

CAPITAL MARKETS DAY

14 NOVEMBER 2016

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TODAY'S SPEAKERS





TALAL AL DHIYEBI
CHIEF DEVELOPMENT OFFICER



JASSEM BUSAIBE
CHIEF ASSET MANAGEMENT OFFICER



GREG FEWERCHIEF FINANCIAL OFFICER

TODAY'S AGENDA



Development business update featuring

- · Development project update
- Key opportunities

Asset Management business update featuring

- Yas Mall 2 years on
- Commitment to NOI growth

Financial overview featuring

- Dividend policy
- Balance sheet strength

Closing remarks

Q&A



DEVELOPMENT OVERVIEW



Where we stand today

- 7 major projects at various stages of development
- 2,780 units launched since mid 2014
- 2,120 units sold with a sales value of AED 5.1 billion
- AED 4.0 billion revenue backlog as at 30 Sep 2016
- · Fully owned land bank and key GFA approvals in place

Development strategy

- · Focused around core destinations
- Untapped segments in the market
- Launch cycle of 1,500 units per year

7 current projects

2,780 units launched

AED 4 billion revenue backlog

75 million sqm land bank

6.1 million sqm approved GFA across 3 destinations

Launch cycle of 1,500 units per year

DEVELOPMENT UPDATE - ANSAM



- 547 unit development on Yas Island, overlooking Yas Links golf course
- Launched in Q2 2014
- 90% sold as at 30 September 2016
- 41% revenue recognition to date
- Handover to commence from Q3 2017

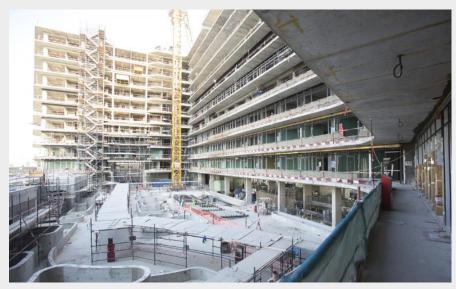




DEVELOPMENT UPDATE – AL HADEEL



- 233 unit development on Al Raha Beach, located near Al Bandar
- Launched in Q2 2014
- 91% sold as at 30 September 2016
- 38% revenue recognition to date
- Handover to commence from Q3 2017





Construction as at Q3 2016

Al Hadeel schematic impression

DEVELOPMENT UPDATE - NAREEL



- 148 land plot development across two islands, close to Al Bateen
- Launched in Q4 2014
- 59% revenue recognition to date
- Plot handovers to commence from Q4 2017



Nareel Island, near Al Bateen



Nareel Island contractor mobilisation

DEVELOPMENT UPDATE - AL MERIEF



- 281 land plot development in Khalifa City
- Launched in Q2 2015
- Fully sold out
- Handover to commence from Q4 2017



Al Merief schematic impression



Al Merief schematic impression

DEVELOPMENT UPDATE - MEERA



- 408 unit 'mid-income' development on Shams
- Launched in Q2 2015
- 90% sold as at 30 Sep 2016
- 27% revenue recognition to date
- Expected completion in 2018



Construction progress as at Q3 2016



Meera schematic impression

DEVELOPMENT UPDATE - MAYAN



- Development on Yas Island 512 units launched
- · 80% sold to date
- Enabling works contract recently announced
- Expected completion in 2018



Mayan apartment schematic impression



Mayan schematic impression, overlooking Yas Links golf course

DEVELOPMENT UPDATE - YAS ACRES



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Yas Acres schematic impression



Yas Acres 4-bed villa schematic impression

Development overview

- 1,315 villa and townhouse development
- Untapped segment in the real estate market AED 4 million investment-zone 4-bed villa
- Expected completion in 2019

Progress to date

- 3 phases launched to date across April, June and October 652 units
- First two phases 90% sold to date
- Third phase brings a new product and price entry point
- Early works contract awarded in October 2016

Changing buyer base – 80% new buyers, supported by:

- Right product, right price, right location
- Payment plans
- Real estate law

DESTINATION DEVELOPMENT - YAS ISLAND



Growing local population

- Aldar currently has over 3,500 units under development
- Bring c.10,000 residents onto Yas Island by 2020

Government – enabling key tourism infrastructure

- New projects Warner Bros theme park
- Existing projects Ferrari World, Yas Waterworld, Yas Marina F1 race track and Yas Marina
- Target 30 million visitors by 2018 and 48 million by 2022
- New Midfield terminal to expand capacity





KEY DEVELOPMENT OPPORTUNITIES



Mid-income opportunity

- Success of Meera 90% sold to date, brought a new price point to Shams
- · Underserved income brackets remain for residential real estate in Abu Dhabi
- Further capacity for mid-income apartments

Land sales have featured in the past

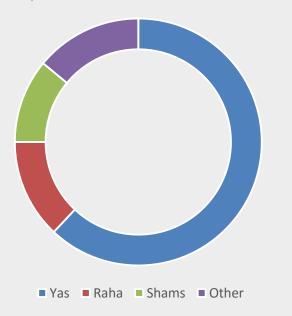
- · As master developer, its important to bring other developers into these destinations
- Currently offering over 20 plots across Shams Abu Dhabi, Yas Island and Al Raha Beach with a gross value of AED
 2.1 billion

Location	Plots	GFA ('000 sqm)	Value (AEDm)		
Yas Island	7	294	800		
Shams	13	624	1,300		
Al Raha Beach	1	17	40		
Total	21	935	2,140		

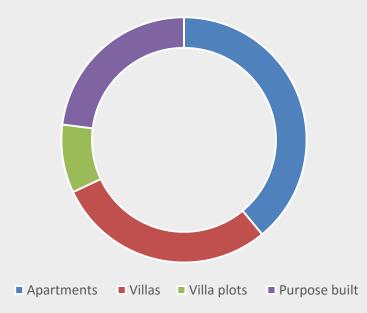




Development focused around destinations







- Illustrative charts setting out development pipeline 2016-2021
- Development pipeline centered around our three main destinations Yas Island, Shams Abu Dhabi and Al Raha Beach
- · Enhance existing assets and infrastructure





2016 highlights

- AED 3.0 billion sales value across Aldar developments and West Yas in the first 9 months of 2016
- 84% sold across developments as at 30 Sep 2016

2017 focus

- · Further Yas Acres phase launches
- Mid-income opportunities at Shams Abu Dhabi
- Opportunistic land sales

(units)	2014	2015	2016
Announced	926	1,485	1,315 ¹
Launched	927	960	893 ¹
Sold	664	715	742 ²

¹ Units announced and launched up to 31 October 2016

² Units sold up to 30 September 2016



ASSET MANAGEMENT JASSEM BUSAIBE – CHIEF ASSET MANAGEMENT OFFICER



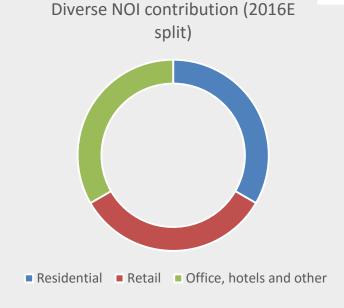


Large and diverse asset base

- AED 18 billion asset value across retail, residential, office and hotels
- Diverse NOI contribution
- · Strong occupancy performance across asset classes

Committed to growth

- Track record of delivering growth over last few years on handover of key assets
- Target 40% growth in NOI by 2020
 - Organic growth of existing assets
 - AED 3 billion investment plan



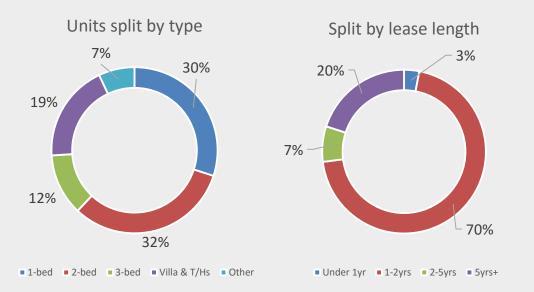
Growth of NOI set to grow (AED billions)



RESIDENTIAL PORTFOLIO

JI3 ALDAR

- 4,800 units across 10 developments
- Q3 2016 occupancy at 94%
- 33% of units on bulk deals
- 'Flight to quality' remains true tenants want newer units with better facilities





Al Rayyana – 1,537 residential units, 100% owned

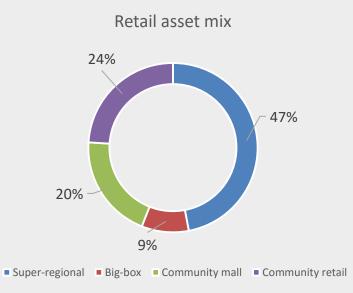


Gate Towers, Shams Abu Dhabi



JI3 ALDAR

- Retail strategy to own the local convenience store and destination mall
- 470,000 sqm GLA across 25 assets
- GLA split between super-regional, big box, community retail and community malls
- · Reinvesting into existing asset to improve consumer experience





Shams Boutik, Shams Abu Dhabi

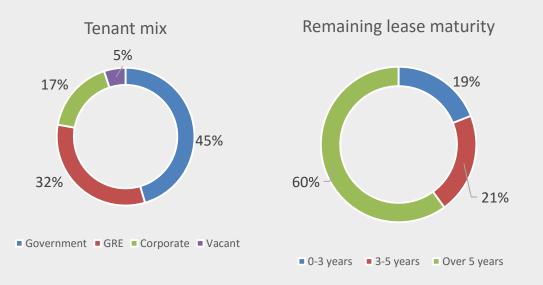


Al Jimi Mall, 45,000 sqm GLA

OFFICE PORTFOLIO

JI3 ALDAR

- 204,000 sqm GLA across 7 assets
- 95% occupancy across portfolio
- 77% GLA leased to Government or GRE
- Limited renewals over 2016-2018
- Weighted average maturity now stands at 5.25 years





Baniyas Towers - 43,000 sqm GLA

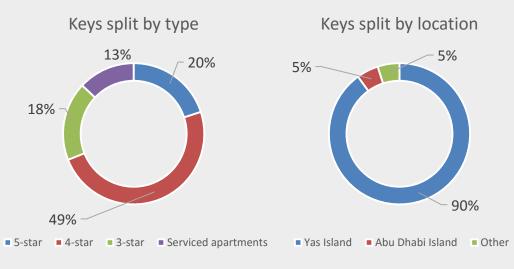


HQ Building, 48,000 sqm GLA

HOTEL PORTFOLIO

JIJ ALDAR

- 2,536 keys across 9 hotels
- Occupancy and ADR continue to outperform market¹
 - 76% versus 72%
 - AED405 versus AED376
- Q4 performance key F1 event, winter season



¹ Source: ADTCA data, first nine months of 2016



Viceroy hotel, Yas Island



Staybridge, Yas Plaza





Two years of trading completed

- Second year of trading completed in November 2016
- · 96% of stores trading today
- AED 11 million collected in turnover rent in first trading year

Optimisation of retail mix

- New retailers signed up to improve retail experience and optimize retail mix
- · Stepping up commercialization of common areas



Luxury quarter, Yas Mall



Main entrance, Yas Mall





Benefactor of Yas Island investment

- Emergence of a local population c.10,000 Yas residents by 2020
- Enhanced Government tourism infrastructure Warner Bros studio, Ferrari World expansion
- Targeted growth in Yas Island visitors 30 million visitors by 2018 and 48 million by 2022
- New Midfield Terminal enhancing capacity at Abu Dhabi airport



Town Square, Yas Mall



Cascade Dining, Ferrari World

AED 3 BILLION INVESTMENT PLAN



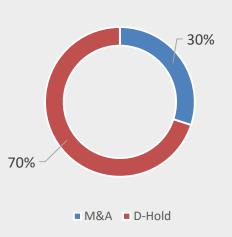
AED 1.1 billion committed to date

- Daman House acquired in December 2015
- Al Mamoura school opened in September 2016
- Repton school to open for 17/18 academic year
- Al Jimi Mall extension set for 2018

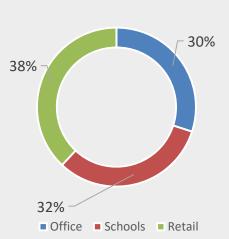


Al Mamoura school, opened in Sep 2016

Investment plan spend to date by type



Investment plan spend to date by asset class





Daman House, acquired in Dec 2015

ASSET MANAGEMENT SUMMARY



2016

- Strong performance across asset classes despite softer market conditions
- · Hotel has been the most challenging sector year-to-date
- · AED 1.6 billion full year net operating income anchored around Q4 hotel performance
- AED 0.8 billion committed to investment plan in 2016 year-to-date across 3 assets

2017

- Strong and resilient asset base, softer market backdrop
- Expect investment opportunities to exist in the market



FINANCIAL OVERVIEW AND CLOSING REMARKS

GREG FEWER – CHIEF FINANCIAL OFFICER

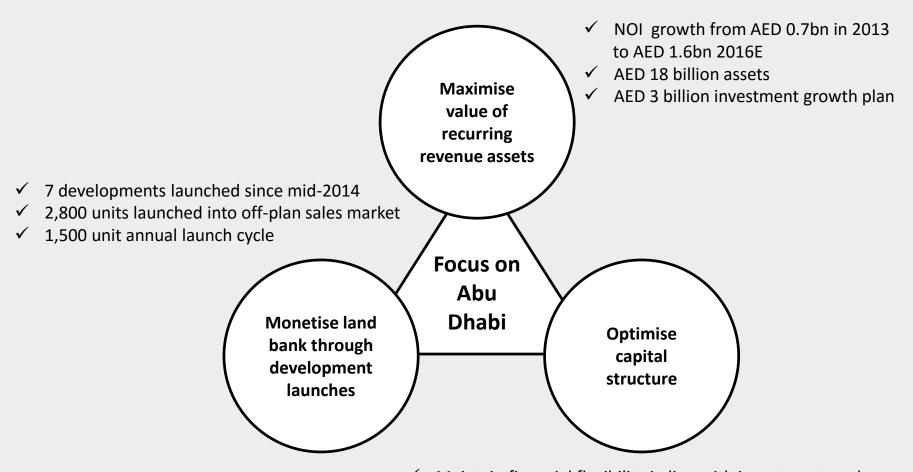
ALDAR TODAY



Developer **Asset Manager** 1,500 unit 75 million AED 18 billion AED 1.6 billion sqm land bank launch cycle NOI (2016E) assets **Features** Target 40% Focus on key 6.1 million Diverse growth in NOI approved GFA destinations revenue mix by 2020 **Debt policy** Currently unlevered 35-40% LTV Dividend policy Discretionary dividend on handover 65-80% distributable FCF pay-out

EXECUTION OF STRATEGY





- ✓ Maintain financial flexibility in line with investment grade parameters
- ✓ Extended debt maturities
- Formalised dividend policy

DEBT POLICY UNCHANGED



Debt policy

- Operating in line with debt policy to maintain 35-40% LTV against the 100% owned investment properties and operating businesses
- Gross debt unchanged at AED 6 billion no further significant pay down of debt expected
- · Debt capacity will grow as we build out recurring revenue business to achieve 2020 target

Development business funding

- Fully paid land bank 75 million sqm
- Escrow accounts will operate from 2017
- Changing payment plan terms 30/70 versus 50/50 plan
- · Modest working capital funding requirement anticipated





		Asset management business		Development business			
Policy	Pay-out factor	Distributable free cash flow 1		Realised profit			
1 Olloy	Range	65-80%	_	Discretionary			
		Net operating income		Upon completion of Ansam,			
Methodology/ key drivers		Less:		Al Hadeel, Al Nareel, Al Merief,			
		Interest expense Maintenance capex		Meera, Mayan and Yas Acres			
		Overheads					

¹ Distributable free cash flow from 100% owned investment properties and operating businesses – recurring revenues excluding Khidmah (only 60% owned)

BALANCE SHEET REMAINS SOLID



Position of strength

- AED 6.1 billion cash as at 30 Sep 2016
- Gross debt in line with debt policy at AED 6.0 billion
- AED 600 million of legacy land receivables remaining

Capex as at 30 September 2016

- AED 1.8 billion legacy capex infrastructure and completed IP assets
- AED 3.5 billion on current developments 7 developments
 - Includes only Phases I & II of Yas Acres
- AED 0.6 billion on investment plan 3 assets

Government transactions

- AED 1.9 billion remaining receivables to collect over Q4 2016 2018
- AED 724 million 'other income' to be recognized through income statement

IN SUMMARY



Development business track record

- Development strategy focused around destination development and untapped segments in the market
- Maintain 1,500 units per year launch guidance

Strong asset management business

- Diverse recurring revenue business resilient performance despite softer market backdrop
- 2016 NOI target anchored around Q4 hotel performance F1 weekend and seasonal tourism
- Committed to growth of NOI target 40% growth by 2020

Group strategy remains unchanged

- · Financial position remains strong
- Formal dividend policy in place provides transparency and visibility on shareholder returns



Q&A

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APPENDIX

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	Remai	Remaining P&L events			
Transaction (AEDm)	Q4 2016	2017	2018	Total	Other income
Sale of F1 Race Track	348	348	-	696	-
Sale of Al Raha Beach Land ¹	95	380	475	950	-
Shams Infrastructure Reimbursement ²	-	300	-	300	724
	443	1,028	475	1,946	724

 $^{^{\}rm 1}$ Al Raha Beach land plot handed over in Q3 2016 and recognized through the P&L $^{\rm 2}$ Cash flow timing depends on handover of related assets

³ Excludes AED 0.3 bn of on-balance sheet infrastructure recoverables outstanding as at 30 Sep 16 (30 Jun 16: AED 0.5 bn)

BUSINESS OVERVIEW









Development

Property Development

 Current projects – Ansam, Hadeel, Nareel, Merief, Meera, Mayan and Yas Acres

Development Management

- Development management projects including Abu Dhabi Plaza Kazakhstan and West Yas
- National Housing Initiative no active projects

Asset management

Retail

- 470,000 sqm GLA across 27 assets Residential
- 4,800 units across 10 developments Office
- 204,000 sqm GLA across 7 assets Hotels
- 2,536 keys across 9 hotels Other
- Operative villages

Adjacent Businesses

Schools

- Aldar Academies 100% owned
 Property & Facilities Management
- Khidmah 60% owned
 Construction
- Pivot 65.2% owned



DEVELOPMENT SUMMARY TABLE - 30 SEP 2016

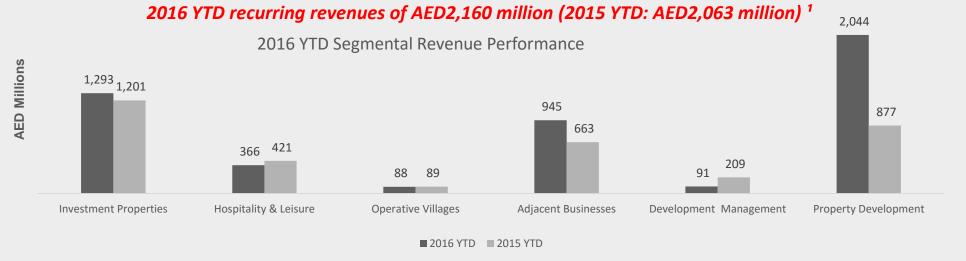
Project	Location	Launch	Q3 2	2016	Total as at 30 Sep 2016					Expected		
		date	Sold units ¹	Sold unit sales value (AEDm) ¹	Sold units ¹	Sold unit sales value (AEDm) ¹	Units launched	% sold	Revenue recognition %	Revenue recognised	Revenue backlog (AEDm)	completion
Ansam	Yas Island	2014	5	6	494	816	547	90%	41%	336	481	2017
Hadeel	Al Raha Beach	2014	1	2	212	422	233	91%	38%	159	262	2017
Nareel	Abu Dhabi Island	2015	2	31	68	902	147	46%	59%	549	370	2017
Merief	Khalifa City	2015	-	-	281	609	281	100%	0%	-	609	2017
Meera	Shams Abu Dhabi	2015	20	20	367	449	408	90%	27%	124	328	2018
Mayan	Yas Island	2015	93	176	390	697	512	76%	0%	-	697	2018
Yas Acres	Yas Island	2016	145	588	308	1,228	392	79%	0%	-	1,228	2019
			266	822	2,120	5,122	2,520	84%	22%	1,168	3,973	

• 260-unit phase III Yas Acres launched in October 2016 taking total units launched as at 31 October 2016 to 2,780

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 and pending sales contracts. Total units and values as at period end are net of cancellations.



2016 YEAR-TO-DATE SEGMENTAL ANALYSIS



2016 YTD recurring revenues gross profit of AED1,162 million (2015 YTD: AED1,057 million) ¹



■ 2016 YTD ■ 2015 YTD

¹ Recurring revenues assets include Investment Properties, Hospitality & Leisure, Operative Villages, Schools (Aldar Academies) and Property & Facilities Management (PFM) (Khidmah) 2016 YTD recurring revenues excludes Pivot revenue of AED532m (2015 YTD revenue: AED311m) 2016 YTD recurring revenue gross profit excludes Pivot gross loss of AED42m (2015 YTD gross loss: AED1m)



THANK YOU

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