



INVESTOR PRESENTATION

Aldar Properties

May 2025



— ALDAR PROPERTIES OVERVIEW

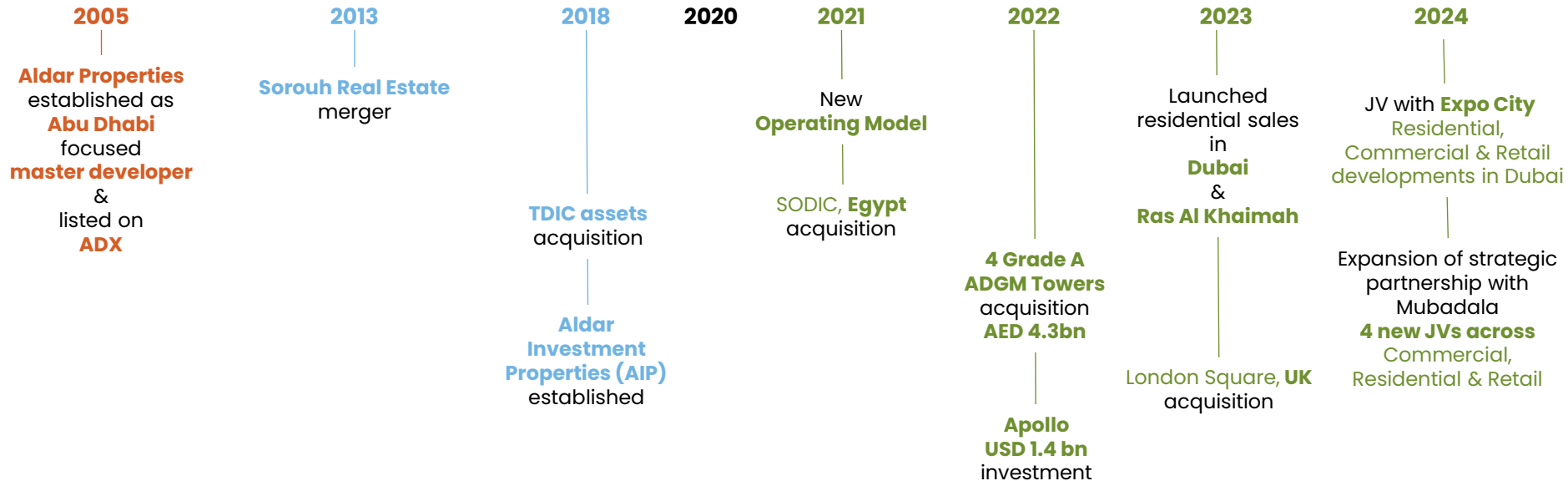
Aldar Properties Investor Presentation

May 2025

20 YEARS OF HISTORY & EXPERIENCE

Enabling us to mobilise, optimise and provide exceptional services in the real estate market

Significant Milestones



Pure Play Developer

Growing Conglomerate

New Operating Model & Strategy: Growth & Expansion

ALDAR PROPERTIES DIVERSIFIED BUSINESS MODEL¹ (31 DEC 2024)

Leading real estate developer, operator and asset manager with two core businesses:
Aldar Development & Aldar Investment



Market Cap⁵ **AED 65bn**
Moody's Credit Rating **Baa2⁶**

Revenue
EBITDA
Net Profit

AED 23.0bn
AED 7.7bn
AED 6.5bn

MSCI Index
DJSI
Sustainalytics Index

BBB
61
15.8

ALDAR DEVELOPMENT				ALDAR INVESTMENT													
Revenue AED 15.7bn		EBITDA AED 4.3bn		Revenue AED 7.0bn ⁴		EBITDA AED 3.6bn ⁴		AUM AED 42bn+									
Property Dev & Sales		Project Management Services		International		Investment Properties		Hospitality & Leisure		Aldar Education		Aldar Estates		Others			
Core UAE residential build-to-sell business		Managing government housing & infrastructure projects in the UAE		SODIC ² , Egypt London Square, UK		- Retail - Residential - Commercial - Logistics Aldar Investment Properties: Baa1 ³		- Hotels - Golf Clubs - Leisure		Leading education group in Abu Dhabi: - Owned & operated schools - Managed Schools		- Facility management - Property Management - Integrated community services - Valuation & Advisory		- Private Credit - Co-working - Alternative real estate financial investments			
Abu Dhabi	✓		✓			✓			✓			✓			✓		
Dubai	✓					✓			✓			✓					
RAK	✓					✓						✓					
International				Egypt, UK									Egypt, Oman, KSA			Europe, UK	

¹ All figures as of **31 December 2024**, unless otherwise stated

² SODIC owned in consortium with ADQ. Consortium owns 85.5% of SODIC (Aldar share of 59.9%)

³ As of Q1 2025, AIP is an issuer of USD 0.5bn of Sukuks maturing in 2029 & USD 1.5bn Green Sukuks maturing in 2033, 2034, and 2035

⁴ Excludes Pivot

⁵ As of 30 April 2025

⁶ As of Q1 2025, Aldar Properties is an issuer of USD 1.5bn Subordinated Hybrid Notes

STRONG EXECUTION ON GROWTH & EXPANSION STRATEGY

An Abu Dhabi based company, leveraging the strengths of its 2020 operating model, delivering an elevated platform in terms of scale, efficiencies and diversification in 2024

AED bn	2020	2024		4 -yr CAGR
Market Cap	24.8	60.4	~2.4x	25% 4-yr TSR 178%
Revenue	8.4	23.0	~2.7x	29%
EBITDA	2.4	7.7	~3.2x	33%
Net profit after tax	1.9	6.5	~3.4x	35%
Total Assets	40.2	85.7	~2.1x	21%
EPS (AED)	0.25	0.70	~2.8x	30%
ROE	7.6%	16.1%	~2.1x	

Core Business Growth

AUM AED 42bn+ AED 16bn (2020) ~2.6x	Sales AED 33.6bn AED 3.6bn (2020) ~9.3x	Backlog AED 54.6bn AED 3.5bn (2020) ~15.6x	Keys 3,949 2,930 (2020) ~1.3x	Students Operated Schools 16k ~1.8x 9k(2020) Managed Schools 21k ~1.3x 16k(2020)
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Segment & Sector Diversification

Luxury Living Logistics Self Storage Security Landscaping Private Credit

Geographic Expansion

Dubai RAK GCC Egypt UK Europe

Q1 2025 GROUP FINANCIAL HIGHLIGHTS

Sustained growth driven by record development performance and enlarged investment properties portfolio



(AED mn)	Q1 25	Q1 24	YoY	FY 24	FY 23	YoY
Revenue	7,791	5,616	39%	22,998	14,161	62%
Gross profit	2,781	2,026	37%	8,045	5,573	44%
Margin (%)	36%	36%	-37bps	35%	39%	-438bps
EBITDA	2,475	1,814	36%	7,709	5,113	51%
Margin (%)	32%	32%	-53bps	34%	36%	-259bps
Adjusted EBITDA¹	2,475	1,814	36%	6,813	4,455	53%
Margin (%)	32%	32%	-53bps	30%	31%	-184bps
Net profit before tax	2,185	1,637	33%	6,859	4,528	51%
Income tax²	276	66	316%	355	112	217%
Net profit after tax	1,909	1,571	22%	6,504	4,416	47%
Margin (%)	24%	28%	-347bps	28%	31%	-291bps
Net profit attributable to equity holders	1,641	1,317	25%	5,596	3,922	43%

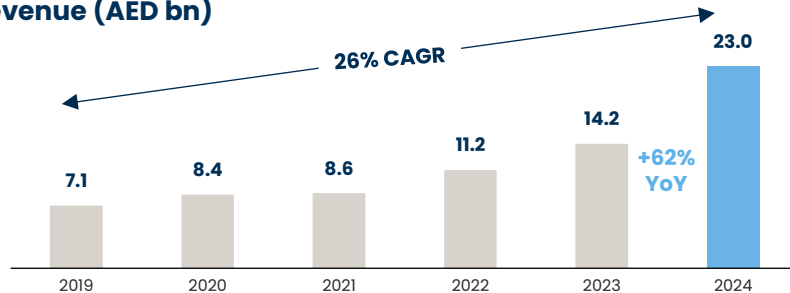
¹ Adjusted for fair value movements (excluding amortization of leasehold assets), recognition/reversal of impairments, and one-off gains/losses on acquisitions

² Corporate Income Tax Rate is 15% in 2025 versus 9% in 2024. Effective tax rate in Q1 2025 is 12.6% versus 4.1% in Q1 2024

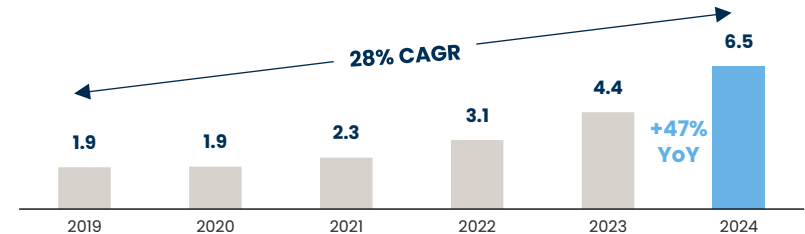
STRONG GROUP FINANCIAL PERFORMANCE

Poised for growth through strategic deployment of surplus capital into new asset classes and geographies

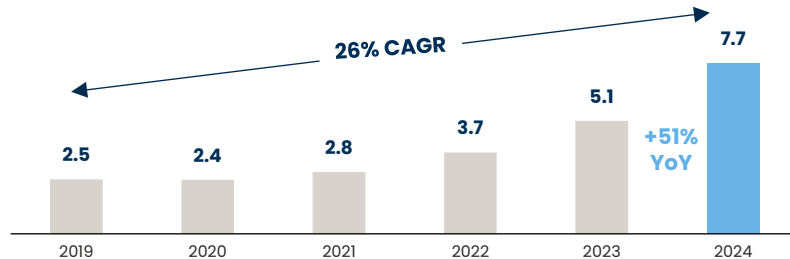
Revenue (AED bn)



Net profit after tax (AED bn)



EBITDA (AED bn)



Q1 2025

Revenue

AED 7.8bn

+39% YoY

EBITDA

AED 2.5bn

+36% YoY

Net Profit¹

AED 1.9bn

+22% YoY

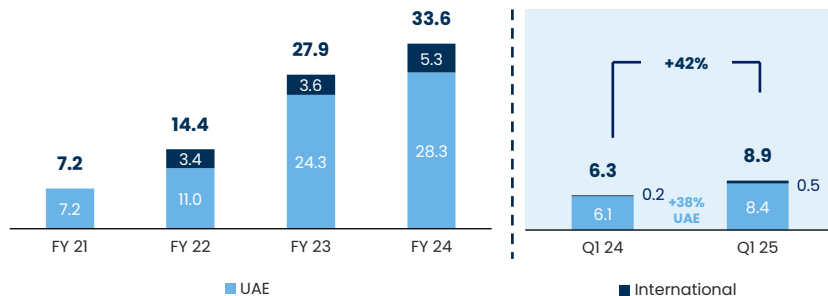
¹ Net Profit After Tax. Corporate Income Tax Rate is 15% in 2025 versus 9% in 2024. Effective tax rate in Q1 2025 is 12.6% versus 4.1% in Q1 2024

ALDAR DEVELOPMENT (1/2)

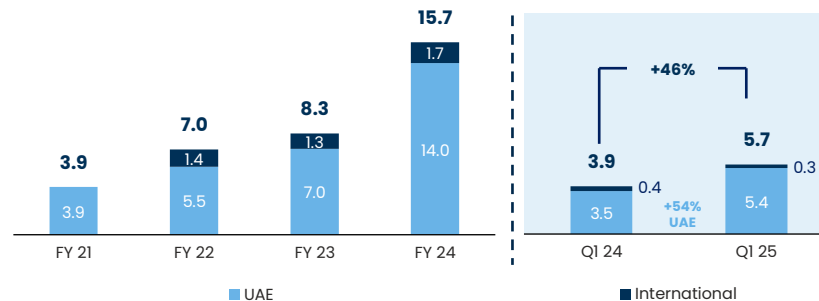


Strong performance in Q1 2025 driven by successful new launches and robust sales of existing inventory

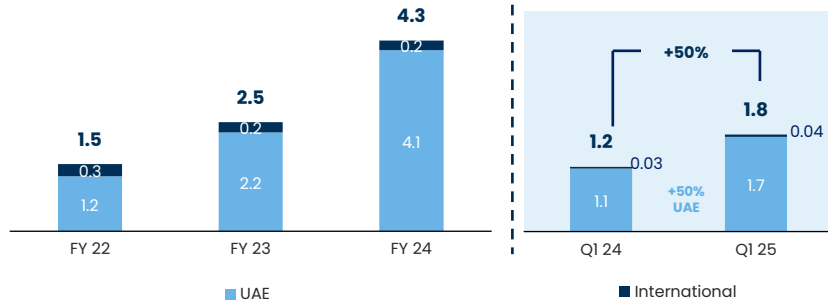
Group Sales (AED bn)



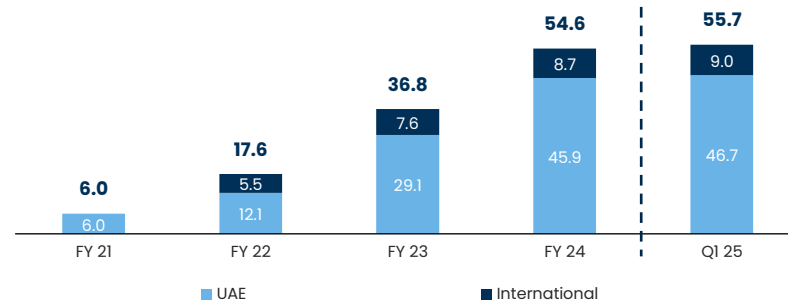
Revenue (AED bn)



EBITDA (AED bn)



Group Backlog (AED bn)

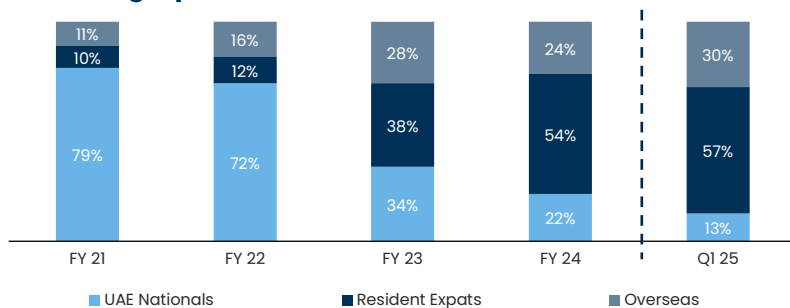


ALDAR DEVELOPMENT (2/2) – UAE

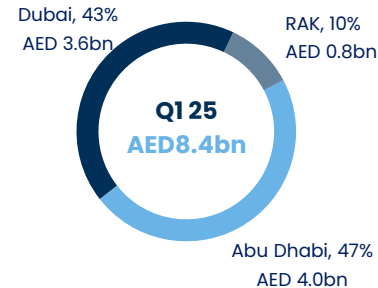
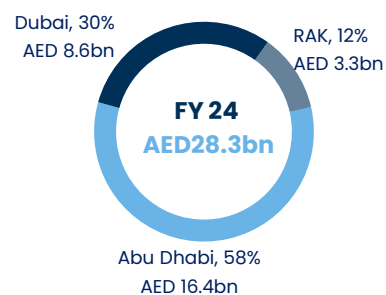


Property Development & Sales

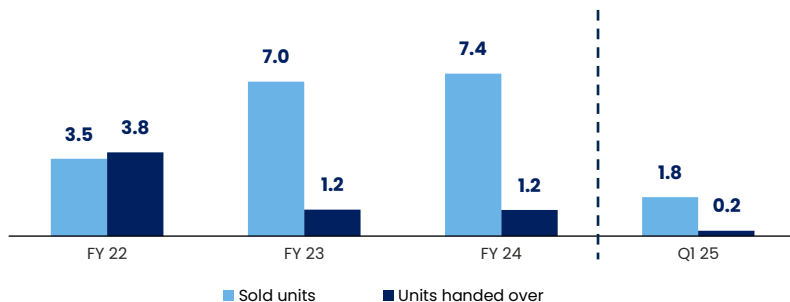
Sales Demographic, UAE



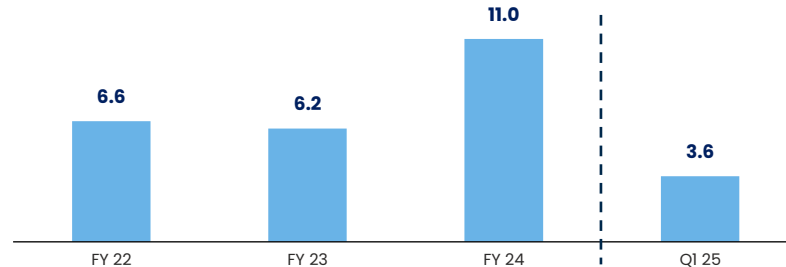
Sales Breakdown



Units Sold & Units Handed Over (k)



Cash collected (AED bn)

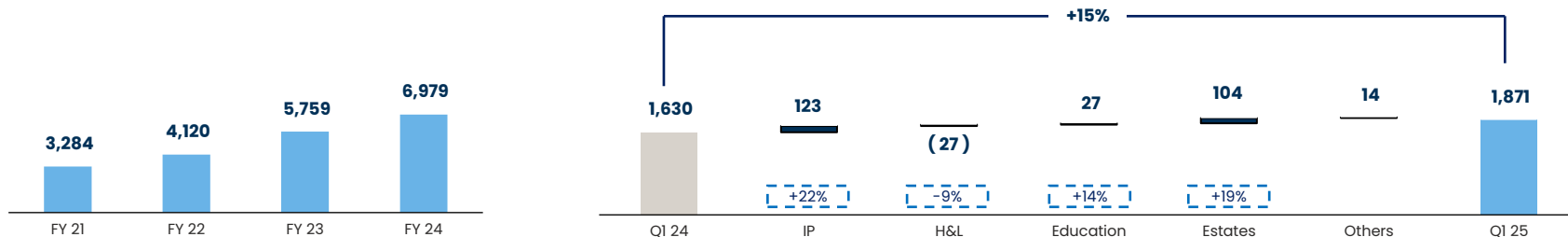


ALDAR INVESTMENT (1/3)

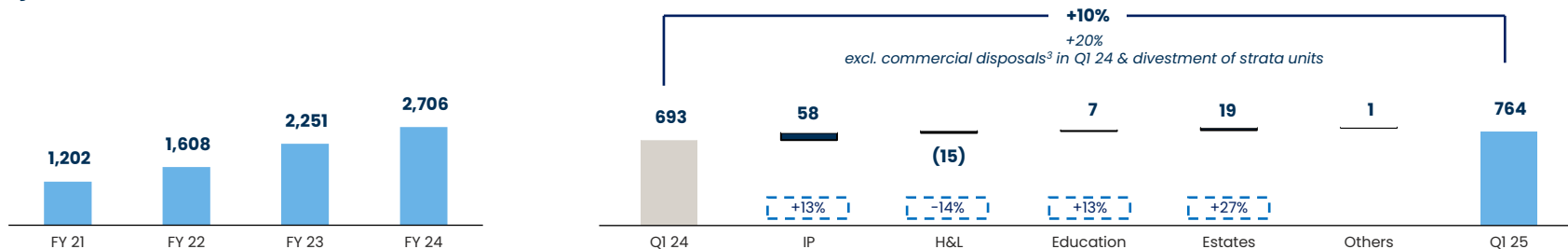


Strong organic growth supported by strategic acquisitions delivering significant contributions

Revenue¹ (AED mn)



Adj. EBITDA^{1,2} (AED mn)



¹Excluding Pivot

²Adjusted for fair value movements (excluding amortization of leasehold assets), recognition/reversal of impairments and one-off gains/losses on acquisitions

³Includes AED 51mn one-off gain

ALDAR INVESTMENT (2/3)- INVESTMENT PROPERTIES

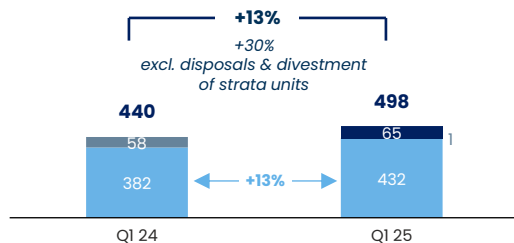


Strong Adj. EBITDA growth across all investment properties segments

Adj. EBITDA¹ (AED mn)

Organic Disposals & Divestments Acquisitions & completed D-Hold

Investment Properties



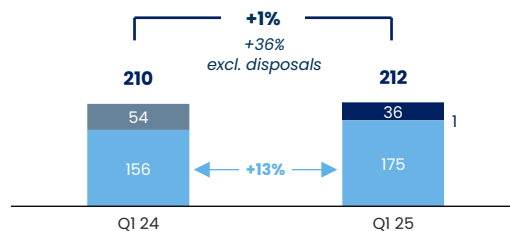
Occupancy 96%

- Commercial 98%
- Residential 98%
- Retail 90%²
- Logistics 91%³

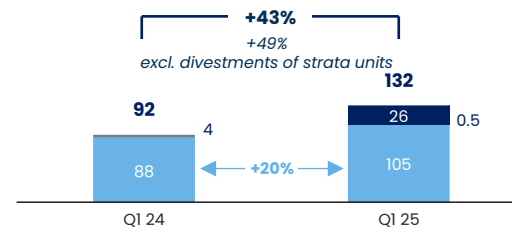
Acquisitions & Completed D- Hold

- Commercial:
 - 6 Falak, Dubai (Acquisition, 2024)
 - Masdar, Abu Dhabi (Mubadala JV, 2024)
- Residential:
 - Masdar, Abu Dhabi (Mubadala JV, 2024)
- Retail:
 - Noya Retail, Abu Dhabi (completed D-Hold, 2025)
- Logistics:
 - ADBH Expansion⁴ (completed D-hold, 2024)

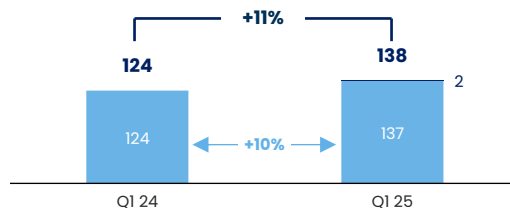
Commercial



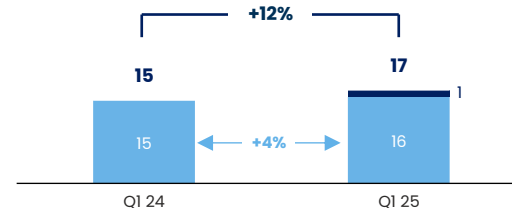
Residential



Retail



Logistics



¹ Adjusted for fair value movements (excluding amortization of leasehold assets), recognition/reversal of impairments and one-off gains/losses on acquisition

² 97% excluding Remal Mall

³ 96% excluding the newly completed ADBH expansion phase 4

⁴ ADBH expansion phase 4

ALDAR INVESTMENT (3/3) – H&L, EDUCATION & ESTATES



Hospitality & Leisure	Education	Aldar Estates ¹																		
Occupancy 71% ADR AED 683 (+10% YoY) RevPAR AED 485 (-1% YoY)	31 Schools 12 Operated schools 19 Managed schools 37k Students 16k Operated schools 21k Managed schools	Property Management Facilities Management Integrated Community Services Valuation & Advisory																		
EBITDA (AED mn)																				
<div><div></div><div></div><div>excl. acquisitions²</div><div>Acquisitions & completed D-Hold</div></div>																				
<table><thead><tr><th>Quarter</th><th>EBITDA (AED mn)</th></tr></thead><tbody><tr><td>Q1 24</td><td>107</td></tr><tr><td>Q1 25</td><td>92</td></tr></tbody></table>	Quarter	EBITDA (AED mn)	Q1 24	107	Q1 25	92	<table><thead><tr><th>Quarter</th><th>EBITDA (AED mn)</th></tr></thead><tbody><tr><td>Q1 24</td><td>55</td></tr><tr><td>Q1 25</td><td>62</td></tr></tbody></table>	Quarter	EBITDA (AED mn)	Q1 24	55	Q1 25	62	<table><thead><tr><th>Quarter</th><th>EBITDA (AED mn)</th></tr></thead><tbody><tr><td>Q1 24</td><td>71</td></tr><tr><td>Q1 25</td><td>90</td></tr></tbody></table>	Quarter	EBITDA (AED mn)	Q1 24	71	Q1 25	90
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Q1 25	90																			
Acquisitions & completed D-Hold																				
- Noya British School (Greenfield D-Hold, 2024)																				

¹ Aldar ownership of 65.1% in Aldar Estates

² Includes like-for-like, disposals and under transformation assets

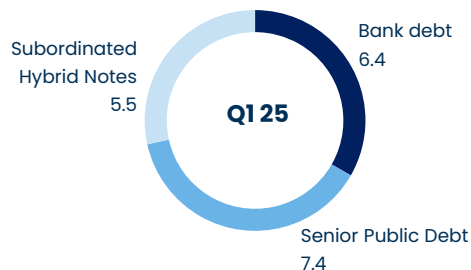
ROBUST GROUP BALANCE SHEET SUPPORTING GROWTH



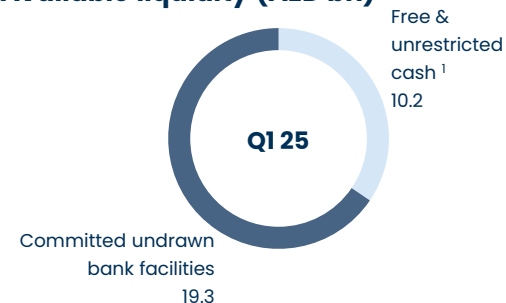
Robust Group liquidity of AED 29.5bn

(AED mn)	31 Mar 25	31 Dec 24
Debt³	19,445	16,386
Cash	15,396	15,136
Total Equity	42,295	42,796
Gross Debt to Total Assets	21%	19%
Net Debt to EBITDA ²	1.1x	0.8x
EBITDA to Interest expense ²	7.8x	7.9x
Secured Debt to Total Assets	0.3%	0.3%

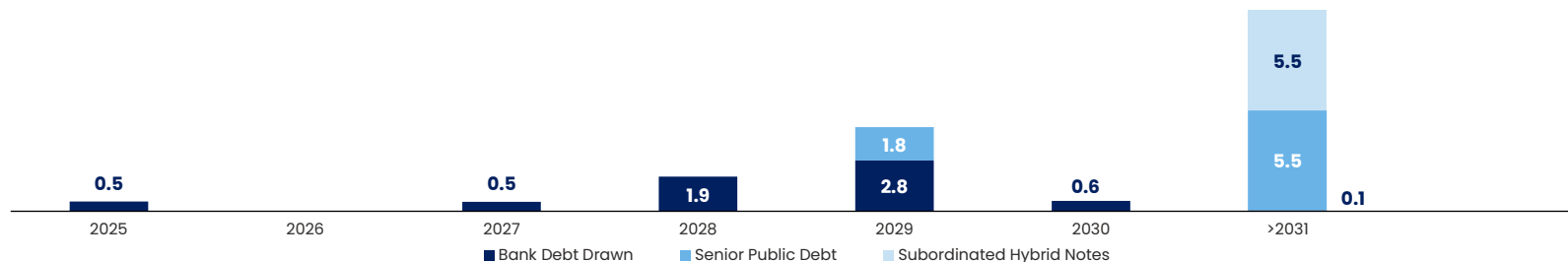
Outstanding Debt (AED bn)



Available liquidity (AED bn)



Debt Maturity Profile (AED bn)



¹ Unrestricted cash includes escrow balances for all projects with over 20% progress and projects with less than 20% progress when approval is obtained from relevant authority. Total escrow balance is AED 13.3bn

² Calculated based on IFRS numbers (excluding IFRS16)

³ Includes AED 5.5 billion of Subordinated Hybrid notes issued in 2025 by Aldar Properties PJSC

TRANSPARENT DIVIDEND AND LEVERAGE POLICIES

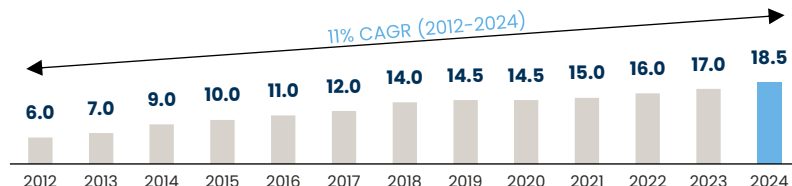


Consistently applied dividend and leverage policies demonstrate strong governance and financial discipline

Shareholder Returns

- 1yr & 4yr TSRs of **48%** and **178%**, respectively⁴
- Total payout of **AED 1.45 billion** in 2024
- **11% CAGR dividend growth** between 2012 and 2024

Dividends (AED fils)



Policy	Aldar Investment	Aldar Development
Pay-out factor	Distributable FCF	Realized profit
Range	65-80%	20-40%
Methodology / Key drivers	Net operating income Less: Interest expense, Maintenance capex, Overheads	Upon completion and handover of developments

¹ Gross debt, includes AED 5.5bn of Subordinated Hybrid notes issued in 2025 by Aldar Properties PJSC

² Excludes Hybrid Notes

³ Escrow balances for all projects with over 20% progress are unrestricted & reclassified as available cash. Escrow balances for projects with less than 20% progress are also classified as available cash when approval is obtained from relevant authority. Total escrow balance is AED 13.3bn

⁴ Total return based on 1yr & 4yr holding period ending 31 Dec 2024

Leverage

	Aldar Investment	Aldar Development
Outstanding Debt¹ (31 Mar 25)	<ul style="list-style-type: none"> Sukuk: AED 7.4bn Bank: AED 3.9bn 	Bank: <ul style="list-style-type: none"> UAE : AED 6.3bn SODIC: AED 0.3bn UK: AED 1.5bn
LTV¹ (31 Mar 25)	26%	18%
Leverage Policy	<40%	<25%
Cost of debt	6.0%	
Avg. maturity²	6 years	
Fixed vs Floating	29% : 71%	
Liquidity	AED 29.5bn total liquidity: <ul style="list-style-type: none"> AED 10.2bn free & unrestricted cash³ AED 19.3bn committed undrawn bank facilities 	
Aldar Properties	<ul style="list-style-type: none"> Credit Rating Baa2 stable (Moody's) Issuer of: <ul style="list-style-type: none"> ✓ USD 1.0 bn 30.25NC7.25 Public Subordinated Hybrid ✓ USD 0.5 bn 30.25NC10.25 Privately Placed Subordinated Hybrid Notes 	
Aldar Investment Properties (AIP)	<ul style="list-style-type: none"> Credit Rating Baal stable (Moody's) Issuer of: <ul style="list-style-type: none"> ✓ USD 0.5bn of Sukuks maturing in 2029 ✓ USD 1.5bn Green Sukuks maturing in 2033, 2034, and 2035 No cross guarantees between Aldar Properties and AIP 	

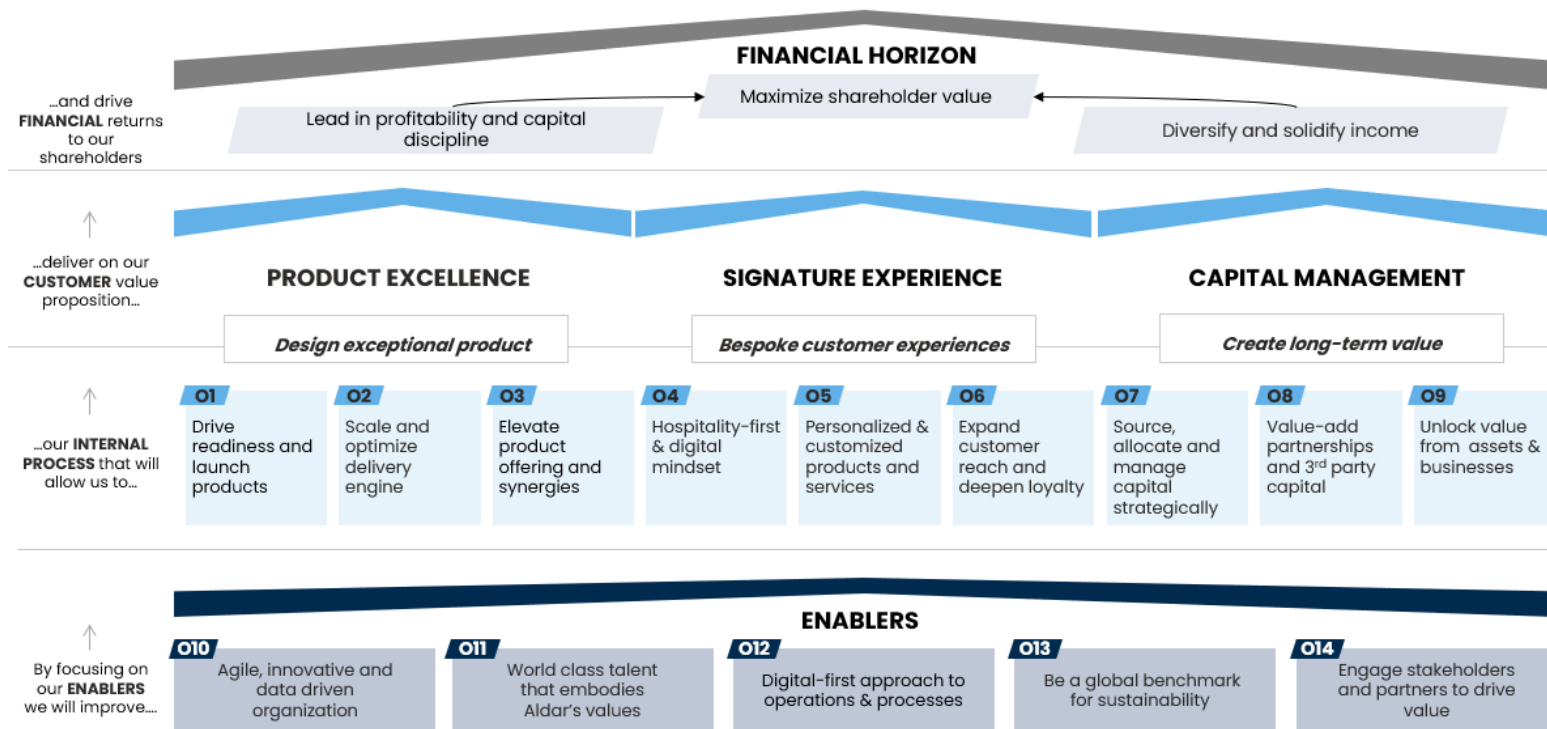


— STRATEGY & GUIDANCE

Aldar Properties Investor Presentation

May 2025

2030 STRATEGY MAP



ALDAR GROUP VISION 2030



Become the **regional real estate champion** that creates **signature experiences** to our customers and **sustainable value** to our shareholders

Vision

**Regional
Champion**

Net Profit¹
AED 20bn+

EBITDA
development : recurring (incl. PMS)
Targeting 50:50

**Sustainability
Top**
among global real estate peers

**Employer
of Choice**

**Signature
Experience**

Customer Net Promoter Score
60+

**Trusted
Brand**

Customer Cross-Selling & Win Back
across product offering, geographies & segments
"Best Global Sales Platform"

**Sustainable
Value**

Group ROE
20%+

**Investment Grade
Rating**

**High Growth
Investment Stock**

Progressive Dividend

Purpose

To have a **positive impact** on people's lives

Values

**RESULT-
ORIENTED**



**GROWTH-
MINDED**



COLLABORATIVE



**COMMUNITY-
FOCUSED**



RESPONSIBLE



¹ Net Profit after tax

CORE BUSINESS GROWTH DRIVERS



Growth driven by **UAE**, core real estate **recurring income portfolio expansion & growing platforms**

Aldar Development



UAE

- Become **leading destination builder** providing **signature** experiences to customers
- **Diversify product offering across key destinations** and **segments** (affordable, mid market and luxury)
- Prioritize seamless customer journey to deliver **digital first** and **hospitality-grade service**
- **Replenish strategic land bank**, Abu Dhabi & Dubai



Expansion

- Continue to grow the **Egypt & UK** platform **organically** and through **land replenishment**
- Cross sell products across 3 countries
- Penetrate new market such as **KSA** through **partnerships**

Aldar Investment

- Disciplined expansion of **core real estate portfolio** (Commercial, Residential, Retail & Logistics) & **Hospitality, Education and Estates platforms** in Abu Dhabi, Dubai, Northern Emirates
- Organic growth & through capital deployments (M&A or D-Hold)
- Partnerships with key value add partners
- Grow exposure to **alternative asset classes**
- **Reposition** and **optimize** portfolio to extract additional value
- **Recycle** non-core and mature assets into higher return opportunities
- Grow **core real estate portfolio & Hospitality, Education & Estates platforms regionally** (M&A or D-Hold)
- Ensure readiness for **monetization** from different sources (either public listing or private sale)
- **Bolt-on transactions** across Aldar Education and Aldar Estates

Aldar Group

Deployment & D-Hold

- Group **capital deployment strategy** includes land replenishment, M&A and Develop-to-Hold (**D-Hold**)
- **D-Hold** to grow recurring income portfolio & strengthen investments in **core real estate portfolio**
- **New products** i.e. Staff & Student Accommodation, Senior Living, Co-Living, Villas & Townhouses

3rd Party Capital

- **Co-invest** through **funds** or **strategic partners internationally** to enable growth & scale business knowledge in alternative asset classes
- Create a regional platform to **source & manage third party capital**

Partner of choice

- Continue to be the **strategic partner of choice** for the government (Aldar Projects)

SHORT & MEDIUM TERM GUIDANCE



On track to deliver on FY 2025 guidance; no change to guidance

	FY 24 (Base)	Q1 25 (Actual)	FY 25 (1yr Guidance)	FY 27 (3yr Guidance)
Aldar Properties				
EBITDA	AED 7.7bn	AED 2.5bn	AED 10.4 to 10.8bn	+25% to 30% 3yr CAGR
Deployment ^(M&A)	AED 2.3bn	AED 0.03bn ¹	AED 3 to 4bn	AED 9 to 12bn over 3 yrs
Capex ^(D-Hold)	AED 2.3bn	AED 0.7bn	AED 3 to 4bn	AED 9 to 12bn over 3 yrs
Aldar Development (AD)				
Sales	AED 33bn	AED 8.9bn	AED 36 to 39bn	+30-35% 3yr CAGR
EBITDA	AED 4.3bn	AED 1.8bn	AED 6.6 to 7.0bn	
o/w PMS	AED 0.65bn	AED 0.15bn	AED 0.8 to 0.9bn	
Gross Profit Margin – PDS (UAE)	33%	35%	34-36%	
Aldar Investment (AI)				
Adj. EBITDA	AED 2.7bn	AED 0.8bn	AED 3.2 to 3.3bn	+15-20% 3yr CAGR
Adj. EBITDA (organic)		AED 0.7bn	AED 2.8 to 2.9bn	+5-8% 3yr CAGR

¹ Buyout of minority shareholding in Basatin Landscaping LLC for AED 30mn



— ALDAR DEVELOPMENT

Aldar Properties Investor Presentation

May 2025

ALDAR DEVELOPMENT Q1 2025 FINANCIAL PERFORMANCE

AED mn	Q1 25	Q1 24	YoY	FY 24	FY 23	YoY
Group Sales	8,938	6,313	42%	33,572	27,931	20%
UAE	8,446	6,115	38%	28,313	24,281	17%
International	492	198	148%	5,259	3,650	44%
Egypt	228	97	135%	3,523	3,626	-3%
UK	263	101	160%	1,737	23	
Revenue	5,684	3,887	46%	15,710	8,261	90%
Property Dev. & Sales*	4,704	3,245	45%	11,761	5,790	103%
Project Mgmt. Services	673	253	166%	2,252	1,208	86%
International	307	389	-21%	1,696	1,263	34%
Egypt	172	166	3%	701	1,182	-41%
UK	135	223	-39%	996	81	
Gross Profit	1,900	1,287	48%	4,973	3,034	64%
Margin (%)	33%	33%	32bps	32%	37%	-506bps
EBITDA	1,762	1,174	50%	4,317	2,470	75%
Margin (%)	31%	30%	79bps	27%	30%	-242bps
Property Dev. & Sales	1,573	1,045	51%	3,452	1,778	94%
Project Mgmt. Services	145	97	49%	651	463	41%
International	44	32	37%	214	230	-7%
Egypt	65	32	101%	198	227	-13%
UK	(21)	(0)		16	2	
Adj. EBITDA	1,762	1,174	50%	4,317	2,442	77%
Margin (%)	31%	30%	79bps	27%	30%	-209bps
Group Backlog	55,707			54,572		
UAE (Avg duration 29 months)	46,746			45,850		
International	8,962			8,721		
Egypt (Avg duration 33 months)	6,348			6,307		
UK (Avg duration 29 months)	2,613			2,415		

AED mn	Q1 25	Q1 24	YoY	FY 24	FY 23	YoY
Gross Profit	1,900	1,287	48%	4,973	3,034	64%
Margin (%)	33%	33%	32bps	32%	37%	-506bps
Property Dev. & Sales	1,648	1,132	46%	3,912	2,178	80%
	35%	35%	16bps	33%	38%	-435bps
Project Mgmt. Services	161	107	50%	699	513	36%
	24%	42%	-1,846bps	31%	42%	-1,135bps
International	91	48	90%	362	344	5%
	30%	12%	1,730bps	21%	27%	-585bps
Egypt	89	31	187%	260	333	-22%
	52%	19%	3,302bps	37%	28%	888bps
UK	2	17	-86%	102	10	
	2%	8%	-591bps	10%	0%	

* Revenue on Land Sales: ~AED 510mn (2022); ~AED 720mn (2023); AED ~270mn (FY 2024) ; AED 0 (Q1 2025)

UAE LANDBANK OVERVIEW

Landbank is spread across key investment zones in Abu Dhabi, Dubai and Ras Al Khaimah



Landbank¹

60.5mn sqm

- Large & highly accretive landbank
- Monetised through destination master planning/development & ongoing investment

Locations

Destinations

Abu Dhabi²

Land Area 60.4mn sqm
GFA 8.1mn sqm³

Saadiyat Island

Land Area 0.6mn sqm
GFA 1.4mn sqm

Yas Island

Land Area 1.7mn sqm
GFA 1.7mn sqm

Al Fahid Island

Land Area 3.4mn sqm
GFA 1.6mn sqm

Mina Zayed

Land Area 2.6mn sqm
GFA 1.5mn sqm

Seih Al Sedeirah

Land Area 52mn sqm
GFA 1.4mn sqm⁴

Shams

Land Area 0.1mn sqm
GFA 0.5mn sqm

Dubai

Land Area 0.05mn sqm
GFA 0.1mn sqm

¹ Owned and controlled land

² Excludes any landbank from Mubadala JVs closed in Q1 2025

³ GFA has not been assigned to all landbank

⁴ GFA assigned only to Al Ghadeer

UAE LANDBANK OVERVIEW (2/2)



ABU DHABI

Landbank area 60.4mn sqm
Gross Floor Area (GFA) 8.1mn sqm¹

MINA ZAYED

Landbank area 2.6mn sqm
GFA 1.5mn sqm

SAADIYAT ISLAND

Landbank area 0.6mn sqm
GFA 1.4mn sqm

AL FAHID ISLAND

Landbank area 3.4mn sqm
GFA 1.6mn sqm

SHAMS REEM ISLAND

Landbank area 0.1mn sqm
GFA 0.5mn sqm

YAS ISLAND

Landbank area 1.7mn sqm
GFA 1.7mn sqm

SEIH AL SEDEIRAH

Landbank area 52mn sqm
GFA 1.4mn sqm²

AL REEMAN

RAS AL KHAIMAH

DUBAI

Landbank area 0.05mn sqm
GFA 0.1mn sqm

¹ GFA has not been assigned to all landbank
² GFA assigned only to Al Ghadeer

UAE DEVELOPMENT PROJECTS PIPELINE (Projects under construction, as at 31 March 2025¹)



Project	Location	Launch Year	Total Units	Launched Units	Sold Units	% sold	Net Sales value (AED mn)	NSA (sqm)	Area Sold	Avg sale price/sqm²	Revenue Backlog (AED mn)	% completion	Completion date	Cash to be collected (AED mn)
Yas Acres-Magnolias	Yas Island	2021	312	312	312	100%	1,213	96,547	96,547	12,562	31	97%	May-25	641
Yas Acres-Dhalias	Yas Island	2021	140	140	140	100%	581	45,141	45,141	12,865	69	88%	Aug-25	329
Grove Heart	Saadiyat Island	2022	612	612	612	100%	1,119	51,026	51,026	21,931	165	86%	Nov-25	573
Louvre Residences	Saadiyat Island	2022	421	421	421	100%	1,498	49,270	49,270	30,404	570	63%	Apr-26	913
Fay Alreeman	Al Shamka	2022	554	554	551	99%	2,080	241,282	239,780	8,677	324	83%	Oct-25	1,324
Yas Golf Collection	Yas Island	2022	1,062	1,062	1,055	99%	1,866	108,175	106,915	17,452	271	84%	Mar-26	1,258
Yas Park Gate	Yas Island	2022	508	508	508	100%	1,223	84,258	84,258	14,518	626	49%	Feb-26	797
Yas Park Views	Yas Island	2022	341	341	341	100%	1,325	86,884	86,884	15,245	705	47%	May-26	906
Saadiyat Lagoons	Saadiyat Island	2022	1,549	1,549	1,548	100%	12,733	790,335	789,791	16,122	7,610	32%	Sep-26	9,998
The Sustainable City Yas Island	Yas Island	2023	864	864	864	100%	1,961	159,050	159,050	12,332	578	71%	Apr-26	1,405
Manarat Living	Saadiyat Island	2023	273	273	273	100%	384	19,197	19,197	19,989	229	41%	Feb-26	260
Al Reeman Living - Phase I	Al Shamka	2023	630	630	630	100%	415	33,262	33,262	12,464	162	61%	Jan-26	273
Fay Al Reeman II	Al Shamka	2023	557	557	554	99%	2,201	252,676	243,362	9,046	1,601	28%	Jan-27	1,808
The Source	Saadiyat Island	2023	204	204	203	100%	1,156	35,531	34,479	33,530	955	18%	Sep-26	762
AlKaser	Yas Island	2023	10	10	10	100%	244	37,656	37,656	6,475	120	51%	Apr-26	167
Al Reeman Living - Phase 2	Al Shamka	2023	420	420	420	100%	295	22,174	22,174	13,302	150	50%	Jan-26	186
The Source II	Saadiyat Island	2023	148	148	148	100%	1,086	28,145	28,145	38,581	856	21%	Nov-26	699
Gardenia Bay	Yas Island	2023	2,434	2,434	2,351	97%	3,912	212,456	200,929	19,469	3,461	11%	Jan-27	3,291
Haven by Aldar	Dubai	2023	1,228	1,228	1,228	100%	5,058	357,906	357,906	14,133	4,590	30%	Jan-28	4,181
Al Marjan	Ras Al Khaima	2023	1,998	1,998	1,841	92%	5,041	248,156	211,806	23,802	4,415	25%	Nov-27	4,258
Nobu Residences Abu Dhabi	Saadiyat Island	2023	88	88	86	98%	1,744	24,237	21,686	80,426	1,498	15%	May-27	1,266
Manarat Living II	Saadiyat Island	2024	232	232	232	100%	425	19,559	19,559	21,712	356	17%	Dec-26	296
Sama Yas	Yas Island	2024	249	249	147	59%	495	45,218	20,975	23,600	484	Launched	Jun-27	418
Nouran Living	Saadiyat Island	2024	372	372	372	100%	661	29,867	29,867	22,134	586	11%	Dec-27	503
The Source Terraces	Saadiyat Island	2024	58	58	55	95%	433	12,594	10,779	40,199	379	14%	Dec-27	347
Athlon by Aldar	Dubai	2024	1,492	1,407	1,392	99%	5,955	456,529	388,303	15,337	5,309	10%	Jun-28	4,793
Verdes by Haven	Dubai	2024	1,047	1,047	928	89%	1,580	127,639	106,833	14,793	1,553	Launched	Jul-28	1,389
The Arthouse	Saadiyat Island	2024	281	281	261	93%	1,803	52,020	44,764	40,278	1,803	Launched	May-28	1,444
Yas Riva	Yas Island	2024	147	147	147	100%	1,648	82,873	82,873	19,886	1,648	Launched	May-28	1,558
Mamsha Palm	Saadiyat Island	2024	44	44	33	75%	224	9,488	5,750	38,996	224	Launched	Dec-27	198
Faya Al Saadiyat	Saadiyat Island	2024	21	21	14	67%	1,318	45,540	26,239	50,218	1,318	Launched	Apr-28	1,186
The Fountain View Residences	Saadiyat Island	2024	226	226	124	55%	1,660	47,200	22,262	74,552	1,594	Launched	Jul-28	1,468
Mamsha Garden B	Saadiyat Island	2024	493	403	256	64%	1,592	96,012	42,667	37,312	1,569	Launched	Dec-27	1,430
Manarat Living III	Saadiyat Island	2025	400	400	397	99%	930	36,002	35,618	26,108	917	Launched	Aug-28	838
The Wilds	Dubai	2025	941	941	426	45%	2,895	369,594	147,807	19,589	20	Launched	Mar-29	2,895
			20,356	20,181	18,880		68,755	4,413,500	3,903,560		46,746			54,059

Highlights

- **94%** of launched pipeline sold
- Revenue backlog of **AED 46.7bn**
- **2** launches in Q1 2025
- Q1 2025 development sales of **AED 8.4bn; 1764 units** driven primarily by:

Abu Dhabi
Dubai
RAK

AED 4.0bn; 901 units
AED 3.6bn; 617 units
AED 0.9bn; 246 units

The Wilds

AED 2.9bn; 426 units

Mandarin

AED 1.0bn; 72 units

Manarat III

AED 0.9bn; 397 units

Al Marjan

AED 0.9bn; 246 units

Mamsha Garden

AED 0.6bn; 87 units

Gardenia Bay

AED 0.5bn; 253 units

Athlon

AED 0.5bn; 109 units

Faya Al Saadiyat

AED 0.3bn; 3 units

Verdes by Haven

AED 0.2bn; 81 units

Lagoons

AED 0.2bn; 14 units

The Arthouse

AED 0.2bn; 11 units

Sama Yas

AED 0.1bn; 34 units

¹ Unsold inventory on handed over projects represent an additional c. AED 212 million in future revenue

² Average price is based on sales orders booked as of 31 Mar. 2025



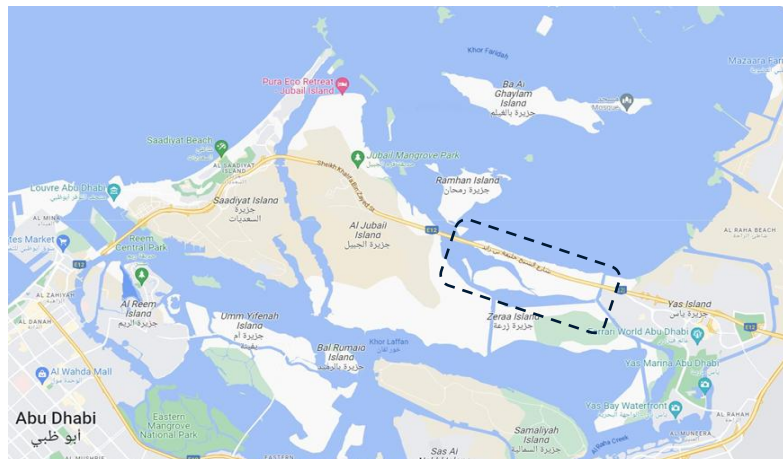
UAE – ABU DHABI

Aldar Development

Al Fahid Island Acquisition in Abu Dhabi

- Land value of **AED 2.5bn** paid over 5 years
- 3.4mn sqm** island between Yas Island and Saadiyat Island
- AED 40bn+** gross development value (GDV)

- Introduction of unique beachfront offering in **Abu Dhabi**
- 6,000+ residential units** and **leisure, retail & hospitality facilities**
- Launch planned for **2025**



UAE – DUBAI

Aldar Development

JV with Dubai Holding, Dubai

- Partnership with Dubai Holding in February 2023 to further extend the growing portfolio and diversified offering
- 3 communities across **3.5mn sqm** of land along E311 & E611 corridors
- 8,000 residential units** with a GDV of **AED 25bn+**



جنان
hāven
BY ALDAR

1st masterplan **“Haven”**

Offering a total of **2,275 units spread over 1mn sqm** of land

Targeting LEED Gold & Fitwel 3-star ratings

- 1st project launch: **“Haven by Aldar”** launched in **October 2023**
 - 1,228 units sold** (sold out in 2024)
 - Generating **sales of ~AED 5.1bn**
- 2nd project launch: **“Verdes by Haven”** launched in **July 2024**
 - 928 units sold** (Q1 2025)
 - Generating sales of **AED 1.6bn**

أثلون
ATHLON

2nd masterplan **“Athlon”** launched in **May 2024**

- 1,392 units sold** to date (Q1 2025) generating **sales of ~AED 6.0bn**
- Targeting LEED Gold & Fitwel 3-star ratings

THE
WILDS

3rd masterplan **“The Wilds”** – **1,700 units** including mansions, villas, and apartments

- 1st phase launched in **February 2025**
 - 426 villas sold** (Q1 2025)
 - Generating sales of **AED 2.9bn**

UAE – RAS AL KHAIMAH

Aldar Development

Nikki Beach Residences

- Partnership between Aldar & Nikki Beach Group
- **3 branded residential buildings**
- On **Marjan Island**
- Between Rixos Bab Al Bahr & DoubleTree by Hilton Resort (both acquired in 2022)
- Launched in **November 2023**
- **1,841 units sold** (Q1 2025)
- Generating **sales of AED 5.0bn**

Rosso Bay Residences

- **3 residential buildings**

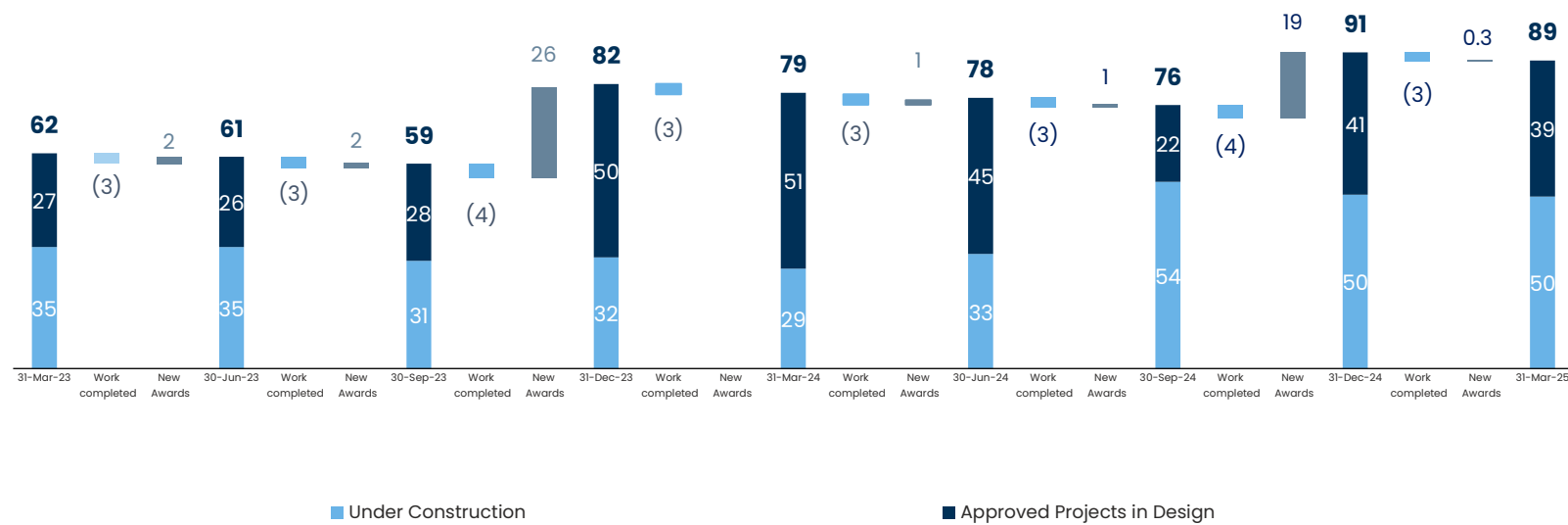




ALDAR PROJECTS¹

Aldar Projects backlog of AED 89bn

Project Management Backlog Progression (AED bn)



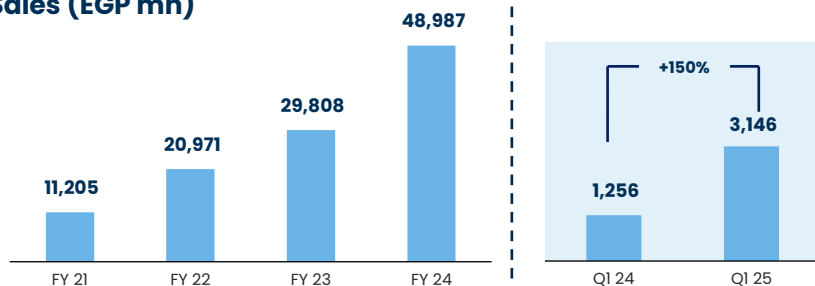
¹ Aldar Projects is the primary business within Aldar Development's Project Management Services segment and is mainly managing projects on behalf of the Government of Abu Dhabi

EGYPT – SODIC¹

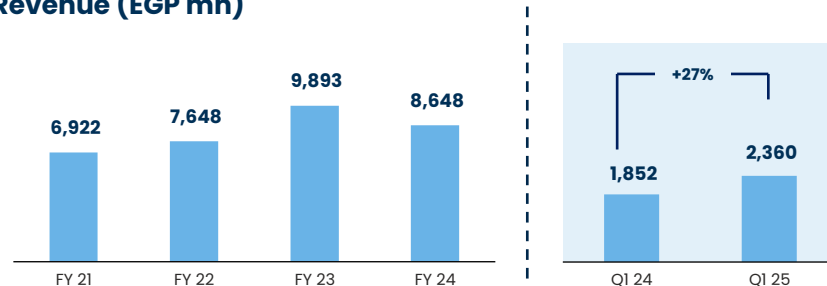
Land Area 18.6mn sqm; BUA 7mn sqm; GDV EGP 703mn



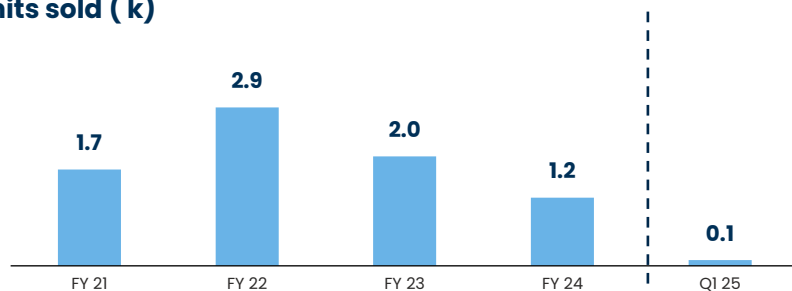
Sales (EGP mn)



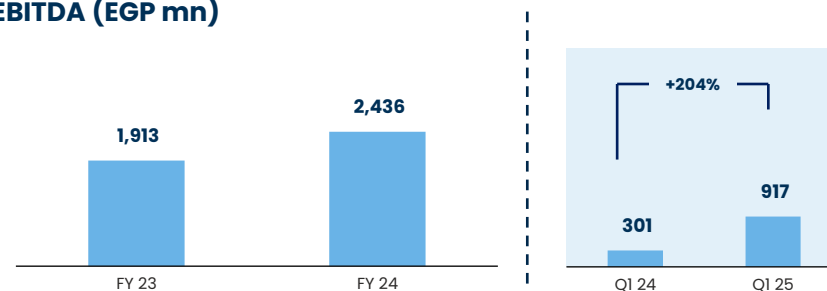
Revenue (EGP mn)



Units sold (k)



EBITDA (EGP mn)



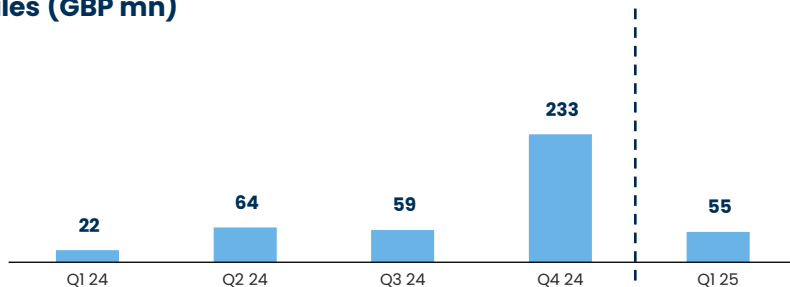
¹ SODIC owned in consortium with ADQ. Consortium owns 85.5% of SODIC (Aldar share of 59.9%)

UK - LONDON SQUARE (1/3)

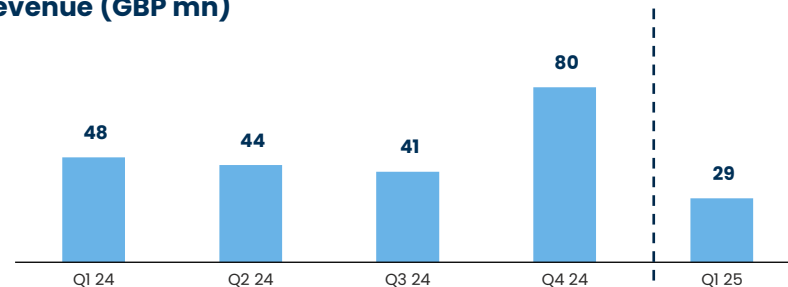
Land Area 0.59mn sqm; BUA 0.65mn sqm; GDV GBP 3,964mn



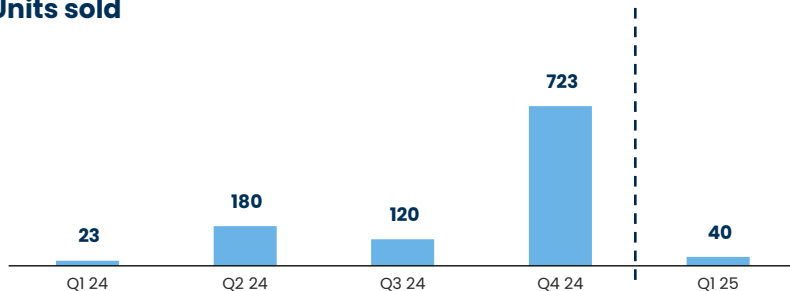
Sales (GBP mn)



Revenue (GBP mn)

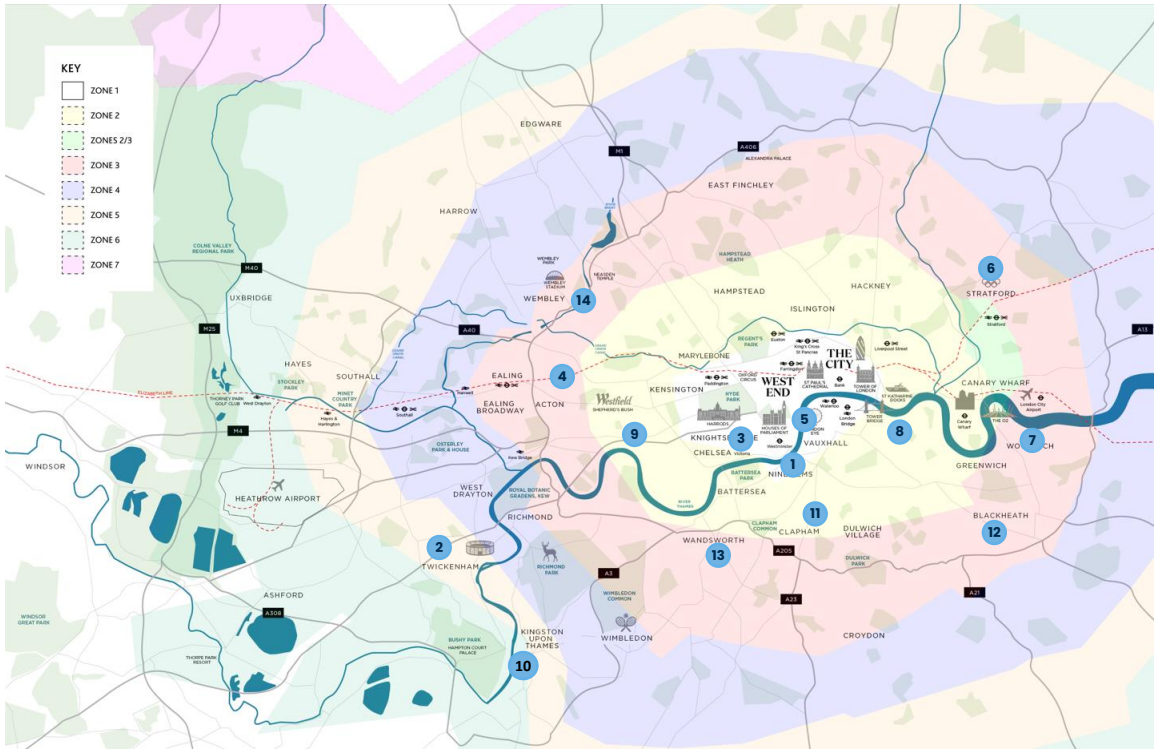


Units sold



UK – LONDON SQUARE (2/3)

Acquired 1 site in Q1 2025; adding GBP 100mn+ GDV to BTS & BTR pipeline



- 1 Wyvil Road, Vauxhall
Zone 1
- 2 Richmond College campus, Twickenham
Zone 5
- 3 Tite Street, Chelsea
Zone 1
- 4 The Phoenix Academy, White City
Zone 2
- 5 Westminster Tower, Albert Embankment
Zone 1+2
- 6 Stratford Cross, Stratford
Zone 2+3
- 7 Woolwich Central, Greenwich
Zone 4
- 8 Former Biscuit Factory, Bermondsey
Zone 2
- 9 Brook Green
Zone 2
- 10 Surrey County Hall, Kingston upon Thames
Zone 5
- 11 Brixton, Lambeth
Zone 2
- 12 Leegate, Blackheath
Zone 3
- 13 Ransoms Wharf
Zone 3
- 14 Wimbledon Bridge House
Zone 3

UK – LONDON SQUARE (3/3)

Acquired 1 site in Q1 2025; bringing additional total GDV of GBP 2.5bn+ to BTS & BTR pipeline



1. Wyvil Road, Vauxhall (Zone 1)

- Redevelopment of existing office & warehouse buildings
- **Build-to-rent** (~320 units)

2. Richmond College campus, Twickenham (Zone 5)

- JV with Latimer (Clarion Housing Group)
- Demolition of college blocks
- **Build-to-sell** (~210 units)

3. Tite Street, Chelsea (Zone 1)

- Redevelopment of existing Care Home building in premium Chelsea location.
- **Build-to-sell** (~70 units)

4. The Phoenix Academy, White City (Zone 2)

- Redevelopment of existing school academy
- **Build-to-sell** (~390 units)

5. Westminster Tower, Albert Embankment (Zone 1)

- Redevelopment of existing commercial tower in premium Riverside location.
- **Build-to-sell** (~29 units)

6. Stratford Cross, Stratford (Zone 2)

- Well-connected development opportunity situated in the Olympic Park totalling 5k sqm
- **Build-to-rent** (~350 units)

7. Woolwich Central, Greenwich (Zone 4)

- 2 empty town centre land plots totaling 18k sqm
- **Build-to-sell** (~700 units)

8. Biscuit Factory, Bermondsey (Zone 2)

- Redevelopment of former commercial building into 338 social rented dwellings
- **Build-to-sell** (338 units)

9. Brook Green, Hammersmith (Zone 2)

- Refurbishment of Victorian former school buildings
- **Build-to-sell** (5 Residential buildings)

10. Surrey County Hall (Zone 5)

- Refurbishment of Grade II* listed former Surrey County Council HQ
- **Build-to-sell** (292 units)

11. Brixton, Lambeth (Zone 2)

- Redevelopment of two sites Pop Brixton and International House into residential dwellings
- **Build-to-sell** (258 residential buildings)

12. Ransomes Wharf (Zone 3)

- Redevelopment of commercial buildings into residential dwellings
- **Build-to-sell** (118 residential buildings)

13. Leegate, Blackheath (Zone 3)

- Redevelopment of former shopping centre into residential dwellings
- **Build-to-sell** (609 residential dwellings)

14. Wimbledon Bridge House (Zone 3)

- PD Redevelopment of existing office
- **Build-to-sell & Retail** (residential, retail, multi story car park)



— ALDAR INVESTMENT

Aldar Properties Investor Presentation

May 2025

ALDAR INVESTMENT Q1 2025 FINANCIAL PERFORMANCE



AED mn	Q1 25	Q1 24	YoY	FY 24	FY 23	YoY
Recurring Revenue¹	1,871	1,630	15%	6,979	5,759	21%
Investment Properties ² (IP)	679	556	22%	2,267	2,139	6%
Hospitality & Leisure	272	298	-9%	1,111	1,116	-0%
Education	226	199	14%	862	687	26%
Aldar Estates	657	553	19%	2,622	1,741	51%
Others ¹	37	23	60%	117	77	53%
Net Operating Income (NOI)	890	780	14%	3,201	2,716	18%
IP NOI	547	439	25%	1,772	1,645	8%
IP NOI Margin (%)	81%	79%	169bps	78%	77%	127bps
EBITDA¹	764	693	10%	3,602	2,880	25%
Margin (%) ¹	41%	43%	-170bps	52%	50%	159bps
Investment Properties	498	440	13%	2,544	2,133	19%
Hospitality & Leisure	92	107	-14%	350	387	-10%
Education	62	55	13%	266	195	36%
Aldar Estates	90	71	27%	400	199	101%
Others ¹	21	20	4%	42	(34)	223%
Adj. EBITDA^{1,3}	764	693	10%	2,706	2,251	20%
Margin (%) ¹	41%	43%	-170bps	39%	39%	-31bps
IP Gross Asset Value (GAV)⁴	28,820	24,607	17%	25,806	24,595	5%
Residential Bulk Leases⁵	68%	64%		63%	64%	
Govt./GRE Commercial Leases⁶	33%	44%		42%	39%	

AED mn	Q1 25	Q1 24	YoY	FY 24	FY 23	YoY
Adj. EBITDA^{1,2}	764	693	10%	2,706	2,251	20%
Investment Properties	498	440	13%	1,643	1,507	9%
Margin (%) ^{1,2}	73%	79%	-576bps	72%	70%	199bps
Commercial	212	210	1%	700	582	20%
	79%	100%	-2,105bps	82%	75%	734bps
Residential	132	92	43%	395	449	-12%
	74%	66%	744bps	69%	78%	-861bps
Retail	138	124	11%	485	443	10%
	65%	65%	-12bps	63%	62%	175bps
Logistics	17	15	12%	61	52	19%
	82%	84%	-251bps	81%	82%	-116bps
Hospitality & Leisure	92	107	-14%	350	383	-9%
	34%	36%	-190bps	31%	34%	-280bps
Education	62	55	13%	266	195	36%
	27%	28%	-6bps	31%	28%	242bps
Aldar Estates	90	71	27%	405	199	103%
	14%	13%	88bps	15%	11%	401bps

¹ Excludes Pivot² Includes retail, residential, commercial, and logistics³ Adjusted for fair value movements (excluding amortization of leasehold assets), recognition/reversal of impairments, and one-off gains/losses on acquisitions⁴ Gross Asset Value of Aldar Investment Properties assets (retail, residential and commercial, and logistics) excluding UAE IPUD⁵ Residential bulk leases as a percentage of total residential units in portfolio.⁶ Govt./GRE commercial leases as a percentage of occupied GLA.

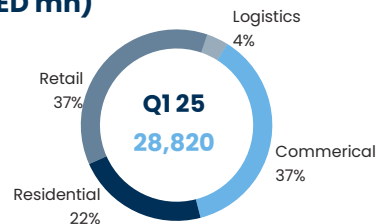
INVESTMENT PROPERTIES OVERVIEW¹

96% occupancy across the portfolio

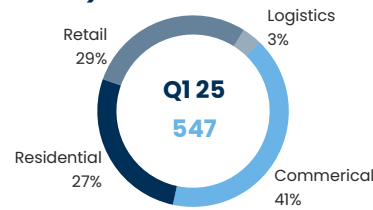


	Commercial	Residential	Retail	Logistics
No. of assets	28	16	30 ⁶	3
Leasable area ('000 sqm)	722	927	513	240
Occupancy	98%	98%	90% ³	91% ⁵
WAULT (yrs)	3.6	3.7	4.1	3.9
Q1 2025 Revenue (AEDmn)	268 (+28% YoY)	178 (+28% YoY)	212 (+12% YoY)	21 (+15% YoY)
Q1 2025 NOI (AEDmn)	225 (+29% YoY)	148 (+33% YoY)	156 (+13% YoY)	18 (+18% YoY)
Q1 2025 Adj. EBITDA ² (AEDmn)	212 (+1% YoY) ⁴	132 (+43% YoY)	138 (+11% YoY)	17 (+12% YoY)
GAV (AEDmn)	10,683	6,451	10,628	1,058

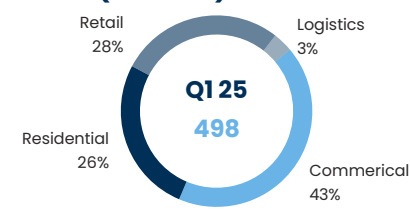
GAV (AED mn)



NOI (AED mn)



Adj. EBITDA (AED mn)



¹ UAE only (excluding IPUD)

² Adjusted for fair value movements (excluding amortization of leasehold assets), recognition/reversal of impairments and one-off gains/losses on acquisitions

³ 97% excluding Remal Mall

⁴ 36% growth excluding disposals

⁵ 96% excluding the newly launched phase 4




⁶ Excludes non-core Retail portion of the properties, now reclassified within respective Commercial & Residential assets

INVESTMENT PROPERTIES – APOLLO TRANSACTION

In January 2025, Aldar reinforced its long-term partnership with Apollo through a private placement of US\$500 million in subordinated hybrid notes



US\$ 1.4BN OF LONG-TERM INVESTMENT

1 Subordinated Dated Hybrid Notes	Replaced the US\$ 500mn land joint venture investment between Aldar Properties PJSC and Apollo with a private placement of same value in subordinated hybrid notes with 10 years non-call	 January 2025
2 HYBRID PERPETUAL NOTES	US\$ 500mn non-call 15 Hybrid Perpetual Notes to Aldar Investment Properties (AIP) completed and priced at 5.625%	 March 2022
3 EQUITY	US\$ 400mn equity in Aldar Investment Properties (AIP) at NAV.	 August 2022

Subordinated Dated hybrid notes

One of the largest corporate hybrid private placement in the MENA region with investment grade credit rating (Baa3 by Moody's)

Hybrid Perpetual Notes

Largest corporate hybrid private placement in the MENA region, with the longest non-call period

Equity

New equity issued at NAV is a testament to the credibility of AIP investment portfolio

INVESTMENT PROPERTIES (1/4) – COMMERCIAL



2022	2023	2024	2025	2026	2027	2028
H2 2022 Abu Dhabi, Al Maryah Island ADGM 4 Grade A towers GLA 180k sqm Acquisition		H1 2024 Dubai, DIFC 6 Falak GLA 9k sqm Acquisition	H1 2025 Abu Dhabi JV with Mubadala – Masdar 9 assets + 5 land leases GLA: 285k sqm Acquisition		H2 2027 Abu Dhabi, Al Maryah Island One Maryah Place – JV with Mubadala – 2 Grade A towers GLA 98k sqm (two towers) D-Hold	H1 2028 Dubai, DIFC DIFC Tower GLA 49k sqm D-Hold
H2 2022 Abu Dhabi, Al Maryah Island AMT 1 Grade A tower GLA 35k sqm Acquisition			H1 2025 Abu Dhabi, Yas Island Yas Place GLA 25k sqm D-Hold		H2 2027 Abu Dhabi, Saadiyat Island Saadiyat Business Park – 4 Grade A towers GLA 25k sqm D-Hold	H1 2028 Dubai, Expo City Expo City GLA ~40k sqm D-Hold
					H2 2027 Dubai, near DIFC SZR Commercial Tower Grade A tower GLA 88k sqm D-Hold	

AED mn	FY 22	FY 23	FY 24	Q1 24	Q1 25	YoY
Revenue	548	780	854	209	268	28%
NOI	462	634	699	174	225	29%
Adj. EBITDA	337	582	700	210	212	1% ¹
Margin (%)	62%	75%	82%	100%	79%	-2,105 bps

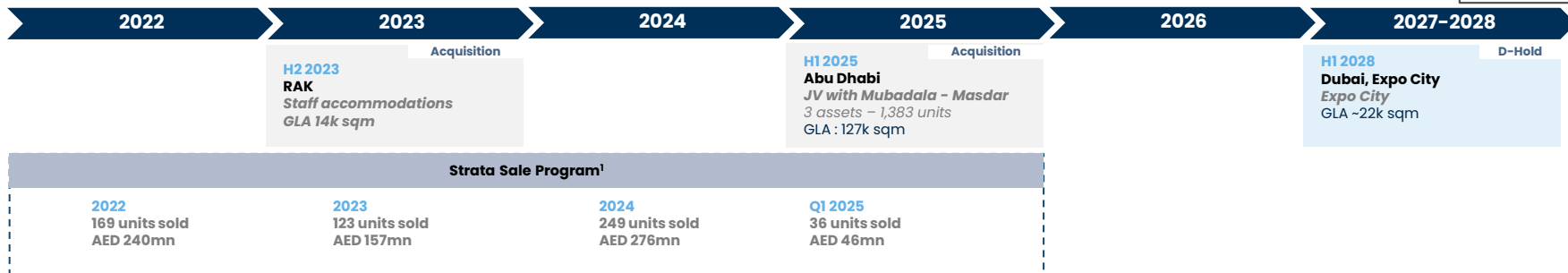
	FY 22	FY 23	FY 24	Q1 25
No. of assets	15	15	14	28 ²
Leasable area ('000 sqm)	503	504	469	722
Occupancy	88%	95%	98%	98%
WAULT (yrs)	4.0	3.9	3.7	3.6
GAV (mn)	8,179	8,634	9,151	10,683

Key Assets (Q1 25)	Occupancy
ADGM towers	99%
Al Maryah Tower	91%
HQ Building	90%
Baniyas	100%
International Tower	100%
Daman House	100%
6 Falak	97%

¹ +36% excluding disposals

² Addition of 14 Masdar assets

INVESTMENT PROPERTIES (2/4) – RESIDENTIAL



AED mn	FY 22	FY 23	FY 24	Q1 24	Q1 25	YoY
Revenue	593	578	572	139	178	28%
NOI	487	472	469	111	148	33%
Adj. EBITDA	393	449	395	92	132	43%
Margin (%)	66%	78%	69%	66%	74%	744bps

	FY 22	FY 23	FY 24	Q1 25
No. of assets	12	13	13	16 ²
Leasable area ('000 sqm)	829	826	800	927
Occupancy	97%	94%	99%	98%
WAULT (yrs)	2.8	2.8	2.3	3.7
GAV (mn)	5,828	5,673	5,195	6,451

Key Assets (Q1 25)	Occupancy
Etihad Residential	100%
RAK Accommodation	100%
Yas RA	95%
Sas Al Nakhl	98%
Gate & Arc	98%
Eastern Mangroves	96%
Al Rayyana	99%

¹ Sold at 10-15% premium to BV each period

² includes 3 Masdar assets

INVESTMENT PROPERTIES (3/4) – RETAIL



2022	2023	2024	2025	2026	2027-2028
H1 2022 Abu Dhabi, Yas Island <i>Yas Mall</i> GLA 219k sqm – no change (AED 500mn investment)		H1 2024 RAK <i>Al Hamra Mall</i> GLA 27k sqm – no change (part AED 500mn investment with Al Jimi Mall)	H1 2025 Abu Dhabi, Noya & Yas Golf Collection <i>Community Retail</i> GLA 5k sqm & 1.4k sqm	H2 2026 Abu Dhabi, Lagoons <i>Community retail</i> GLA 12.5k sqm	H1 2028 Dubai, Expo City <i>Expo City</i> GLA ~24k sqm
H1 2022 RAK <i>Al Hamra Mall</i> GLA 27k sqm			H2 2025 Abu Dhabi, Saadiyat Island <i>Shopping destination</i> GLA 78k sqm		
			H2 2025 Abu Dhabi, Al Ain <i>Al Jimi Mall</i> GLA increase to 88k sqm (part AED 500mn investment with Al Jimi Mall)		

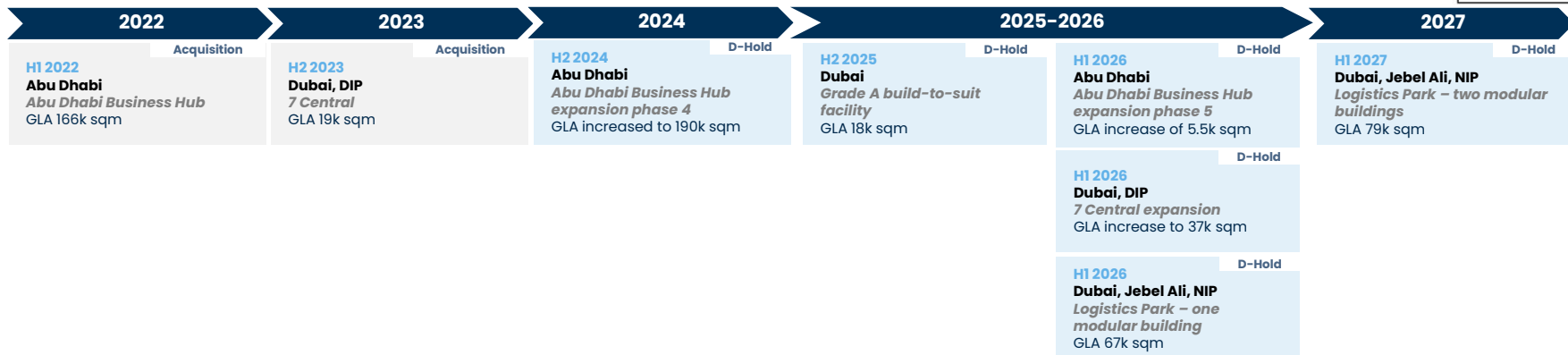
AED mn	FY 22	FY 23	FY 24	Q1 24	Q1 25	YoY
Revenue	720	718	765	190	212	12%
NOI	516	501	540	138	156	13%
Adj. EBITDA	435	443	485	124	138	11%
<i>Margin (%)</i>	60%	62%	63%	65%	65%	-12bps

	FY 22	FY 23	FY 24	Q1 25
No. of assets	36	36	36	30 ²
Leasable area ('000 sqm)	536	521	520	513
Occupancy	91%	91%	90%	90% ¹
WAULT (yrs)	4.0	3.9	4.0	4.1
GAV (mn)	8,883	9,406	10,522	10,628

Key Assets (Q1 25)	Occupancy
Yas Mall	98%
Yas Mall Retail Park	100%
Al Hamra Mall	97%
Al Jimi Mall	98%
Mamsha	100%
Gate Boutik	100%

¹ 97 % excluding Remal Mall

INVESTMENT PROPERTIES (4/4) – LOGISTICS



AED mn	FY 22	FY 23	FY 24	Q1 24	Q1 25	YoY
Revenue	48	63	76	18	21	15%
NOI	39	55	65	15	18	18%
Adj. EBITDA	39	52	61	15	17	12%
Margin (%)	82%	82%	81%	84%	82%	251bps

	FY 22	FY 23	FY 24	Q1 25
No. of assets	2	3	3	3
Leasable area ('000 sqm)	166	216	240	240
Occupancy	91%	93%	89%	91% ¹
WAULT (yrs)	4.8	4.6	3.9	3.9
GAV (mn)	718	882	938	1,058

Key Assets (Q1 25)	Occupancy ¹
ADBH – Offices	83%
ADBH – Warehouses	89%
7 central	100%

¹ Overall portfolio stands at 96% occupancy excluding the newly launched phase 4

HOSPITALITY & LEISURE (1/2)



HOTELS



Hotel portfolio consists of assets from 3 to 5 stars, in addition to hotel apartments

Key assets:

- W Yas Island
- Yas Plaza
 - Radisson Blu
 - Crowne Plaza
 - Rotana
 - Park Inn
 - Centro
 - Staybridge
- Eastern Mangroves Hotel
- Aldhafra Resort
- Nurai Island Resort
- Rixos Bab Al Bahr Resort (RAK)
- DoubleTree by Hilton Resort & Spa Al Marjan Island (RAK)

GOLF CLUBS



Golf portfolio features one of the world's top 50 golf courses (Yas Links)

Key assets:

- Yas Links Golf Club (leased to operator)
- Saadiyat Beach Golf Club
- Yas Acres Golf and Country Club

LEISURE



Leisure portfolio includes beaches, beach clubs and marina facilities on prime beach front locations.

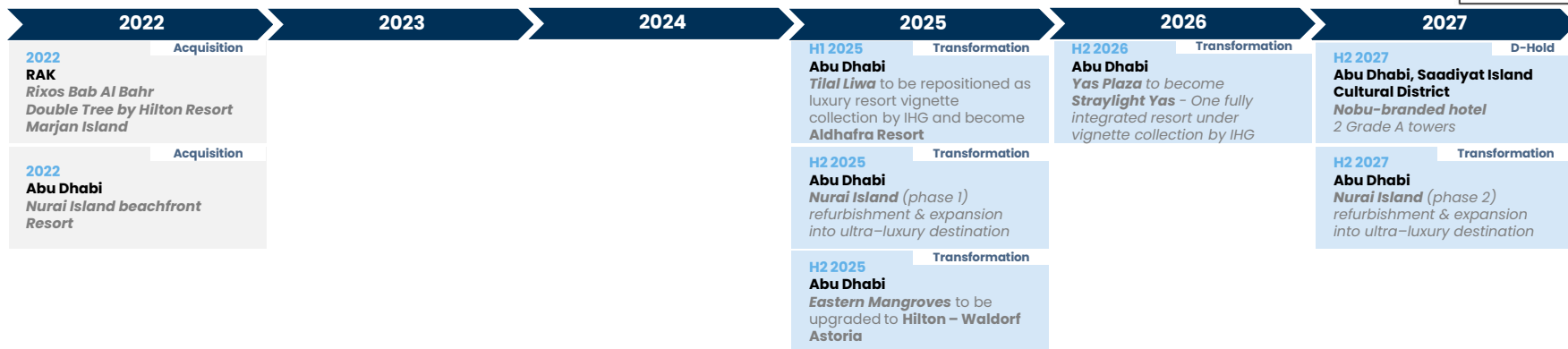
Key assets:

- Saadiyat Beach Club
- Kai Beach
- Soul Beach
- Marsa al Bateen Marina
- Al Bandar Marina

HOSPITALITY & LEISURE (2/2)



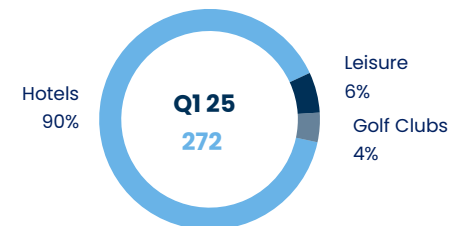
Ambitious growth plans – through greenfield, brownfield and acquisitions



AED mn	FY 22	FY 23	FY 24	Q1 24	Q1 25	YoY
Revenue	828	1,116	1,111	298	272	-9%
NOI	234	385	384	113	98	-13%
EBITDA	208	383	350	107	92	-14%
Margin (%)	25%	34%	31%	36%	34%	190bps

	FY 22	FY 23	FY 24	Q1 25
Occupancy	72%	70%	73%	71%
ADR (AED)	509	626	659	683
RevPar (AED)	368	440	478	485
Number of Keys	4,238	4,226	3,949	3,849

H&L Revenue (AED mn)



ALDAR EDUCATION (1/2)

2nd largest private school operator in the UAE



Operated Schools

- 12 Operated Schools
- +13% enrolment growth YoY, driven by:
 - Organic growth
 - New greenfield school additions
- 70% capacity utilisation (76% excluding Noya British School)
- Majority of schools: Rated Outstanding or Very Good by ADEK
- Greenfields
 - FY 2024 Greenfields completed:
 - Cranleigh Pre-prep Campus – Jan 2024
 - Yasmina British Academy – AY24/25
 - Noya British School – AY24/25
 - Upcoming:
 - Muna British Academy – AY25/26
 - Yasmina American School – AY25/26

Managed Schools

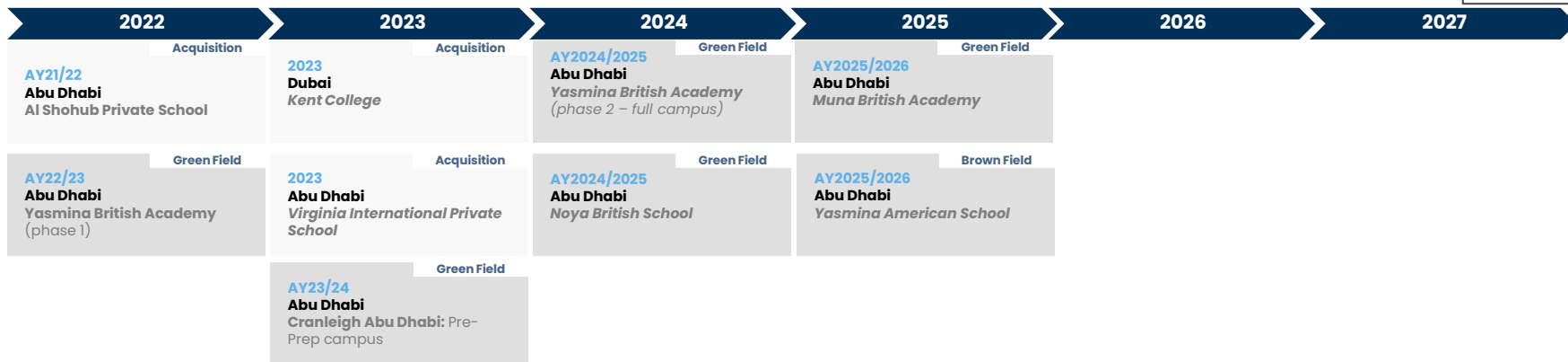
- 19 Managed Schools
- -6% enrolment YoY
- 71% capacity utilisation

ALDAR EDUCATION (2/2)

Ambitious growth plans – through greenfield, brownfield and acquisitions

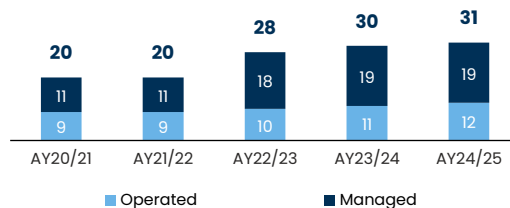


Investment Properties	Hospitality & Leisure	Aldar Education	Aldar Estates	Others
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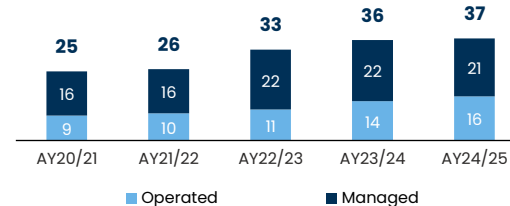


AED mn	FY 22	FY 23	FY 24	Q1 24	Q1 25	YoY
Revenue	592	687	862	199	226	14%
NOI	240	291	374	84	97	15%
EBITDA	154	195	266	55	62	13%
Margin (%)	26%	28%	31%	28%	27%	-6bps

Schools¹



Students (k)



¹ Number of schools at commencement of school year

ALDAR ESTATES¹ (1/2)

Established in 2023, Aldar Estates represents series of strategic mergers and acquisitions that led to creation of the region's leading integrated property and facilities management platform



Facility Management

خدمة
KHIDMAH



AED 731mn Orderbook

macro



8.4K+ employees

Property Management

بروفيس
PROVIS

~ 156k Residential Units

2.2 million sqm Commercial & Retail under management



Integrated Community Services

Basatin
landscaping LLC



AED 670mn Total Orderbook

c. 9K employees



Valuation & Advisory

asteco

AED 51mn deal pipeline



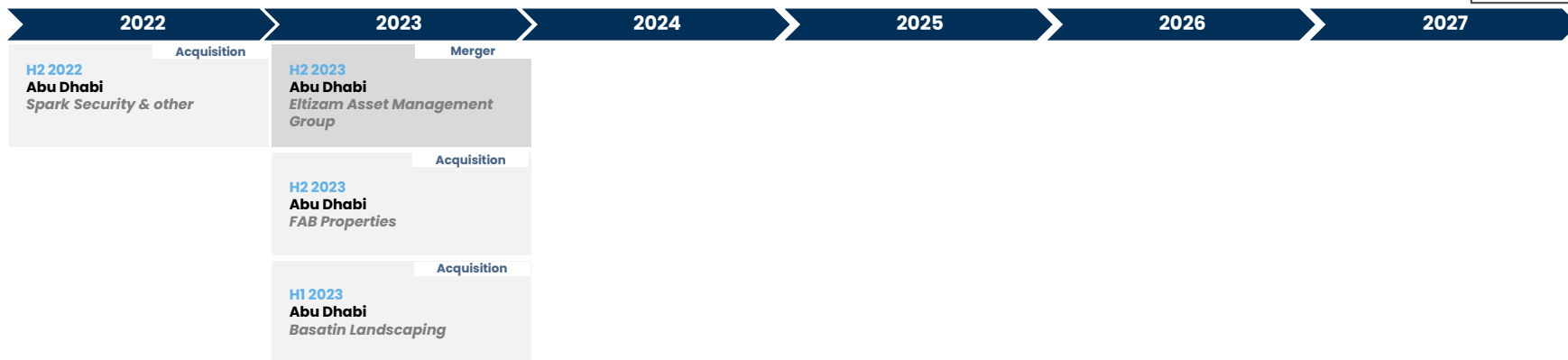
Services provided by Geography



¹ Aldar holds 65.1% in Aldar Estates, remaining split between IHC & ADNEC

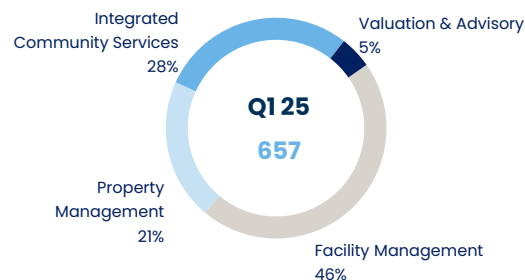
² Following minority shareholding buyout in Q1 2025, Aldar Estates now holds 100% in Basatin Landscaping LLC

ALDAR ESTATES¹ (2/2)

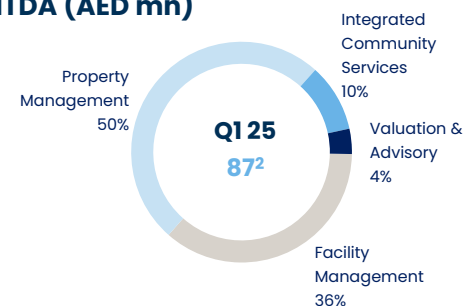


AED mn	FY 22	FY 23	FY 24	Q1 24	Q1 25	YoY
Revenue	748	1,741	2,622	553	657	19%
NOI	184	370	638	136	140	3%
EBITDA	92	199	405	71	90	27%
<i>Margin (%)</i>	12%	11%	15%	13%	14%	88bps

Revenue (AED mn)



EBITDA (AED mn)



¹ Aldar holds 65.1% in Aldar Estates, remaining split between IHC & ADNEC

² Excluding unallocated

EUROPE – INVESTMENT IN EUROPEAN PRIVATE REAL ESTATE CREDIT

Strategic partners form a USD 1 billion private credit platform, which will invest in senior secured debt across diverse real estate segments in the UK and European Union.



Platform Summary

Security	Inv. Mandate	Target Returns
Senior Secured Debt	Europe & UK	11-15% Net IRR
1 st Lien on Real Estate Asset	Commercial Real Estate Mortgages	

Strategic Partners



50%
Stake



30%
Stake



20%
Stake

Capital Deployment

	Platform	Aldar
Existing Equity	USD 319mn ¹	c. USD 100mn
Future Equity	USD 1.0bn ¹	USD 300mn

Why Private Real Estate Credit

Confluence of [market dynamics, including rising benchmark interest rates, widening credit spreads](#) in the real estate sector

Resetting of property valuations have [created attractive investment opportunities](#)

[Banks reducing exposure due to stricter capital and liquidity requirements](#), the commercial real estate sector is increasingly turning [to non-bank providers of credit](#)

€390 billion of [real estate debt is due to mature](#) in 2024 in the UK and the EU

By reaching similar penetration levels to that of the USA, the [UK and European alternative lending markets could see market growth of €270 billion and €540 billion respectively](#), highlighting the [scalability](#) of the product

Strategic Rationale

Aligns with – and adds weight to – Aldar's strategy to diversify its operations and [exposure into new geographies and real estate asset classes](#)

Broadens Aldar focus from the traditional equity investments it is known for in the region, to [diversifying its investment portfolio across the capital structure](#)

[Partnership with leading, experienced and reputable players and an existing platform](#) with strong track record, robust governance policies and processes

Leverages [Ares' highly experienced private credit teams](#) – that will handle origination, monitoring and pipeline execution – with over \$64 billion invested across real asset strategies and \$13 billion in global real estate debt

Gain [meaningful foothold in a high growth market](#) and the opportunity for Aldar to [build skillset, expertise and track record](#) from joint Ares-Mubadala teams ahead of [exploring development of a regional Aldar-owned product](#)

¹ Unleveraged



— SUSTAINABILITY

Aldar Properties Investor Presentation

May 2025

SUSTAINABILITY FRAMEWORK



Shaping a Better Future

To create resilient, inclusive & thriving communities by integrating sustainable practices across all operations

Pillars



CREATING SUSTAINABLE PLACES

We are focused on shaping thriving communities and creating sustainable places that integrate climate resilience, and resource efficiency into every stage of a building's lifecycle, accelerating our progress towards Net Zero.



CREATING SOCIETAL VALUE

Our vision encompasses a focus on generating societal value through inclusive growth and vibrant, connected neighbourhoods that empower individuals and communities, promote equity, and drive socioeconomic development.



CREATING RESPONSIBLE LAGACY

We uphold responsible, ethical business practices and accountability as the foundation for embedding sustainability across our value chain, providing a safe and inclusive workplace, and positioning ourselves as an 'employer of choice' to create a lasting positive legacy for stakeholders and the industry.

Enablers



Accelerating Innovation

Innovation serves as a powerful catalyst for technological transformation, enabling operational efficiency, environmental stewardship and sustainable growth.



Leading Impactful Communication

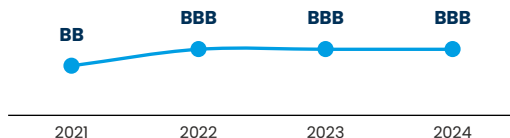
Communication that is intentional, stakeholder-focused and trust-building facilitates positive change and empowers people to collaborate for success.



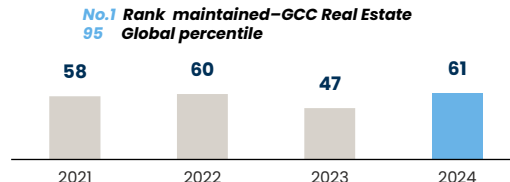
Fostering Collaborative Partnerships

Collaborative partnerships open up new opportunities and foster innovation, enabling creative solutions to tackle

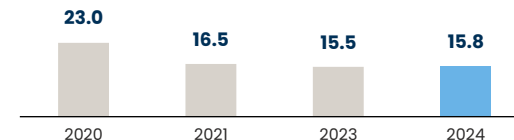
MSCI Index



DJSI



Sustainalytics Index¹



¹ Sustainalytics did not issue scores in 2022

SUSTAINABILITY & COMMUNITY OUTREACH HIGHLIGHTS



Latest **2024 Sustainability Report** published with updated sustainability framework, **detailed commitments & targets**, updated Net Zero plan and targets & engagement-based refreshed materiality assessment

CREATING SUSTAINABLE PLACES

2025 Targets

- 30% reduction in EUI by design from ASHRAE 2007
- 40% reduction in WUI by design from Estidama baseline
- 20% reduction in embodied carbon in construction (materials)
- 2% reduction in energy intensity for existing assets
- 87% of construction and demolition waste to be recycled
- 10% increase in waste recycling
- 2% reduction in water intensity for existing assets
- 100% of project sites undergo assessment of natural systems
- 29mn m² covered by resilience planning at design storage (2 master developments)
- 50% of plants specified for planting on site to be water efficient native & adaptive species
- Increase in adaptive capacity and reduce climate-related disruptions

Q1 2025 Highlights

- 32% reduction in EUI by design from ASHRAE 2007
- 21% reduction in embodied carbon in construction (materials)
- 96% of construction and demolition waste to be recycled

CREATING SOCIETAL VALUE

2025 Targets

- 25% of projects reducing the heat island effect through design strategies
- 25% of projects implementing outdoor thermal comfort strategies
- 500,000 m² of portfolio achieve LEED O+M Gold
- 100% of new developments achieve 2-star Fitwel

Q1 2025 Highlights

- 100% of new developments achieve 2-star Fitwel
- 920 volunteering hours contributed by employees and partners
- Empowering workers through English upskilling
- Ongoing contributions towards impactful community initiatives

CREATING RESPONSIBLE LEGACY

2025 Targets

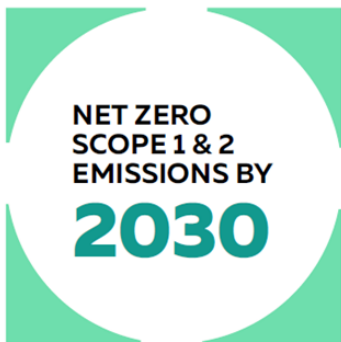
- 100% of investment opportunities undergo ESG due diligence
- 30hrs of training per employee
- 100% of construction tenders (> AED 5mn) evaluated against sustainability criteria
- 100% of non-construction tenders (> AED 500k) evaluated against sustainability criteria
- 100% of appointed contractors to be trained on sustainability
- Maintain Lost Time Injury Rate (LTIR) <0.35 per project

Q1 2025 Highlights

- 100% of investment opportunities undergo ESG due diligence
- 100% of construction tenders (> AED 5mn) evaluated against sustainability criteria
- 100% of non-construction tenders (> AED 500k) evaluated against sustainability criteria

TOGETHER WE CAN ACHIEVE NET ZERO.

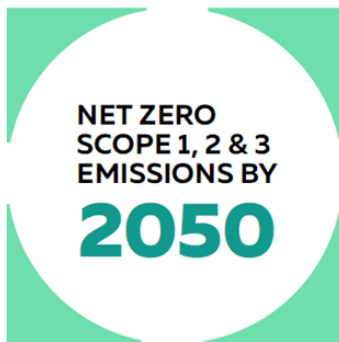
CLEAR TARGETS TO COMPEL ACTION



**90% REDUCTION IN SCOPE 1
AND 2 EMISSIONS**

**45% REDUCTION IN SCOPE 3
EMISSIONS INTENSITY**

v. 2021 baseline.



**97% REDUCTION IN
GREENHOUSE GAS
EMISSIONS**

produced by our value chain where
we exert reasonable control over
reduction activities

Eight Levers to Decarbonise



1. Low carbon design

An Aldar Sustainable Design Standard to embed low carbon active and passive design options, maximising energy efficiency, building performance, and asset climate resilience.



2. Low carbon supply chain

A supply chain incentivised by Aldar to innovate around low carbon products, materials, and manufacturing processes.



3. Green construction

A whole lifecycle approach to assets that prioritises low carbon site practices and construction material procurement.



4. Clean energy

Prioritise use of clean energy through grid decarbonisation and procuring clean energy generated by government instruments.



5. Resource efficiency & management

Upgrading current systems to reduce leakage and improve asset efficiency in use.



6. Tenant initiatives

Developing a programme of tenant engagement regarding all leased and managed assets, offering guidance and incentives for more sustainable behaviours.



7. Circular economy

Better waste management during design, build and use phase, prioritising diversion from landfill, increasing greywater recycling and supporting the local waste sector.



8. Sustainable acquisitions

All new investments and acquisitions will be guided by criteria that formally integrate sustainability considerations into the end-to-end investment decision making process.

Scope 1 emissions are direct emissions from owned or controlled sources

Scope 2 emissions are indirect emissions from the generation of purchased energy

Scope 3 emissions are all indirect emissions (not included in scope 2) that occur in the value chain of the reporting company, including both upstream and downstream emissions



— CAPITAL DEPLOYMENT

Aldar Properties Investor Presentation

May 2025

2022 CAPITAL DEPLOYED

c. AED 11.5bn of capital deployed



Aldar Development (c. AED 4.1bn)

Property Development & Sales

Transaction	Value (AED mn)
Acquisition of 6.2m sqm prime land located on the east side of Saadiyat Island	3,680 ¹
Acquisition of land rights adjacent to / in proximity to Nurai Island	350
Acquisition of land adjacent to DoubleTree by Hilton Al Marjan Island (RAK)	95

Aldar Investment (c. AED 7.4bn)

Aldar Investment Properties (AIP)

Transaction	Value (AED mn)
Commercial	
4 Grade-A commercial buildings ² at Abu Dhabi Global Market (ADGM)	4,300
Al Maryah Tower ³	270
Retail	
Al Hamra Mall (RAK)	410
Logistics	
Abu Dhabi Business Hub ⁴	400

Hospitality & Leisure (H&L)

Ultra-all-inclusive Rixos Bab Al Bahr beach resort (RAK)	770
Nurai Island Luxury beachfront Resort	250
Luxury DoubleTree by Hilton Al Marjan Island (RAK)	715

Education

Al Shohub Private School	80
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Principal Investments

Spark Security and Others	178
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¹ Acquisition consideration to be paid in-kind as the development progresses, construction started in H2 2022 for a 4-year development period

² Including multi-story car parks with a total of 5,088 parking spaces

³ Aldar ownership of 60% in Al Maryah Tower

⁴ Aldar ownership of 70% in ADBH

2023 CAPITAL DEPLOYED OR COMMITTED



c. AED 9bn of capital deployed or committed

Aldar Development (c. AED 5.9bn)

	Transaction	Value (AED mn)
Property Development & Sales	Al Fahid land acquisition of 3.4m sqm island between Yas Island & Saadiyat Island ¹	2,487
	Dubai Holding partnership and land acquisition, Dubai ¹	2,098
Project Management Services	Mustard & Linen Interior Design Holdings Limited acquisition ²	25
International	London Square acquisition, UK	1,070
	"Springfield" land acquisition, UK	207

Aldar Investment (c. AED 3.1bn)

	Transaction	Value (AED mn)
Investment Properties	Residential: RAK Staff Accommodation acquisition, Ras Al Khaimah	80
	Logistics & Industrial: 7 Central acquisition, Dubai	92
	Al Maryah Island land acquisition, Abu Dhabi ³	98
	Al Hamra land acquisition, Ras Al Khaimah ¹	212
Education	Kent College acquisition, Dubai	120
	Virginia International Private School acquisition, Abu Dhabi	210
Estates	Basatin Landscaping acquisition, Abu Dhabi ⁴	113
	FAB Properties acquisition, Abu Dhabi	335
Other (International Funds)	European Private Real Estate Credit ⁵	1,514
	Real Estate Fund ⁶	44
	Portfolio of self-storage facilities, Europe ⁷	168
	Platform holding logistics assets, UK ⁸	194

¹ Staggered multi-year payment plan

² Aldar ownership of 75% in Mustard & Linen

³ Aldar ownership of 60% in JV with Mubadala

⁴ Aldar ownership of 75% in Basatin Landscaping

⁵ Deployed as at 31 Dec 2023 AED 351mn

⁶ Deployed as at 31 Dec 2023 AED 32mn

⁷ Deployed as at 31 Dec 2023 AED 85mn

⁸ Deployed as at 31 Dec 2023 AED 129mn

2024 CAPITAL DEPLOYED

c. AED 4.4bn of capital deployed

Aldar Development (c. AED 1.9bn)

	Transaction	Value (AED mn)
International	Land acquisitions, UK	1,900

Aldar Investment (c. AED 2.3bn)

	Transaction	Value (AED mn)
Investment Properties	Commercial: 6 Falak acquisition	255
	Commercial & Residential: Masdar assets (Mubadala JV)	1,900
	Logistics: Al Falah Land (Mubadala JV)	150

International Funds & Investments (c. AED 0.2bn)

	Transaction	Value (AED mn)
Other (International Funds)	European Private Real Estate Credit ¹	146
	Real Estate Fund ²	2
	Portfolio of self-storage facilities, Europe ³	15
	Platform holding logistics assets, UK ⁴	45

¹ Total committed in 2023: AED 1,514mn. Deployed as at 31 Dec 2023 AED 351mn.

² Total committed in 2023: AED 44mn. Deployed as at 31 Dec 2023 AED 32mn

³ Total committed in 2023: AED 168mn. Deployed as at 31 Dec 2023 AED 85mn

⁴ Total committed in 2023: AED 194mn. Deployed as at 31 Dec 2023 AED 129mn



— DEVELOP-TO-HOLD

Aldar Properties Investor Presentation

May 2025

AED 13.3 BILLION D-HOLD PIPELINE^{1,2}

2025	2026	2027	2028
H1 2025 Abu Dhabi, Yas Island <i>Yas Place</i> GLA 25k sqm Commercial	H1 2026 Abu Dhabi <i>Business Hub expansion</i> GLA increase of 5.5k sqm Logistics	H1 2027 Dubai, Jebel Ali, NIP <i>Logistics Park – two modular buildings</i> GLA 79k sqm Logistics	H1 2028 Dubai, Expo City³ <i>5 mixed-use buildings</i> GLA 86k sqm Commercial Retail Residential
H1 2025 Abu Dhabi, Yas Island <i>Noya – Community retail</i> GLA 5k sqm Retail	H1 2026 Dubai, DIP <i>7 Central expansion</i> GLA increase to 37k sqm Logistics	H2 2027 Abu Dhabi, Al Maryah Island Financial District <i>One Maryah Place – JV with Mubadala – 2 Grade A towers. Total GLA 98ksqm</i> Commercial	H1 2028 Dubai, DIFC <i>DIFC Tower⁴</i> GLA 49k sqm Commercial
H1 2025 Abu Dhabi, Yas Island <i>Yas Golf Collection – Community retail</i> GLA 1.4k sqm Retail	H1 2026 Dubai, Jebel Ali, NIP <i>Logistics Park – one modular building</i> GLA 67k sqm Logistics	H2 2027 Abu Dhabi, Saadiyat Island <i>Saadiyat Business Park 4 Grade A towers</i> GLA 25k sqm Commercial	
H2 2025 Abu Dhabi, Saadiyat Island <i>Saadiyat Grove – Central shopping, blvds & community retail</i> GLA 78k sqm Retail	H2 2026 Abu Dhabi, Saadiyat Island <i>Lagoons – Community retail</i> GLA 12.5k sqm Retail	H2 2027 Dubai, near DIFC <i>SZR Commercial Tower – Grade A tower + boutique hotel + branded residences</i> GLA 88k sqm Commercial	
H2 2025 Dubai, Dubai South <i>Grade A build-to-suit facility</i> GLA 18k sqm Logistics		H2 2027 Abu Dhabi, Saadiyat Island Cultural District <i>Nobu Hotel – 126 keys</i> H&L	
AY 2025/2026 Abu Dhabi, Saadiyat Island <i>Muna British Academy</i> 2,600 students Education			

¹ Transacted to Aldar Investment once developed and stabilized (except for Hospitality and Education)

² Excludes any part of the 4 JVs with Mubadala announced in September 2024

³ 50:50 JV with Expo City

⁴ To be developed by H&H Development

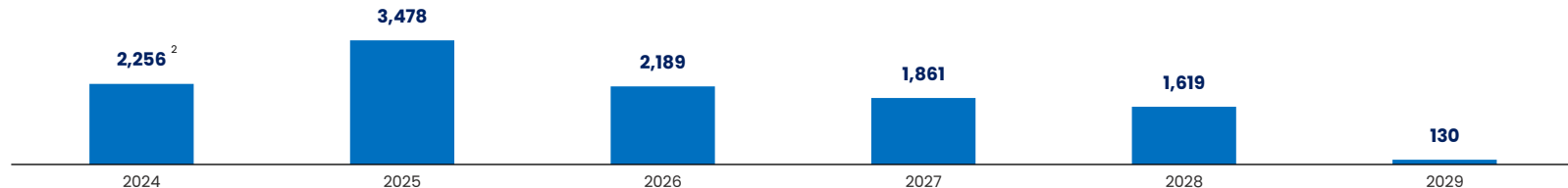
D-HOLD CAPEX



AED 11.5bn total capex phased over 2024 – 2029 for AED 13.3bn D-Hold pipeline

Segment	Project	Location	Target Completion	Aldar Ownership	GLA (sqm)	GDV ¹ (AED mn)
Commercial	Yas Place	Abu Dhabi, Yas Island	H1 2025	100%	25,000	370
	Saadiyat Business Park	Abu Dhabi, Saadiyat Island	H2 2027	100%	25,000	490
	One Maryah Place	Abu Dhabi, Al Maryah Island	H2 2027	60%	98,000	2,432
	SZR Commercial Tower	Dubai, Near to DIFC	H2 2027	100%	88,000	2,358
	DIFC Tower	Dubai, DIFC	H1 2028	100%	49,000	2,316
Retail	Noya	Abu Dhabi, Yas Island	H1 2025	100%	5,000	70
	Yas Golf Collection	Abu Dhabi, Yas Island	H1 2025	100%	1,400	21
	Grove	Abu Dhabi, Saadiyat Island	H2 2025	100%	78,000	1,751
	Lagoons	Abu Dhabi, Saadiyat Island	H2 2026	100%	12,500	194
Logistics	Grade A build to suit facility	Dubai, Dubai South	H2 2025	100%	18,000	110
	7 Central Expansion	Dubai, Dubai Industrial Park	H1 2026	70%	37,000	69
	Abu Dhabi Business Hub Expansion	Abu Dhabi, mainland	H1 2026	70%	5,500	30
	Jebel Ali, NIP	Dubai, Jebel Ali	H1 2027	100%	146,000	573
Mixed Use	Expo City	Dubai, Expo City	H1 2028	50%	86,000	1,750
Education	Muna British Academy	Abu Dhabi, Saadiyat Island	H2 2025	100%	2,600 students	397
Hospitality	Nobu Hotel	Abu Dhabi, Saadiyat Island	H2 2027	100%	126 keys	399

D-Hold Capex (AED mn)



¹ GDV is based on 100% ownership

² Excludes projects already completed in 2024 (Noya British School and Abu Dhabi Business Hub Expansion of GLA increase to 190k sqm)



— APPENDIX

Aldar Properties Investor Presentation

May 2025

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