



# ALDAR PROPERTIES

MARCH 2023

# AGENDA



- 1** Abu Dhabi
- 2** Aldar Overview
- 3** Aldar Investment
- 4** Aldar Development



# ABU DHABI



# ABU DHABI – ONE OF THE MOST ATTRACTIVE AND STABLE INVESTMENT DESTINATIONS GLOBALLY



**ABU DHABI PRESENTS A UNIQUE OPPORTUNITY TO EARN ONE OF THE HIGHEST SPREADS TO SOVEREIGN RETURNS ON INSTITUTIONAL-GRADE REAL ESTATE IN AA-RATED US\$ PEGGED ECONOMY**

**UAE is the 2<sup>nd</sup> largest GCC economy after KSA (GDP: US\$ 421bn<sup>1</sup>)**

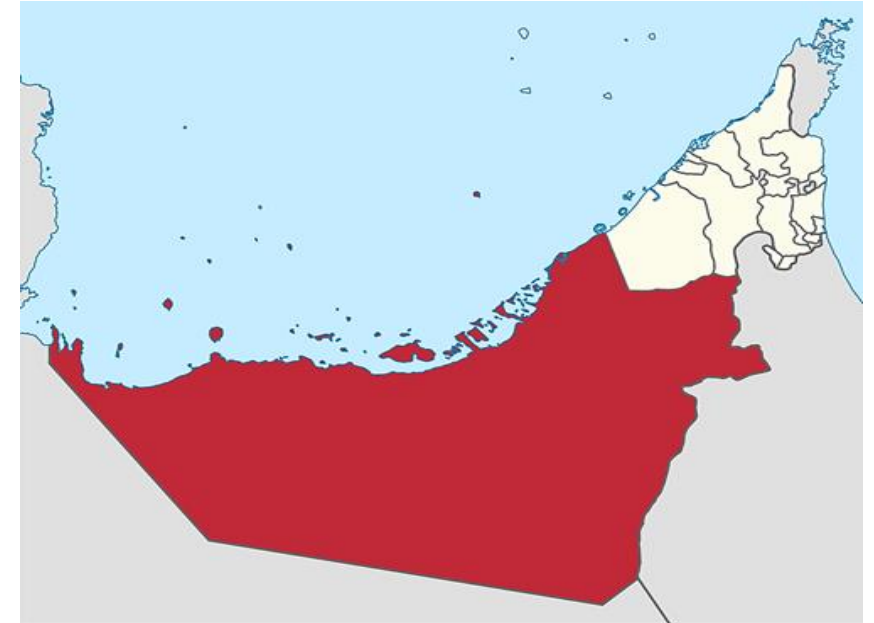
- Abu Dhabi contributes the majority of the UAE's GDP (US\$ 249bn<sup>1</sup>)
- 6<sup>th</sup> largest proven country oil reserves: c. 100 billion barrels<sup>2</sup> (6.3% of world's oil reserves)
- Over two-thirds of GDP from non-hydrocarbon sources

**Robust fiscal and sovereign balance sheet position**

- One of the few AA economies in the world (top-rated in the GCC)
- Sovereign foreign assets (281% GDP<sup>3</sup>) and low Government debt (7% of GDP<sup>3</sup>)
- Among the highest GDP / capita in the world: USD 97k<sup>4</sup>

**Strong basis for Foreign Direct Investment**

- US\$-pegged currency, unconstrained cross border flow of capital
- Reform and pro-business minded government with sizeable fiscal expansion agenda
- Significant recent legislative changes to enhance UAE's competitiveness

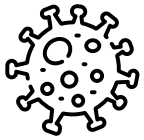


- Abu Dhabi is the capital city and largest Emirate of the UAE
- Abu Dhabi represents 87% of UAE's land area
- UAE population of 9.3m<sup>5</sup> (non-citizen population comprises over three quarters<sup>4</sup>)

Notes:

1. Nominal GDP (2019) – Abu Dhabi bond offering circular (Sep 2021).
2. OPEC (Dec 2019); boe (barrel of oil equivalent).
3. Federal Competitiveness and Statistics Authority, 2017 Nominal GDP.
4. Statistics Centre Abu Dhabi (SCAD) (2019).
5. Oxford Economics (2021).

# ABU DHABI – POSITIONED FOR SIGNIFICANT GROWTH



## **WORLD-LEADING COVID-19 POLICY RESPONSE**

HIGHEST VACCINATION RATES AND EFFECTIVE TESTING REGIME



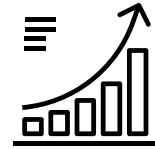
## **STRONG POST-PANDEMIC RECOVERY**

POISED FOR SUSTAINABLE LONG-TERM GROWTH



## **BOLD FISCAL AGENDA AND POLICY REFORMS**

INCREASING LOCAL RESIDENCY, BOOSTING AGGREGATE DEMAND AND ECONOMIC DIVERSIFICATION



## **ADVANCING PPP / PRIVATIZATION AGENDA**

SIGNIFICANT OPPORTUNITY FOR PRIVATE SECTOR PARTNERS (UNIQUE ACCESS TO DEALS, CAPITAL, NETWORK)

# ABU DHABI – BOLD FISCAL AGENDA AND POLICY REFORMS



**IN ADDITION TO SUPPORTIVE MACRO FUNDAMENTALS, ABU DHABI IS UNDERPINNED BY PROGRESSIVE POLICY / LEGISLATIVE REFORM AND STRUCTURAL ATTRIBUTES**

## Federal law changes to enhance UAE's competitiveness

Visa / immigration reform - Citizenship, Golden 10-yr visa, short-term worker visas

Company law reform – 100% foreign ownership

Real estate law reform – designated investment zones & foreign ownership in 'land'

Liberalization of personal / civil laws

## Fiscal stimulus to support long-term growth and aggregate demand

US\$ 15bn Ghadan 21 stimulus plan for businesses

US\$ 122bn 5-yr capex program for ADNOC

Operation 300bn – double industrial sector GDP contribution by 2031

Capex incentives to attract Foreign Direct Investment

## Economic diversification driven by sustainability / focused on knowledge-based economy

Amazon Web Services to open three data centres in the UAE in 2022

Partnering with Microsoft under the "Microsoft for Startups"

Exploration of spaceships, probes, telescopes, satellite communications technology

Developing an innovation lab, a healthy R&D fund and virtual research institutes

## Maturation of real estate market

Balanced & regulated property market anchored by local demand

Increasing resident expat / foreign buyer profile

Increasing institutional ownership of real estate

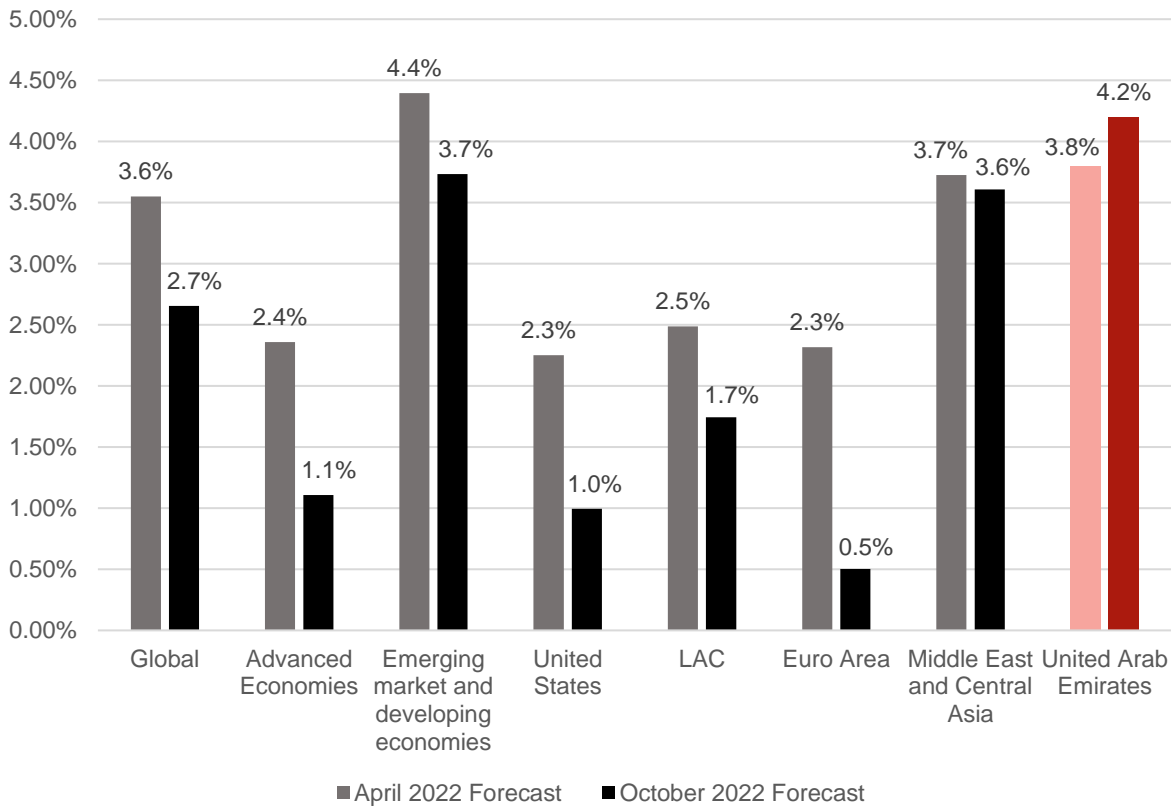
Strong program of government infrastructure investment / capex

# UAE – STRONG GROWTH PROSPECTS DESPITE GLOBAL HEADWINDS

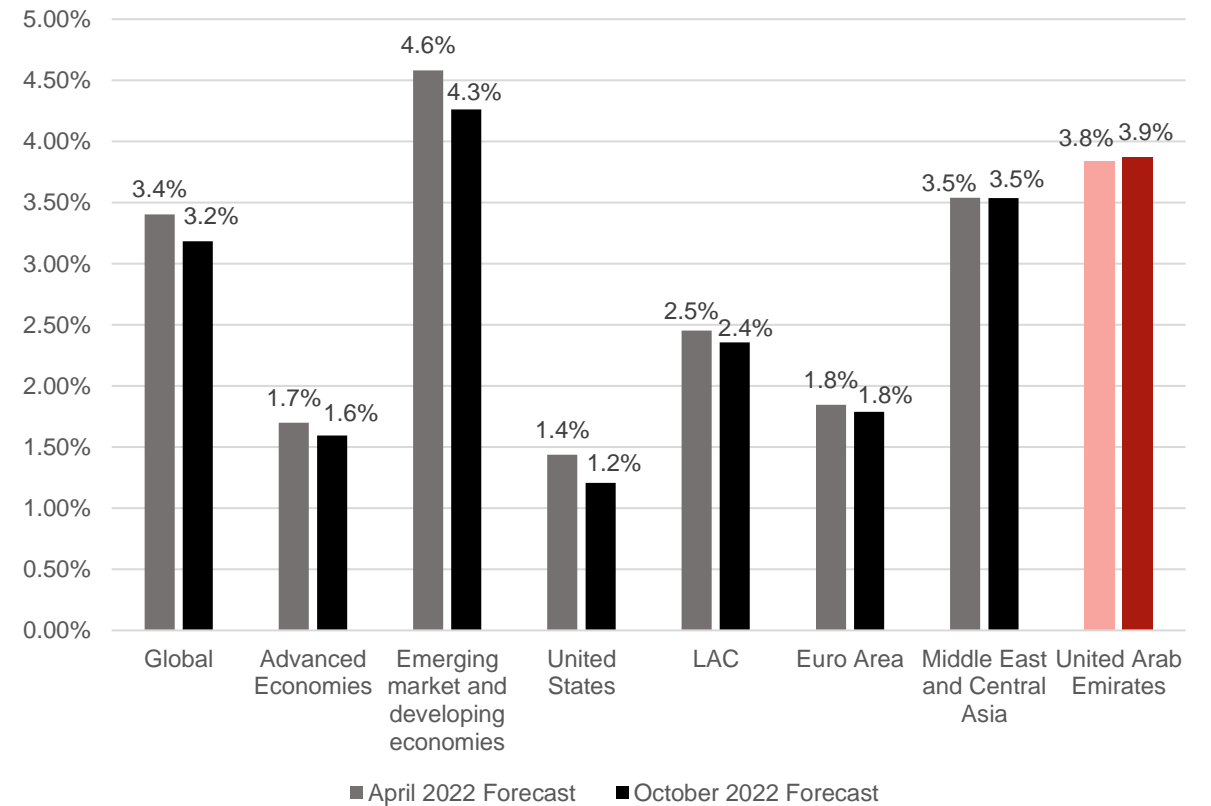


## LATEST IMF WORLD ECONOMIC OUTLOOK REPORT REVISED UAE GROWTH FORECAST UPWARDS WHILE DOWNGRADING GLOBAL FORECASTED GROWTH

2023 GDP Growth Forecast (%)



2024 GDP Growth Forecast (%)



Note:  
Based on IMF World Economic Reports issued in April 2022 (for previous forecast) and October 2022 (for updated forecast).

# ALDAR OVERVIEW





# LEADING REGIONAL REAL ESTATE PLAY DELIVERING GROWTH

## BENEFITING FROM ACCESS TO SIGNIFICANT GROWTH CAPITAL AND SUPPORTED BY STRONG MACRO TAILWINDS



### ALDAR 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 share<sup>1</sup>**
- ✓ **Well-positioned strategic landbank** across prime locations in the UAE: **69mn sqm controlled / owned landbank<sup>2</sup>**
- ✓ **Unique institutional-class investment portfolio in UAE** supporting a growing, recurring revenue base: **AuM of +AED 32bn**
- ✓ **Strategic delivery partner for the Government of Abu Dhabi** on social infrastructure projects: **AED 64.8bn Projects backlog**
- ✓ **Transparent and consistent policies on leverage and dividend pay-out**, supporting prudent capital allocation and visibility of shareholder returns: **2012-2022 dividend CAGR: 10%**
- ✓ **Delivering growth with expansion into new markets and asset classes: Significant capital deployment over last 18 months including acquisition of SODIC<sup>3</sup> and c. AED 11.5bn deployed in 2022**
- ✓ **Experienced and established management** team with demonstrated performance record
- ✓ **Top-rated real estate company across DFM and ADX (ESG Invest)** as of 2020<sup>4</sup>

Note:

1. Aldar estimate for primary residential sales in designated Investment Zones in Abu Dhabi.
2. As of 02-02-2023.
3. Owned in consortium with ADQ. Consortium owns 85.5% of SODIC (Aldar share of 59.9%).
4. Latest available rating.

# KEY VALUE DRIVERS

**LEADING ABU DHABI PROPERTY COMPANY WITH DIVERSIFIED BUSINESS MODEL COMPRISED OF TWO CORE BUSINESSES; ALDAR INVESTMENT AND ALDAR DEVELOPMENT**



**Mkt Cap: AED 34.8bn / US\$ 9.5bn<sup>1</sup>**  
**Credit rating: Baa2 (Parent) / Baa1 (AIP)<sup>2</sup>**



**Revenue: AED 11.2bn / US\$ 3.0bn<sup>3</sup>**  
**EBITDA: AED 3.7bn / US\$ 1.0bn<sup>3</sup>**

Aldar Investment		Aldar Development	
<b>Investment Properties</b>	<ul style="list-style-type: none"> <li>Diversified portfolio of retail, commercial, residential and logistics assets in UAE</li> <li>Highest non-GRE credit rating in region (Baa1)<sup>2</sup></li> <li>GAV of AED 24bn (US\$ 6.4bn)<sup>6</sup></li> </ul>	<b>Property Development &amp; Sales</b>	<ul style="list-style-type: none"> <li>Aldar's core Abu Dhabi residential build-to-sell business</li> <li>69mn sqm strategic land bank across key designated Investment zones in the UAE</li> <li>2022 sales of AED 11bn (c. US\$ 3bn)</li> <li>UAE revenue backlog of AED 12bn (US\$ 3.3bn) as of Dec-22</li> <li>Sales guidance of AED 15-17bn (c. US\$ 4.1 – 4.6bn) for 2023 (including Egypt)</li> </ul>
<b>Hospitality &amp; Leisure</b>	<ul style="list-style-type: none"> <li>Portfolio of hotel and leisure assets anchored around Yas and Saadiyat Islands in Abu Dhabi and in Ras Al-Khaimah</li> <li>GAV of AED 4.5bn (US\$ 1.2bn)<sup>6</sup></li> </ul>	<b>Project Management Services</b>	<ul style="list-style-type: none"> <li>Fee-based development management business with the Government of Abu Dhabi</li> <li>Capital projects backlog of AED 64.8bn (US\$ 17.6bn),</li> <li>Guidance of AED 500-550mn (c. US\$136m-150m) of annual gross profit</li> </ul>
<b>Education</b>	<ul style="list-style-type: none"> <li>Leading education group in Abu Dhabi</li> <li>Operates 28 schools, c.33k pupils</li> <li>Committed over AED 1bn (US\$ 270m) for growth</li> <li>EBITDA of AED 154mn (US\$ 42m)<sup>3</sup></li> </ul>	<b>Egypt</b>	<ul style="list-style-type: none"> <li>Majority stake in leading Egyptian developer, SODIC<sup>4</sup></li> <li>2022 sales of AED 3.4bn (US\$ 0.9bn; EGP 21bn)</li> <li>Revenue backlog of AED 5.5bn (US\$ 1.5bn; EGP 34bn) as of Dec-22</li> </ul>
<b>Principal Investments</b>	<ul style="list-style-type: none"> <li>High growth strategic businesses including property and facilities management subsidiaries (Provis, Khidmah)</li> <li>EBITDA of AED 98mn (US\$ 27m)<sup>3,5</sup></li> </ul>		
<b>Revenue AED 4.5bn / US\$ 1.2bn<sup>3</sup></b>		<b>EBITDA AED 2.4bn / US\$ 0.7bn<sup>3</sup></b>	
		<b>Revenue AED 7.0bn / US\$ 1.9bn<sup>3</sup></b>	
		<b>EBITDA AED 1.5bn / US\$ 0.4bn<sup>3</sup></b>	

Note:

- Share price of AED 4.46 (as of close 30 Dec 2022).
- Moody's credit rating for Aldar Investment Properties LLC which comprises the majority of Aldar's Investment properties portfolio. AIP is an issuer of US\$ 1bn of Islamic bonds maturing in 2025 and 2029.

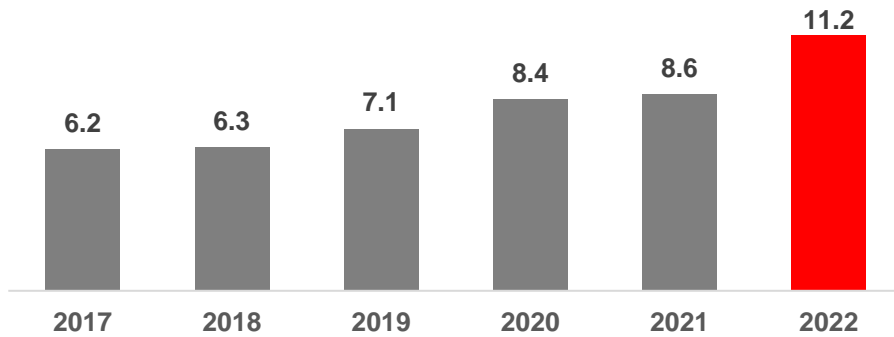
- Financials as of FY 2022.
- SODIC owned in consortium with ADQ. Consortium owns 85.5% of SODIC (Aldar share of 59.9%).
- Recurring EBITDA for Principal Investments excluding Pivot.
- Including acquisitions during 2022.

# STRONG FINANCIAL PERFORMANCE ACROSS BUSINESSES

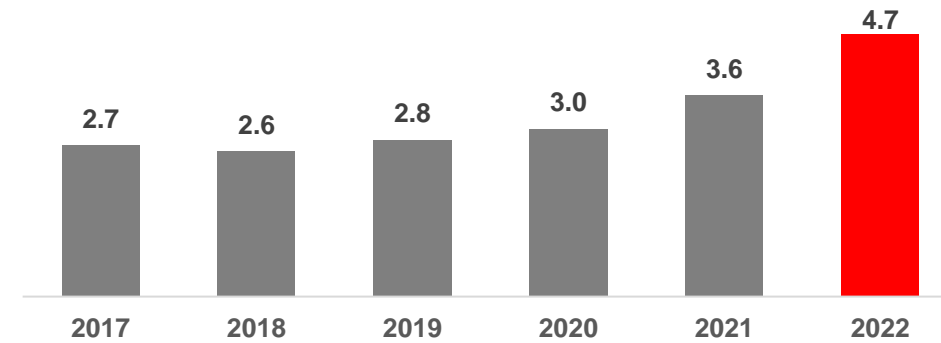
POISED FOR GROWTH THROUGH STRATEGIC DEPLOYMENT OF SURPLUS CAPITAL INTO NEW ASSET CLASSES AND GEOGRAPHIES



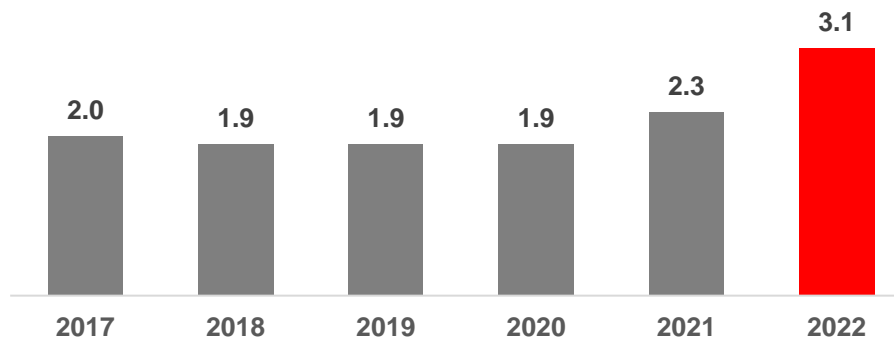
## Consistent Revenue Growth (AED bn)



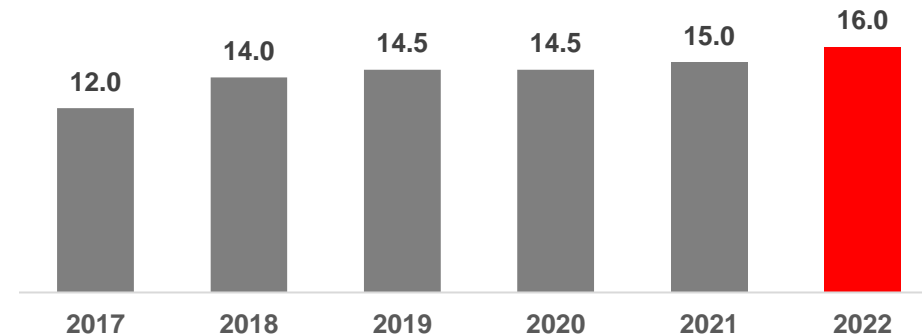
## Higher Gross Profit (AED bn)



## Growing Net Income (AED bn)



## Progressive Dividend (fils)



# 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

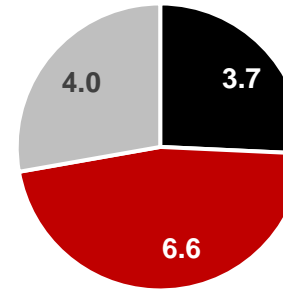


**AED 6.5bn**  
Free Cash<sup>1</sup>

**AED 4.0bn**  
Undrawn Facilities

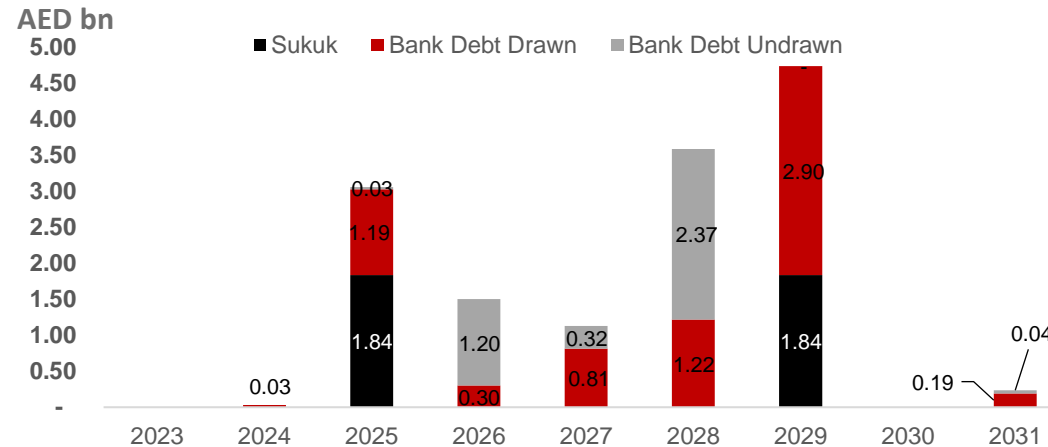
**4.9 years**  
Average debt duration

## Debt and Facilities Breakdown



■ Sukuk ■ Facilities drawn ■ Facilities Undrawn

## Debt Maturity Profile



Note:

1. Excludes AED 1.1bn cash received from a customer against the development of certain projects

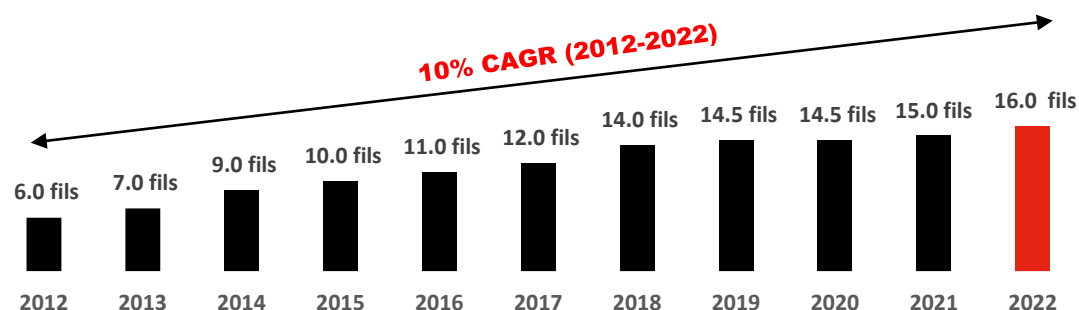
# TRANSPARENT DIVIDEND AND LEVERAGE POLICIES

CONSISTENTLY APPLIED DIVIDEND AND LEVERAGE POLICIES DEMONSTRATE STRONG GOVERNANCE AND FINANCIAL DISCIPLINE



## SHAREHOLDER RETURNS

- 1-yr and 3-yr Total Shareholder Returns of **14%** and **139%**, respectively<sup>1</sup>
- +AED 9.9bn (USD 2.7bn) in dividends** paid to shareholders since 2012
- 10% CAGR dividend growth** between 2012-2021



Aldar Investment

Aldar Development

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

Note:

- Total return based on 1- and 3-year holding period ending on 31-12-2022
- Excludes SODIC.
- Gross debt.
- Excludes AED 1.1bn cash received from a customer against the development of certain projects



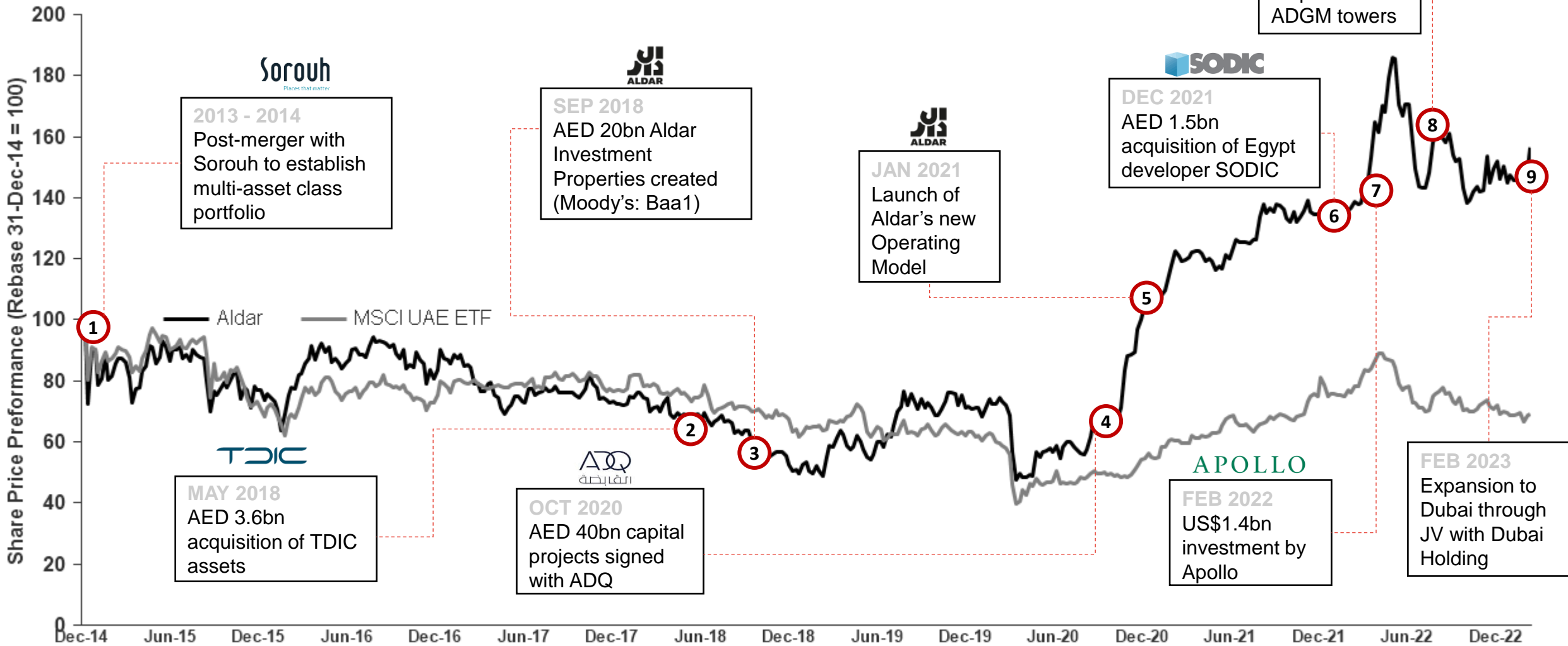
## BALANCE SHEET

- Robust balance sheet with debt well within stipulated LTV policies and ample liquidity
- Aldar Investment Properties' Baa1 credit rating (highest non-GRE corporate credit rating)
- Aldar became first MENA real estate company to issue a sustainability-linked loan (SLL), having signed an AED 300m (US\$ 82m) bilateral SLL facility with HSBC in July 2022

	Aldar Investment	Aldar Development
Outstanding Debt (AED bn) <sup>2</sup> (as at 31-Dec-22)	<ul style="list-style-type: none"> <li>Sukuk: 3.7bn</li> <li>Bank: 6.0bn</li> </ul>	<ul style="list-style-type: none"> <li>Bank: 0.1bn</li> </ul>
LTV <sup>2,3</sup> (as at 31-Dec-22)	35.9%	2.5%
Leverage Policy	<40%	<25%
Cost of debt <sup>2</sup>	4.98%	
Avg. maturity <sup>2</sup>	4.88 years	
Liquidity	<ul style="list-style-type: none"> <li>AED 6.5bn free &amp; subsidiary cash<sup>4</sup></li> <li>AED 4.0bn committed undrawn bank facilities</li> </ul>	
AIP Credit Rating	<ul style="list-style-type: none"> <li>Baa1 stable (Moody's)</li> <li>Issuer of US\$ 1bn of Islamic bonds maturing in 2025 and 2029</li> </ul>	

# TRACK RECORD OF GROWTH

## DEMONSTRATED TRACK-RECORD OF GROWTH THROUGH ACQUISITIONS



Note: Share price as of close on 14 February 2023; Source: Refinitiv Eikon

# ALDAR GROWTH AGENDA

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



## DEVELOPMENT

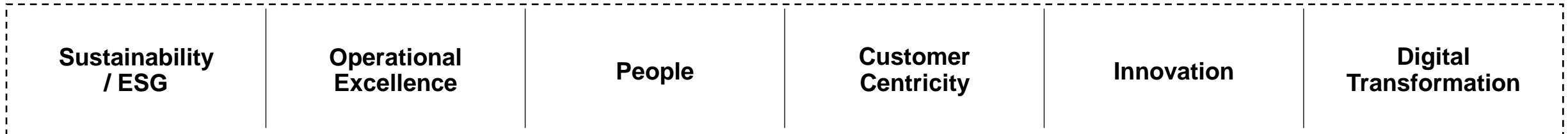
- Structural increase in Abu Dhabi development
- Growth of Project Management Services fee-based income stream
- Geographic diversification (Egypt, Dubai, KSA)



## INVESTMENT

- Capital deployment for asset and geographic diversification
  - Logistics / warehouses
  - Expansion beyond Abu Dhabi and UAE
- Opportunistic consolidation in UAE across existing asset classes
- Scale Education and Principal Investments

### ENABLERS



# CAPITAL DEPLOYMENT – 2022

**SIGNIFICANT ACTIVITY IN YTD 2022 ACROSS EXISTING AND NEW MARKETS: C. AED 11.5 BN OF CAPITAL DEPLOYED OR COMMITTED – 7-8% STABILIZED NOI YIELD ON INVESTMENTS**



## Aldar Investment (c. AED 7.4bn)

Date	Transaction	Value (AED mn)	Segment
<b>Q1</b>			
Feb	Al Hamra Mall (RAK)	410	IP (Retail)
<b>Q2</b>			
Apr	Ultra-all-inclusive Rixos Bab Al Bahr beach resort (RAK)	770	H&L
Apr	Abu Dhabi Business Hub <sup>1</sup>	400	IP (Logistics)
Jun	Al Shohub Private School	80	Education
<b>Q3</b>			
Jul	Nurai Island Luxury beachfront Resort	250	H&L
Jul	Luxury DoubleTree by Hilton Al Marjan Island (RAK)	715	H&L
Jul	4 Grade-A commercial buildings <sup>2</sup> at Abu Dhabi Global Market (ADGM)	4,300	IP (Commercial)
Q3	Spark Security and Others <sup>3</sup>	178	Principal Investments
<b>Q4</b>			
Dec	Al Maryah Tower <sup>4</sup>	270	IP (Commercial)

## Aldar Development (c. AED 4.1bn)

Date	Transaction	Value (AED mn)	Segment
<b>Q2</b>			
Apr	Acquisition of 6.2m sqm prime land located on the east side of Saadiyat Island	3,680 <sup>5</sup>	Development Land
<b>Q3</b>			
Jul	Acquisition of land rights adjacent to / in proximity to Nurai Island	350	Development Land
Jul	Acquisition of land adjacent to DoubleTree by Hilton Al Marjan Island (RAK)	95	Development Land

Note:

1. Aldar ownership of 70% in ADBH.
2. Including two multi-story car parks with a total of 5,088 parking spaces.
3. Includes AED 37mn in Q4 2022
4. Aldar ownership of 60% in Al Maryah Tower
5. Acquisition consideration to be paid in-kind as the development progresses, construction started in H2 2022 for a 4-year development period.



# APOLLO TRANSACTION

ALDAR COMPLETED LONG-TERM US\$1.4B INVESTMENT TRANSACTION WITH APOLLO IN 2022



## US\$ 1.4bn of Long Term Investment

### 1 Land Joint Venture

- **US\$ 500mn** investment into a joint venture between Aldar Properties PJSC (AP) and Apollo for a portion of AP's landbank

✓ Closed 30<sup>th</sup> September 2022

### 2 Hybrid Perpetual Notes

- **US\$ 500mn** non-call 15 Hybrid Perpetual Notes to Aldar Investment Properties (AIP) completed and priced at **5.625%**

✓ Closed 23<sup>rd</sup> March 2022

### 3 Equity

- **US\$ 400mn** equity in Aldar Investment Properties ("AIP") at NAV.

✓ Closed 15<sup>th</sup> August 2022

- Land Joint Venture
  - Diversifies funding sources and unlocks dormant capital without losing strategic control of land bank
- 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

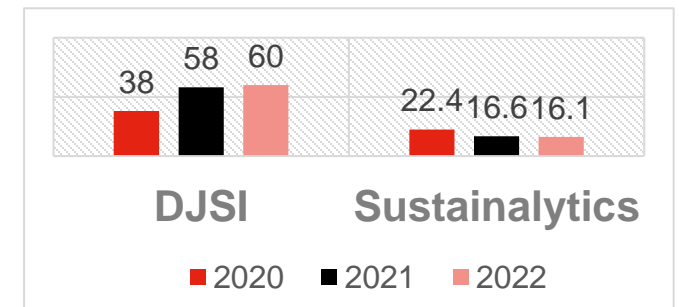
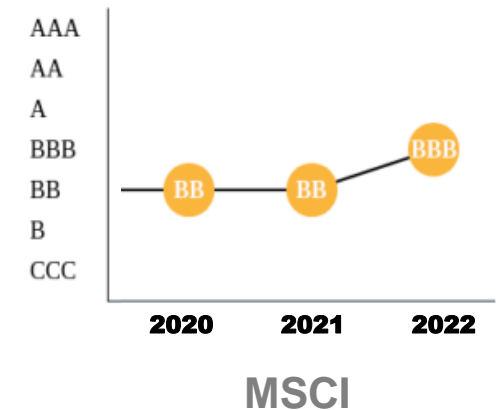
# KEY SUSTAINABILITY UPDATES



## Progress in our sustainability strategy

- **Economy**
  - Recirculated **AED 7.6 billion to the local economy** by awarding contracts to ICV-certified companies.
  - Trained **400+ suppliers on sustainability**
- **Community**
  - Announced the **first Sustainable City in Abu Dhabi** on Yas Island in collaboration with Diamond Developers
  - Introduced a **revamped CSR strategy** and an investment model which places strategic collaborations at the heart of our approach to create positive social and environmental impact.
- **People**
  - Launched the free, 24/7 grievances hotline for workers deployed on three of our active project sites.
  - 100% of general contractors have demonstrated an improvement in employment practices related compliance since their initial onboarding.
  - Women in top-management from 18.6% in 2021 to 21.7% in 2022.
  - Group turnover rate down from 23.6% in 2021 to 18.7% in 2022.
- **Environment**
  - Activated **Aldar Net Zero Plan**, that outlines our pathway to achieve Net Zero emissions by 2050.
  - **Completed the energy retrofit project on 38 assets** under management and committed to report savings in 2023.
  - **Invested additional AED 25 million in energy retrofit projects** across 13 of our managed residential communities. Completion expected in May 2023.

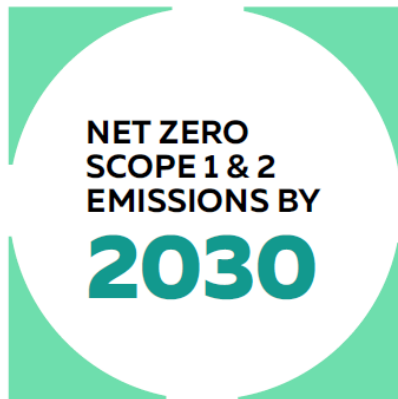
## ESG rating improvement Year-on-Year



# TOGETHER WE CAN ACHIEVE NET ZERO.



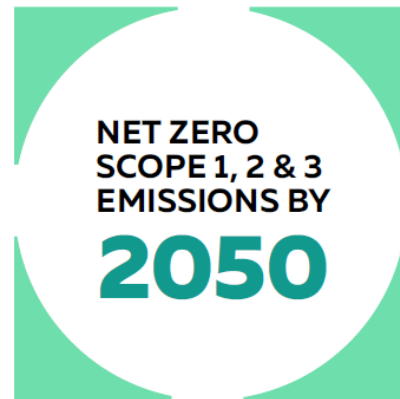
## CLEAR TARGETS TO COMPEL ACTION



**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

## OUR DECARBONISATION FOCUS AREAS



**LOW CARBON DESIGN**



**LOW CARBON SUPPLY CHAIN**



**GREEN CONSTRUCTION**



**CLEAN ENERGY**



**RESOURCE EFFICIENCY & MANAGEMENT**



**TENANT INITIATIVES**



**CIRCULAR ECONOMY**



**SUSTAINABLE ACQUISITIONS**

Note:

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

# 2023 GUIDANCE



<b>Aldar Group</b>	<b>Equity Deployment</b>	<b>AED 5bn</b>
<b>Aldar Development</b>	<b>Group Sales</b>	<b>AED 15 to 17bn</b>
	<b>Group Revenue Backlog</b>	<b>AED 21 to 23bn</b>
	<b>Project Management Gross Profit</b>	<b>AED 500 to 550mn</b>
<b>Aldar Investment</b>	<b>Adj. EBITDA</b>	<b>AED 2.0 to 2.1bn<sup>1,2</sup></b>

<sup>1</sup> Excludes Pivot

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



# ALDAR INVESTMENT



# ALDAR INVESTMENT

## INVESTMENT STRATEGY TAILORED TO FOUR POOLS OF CAPITAL



### INVESTMENT PROPERTIES



- Constituting the bulk of Aldar Investment's AUM, Aldar Investment Properties (AIP)'s assets consist of Aldar's residential, commercial, retail and logistics income generating properties
- 65 income generating assets across the commercial office, retail, and residential asset classes in Abu Dhabi
- AUM of AED 24bn (US\$ 6.1bn)<sup>1</sup>

### ALDAR HOTELS & HOSPITALITY (AH&H)



- Aldar's hospitality and leisure portfolio encompassing hotels, golf clubs, marinas and beach clubs
- Thirteen hotels, three golf courses, three beach properties, one beach club and three marinas across Abu Dhabi
- AUM AED 4.5bn (US\$1.2bn)<sup>1</sup>

### EDUCATION



- Aldar is heavily invested in schools, catering to the education of more than 33,000 students
- Aldar Education owns and operates its own schools, and manages schools owned by the government and ADNOC.

### PRINCIPAL INVESTMENTS



- Aldar's real estate services business comprises
  - Khidmah, a facilities management business, a full-service facility management solutions provider
  - Provis, a property management business offering sales, leasing, and property management amongst others

Note:

1. AUM as of 31-Dec-2022

# INVESTMENT PROPERTIES OVERVIEW<sup>1</sup>



## COMMERCIAL



## RESIDENTIAL



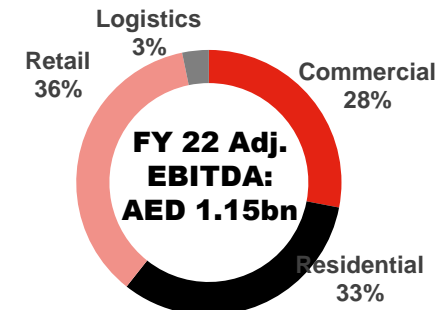
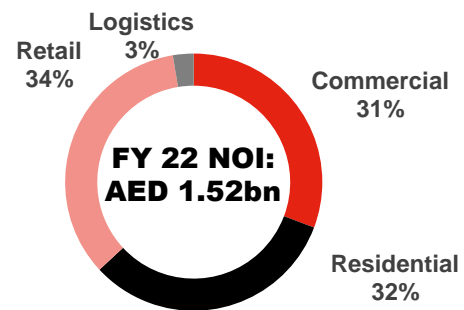
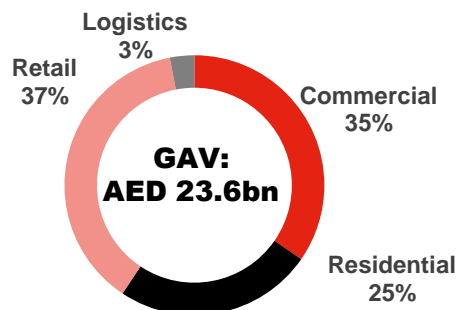
## RETAIL



## LOGISTICS



<b>No.</b>	15	12	36	2
<b>Leasable area</b>	503,071 sqm	828,662 sqm	536,439 sqm	165,506 sqm
<b>Occupancy</b>	88%	97%	91%	91%
<b>WAULTS (yrs)</b>	4.0	2.8	4.2	4.8
<b>FY 22 Revenue</b>	AED 548mn (FY 21: AED 462mn)	AED 593m (FY 21: AED 567mn)	AED 720m (FY 21: AED 636mn)	AED 48mn (FY 21: n.a.)
<b>FY 22 NOI</b>	AED 462mn (FY 21: AED 400mn)	AED 487m (FY 21: AED 464mn)	AED 516m (FY 21: AED 442mn)	AED 39mn (FY 21: n.a.)
<b>GAV</b>	AED 8,179mn	AED 5,828mn	AED 8,883mn	AED 718mn



Note:  
1. UAE only (excluding IPUD and PP&E).

# INVESTMENT PROPERTIES – TARGET SECTOR ALLOCATION



## ASSESSING ASSET CLASSES

SECTOR	CURRENT AIP EXPOSURE	TARGET GEOGRAPHY	
Commercial Asset Classes	Office	<ul style="list-style-type: none"> <li>Increase exposure with focus on assets with mid to long-term leases to reputable tenants</li> <li>Explore sale-and-leaseback opportunities of office headquarters</li> </ul>	UAE / KSA
	Education & Healthcare	<ul style="list-style-type: none"> <li>Long term sale and leaseback transactions with established education operators</li> <li>Explore similar sale-and-leaseback opportunities within healthcare segment</li> </ul>	UAE / KSA
	Industrial, Infrastructure & Data Centres	<ul style="list-style-type: none"> <li>Build up a portfolio of quality industrial/logistics assets in established industrial zones (e.g. JAFZA, KIZAD, etc.)</li> <li>Long-term leases of infrastructure assets with government and quasi-government institutions</li> <li>Sale-and-leaseback or forward financing of data centres with long-term, triple-net leases to established operators</li> </ul>	UAE / KSA
Residential <i>(incl. student &amp; staff accom.)</i>	<ul style="list-style-type: none"> <li>Focus on fully owned quality properties in prime locations and bulk leases</li> <li>Increase exposure to staff (mid/long-term leases) and student housing (esp. in intl market)</li> <li>Continue disposal of legacy strata units in Abu Dhabi</li> <li>Explore opportunities in other geographies (e.g. KSA)</li> </ul>	UAE / KSA	
Retail	Shopping Centres	<ul style="list-style-type: none"> <li>Reduce overall exposure through sale of non core assets (e.g. Remal Mall) and limited new investment allocation going forward</li> <li>Opportunistic acquisition strategy focusing on select value-add/repositioning opportunities</li> </ul>	UAE / KSA
	Community Retail	<ul style="list-style-type: none"> <li>Continue community retail D-Hold acquisitions within Aldar communities</li> <li>Acquisitions of community retail properties in established catchment areas with favourable tenant mixes with limited e-commerce threat (e.g. F&amp;B, convenience retail, etc.)</li> </ul>	UAE / KSA
Funds / Proptech / Debt	<ul style="list-style-type: none"> <li>Explore direct and indirect (ie. fund) investment opportunities in technology/Proptech</li> <li>Opportunistic exposure to discounted real estate debt and hybrid securities for enhanced yield play</li> </ul>	UAE	



# 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
  - Nurai Island Resort
  - Rixos Bab Al Bahr Resort
  - DoubleTree by Hilton Resort & Spa Al Marjan Island

### GOLF CLUBS



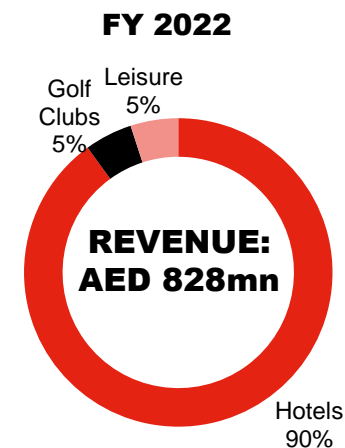
- The golf portfolio features one of the world's top 50 golf course (Yas Links)
- Key assets:
  - Yas Links Golf Club
  - Saadiyat Beach Golf Club
  - Yas Acres Golf and Country Club

### LEISURE



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

AED	FY 2022	FY 2021
Revenue	AED 828mn	AED 433mn
Adj. EBITDA <sup>1</sup>	AED 208mn	AED 77mn
Adj. EBITDA Margin	25%	18%
Occupancy	72%	55%
ADR	509	402



Note:

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

# ALDAR EDUCATION – 2<sup>ND</sup> LARGEST PRIVATE SCHOOL OPERATOR IN UAE TODAY



**+40%**  
#SCHOOLS yoy

**+25%**  
#ENROLMENTS ('000s) yoy

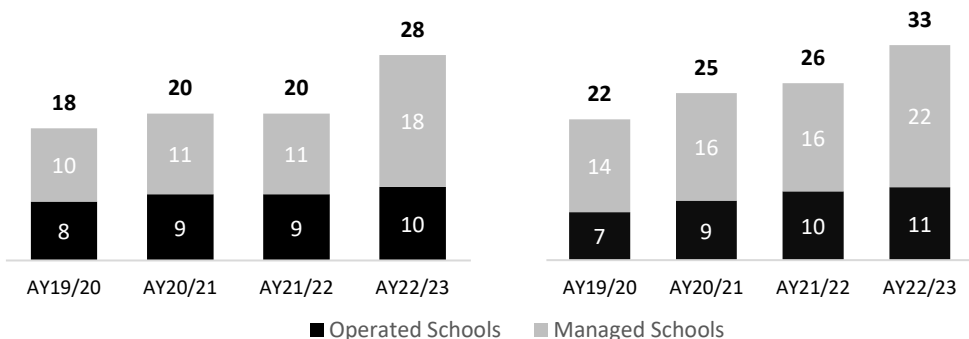


## Operated Schools Update

## Managed Schools Update

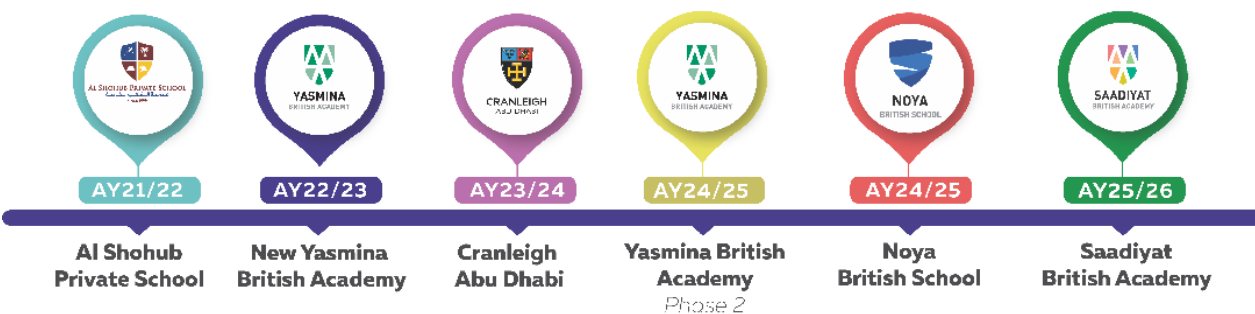
- +14% growth in operated schools enrolment year-on-year
- +6% like-for-like supported by strong demand across all brands.
- Capacity utilisation now stands at 81%
- Majority of schools now rated Outstanding or Very Good by ADEK
- FY 22 margins slightly lower (vs FY 21) primarily due to costs associated with opening schools for the next academic year

- +31% growth in managed schools enrolment year-on-year
- Appointed to be part of Ajyal Schools pilot programme under Emirates School Establishment, adding 4 new schools across Dubai, Ajman, RAK and Fujairah (first schools outside of Abu Dhabi)
- 3 additional schools added to Charter School programme, taking total schools up to 10 including 13k+ students



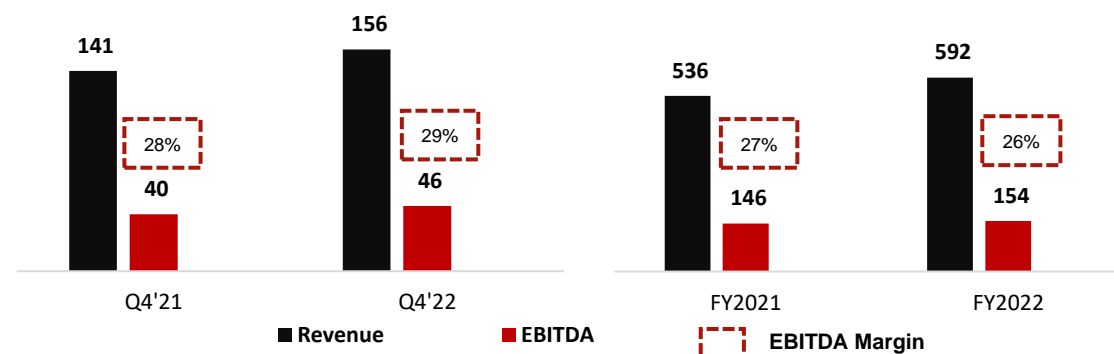
**AED 1 bn investment plan now fully committed adding close to 12,000 seat capacity by AY25/26**

## On track for significant financial growth over coming years



### Q4 YoY Financial Performance

### FY 2022 YoY Financial Performance

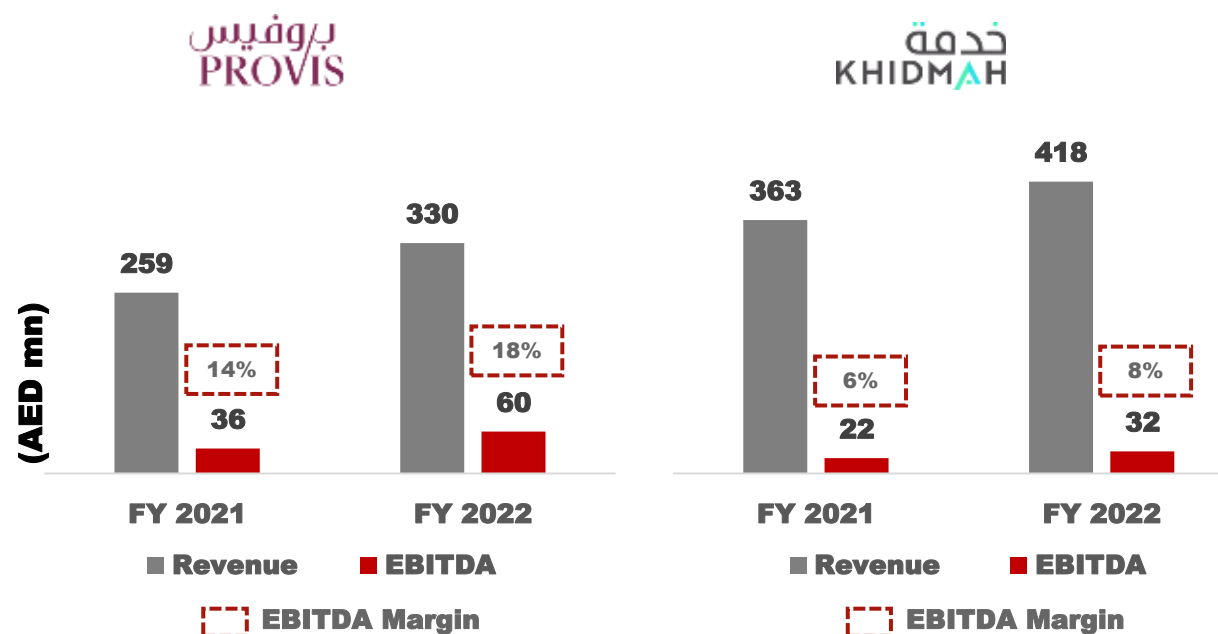


# PRINCIPAL INVESTMENTS<sup>1</sup>



- 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. 70k residential units; 375k sqm of commercial assets and over 620k sqm of retail GLA
- **Khidmah** is a full-service facility management solutions provider focused on domestic, commercial and retail facility management solutions with over 10,500 team members.

- Principal Investments FY 2022 EBITDA increased 72% YoY to AED 98mn
- Largely due to Provis’ new revenue streams such as the integrated facilities management services for the government, as well as additional fees from both the owner’s association and advisory functions



Note:

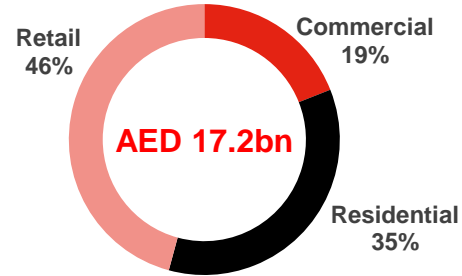
1. Excludes Pivot

# ALDAR INVESTMENT CAPITAL DEPLOYMENT – 2022

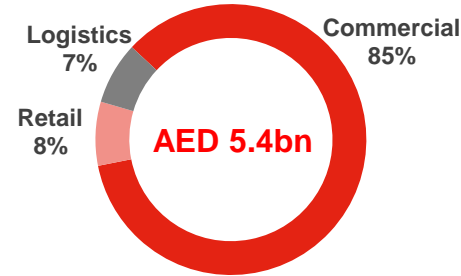
**C. AED 7.4 BN OF CAPITAL DEPLOYED ACROSS EXISTING AND NEW SEGMENTS – NOI YIELD GUIDANCE OF 7-8%**

## Investment Properties (GAVm)<sup>1</sup>

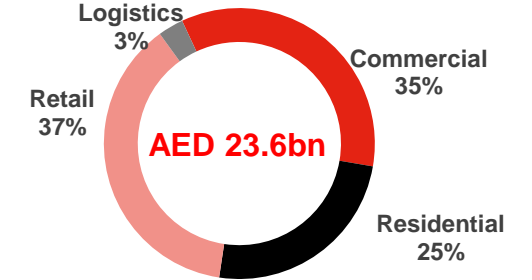
FY 2021



2022 Capital Deployment

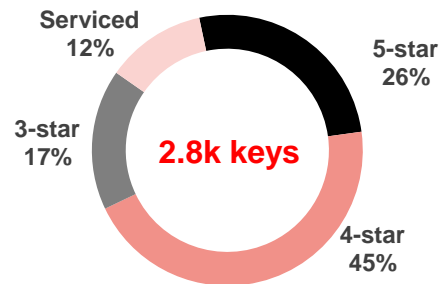


FY 2022 AUM<sup>2</sup>

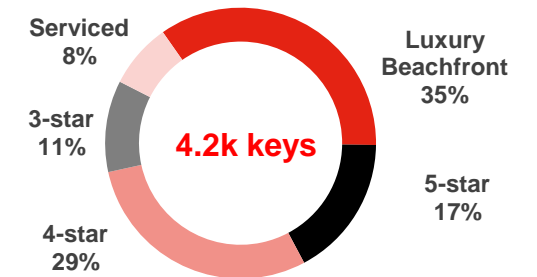


- Existing portfolio rebalanced increasing commercial (grade-A office) to a third of AUM
- Addition of new logistics segment
- Geographic diversification into RAK

## Hospitality & Leisure (No. of keys)



Luxury Beachfront 100%



- Consolidation in high-end segment
- Introduction of luxury beachfront segment
- Geographic diversification into RAK

Note:

1. UAE only (excluding SODIC IP).
2. Including fair value movement

# ALDAR INVESTMENT – KEY PILLARS



**01**

Extremely high-quality asset base that cannot be easily replicated

**02**

Well-formulated allocation strategy across sectors

**03**

Clear and focused direction of travel (growth and ultimate AuM)

**04**

Leveraging the Group network to drive operational and financial synergies

**05**

Best-in-class investment platform for attracting, retaining and nurturing talent

**06**

Portfolio management expertise that can be easily exported to neighboring markets

**07**

Intrinsic pillars focused on deploying innovative solutions and disruptive technologies, with sustainability at its core

# ALDAR

# DEVELOPMENT

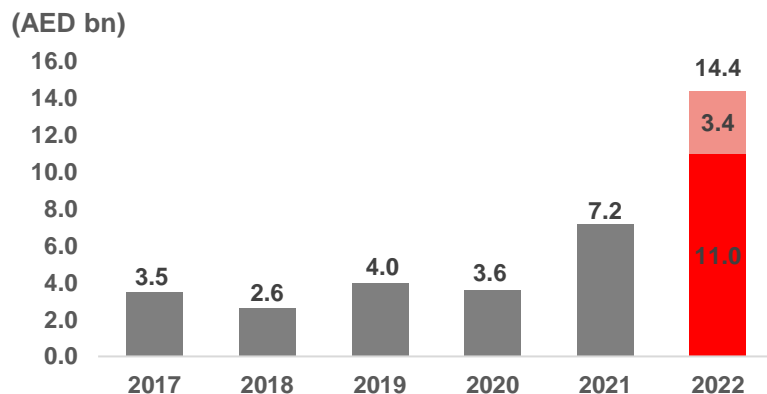


# ALDAR DEVELOPMENT – LEADING DEVELOPMENT FRANCHISE IN ABU DHABI AND EGYPT (1/2)

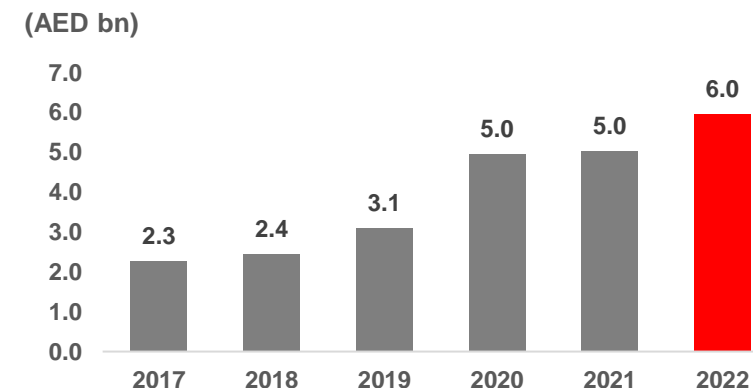
DEVELOPMENT SEGMENT HAS DEMONSTRATED CONSISTENT THROUGH-THE-CYCLE PERFORMANCE OVER THE PAST 5 YEARS, PRIMARILY DRIVEN BY DEVELOPMENT SALES



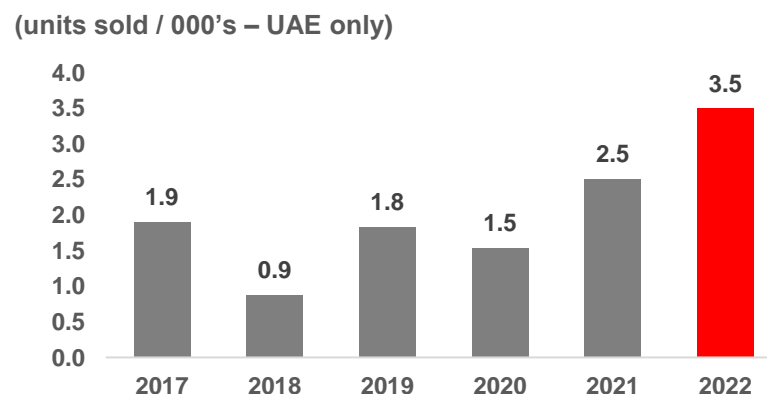
Growing development sales..<sup>1</sup>



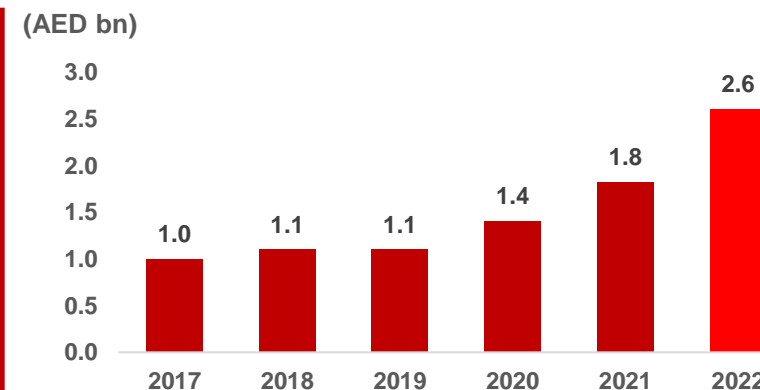
..driving future revenue recognition..<sup>2</sup>



..showing growth across our markets..



...delivering consistent gross profits



Note:

1. Including land sales; and includes AED 3.4bn from SODIC in 2022.
2. FY 2022 includes AED 0.9bn of revenue and AED 0.4bn of gross profits from SODIC

# ALDAR DEVELOPMENT – LEADING DEVELOPMENT FRANCHISE IN ABU DHABI AND EGYPT (2/2)

DIVERSIFIED HOMEBUILDING PLATFORM WITH SIZEABLE BACKLOG AND COMPLEMENTED BY WORLD CLASS PROJECT MANAGEMENT SERVICES BUSINESS



## 1 Development & Sales



**Revenue**  
**Backlog: 17.6bn**

UAE AED 12.1bn  
EGYPT AED 5.5bn



**Sales: AED 14.4bn**

UAE AED 11.0bn  
EGYPT AED 3.4bn



**Avg. gross profit margins:**  
**30-35%**

## 2 Project Management Services



**Projects backlog:**  
**AED 64.8bn<sup>1</sup>**



**Fee-only contracts:**  
**c. 4.7% fee<sup>1</sup>**



**Avg. gross profit margin:**  
**+75%**

## 3 Owned Land Bank



**Total area:**  
**69m sqm**



**Total GFA<sup>2</sup>:**  
**c.10m sqm**



**Focus on prime destinations:**  
**Yas Island**  
**Saadiyat Island**

Note:

1. Fee calculated on total project value.
2. GFA has not been allocated to entire landbank.



# UAE DEVELOPMENT PROJECTS PIPELINE



Total as at 31 Dec 22								
Project	Location	Launch date	Sold units	Net Sales value (AED mn)	Units launched	% sold	% completion	Project Status
Ansam	Yas Island	2014	544	950	547	99.5%	100%	Handed over
Hadeel	Al Raha Beach	2014	233	482	233	100%	100%	Handed over
Nareel	Abu Dhabi Island	2015	160	1,490	161	99.4%	100%	Handed over
Merief	Khalifa City	2015	286	675	286	100%	100%	Handed over
Jawaher	Saadiyat Island	2016	83	760	83	100%	100%	Handed over
Lea	Yas Island	2019	238	482	238	100%	100%	Handed over
Meera	Reem Island	2015	406	518	408	99.5%	100%	Handed over
Mamsha	Saadiyat Island	2016	458	1,980	461	99.3%	100%	Handed over
Mayan	Yas Island	2015	496	962	512	96.9%	100%	Handed over
Yas Acres	Yas Island	2016	651	2,428	652	99.8%	100%	Handed over
The Bridges	Reem Island	2017	629	653	636	98.9%	100%	Handed over
Water's Edge	Yas Island	2017	2235	2,433	2262	98.8%	100%	Handed over
Reflection B	Reem Island	2018	187	209	192	97.4%	100%	Handed over
Alghadeer	Seih Sdeirah	2018	678	529	707	95.9%	100%	Handed over
Al Reeman	Al Shamka	2019	923	1,532	996	92.7%	100%	Handing over
Al Reeman II	Al Shamka	2019	558	595	558	100%	79%	under construction
Reserve	Saadiyat Island	2019	223	518	224	99.6%	100%	Handing over
Noya	Yas Island	2020	509	965	510	99.8%	56%	under construction
Noya Viva	Yas Island	2021	474	998	479	99%	34%	under construction
Noya Luma	Yas Island	2021	189	564	189	100%	24%	under construction
Saadiyat Reserve The Dunes	Saadiyat Island	2021	83	617	83	100%	29%	under construction
Al Gurm Ph2	Al Gurm	2021	68	722	71	95.8%	36%	under construction
Yas Acres-Magnolias	Yas Island	2021	308	1,196	312	98.7%	33%	under construction
Yas Acres-Dhalias	Yas Island	2021	120	519	120	100%	38%	under construction
Reflection A	Reem Island	2022	171	192	182	94%	100%	Handing over
Louvre Residences	Saadiyat Island	2022	416	1,277	421	98.8%	Launched	under construction
Fay Alreeman	Al Shamka	2022	521	1,959	554	94%	6%	under construction
Grove Heart	Saadiyat Island	2022	608	1,110	612	99.3%	15%	under construction
Yas Acres North Bay	Yas Island	2022	22	350	22	100%	Launched	under construction
Yas Golf Collection	Yas Island	2022	280	371	519	53.9%	Launched	under construction
Yas Park Gate	Yas Island	2022	464	1,100	508	91.3%	Launched	under construction
Yas Park Views	Yas Island	2022	120	444	341	35.2%	Launched	under construction
Saadiyat Lagoons	Saadiyat Island	2022	270	1,997	1549	17.4%	Launched	under construction
<b>Aldar developments (ex handed over)</b>			<b>12,067</b>	<b>26,739</b>	<b>14,080</b>	<b>85.7%</b>		
West Yas	Yas Island	2015	988	4,543	1007	98.1%		Handed over
West Yas plots	Yas Island	2018	203	681.32	203	100%		Handed over
<b>Total developments</b>			<b>13,258</b>	<b>31,963</b>	<b>15,290</b>	<b>86.7%</b>		

## Highlights

- **86% of launched pipeline sold**
- **Revenue backlog of AED 12bn**
- **FY 2022 development sales of AED 11bn driven primarily by:**
  - **Saadiyat Lagoons:** AED 2bn across 270 units
  - **Grove:** AED 1.1bn across 608 units from **Grove Heart** and AED 1.3bn across 416 units from **Louvre Residences**
  - **Fay Alreeman:** AED 2bn across 521 units
  - **Yas Park:** AED 1.1bn across 464 units from **Yas Park Gate** and AED 444mn across 120 units from **Yas Park Views**

2022 launch

# LAND BANK OVERVIEW



**ALDAR HAS ACCESS TO A LARGE AND HIGHLY VALUE ACCRETIVE LAND BANK OF C. 69M<sup>1</sup> SQM WHICH IS MONETIZED THROUGH DESTINATION MASTER PLANNING / DEVELOPMENT AND ONGOING INVESTMENT**

**LAND BANK IS SPREAD ACROSS KEY INVESTMENT ZONES IN ABU DHABI, DUBAI AND RAS AL KHAIMAH**

## 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  
Lagoons

### 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

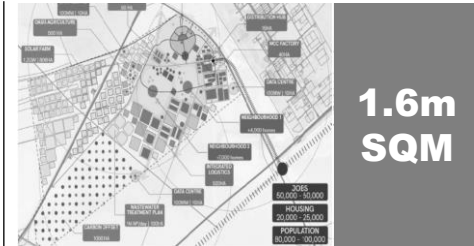


**Residential focus mixed-use**  
The Marina  
The Rocks  
On the Park

### AL GHADEER

New Master Plan

- Park Life
- Lulu Hyper market
- English school



**Residential with wide complimentary land use mix**  
Driving jobs , education and research, alternative energy food production and manufacturing

### SHAMS AND AL REEMAN

Updated Master Plan

- Responding to changing customers needs



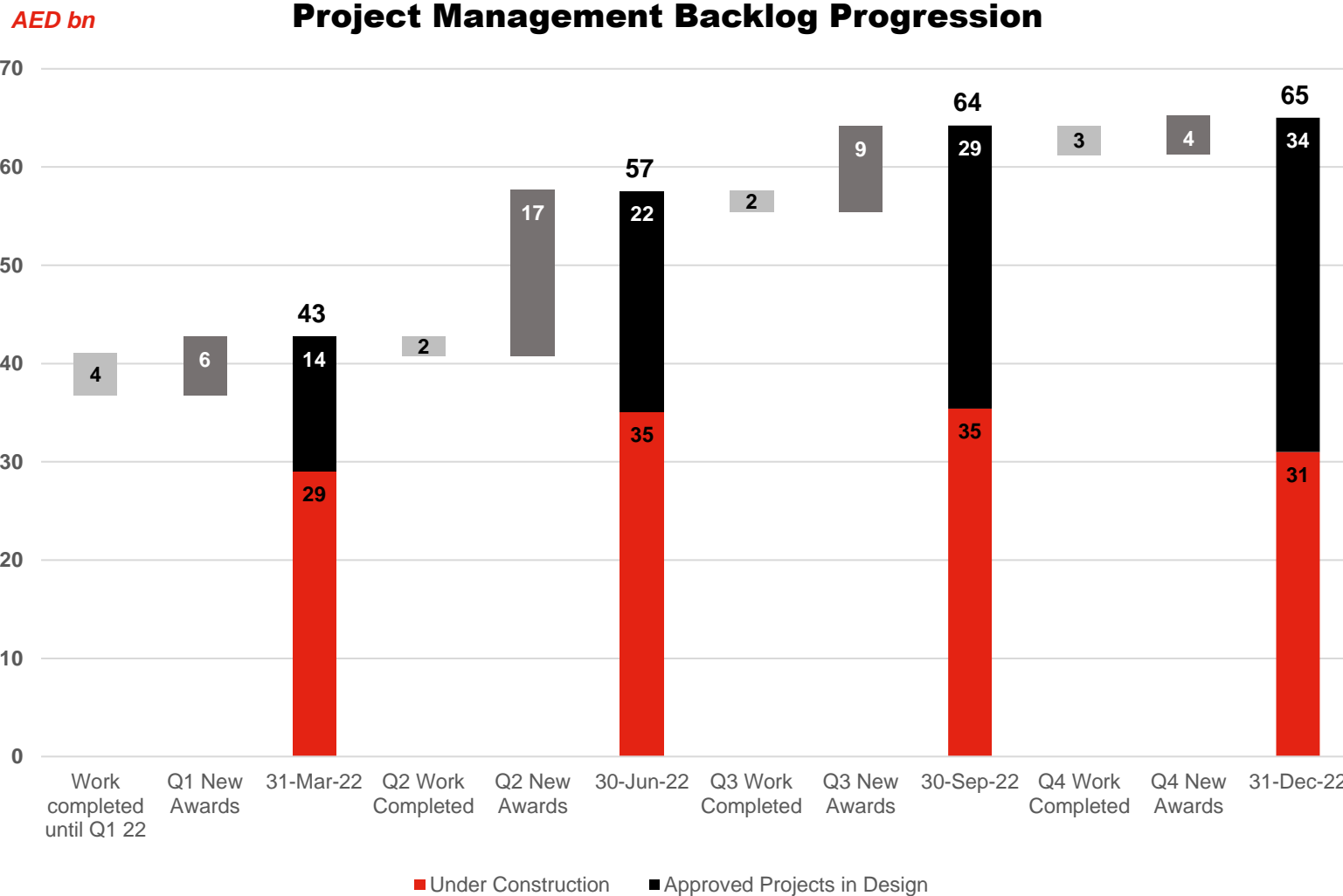
Shams Living  
Reeman Living

Note:

1. As of 02-02-2023

# ALDAR PROJECTS

**ALDAR AWARDED AED 35.6 BILLION OF NEW PROJECTS IN 2022**



## Project Management CAPEX Backlog

**December 2022:**

**AED 64.8bn**

**+56%**  
YTD

**New Awards**

**FY 2022**

**AED 35.6bn**

# EXPANSION INTO EGYPT



- SODIC was founded in 1996 and listed on the EGX – Aldar acquired a majority stake of 85.5% in consortium with ADQ in December 2021
- Leading Egyptian real estate developers, focused on:
  - Class-A, largescale, mixed-use communities
  - West Cairo, East Cairo and the North Coast
- Operates in (i) real estate sales, (ii) cities and resorts management, (iii) Investment properties and (iv) clubs and golf courses
- Well-diversified land bank with approximately 4.8mn sqm of unlaunched land in its key markets

## KEY OPERATIONAL METRICS



**AED 3.4 bn**  
**(US\$ 0.9bn; EGP 21bn)**  
*2022 contracted sales*



**AED 5.5bn**  
**(US\$ 1.5bn; EGP 34bn)**  
*Revenue backlog as of 31 Dec 2022*



**c.16.5 mn sqm**  
*Total land bank*  
*o/w 70% developed*



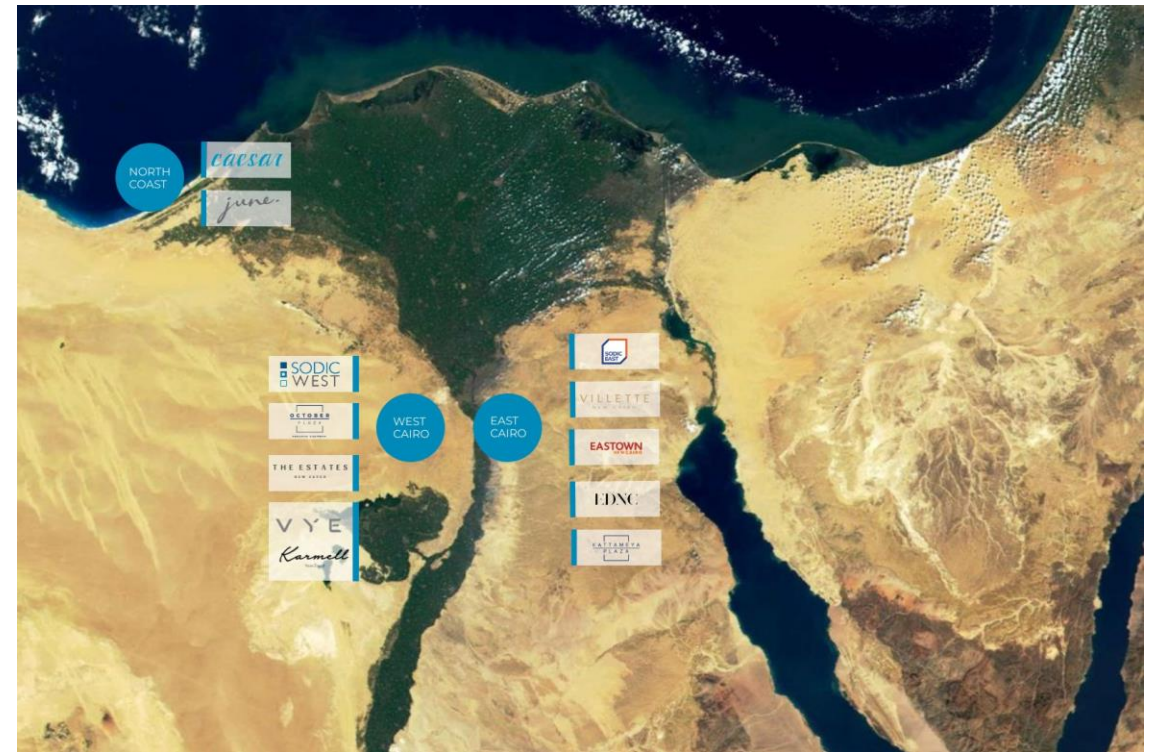
**c.4.8mn sqm**  
*Unlaunched projects*  
*(undeveloped)*



**+13k units**  
*Delivered since inception*



**+19k units**  
*Sold since inception*



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