic impact of the COVID-19 pandemic

Economy

- The UAE Central Bank has rolled out economic stimulus package at AED256 billion (US\$70bn)
- In addition, the UAE will deliver a three-stage "flexible package" of measures including steps to support the labor market and encourage investment
- The Targeted Economic Support Scheme (TESS) consists of AED50 billion in capital buffer relief, AED50 billion in zero-cost funding support, AED95 billion in liquidity buffer relief and AED61 billion reduction of cash reserve requirements
- Extension of the capital buffer relief to the end of 2021 and extension of the zero-cost funding facility until end of 2020.
- Reduced reserve requirements for bank demand deposits from 14% to 7%
- Postponed enforcement of certain Basel III capital standards until March 31, 2021
- Increased LTV ratios applicable to mortgage loans for first-time home buyers by 5%
- Revised limit on bank exposure to the real estate sector
- Reduced electricity and water bills for customers in the tourism, hospitality and trade sectors by 20% for a period of three months – equivalent to a total amount of AED 86 million

People

- Comprehensive public health response
 - Conducted 5.26 million COVID-19 tests as of 5th August
 - Rolled out the National Disinfection Program to sanitize all public facilities, streets, public transportation and metro service
 - Launched the National Campaign for Mental Support to help UAE residents overcome psychological impact from COVID-19
- Created a 'virtual labor market' to facilitate the provision of job opportunities for suspended employees.
- Activated virtual learning for nearly 1.2 million students from various schools and universities
- Launched "We're Here for You" service for members of the UAE's diplomatic missions abroad

Government

- Launched a new government structure, which merges several prominent ministries and agencies to increase flexibility and enable quicker decision-making



Abu Dhabi Government initiatives

Abu Dhabi Executive Council launched 16 initiatives to support businesses and the community

Exemptions until the end of 2020

- No annual registration fees for commercial vehicles
- No toll gate tariffs for all vehicles
- No individual or commercial real estate registration fees
- No Tawtheeq fees this year for commercial and industrial activities

People, SMEs & Startups

- AED 5bn to subsidize water and electricity for citizens and commercial & industrial activities
- Subsidies for electricity connection fees for startups for this year
- AED 3bn for SME credit guarantee programme
- Performance guarantees for projects up to AED50 million waived for startups
- Reduction in merchant service fees by 50% for SME customers with usage below AED 5 million per annum

Lending Options

- New committee to review lending options to support local companies

Waivers & Rebates

- Suspending bid bonds
- Industrial land leasing fees reduced by 25% for new contracts
- Industrial and commercial penalties waived
- Waived AED 246 million penalties for economic license violations for 72,200 companies

Acceleration

- Payment of approved government invoices within 15 working days

Tourism

- Up to 20% rebate on rentals for the restaurant, tourism and entertainment sectors
- Tourism and municipality fees for the tourism and entertainment sectors suspended for this year

Capital Markets

- Establish AED 1bn market maker fund to enhance liquidity and sustain balance between supply and demand for stocks

Stimulus packages and policy reforms aimed at reducing the impact of coronavirus on the UAE's economy



Abu Dhabi Government initiatives

- 'Ghadan 21' is a programme that aims to make Abu Dhabi one of the best cities in the world to do business, invest and live in. Recent updates include:
 - In response to Covid-19, the Abu Dhabi Executive Council launched an economic stimulus package, fast-tracking the implementation of key Ghadan 21 initiatives. Under the package, 16 initiatives have been announced to improve the ease of doing business and reduce the cost of living in the Emirate.
 - 17 financial initiatives for SMEs and individuals to reduce finance-related costs, facilitate ease of access to financing, as well as maintain the resilience of the Abu Dhabi economy.
 - In March 2020, the Authority of Social Contribution – Ma'an launched the 'Together We Are Good' programme to encourage financial and in-kind contributions from individuals and companies to support the community and promote social responsibility.
 - Through Hub71, startups and venture capitals in Abu Dhabi now have access to more than \$500 million in new capital.
 - Through the Abu Dhabi Local Content Programme, the Abu Dhabi Department of Economic Development has announced 1,244 government tenders worth a total of AED 15 billion.
 - The Abu Dhabi Investment Office invested in four AgTech companies as part of AED 1 billion Programme



Energy industry plans

- ADNOC will continue to deliver on its 2030 smart growth strategy, including its value maximization initiatives, as it drives profitability and sustainable returns for the UAE. Its ICV program has driven more than AED 44 billion (\$12 billion) back into the UAE economy and created over 1,500 private-sector jobs for UAE nationals since it was launched in 2018
- ADNOC capex plans - five-year investment plan of \$132 billion (AED486bn) for upstream, midstream, and downstream segments of its business.
- ADNOC closed its \$20.7 billion gas pipeline infrastructure investment deal in July with a global investor consortium comprising Global Infrastructure Partners, Brookfield Asset Management, Singapore's sovereign wealth fund GIC, Ontario Teachers' Pension Plan Board, NH Investment & Securities, and Snam
- In July, ADNOC and Abu Dhabi-based holding company ADQ formed a joint venture to invest in the planned Ruwais Derivatives Park, and in turn, support the long-term growth of the broader Ruwais industrial complex and increased investment in the Emirate of Abu Dhabi.
- In February, UAE had a new gas find with 80 tscf of shallow gas resources, a discovery that could help the country's goal to achieve gas self-sufficiency.
 - ADNOC and Dubai Supply Authority (DUSUP) have signed an agreement to continue to explore and develop the shallow gas resources in this area in a joint project named 'Jebel Ali'



Federal announcements

- The UAE announced a new government structure, which merges several prominent ministries and agencies to increase flexibility and enable quicker decision-making
- Stimulus plans that so far total AED 282.5 billion (\$79 billion) were rolled out to reduce the impact of coronavirus on the economy
- In addition, the UAE will deliver a three-stage "flexible package" of measures including steps to support the labor market and encourage investment
- The "Targeted Economic Support Scheme" was introduced to provide temporary relief from the payments of principal and interest in respect of outstanding loans for all private sector companies affected by COVID-19
- Launch of "For Abu Dhabi" initiative from Department of Municipalities and Transport earmarking AED 8bn investment to enhance urban spaces and nature sites in a bid to categorise Abu Dhabi as one of the most liveable cities in the world.
- 5 and 10-year (Gold Card) renewable visas for eligible investors, entrepreneurs, special talents, and select doctors battling Covid-19
- Foreigners allowed to own freehold property in investment zones.
- Introduction of 100% foreign ownership in 122 economic activities across 13 sectors. On March 2020, the UAE confirmed the Positive List of 122 economic sectors and activities in which foreign direct investment is permitted

Policy reform, stimulus and energy strategy supporting growth and increasing development in region

REFRESHED SUSTAINABILITY FRAMEWORK



Sustainability framework

VISION	Become a leading regional real estate developer and manager that creates memorable experiences and value for our customers and shareholders.	MISSION	Place our customers first by embedding sustainability, quality, technology and innovation in everything we do.
SUSTAINABILITY PURPOSE	SHAPING A BETTER FUTURE We aim to create a business culture where sustainability is at the heart of everything we do, and where the concept of sustainability informs the way we operate, collaborate, innovate and grow.		
CORE SUSTAINABILITY PILLARS	<div> </div> <div> Economy Community People Environment </div>		
STAKEHOLDERS	Our People / Shareholders and Investors / Local Communities / Partners / Rating Agencies and Media / Government and Regulators / Customers / Subsidiaries / Suppliers and Contractors / Banks and Lenders		
SUSTAINABILITY GOVERNANCE	Board of Directors / Executive Management / Sustainability Department / Sustainability Council / Sustainability Champions		
GLOBAL GOALS (SDGS)	<div> </div>		
SHARED VALUE	<div> </div>		

For any further enquiries please contact:

Samar Khan

Head of Investor Relations

+ 971 2 810 5624

skhan@aldar.com

Mohamed ALMaazmi

Investor Relations

+ 971 2 810 5866

malmaazmi@aldar.com

