



INVESTOR PRESENTATION FY2021

8 MARCH 2022

AGENDA



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ALDAR VALUE PROPOSITION



LEADING REGIONAL REAL ESTATE PLAY POISED FOR GROWTH

SAFE HARBOUR BENEFITING FROM MARKET TAILWINDS



INVESTMENT HIGHLIGHTS

- ✓ **Abu Dhabi master developer of iconic destinations** with proven delivery and sales track-record and leading share in off-plan residential sales: **+80% mkt share¹**
- ✓ **Well-positioned strategic landbank** across prime locations in Abu Dhabi: **+65m sqm owned landbank**
- ✓ **Irreplicable institutional-class investment portfolio** supporting a growing, recurring revenue base: **AuM of AED +21bn**
- ✓ **Strategic delivery partner for the government of Abu Dhabi** on social infrastructure projects: **AED 41.1bn Projects backlog**
- ✓ **Transparent and consistent policies on leverage and dividend pay-out**, supporting prudent capital allocation and visibility on shareholder returns: **2012-2021 dividend CAGR: 11%**
- ✓ **Experienced and established management** team with demonstrated performance record
- ✓ **Top-rated real estate company across DFM and ADX (ESG Invest)** as of 2020²

Note:

1. Aldar estimate for primary residential sales in designated Investment Zones in Abu Dhabi.
2. 2021 rating pending.

KEY VALUE DRIVERS

LEADING ABU DHABI PROPERTY COMPANY WITH DIVERSIFIED BUSINESS MODEL COMPRISED OF TWO CORE BUSINESSES: MARKET LEADING FRANCHISES ACROSS ASSET MANAGEMENT (ALDAR INVESTMENT) AND HOMEBUILDING (ALDAR DEVELOPMENT)



Mkt Cap: AED 35bn / US\$ 9.5bn¹
Credit rating: Baa2 (Parent) / Baa1 (AIP)²



ALDAR INVESTMENT

Region's largest diversified and most efficient platform for real estate ownership

LOWEST COST OF CAPITAL

Leading asset manager with track-record of successful capital deployment / allocation

CREDIBLE GROWTH

Growing contributions from Education and Principal Investments businesses

ENHANCING VALUE

Established and transparent dividend and leverage policies

TRANSPARENCY

Rigorous capital allocation policies and processes

SUSTAINABLE & DISCIPLINED GROWTH



ALDAR DEVELOPMENT

Leading primary residential market share of +80%

Best land bank with sizeable opportunity for new destination growth

ESTABLISHED MOAT

Growing Projects business built on active privatization-oriented, well-funded government

SIGNIFICANT RUNWAY

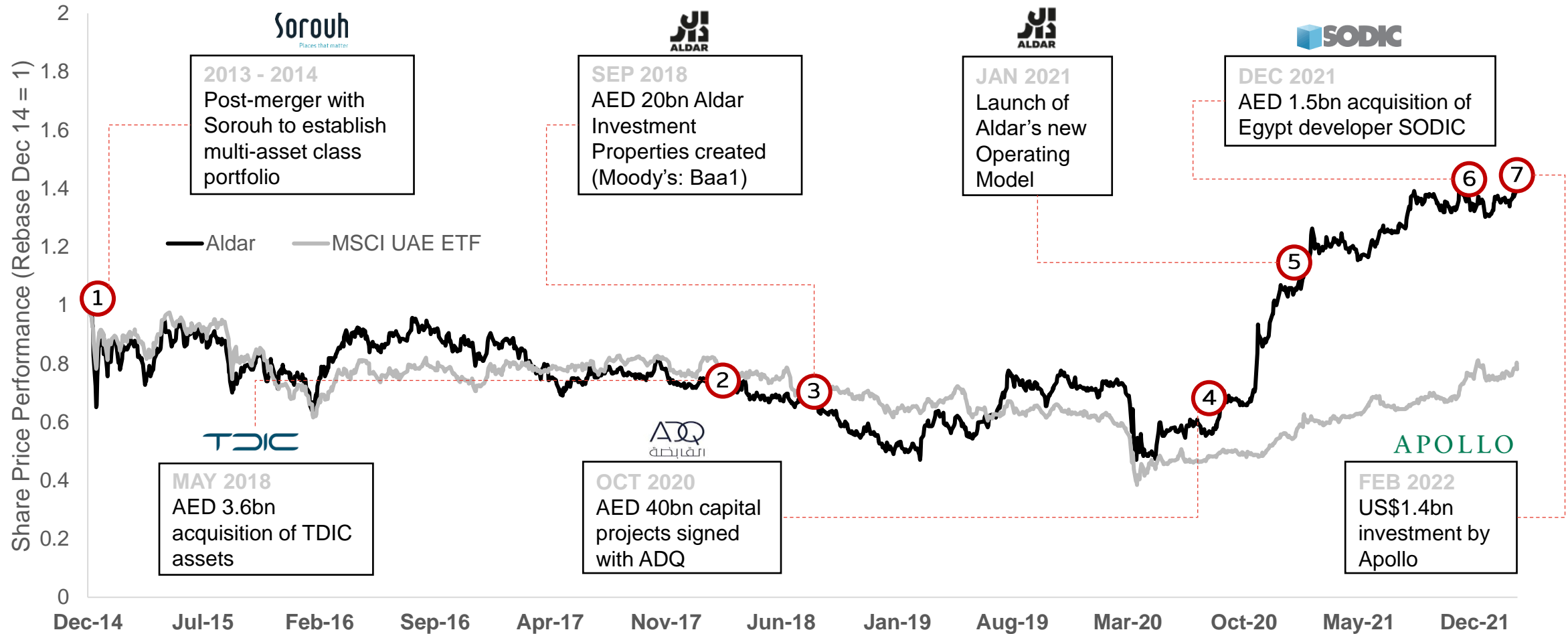
Growing international presence on the back of platform acquisitions

GROWTH MARKETS

Note:
 1. As of close on 4 March 2022.
 2. Moody's credit rating for Aldar Investment Properties LLC – issuer of US\$ 1bn of Islamic bonds maturing in 2025 and 2029.

TRACK RECORD OF GROWTH

DEMONSTRATED TRACK-RECORD OF GROWTH THROUGH ACQUISITIONS



ROBUST GROUP BALANCE SHEET SUPPORTING GROWTH

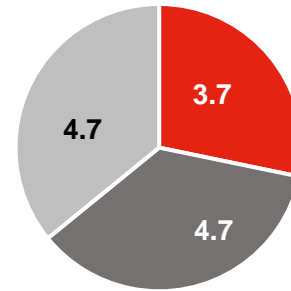
HIGHEST NON-GRE / CORPORATE CREDIT RATING OF BAA1 (ALDAR INVESTMENT PROPERTIES) WITH ONE OF THE LOWEST COSTS OF CAPITAL



<i>AED bn</i>	FY 2021
Debt	8.4
Cash	8.9
Equity	27.7
Total Assets	49.5

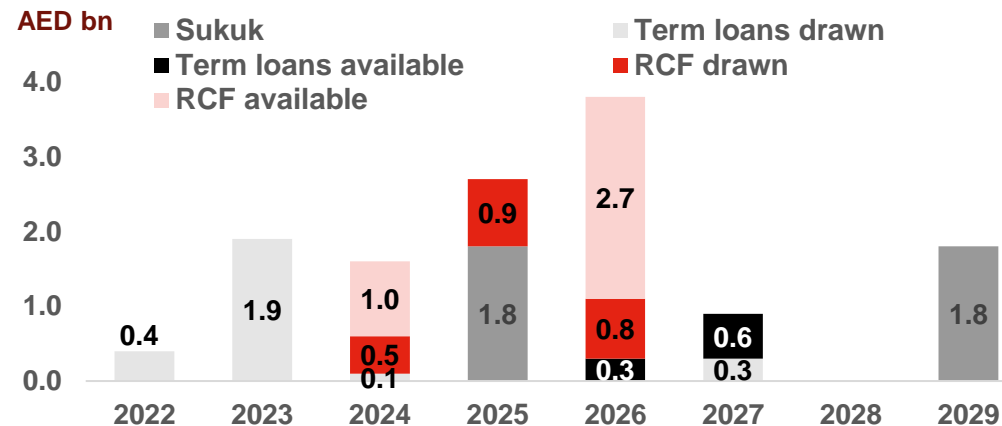
Key Ratios	FY 2021
Debt / Equity	0.3x
Debt / Total Assets	0.2x
EBITDA / Interest	10.5x
Credit Rating	Baa 2 (Aldar) / Baa1 (AIP)

Debt and Facilities Breakdown



■ Sukuk ■ Facilities drawn ■ Facilities undrawn

Debt Maturity Profile



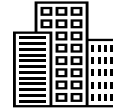
ALDAR GROWTH AGENDA

WELL-FUNDED AND LIQUID BALANCE SHEET WITH FURTHER GROWTH CAPITAL FROM APOLLO TO FUND WAVE OF DEPLOYMENT



DEVELOPMENT

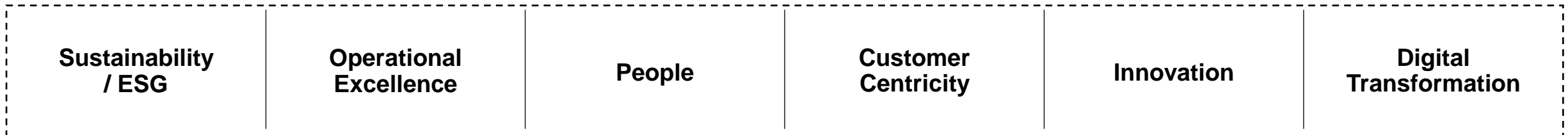
- Structural increase in development sales
- Growth of Projects fee stream
- Geographic diversification (Egypt, UAE)



INVESTMENT

- Capital deployment for asset and geographic diversification
 - Logistics / warehouses
 - Expansion beyond Abu Dhabi and UAE
- Scale Education and Principal Investments

ENABLERS



FY 2021 RESULTS SUMMARY



FY2021 – KEY HIGHLIGHTS



Excellent Group performance in FY 2021 across all businesses...

- Group net profit +20% y-o-y
- Strong balance sheet with AED 5.4bn of free & subsidiary cash and AED 4.7bn of undrawn committed facilities
- Dividend recommendation of 15 fils (+3.4% VS 2020) in-line with existing dividend policy
- Entering phase of significant capital deployment

...led by record Development performance...

- Development sales ahead of guidance at AED 7.2bn – Sales backlog of AED 6.0bn
- Strong ramp-up of Projects segment, with gross profit +105% y-o-y – Projects backlog of AED 41.1bn
- Acquisition of SODIC completed on 16 December 2021 (Aldar interest of 59.9%) – full consolidation of SODIC in Aldar's FY2021 financial statements and going forward

...and supported by growth in Retail and recovering H&L segment

- FY2021 Investment NOI +11% y-o-y (l-f-l NOI +5%)¹
- Retail NOI +4% y-o-y mainly due to higher occupancy at Yas Mall (97% occupancy) and Mamsha Al Saadiyat retail
- H&L EBITDA +126% y-o-y with strong Q4 driven by Formula One and the holiday season
- Education EBITDA +42% y-o-y and Principal Investments (ex Pivot) EBITDA +62%² y-o-y

Note:

1. L-f-l adjusted for certain costs re-classification in 2021.
2. L-f-l excluding cooling.

GROUP FINANCIAL HIGHLIGHTS



<i>AED mn</i>	Q4 2021	Q4 2020	Var (%)	FY 2021	FY 2020	Var (%)
Revenue	2,256	2,534	(11)%	8,576	8,392	+2%
Gross Profit	1,166	873	+34%	3,600	2,983	+21%
Margin %	52%	34%	+52%	42%	36%	+17%
EBITDA	908	856	+6%	2,801	2,443	+15%
Margin %	40%	34%	18%	33%	29%	+14%
Net profit	795	729	+9%	2,333	1,932	+21%
Margin %	35%	29%	+21%	27%	23%	+18%
EPS (AED)	-	-	-	0.295	0.246	+20%

COMMITMENT TO SHAREHOLDERS

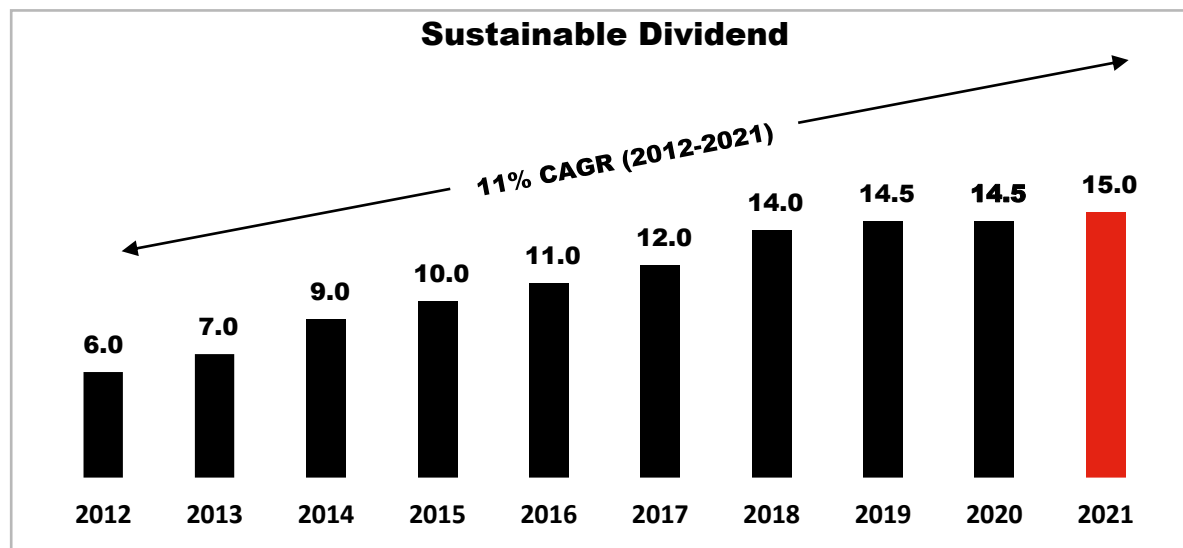


BOARD RECOMMENDS FY 2021 DIVIDEND OF 15 FILS PER SHARE IN-LINE WITH EXISTING DIVIDEND POLICY AND ALLOWING FOR DEPLOYMENT TOWARDS GROWTH



SHAREHOLDER RETURNS

- 1-yr and 3-yr Total Shareholder Returns¹ of **20%** and **187%**, respectively
- **11%** dividend CAGR growth between 2012-2021



Note:

1. As of close on 2 March 2022.



DIVIDEND POLICY

	Investment	Development
Policy	Distributable free cash flow	Realized profit
Pay-out factor		
Range	65-80%	20-40%
Methodology / key drivers	Net operating income Less: Interest expense, Maintenance capex, Overheads	Upon completion and handover of developments
2021 dividend: Payout (%)	65% — 80%	20% — 40%
2020 dividend: Payout (%)	65% — 80%	20% — 40%

BALANCE SHEET



ROBUST BALANCE SHEET POSITION SUPPORTED BY PRUDENT CAPITAL MANAGEMENT AND GOVERNANCE



BALANCE SHEET

AED millions	31 Dec 2021	31 Dec 2020
ASSETS		
Property, plant & equipment	3,558	2,962
Investment properties	18,026	16,463
LHS, DWIP & inventories	10,671	8,401
Investment in associates & JVs	108	124
Receivables & other assets	8,323	6,786
Cash	8,857	5,498
Total Assets	49,543	40,233
EQUITY & LIABILITIES		
Equity	27,637	25,702
Debt	8,377	8,005
Payables, advances & other liabilities	13,529	6,526
Total Equity & Liabilities	49,543	40,233

Note:

- Gross debt.
- Includes SODIC.



LEVERAGE

	Aldar Investment	Aldar Development
Outstanding Debt (AED bn) (as at 31-Dec-21)	<ul style="list-style-type: none"> Sukuk: 3.7bn Bank: 3.5bn 	<ul style="list-style-type: none"> Bank: 1.2bn (o/w SODIC: 596m)
LTV^{1,2} (as at 31-Dec-21)	38.5%	15.2%
Leverage Policy	<40%	<25%
Cost of debt	3.27% (Aldar 2.81%)	
Avg. maturity	4.02 yrs (Aldar 4.08 yrs)	
Liquidity	<ul style="list-style-type: none"> AED 5.4bn free & subsidiary cash AED 4.7bn committed undrawn bank facilities 	
AIP Credit Rating	<ul style="list-style-type: none"> Baa1 stable (Moody's) Issuer of US\$ 1bn of Islamic bonds maturing in 2025 and 2029 	

ALDAR

DEVELOPMENT



ALDAR DEVELOPMENT FY 2021 FINANCIAL PERFORMANCE



Key Highlights

<i>AED mn</i>	FY 2021	FY 2020	Var (%)
Development sales	7,247	3,617	+100%
Development revenue	5,033	4,962	+1%
Property Development & Sales	3,645	3,700	(1)%
Project Mgmt Services	1,388	1,262	+10%
Development gross profit	1,820	1,404	+30%
Property Development & Sales	1,380	1,191	+16%
Project Mgmt. Services	440	214	+105%
Gross profit margin	36%	28%	+28%
Revenue backlog	5,970	3,469	+72%



Property Development & Sales

- Highest-ever sales of AED 7.2bn supported by broadening customer profile, notably overseas & resident expat customer segment
- Yas Island remained focus for new launches
- FY2021 P&L impact from SODIC is nil (acquisition completed on 16 December 2021)



Project Management Services

- Projects backlog of AED 41.1bn
- Significant Project ramp-up during the year, supporting overall development segment margins



ALDAR

INVESTMENT



ALDAR INVESTMENT FY 2021 FINANCIAL PERFORMANCE



<i>AED mn</i>	FY 2021	FY 2020	Var (%)
Recurring revenue²	3,284	3,089	+6%
<i>Investment Properties¹</i>	1,690	1,643	+3%
<i>Hospitality & Leisure</i>	433	418	+4%
<i>Education</i>	536	484	+11%
<i>Principal investment²</i>	625	539	+16%
Net operating income²	1,724	1,556	+11% / +5% ⁷
<i>Investment Properties – NOI¹</i>	1,295	1,315	-2%
<i>Hospitality & Leisure – EBITDA</i>	77	34	+126%
<i>Education – EBITDA</i>	146	102	+42%
<i>Principal Investment² – EBITDA</i>	58	36	+62% ⁹
NOI margin – IP¹	77%	80%	(4)%
Occupancy³	93%	88%	+5%
Gross asset value (GAV)⁴	17,465	15,912	+10%
Portfolio WAULT (yrs)	3.6	3.7	(3)%
Residential bulk leases⁵	57%	53%	+7%
Govt./GRE comm. leases⁶	66%	63%	+5%

Notes:

1. Includes retail, residential, commercial
2. NOI for all segments (excluding Pivot).
3. Blended trading occupancy for retail, residential and commercial segments (weighted by GLA).
4. Gross Asset Value of completed investment properties (retail, residential and commercial) including SODIC. Excl. UAE IPUD of AED 561m and PP&E.

5. Residential bulk leases as a percentage of total residential units in portfolio.
6. Govt./GRE commercial leases as a percentage of total GLA.
7. +5% is like-for-like variance adjusted for costs re-classification in 2021.
8. L-f-I excluding cooling.
9. NOI for IP and EBITDA for operating segments.

Key Highlights



Investment Properties

- **Retail:** FY 21 NOI +4% YoY, mainly due to strong leasing at Yas Mall and Mamsha Al Saadiyat retail
- Occupancy of 93% (vs. 83% 2020)
- **Residential:** FY 21 NOI -2% YoY, mainly due to programmatic strata unit sales and expiry of Khalidiya Village leasehold
- Occupancy of 93% (vs. 87% 2020), strong leasing at Bridges
- **Commercial:** FY 21 NOI -7% YoY due to reduction in revenue in Operative Villages and a one-off income recognised in 2020
- Occupancy of 93% (vs. 89% 2020), strong leasing at International Towers and Aldar's flagship HQ building (increased Govt/GRE)



Others

- **H&L:** FY 21 EBITDA +126% YoY. Strong growth in Q4 driven by Formula One event and holiday season
- **Education:** FY 21 EBITDA +42% YoY driven by increase in enrolments (26,000 pupils, highest since inception)
- **Principal Investments:** FY 21 EBITDA +62% YoY⁸ (excluding Pivot), mainly driven by significant increase in new Provis contracts

INVESTMENT PROPERTIES OVERVIEW¹



COMMERCIAL



- Aldar has developed and acquired a predominantly Grade A commercial office portfolio leased to top-tier local and international tenants

RESIDENTIAL



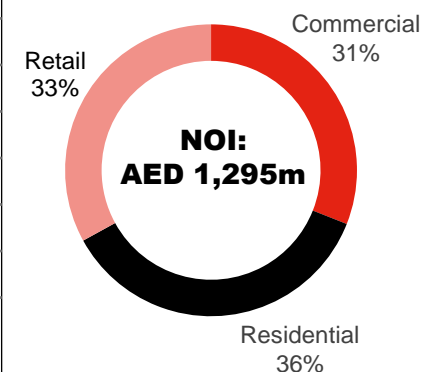
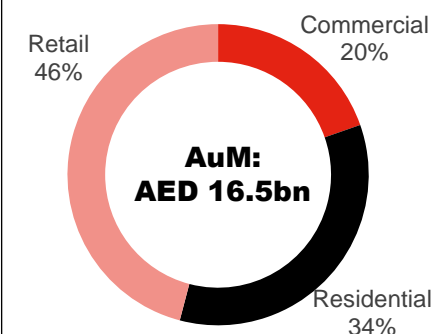
- Aldar Investment owns a significant residential portfolio of around 7,300 units across Abu Dhabi, which are leased to a mix of individual and corporate tenants

RETAIL



- Aldar has developed a substantial retail footprint within Abu Dhabi of regional malls as well as community focused retail destinations located around its residential developments

FY 2021



No of properties	15	12	34
Leasable area	318,866 sqm	851,568 sqm	491,274 sqm
Occupancy	93%	93%	93%
WAULTS (yrs)	3.4	3.4	4.0
2021 Revenue	AED 470m	AED 576m	AED 644m
2021 NOI	AED 396m	AED 460m	AED 438m
GAV	AED 3,247m	AED 5,697m	AED 7,589m
Key Assets	<ul style="list-style-type: none"> - HQ - International Tower - Etihad Commercial - Baniyas Towers 	<ul style="list-style-type: none"> - Gate & Arc - Al Rayyana - Etihad Residential - The Bridges 	<ul style="list-style-type: none"> - Yas Mall - Jimi Mall - Remal Mall - Etihad Retail

Note:

1. UAE only (excluding IPUD of AED 561m and PP&E).

HOSPITALITY & LEISURE



BROAD RESILIENT PORTFOLIO MAKE UP

HOTELS



- The hotel portfolio consists of assets from 3 to 5 star, in addition to hotel apartments
- Key assets:
 - W Yas Island
 - Radisson Blu
 - Crowne Plaza
 - Rotana
 - Anantara Eastern Mangroves

GOLFS



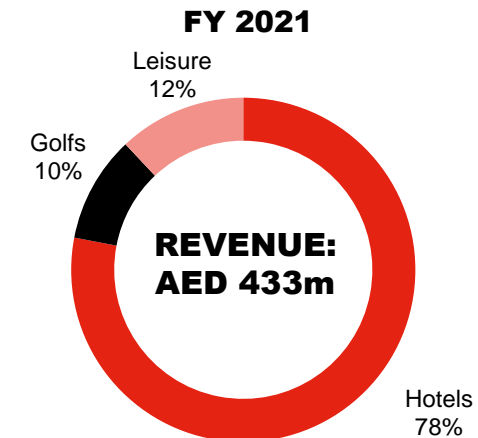
- The golf portfolio features one of the world's top 50 golf course (Yas Links)
- Key assets:
 - Yas Links Golf Club
 - Saadiyat Beach Golf Club
 - Yas Acres Golf and Country Club (opened on 24 Nov. 2021)

LEISURE



- The leisure portfolio includes marina and beach/beach club facilities on prime beach front locations
- Key assets:
 - Saadiyat Beach Club
 - Yas Beach Club (leased)
 - Eastern Mangroves Marina
 - Marsa al Bateen Marina
 - Al Bandar Marina

AED m	FY 2021
Revenue	443
EBITDA	77
EBITDA Margin	18%
Occupancy	55%
ADR	402



ALDAR EDUCATION

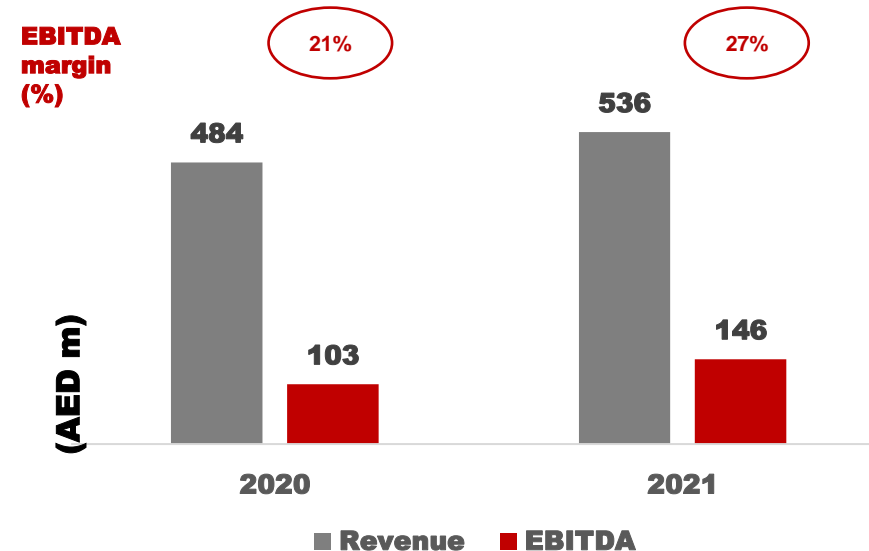


- Leading operator and provider of private education in Abu Dhabi with the largest network of schools, delivering English and American curriculums adapted for the UAE
- Operates 4 ADNOC schools, 7 charter schools in addition to 8 Aldar Academies schools (incl. Cranleigh) and a nursery
- Reported a 42% increase in full-year EBITDA to AED 146 million
- Fast growing student enrolments driving 2018-2021 revenue
- Over AED 1 billion committed to investments to diversify its portfolio of schools and increase the number of students to more than 40,000 by the 2024-2025 academic year.

20
SCHOOLS



26k+
STUDENTS ACROSS OUR
NETWORK OF SCHOOLS

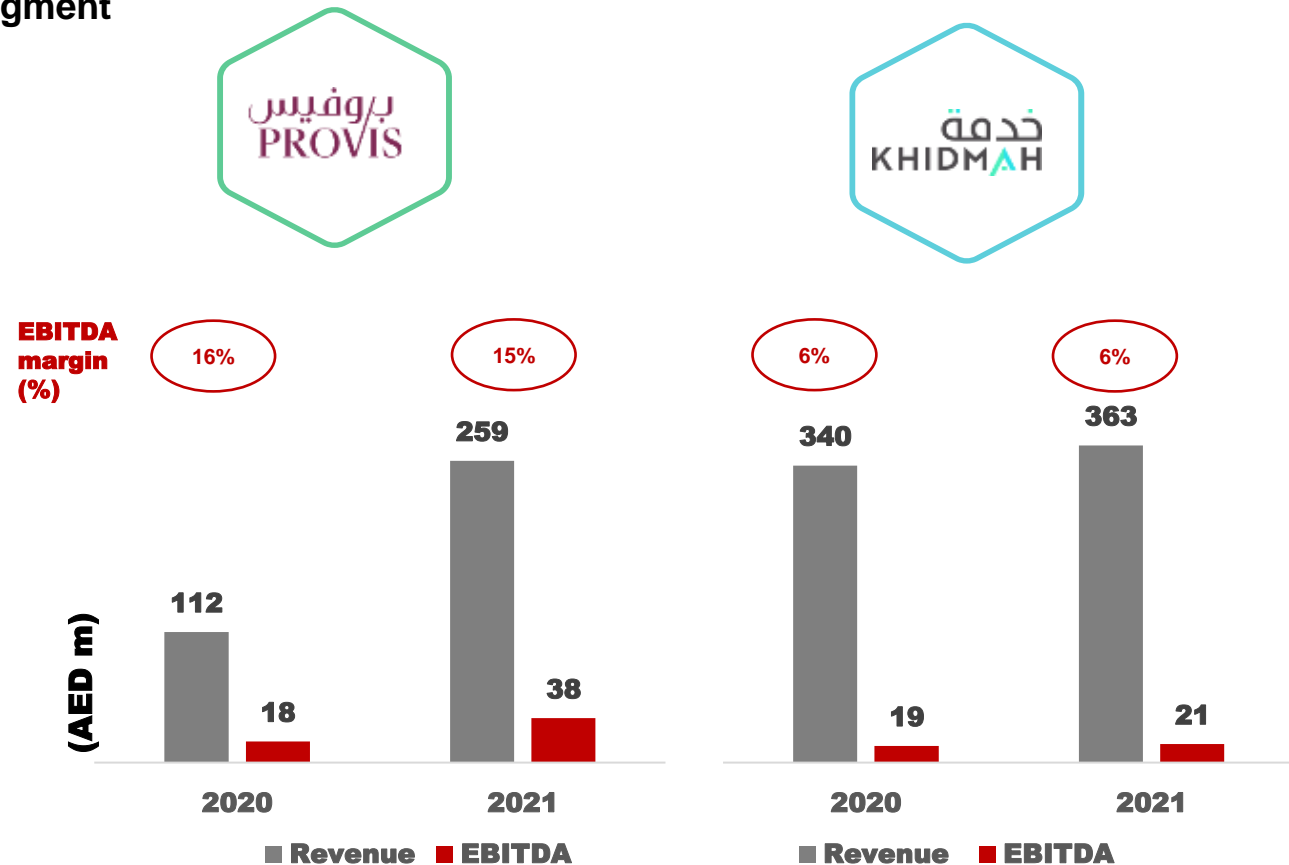


PRINCIPAL INVESTMENTS¹



Provis intends to reach AED 1 billion in revenue through ensuring a market leading position in each service segment

- Aldar's real estate services arm is comprised of Khidmah, a facilities management business and Provis a property management business
- Provis** undertakes sales and leasing, property management, consultancy services and valuation advisory amongst others – manages more than c. 50k residential units; 317k sqm of commercial assets and over 490k sqm of retail GLA
- Khidmah** is a full-service facility management solutions provider focused on domestic, commercial and retail facility management solutions with over 3,200 team members across the UAE and KSA



Note:

1. Provis & Khidmah (excludes Pivot).

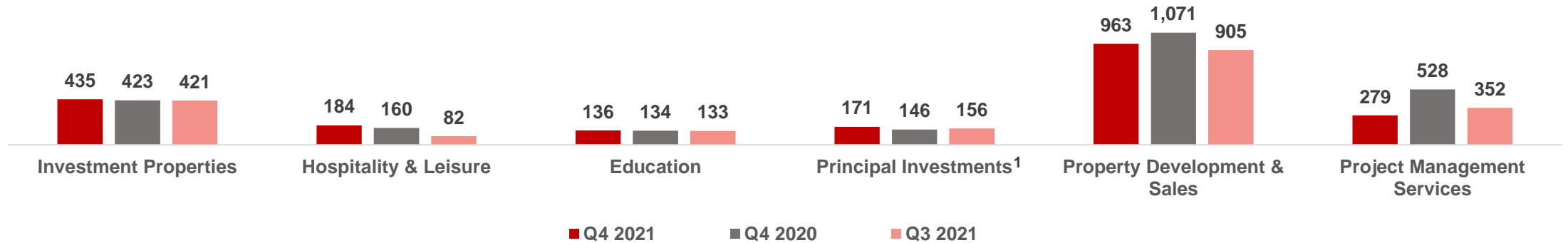
APPENDIX



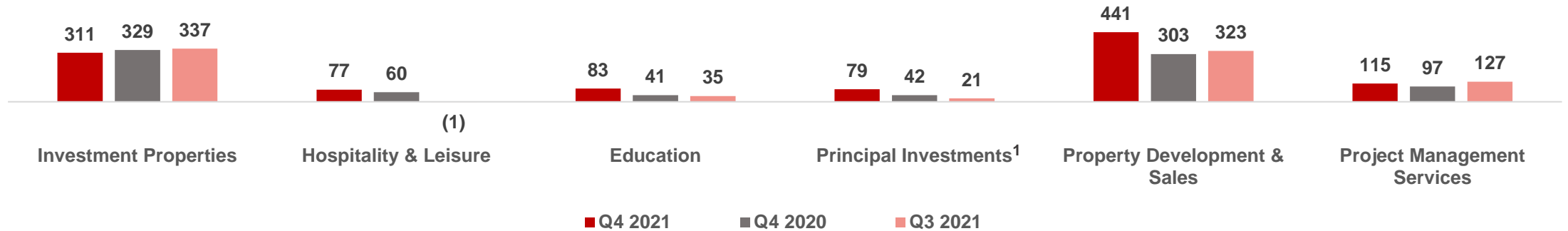
SEGMENTAL BREAKDOWN – Q4 2021 vs. Q4 2020 & Q3 2021¹



REVENUE (AEDm)



GROSS PROFIT (AEDm)



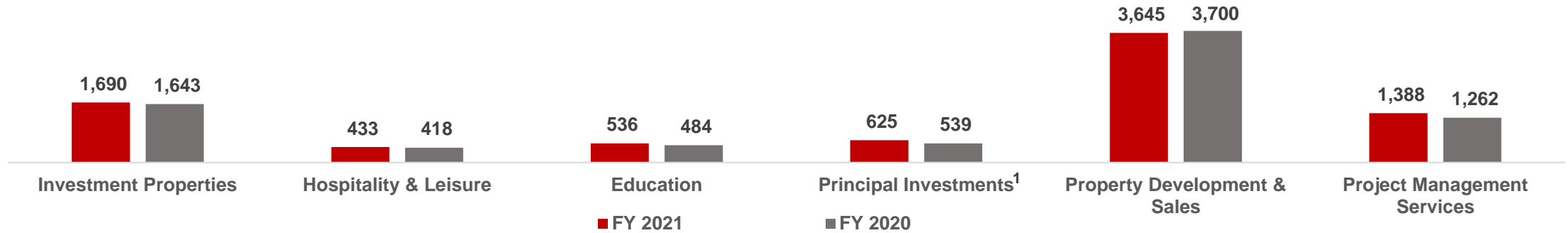
Notes:

1. Excluding Pivot. Pivot Q3 2021 revenue of AED 78m and gross profit of AED 4m; Q3 2020 revenue of AED 66m and gross loss of AED 1m; Q2 2021 revenue of AED 96m and gross profit of AED 5m.

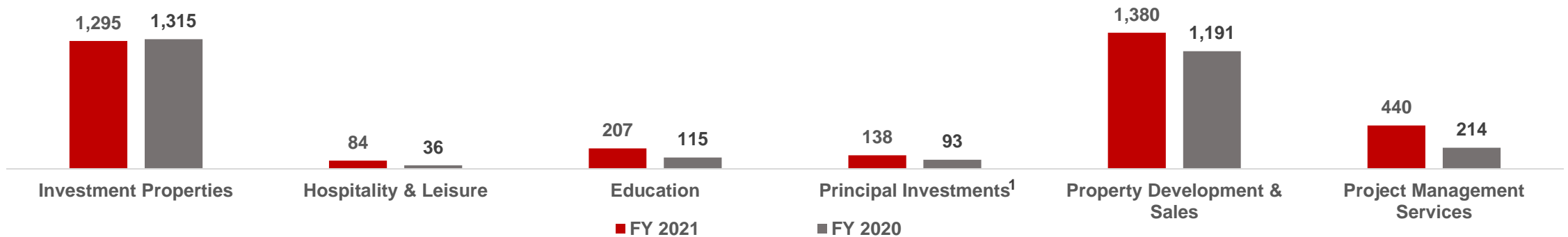
SEGMENTAL BREAKDOWN – FY 2021 vs. FY 2020¹



REVENUE (AEDm)



GROSS PROFIT (AEDm)



Notes:

1. Excluding Pivot. Pivot FY 2021 revenue of AED 277m and gross profit of AED 13m; FY 2020 revenue of AED 330m and gross profit of AED 6m.

LAND BANK VALUE DEVELOPMENT – CREATION OF CITY SCALE DESTINATIONS



ALDAR HAS A LARGE AND HIGHLY VALUE ACCRETIVE LAND BANK WHICH IS MONETIZED THROUGH DESTINATION MASTER PLANNING / DEVELOPMENT AND ONGOING INVESTMENT

KEY CURRENT DESTINATIONS INCLUDE YAS AND SAADIYAT AND FUTURE DESTINATIONS INCLUDE MINA ZAYED AND SEIH SEDIRAH

DESTINATIONS

GFA



SAADIYAT ISLAND

Updated Master Plan;

- Government cultural investments
- Early activations
- Infrastructure & Utilities

Residential focus with retail, commercial and hospitality

The Grove
Saadiyat Living
Mamsha next phase



YAS ISLAND

New Master Plan for North Yas

- Government entertainment investments
- Infrastructure Upgrades

Residential focus

Noya next phases
Waters Edge next phase
Acres next phases
Differentiated communities offer



MINA ZAYED

New Masterplan ;

- Early activation of Mina Souk
- District oversight and coordination

Residential focus mixed-use

The Marina
The Rocks
On the Park



SEIH SEDIRAH

New Master Plan

- Seih Sedirah, The Big Farm
- Sustainable circular economy

Residential with wide complimentary land use mix

Driving jobs , education and research, alternative energy food production and manufacturing



SHAMS AD AL REEMAN

Updated Master Plan

- Responding to changing customers needs

Shams Living
Reeman Living

DEVELOPMENT PROJECT PIPELINE



Project	Location	Launch date	Total as at 31 Dec 21					Project Status
			Sold units	Net Sales value (AEDm)	Units launched	% sold	% completion	
Ansam	Yas Island	2014	547	960	547	100.0%	100%	Handed over
Hadeel	Al Raha Beach	2014	233	482	233	100.0%	100%	Handed over
Nareel	Abu Dhabi Island	2015	161	1,503	161	100.0%	100%	Handed over
Merief	Khalifa City	2015	286	675	286	100.0%	100%	Handed over
Jawaher	Saadiyat Island	2016	83	760	83	100.0%	100%	Handed over
Lea	Yas Island	2019	238	482	238	100.0%	100%	Handed over
Meera	Reem Island	2015	407	519	408	99.8%	100%	Handed over
Mamsha	Saadiyat Island	2016	431	1,762	461	93.5%	100%	Handed over
Mayan	Yas Island	2015	336	603	512	65.6%	100%	Handed over
Yas Acres	Yas Island	2016	649	2,425	652	99.5%	100%	Handed over
The Bridges	Reem Island	2017	629	655	636	98.9%	100%	Handed over
Water's Edge	Yas Island	2017	2064	2,224	2262	91.2%	100%	On handover
Reflection	Reem Island	2018	164	175	192	85.4%	100%	Handed over
Alghadeer	Seih Sdeirah	2018	539	412	707	76.2%	100%	Handed over
Al Reeman	Al Shamka	2019	920	1,507	1015	90.6%	77%	under construction
Al Reeman II	Al Shamka	2019	558	595	558	100.0%	51%	under construction
Reserve	Saadiyat Island	2019	223	518	224	99.6%	64%	under construction
Noya	Yas Island	2020	509	965	510	99.8%	12%	under construction
Noya Viva	Yas Island	2021	475	997	479	99.2%	works in initial stages	under construction
Noya Luma	Yas Island	2021	189	563	189	100.0%	works in initial stages	under construction
S. Reserve Villas	Saadiyat Island	2021	82	604	83	98.8%	Launched	under construction
Al Gurm Ph2	Al Gurm	2021	68	722	71	95.8%	Launched	under construction
Yas Acres-Magnolias	Yas Island	2021	278	1,065	312	89.1%	Launched	under construction
Yas Acres-Dhalias	Yas Island	2021	86	359	120	71.7%	Launched	under construction
Aldar developments (ex handed over)			8,607	16,670	9,391	91.7%		
West Yas	Yas Island	2015	960	4,400	1007	95.3%		Handed over
West Yas plots	Yas Island	2018	203	681	203	100.0%		Handed over
Total developments			9,770	21,751	10,601	92.2%		



KEY SUSTAINABILITY UPDATES

- Aldar was assessed by Sustainalytics as being at low risk of experiencing material financial impacts from ESG factors, ranking 9/104 companies in the diversified real estate industry. Aldar also ranked in the top-quartile of real estate companies globally, achieving a score of 58 on the Dow Jones Sustainability Index, a 52% increase compared to our previous 2020 score of 28
- Aldar has reclassified its commitment from Carbon Neutrality to Net Zero, in line with the UAE’s commitment to become a Net Zero country by 2050. Aldar remains committed to launch a clear Net Zero Action Plan in 2022
- Energy Management Project update: Based on the completion of the level-III audits by the shortlisted partners, Aldar has signed five-year Energy Performance Contracts with four ESCOs. The project aims to reduce Aldar’s carbon emissions by 80,000 tons, electricity consumption by 110 GWh
- In 2021, Aldar has rolled out a new Data Management System that will streamline data collection, performance tracking, and reporting across the Aldar Group
- Implemented the first solar hybrid power plant, which contributes to reducing the construction offices energy consumption related emissions by 25%

ESG Ratings

S&P Dow Jones Indices

A Division of S&P Global



2021: 58
2020: 38



2021: 16.4 (low risk)
2020: 22.45 (medium)



2020: 53
2019: 23



2021: BB (average)
2020: BB (average)

Aligned with National and Global Frameworks

- Global Reporting Initiative
- UN Sustainability Development Goals (SDGs)
- United Nations Global Compact: Aldar recently joined the UNGC, the world’s largest corporate sustainability initiative.
- Aldar become a TCFD supporter – Task Force on Climate Related Financial Disclosures
- Abu Dhabi Economic Vision 2030
- UAE Vision 2021
- UAE Green Agenda 2015-2020

Year-on-year ESG rating improvement by every agency

UAE POLICY REFORMS AND ENERGY STRATEGY



FEDERAL ANNOUNCEMENTS

- Rapid rollout of a major vaccination campaign underpin economic recovery. As of February 2022, the UAE has administered 23.9 million total doses. 100% the population had taken their first vaccine dose while 95.21% are fully vaccinated.
- Implementation of Targeted Economic Support Scheme (TESS) to support individuals and businesses affected by the pandemic. In April 2021, the UAE Central Bank extended some stimulus measures until mid-2022.
- Changes to federal laws related to areas such as marriage, divorce, inheritance, alcohol consumption, equal pay, labor, and protection of women's rights reflects progressive measures to improve living standards, further supporting the UAE's and Abu Dhabi's attractiveness as a lifestyle, business, and tourism destination.
- Introduction of reforms that promote gender equality including the law to ensure private sector wages are determined by market standards and not gender, and the law requiring listed companies in the UAE to have at least one woman on their board of directors.
- Reforms on foreign ownership and investment allowing foreign investors 100% ownership of limited liabilities companies (LLCs) without requiring an Emirati sponsor
- Expansion of Golden 10-year visa programme and amendments to citizenship law
- Launch of a new industrial strategy "Operation 300bn", a 10-year strategy that aims to grow the industrial sector, increasing its contribution to the GDP from the current AED 133 bn to AED 300 bn by 2031.
- Reduction of business setup and license renewal fees for Abu Dhabi private sector.
- Launch of Future Partnerships, an initiative that engages leading private sector firms to actively participate in shaping the future of the UAE.
- Launch of 'Projects of the 50', a series of developmental and economic projects that aim to accelerate the UAE's development and transform it into a comprehensive hub in all sectors and establish its status as an ideal destination for talents and investors.
- Announcement of '10 Principles' for all UAE institutions to build a sustainable economy and foster positive regional and global relations.
- The UAE established the National Human Rights Institution (NHRI) to promote the effective implementation of human rights standards in the UAE
- The UAE moved its weekend to Saturday and Sunday to strengthen UAE's economic competitiveness globally and consolidate its status as a regional and international business hub.
- The UAE government introduced federal corporate income tax which applies to all businesses and commercial activities
- The UAE announced the UAE Net-Zero by 2050 Strategic Initiative to underpin dynamic economic growth alongside positive environmental impact.



Energy industry plans

- ADNOC will continue to deliver on its 2030 strategy, including its value maximization initiatives, as it drives profitability and sustainable returns for the UAE.
- The Supreme Petroleum Council (SPC) approved ADNOC's capital expenditure (CAPEX) plan of AED 448 bn for 2021-2025.
- As part of this plan, ADNOC aims to drive over AED 160 billion back into the UAE economy in the next 5 years
- The SPC announced the discovery of 22 billion stock tank barrels (STB) of recoverable ADNOC's ICV program has driven more than AED 76 billion back into the UAE economy and created over 2,000 private-sector jobs for UAE nationals since it was launched in 2018
- ADNOC joined the Hydrogen Council, an international organization whose member businesses strive to advance the worldwide position of hydrogen.
- ADNOC raised USD 2.7 billion by monetising future rents from non-core real estate assets in a transaction with US-based Apollo Global Management.
- ADNOC invested USD 6 bn (AED 22 bn) to enable drilling growth as it boosts its crude oil production capacity to 5 mn barrels per day (mmbpd) by 2030 and drives gas self-sufficiency for the United Arab Emirates.
- ADNOC announced the discovery of natural gas resources offshore of the Emirate of Abu Dhabi in February 2022.
- ADNOC and Abu Dhabi National Energy Company PJSC (TAQA) announced a USD 3.6 billion strategic project to significantly decarbonize ADNOC's offshore production operations in December 2021.



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THANK YOU

