AD PORTS GROUP

Q4 & FY 2025
Earnings Presentation

16th February 2026

AD PORTS GROUP

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Contents

1. Key Messages

FCF positive ahead of guidance

Strong P&L Performance Coupled With Stabilized Balance Sheet

Best year on record with 2025 Net Profit of over AED 2 billion

The UAE's Economy is Now Driven and Dominated by Non-Oil Sectors

- Abu Dhabi's GDP rose 7.7% in Q3 2025, driven by a 7.6% growth in non-oil sectors, which accounted for 54% of the total economy
- 29 CEPAs signed in total, with 14 of them implemented - Chile came into force in Q4 2025
- The UAE's non-oil foreign trade reached AED 3.8 trillion in 2025, very close to the AED 4 trillion target set for 2031

2025 Results: Record Net Profit Performance

- Revenue: +20% YoY to AED 20.76bn (+13% YoY LFL)
- EBITDA: +12% YoY to AED 5.07bn (+7% YoY LFL), with EBITDA margin at 24.4%
- Total Net Profit: +17% YoY to AED 2.09bn, record performance since listing

Asset Monetization in Q4 2025

- Sale of a 4.6 km^2 land plot in KEZAD Abu Dhabi to Mira Developments for AED 2.47bn
- Sale of 2 warehouses in KEZAD Abu Dhabi to Aldar for AED 570m
- Divestment of the 9.77% stake in NMDC for AED 1.6bn
- Ongoing asset portfolio optimization with a focus on mixed-use land, built-up assets, and financial investments aiming at recycling capital, optimizing the balance sheet structure, and unlocking hidden value

Stabilized Balance Sheet

- Net Debt/EBITDA was stable at 4.1x at the end of 2025, and down from 4.4x in Q3 2025, despite the deferred profits associated to higher CapEx spent in H2 2025
- Strong liquidity position: AED 2.7bn in cash and AED 4.9bn of undrawn bank facilities
- No major upcoming debt maturity in 2026
- No changes in the Investment Grade (IG) credit ratings: 'AA-' with stable outlook by Fitch Ratings and 'A1' with stable outlook by Moody's Ratings

Simplified Corporate Structure with Four Core Clusters

- Vertically integrated model now structured around four core clusters - Ports, EC&FZ, Maritime & Shipping, and Logistics
- Global IT/InfoSec (internal) and Maqta Technologies (external) are now classified under the Corporate segment to strengthen the Group's wider value proposition
- Decentralized digital services integrated within the four core clusters to better support growth, efficiency, and performance/competitiveness

Resilient Shipping Business Despite All Challenges; Outlook is More of the Same

- In 2025, the Group's container feeder shipping volumes soared 38% YoY with rates softening by a mere 7% on average
- In 2026, market outcomes are expected to be shaped by the trajectory of Red Sea disruptions, the evolution of trade policies, and the industry's ability to absorb new capacity without eroding rate discipline

2. Resilient Growth Equity Story

Resilient business model built on a foundation of LT secured cash flows with triple play growth drivers

Resilient Growth Equity Story

Investment case is at an inflection point: Continued double-digit growth, pivoting to free cash flow positive, and deleveraging

Optimizing Balance Sheet

- Asset monetization aims at recycling capital, optimizing balance sheet structure, and unlocking hidden value
- Continued strong liquidity position: Cash balance of AED 2.7bn as of 2025, with AED 4.9bn of undrawn bank facilities
- No upcoming debt maturity in 26
- Net Leverage target of 3.5x in the medium term

Investment grade credit ratings of "AA-" with stable outlook by Fitch, and "A1" with stable outlook by Moody's Ratings

Supportive Top-Down Story

- Strong UAE non-oil economy and trade growth
- Strong alignment with Abu Dhabi economic diversification and industrial / manufacturing strategies locally and internationally
- Global supply chain disruptions because of trade policies, geoeconomic and geopolitical tensions, creating opportunities in regions of focus for ADPG
- ADPG is Abu Dhabi's exclusive master developer and regulator of ports, industrial cities and related infrastructure

AD Ports Group is a key beneficiary of this favorable top-down story

Pivoting Towards FCF Positive

- Free Cash Flow to the Firm (FCFF) positive in Q4 2025 and for the full year, a first since listing in 2022
- FCF positive was reached ahead of 2026 guidance and will continue to be positive going forward
- Turning FCF positive leads to deleveraging and / or dividend payments

FCFF positive on a sustainable basis from 2025 onwards

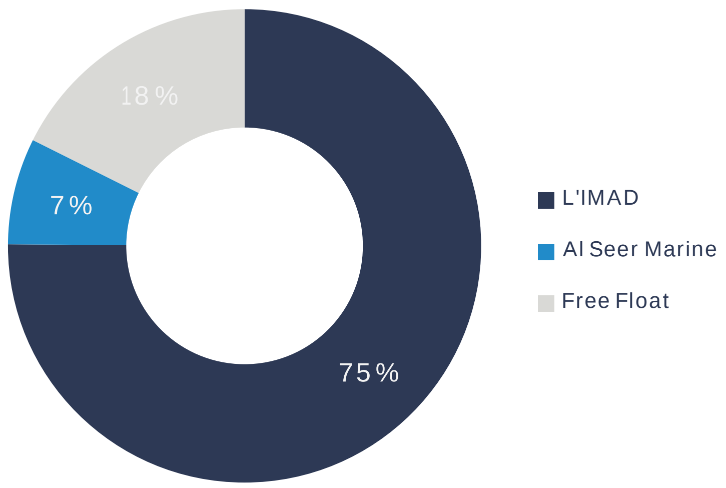
Triple Play Growth

- 1st lever is the operational ramp-up of existing assets and the widening of service offering
- 2nd lever is organic CapEx of AED 4.5-5bn annually in the medium term
- 3rd lever is selective M&A opportunities domestically and internationally
- Infrastructure-focused (Ports and EC&FZ) capital allocation strategy

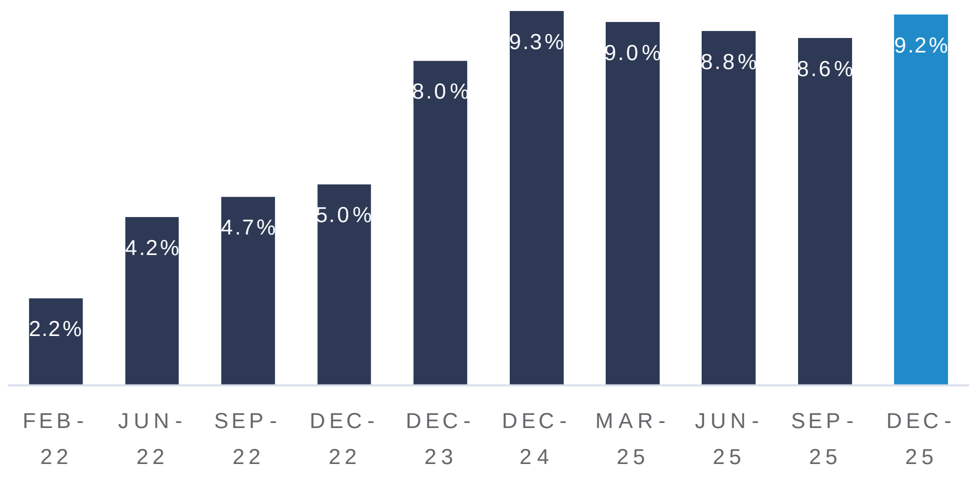
Complementary growth drivers to ensure strong growth delivery through the cycles

Institutionalizing and Diversifying the Shareholder Base

Raised AED 4.0bn of primary proceeds through a direct listing on ADX on 8th Feb 2022



Foreign institutional investors have reengaged into the equity story in Q4 2025



Stock Performance Catching-Up with Financial Performance

AD Ports Group Stock Performance

-6% in 2025

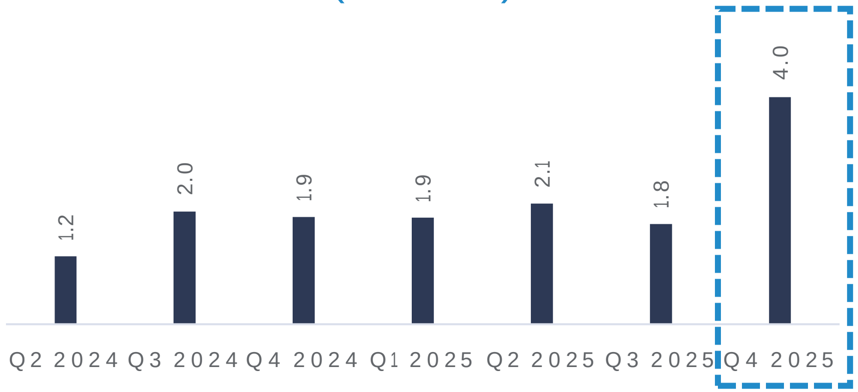
Vs. +7% for FADGI

+49% Since Listing

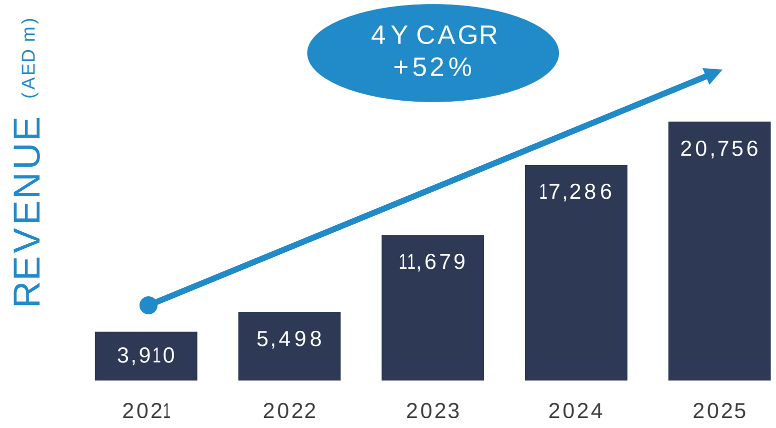
Vs. +14% for FADGI*

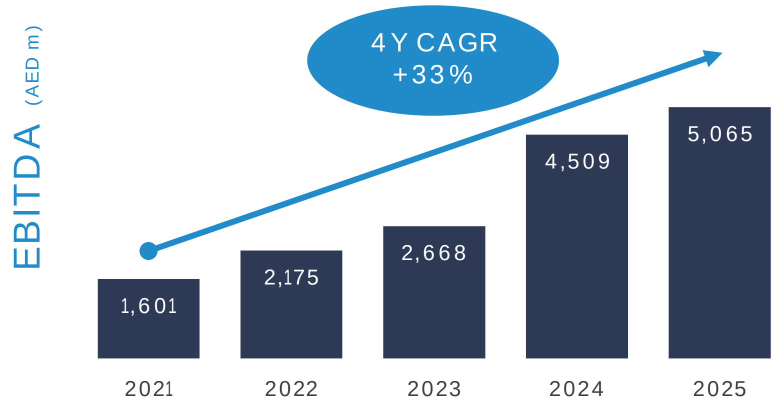
*Since ADPG's listing on 8th Feb 2022 up until 31st December 2025

3M Avg Daily Traded Value - ADTV (USD m)



AD Ports Group Financial Performance Not Well Reflected In the Stock Price





3. Four Vertically Integrated Clusters

Building an ecosystem with cross selling opportunities and synergies

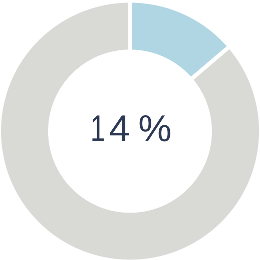
Four Vertically Integrated Clusters: Revenue & EBITDA Distribution

PORTS

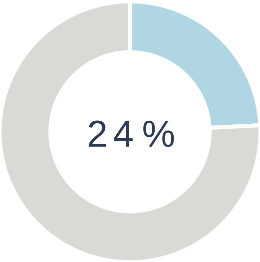
34 Terminals (28 operational)

UAE - 7, Egypt - 7, Jordan - 1, Syria - 1, Congo Brazzaville - 1, Angola - 1, Tanzania - 1, Pakistan - 2, Kazakhstan - 1, Spain - 12

2025 Revenue*



2025 EBITDA*

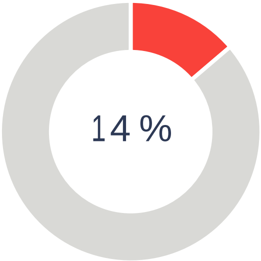


ECONOMIC CITIES & FREE ZONES

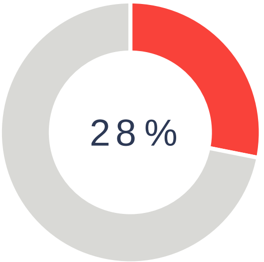
Industrial, economic, and free zones with a total land bank of 550 km^2 and multimodal connectivity in Abu Dhabi.

20 km^2 of Industrial and Logistics Park under development in Egypt

2025 Revenue*



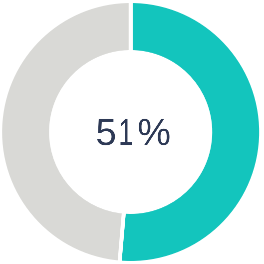
2025 EBITDA*



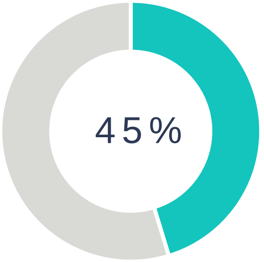
MARITIME & SHIPPING

Marine, offshore & subsea, shipping – container, bulk, Ro-Ro and transshipment - commercial representation, port agency, drydocking and shipbuilding, ship and specialized services

2025 Revenue*



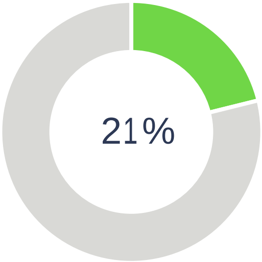
2025 EBITDA*



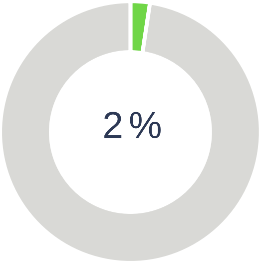
LOGISTICS

Holistic, fully-integrated, and technologically innovative logistics solutions, including freight forwarding, contract and project logistics, and overland transportation. Global logistics platform in 38 countries

2025 Revenue*



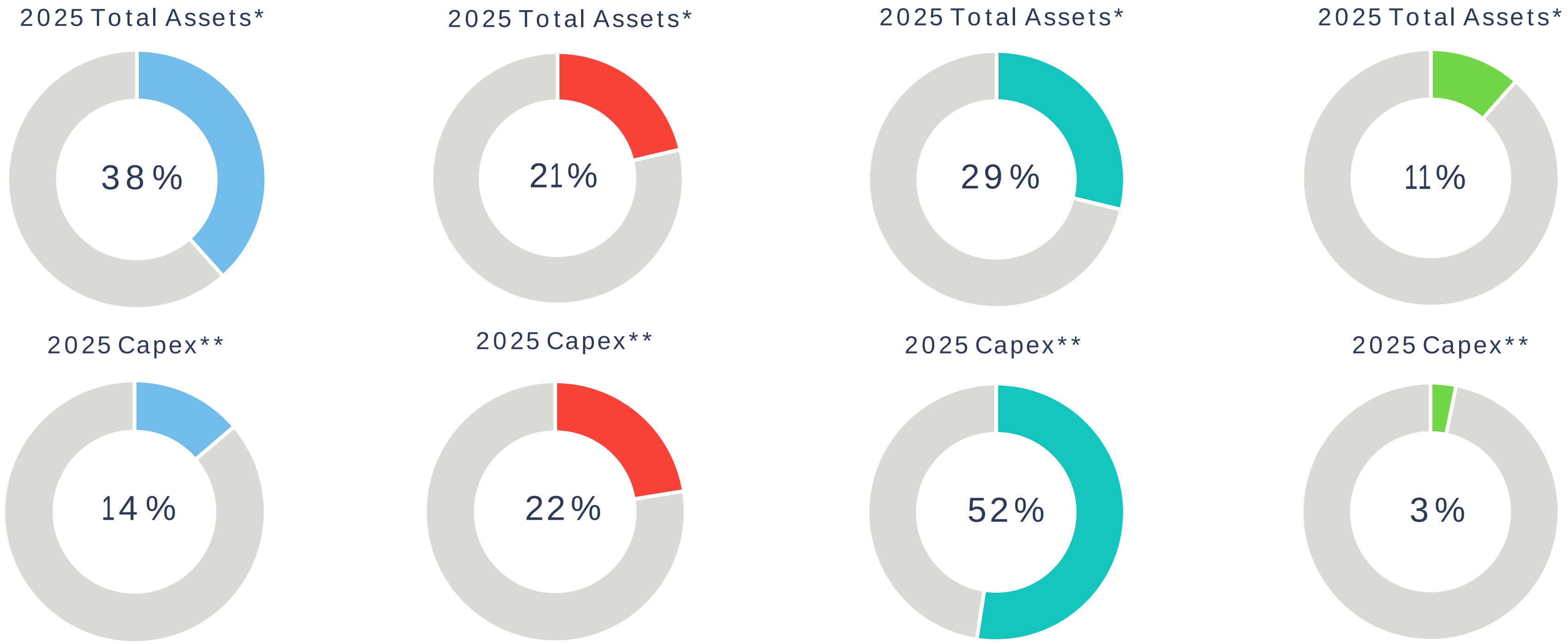
2025 EBITDA*



* Excluding the Corporate segment (which includes digital services and AD Maritime Academy) and Group eliminations

Four Vertically Integrated Clusters: Assets and CapEx Distribution

PORTS	ECONOMIC CITIES & FREE ZONES	MARITIME & SHIPPING	LOGISTICS



AD PORTS GROUP

* Excluding the Corporate segment (which includes digital services and AD Maritime Academy) and Group eliminations
** 8% of 2025 CapEx was attributable to the Corporate segment, primarily related to digital services and AD Maritime Academy


PORTS
ECONOMIC CITIES & FREE ZONES
LOGISTICS
DIGITAL
MARITIME & SHIPPING
34 TERMINALS
550 SQ KM ECONOMIC CITIES IN THE UAE
20 SQ KM ECONOMIC CITY IN EGYPT
PRESENCE IN 41 COUNTRIES
PRESENCE IN 3 COUNTRIES
29 CONTAINER FEEDER SERVICES, CONNECTING 36 COUNTRIES AND COVERING 89 PORTS
1 DEEP SEA, 4 SHORT SEA AND 1 RO-RO SERVICES CONNECTING 18 COUNTRIES AND COVERING 58 PORTS
USA
MEXICO
COLOMBIA
PERU
CHILE
ARGENTINA
UK
NETHERLANDS
GERMANY
POLAND
CZECH REPUBLIC
FRANCE
SLOVENIA
HUNGARY
ITALY
PORTUGAL
SPAIN
TUNISIA
MOROCCO
ALGERIA
LIBYA
SENEGAL
CÔTE D'IVOIRE
CAMEROON
EQUATORIAL GUINEA
CONGO BRAZAVILLE
GABON
DRC
ANGOLA
UGANDA
KENYA
RWANDA
TANZANIA
MOZAMBIQUE
MAURITIUS
EGYPT
SUDAN
DJIBOUTI
SOMALILAND
YEMEN
OMAN
KSA
UAE
QATAR
BAHRAIN
KUWAIT
JORDAN
SYRIA
IRAQ
TURKIYE
GEORGIA
KAZAKHSTAN
UZBEKISTAN
TAJIKISTAN
PAKISTAN
INDIA
SRI LANKA
BANGLADESH
CHINA
HONG KONG
TAIWAN
SOUTH KOREA
JAPAN
THAILAND
VIETNAM
MALAYSIA
SINGAPORE
INDONESIA

ADPG Scale of Operations

50+ Countries

across 5 continents

LTM Q4 2025

PORTS

12.1m	7.7m	59.5m	1.7m
Container Capacity (TEUs)	Container Volumes (TEUs)	General Cargo Volumes (Tons)	Ro-Ro Volumes (Units)

ECONOMIC CITIES & FREE ZONES

74	130K	704K	24m
Land Leased (sq km)	Sdeira Group Staff Accommodation Bed Leased (Beds)	Warehouses Leased (sqm)	Gas Volumes (MMBTU)

MARITIME & SHIPPING

29	62	3.4m	60	96	81
Container Feeder Services	Container Vessels	Container Feeder Volumes (TEUs)	Bulk, Ro-Ro, & Multipurpose Vessels	Offshore & Subsea Vessels	Marine Services Vessels

LOGISTICS

4.95m	44,110	386K
Polymer Volumes (Tons)	Air Freight Volumes (Tons)	Ocean Freight Volumes (TEUs)

4. Market Update

Adapting to shifting market forces

Global Market Trends Shifted in Q4 2025

Tracking direction, momentum, and confidence across core market indicators vs. last quarter

Relative impact of current market trends by cluster

Trend	Direction	Momentum	Confidence	vs last Quarter
Global trade volumes	↗	Medium	High	↑
Container freight rates	↘	High	Medium	↓
Port congestion	→	Low	High	→
Carrier capacity discipline	↗	Medium	Medium	↑
Infrastructure financing	↘	Medium	High	↓

Note – above tables highlights movement, not absolute levels.

Key Insights

- Trade recovery continues, with global volumes trending upward and confidence remaining high.
- Freight rate and financing pressures persist, as freight rates and infrastructure financing both decline with strong momentum.
- Operational stability is improving, with steady congestion levels and rising carrier capacity discipline

Market conditions are shifting - trade is recovering, freight rates are correcting, and carrier discipline is strengthening, while financing constraints continue to tighten

AD Ports Group Strategic Response to Market Forces

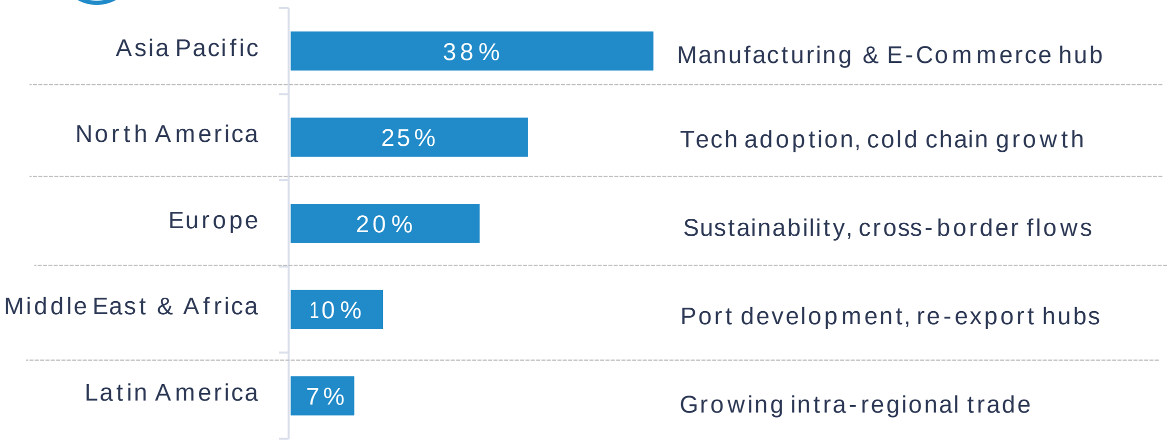
Translating market shifts into clear risk, opportunity, and action signals for each cluster

Market Force	Cluster Impact	Risk / Opportunity Assessment	Management Response
Global Fleet Oversupply & Charter Normalisation	• Maritime & Shipping	High Risk: Structural oversupply is compressing spot and short-term charter rates, particularly in feeder and regional services. Earnings volatility increases as newbuild deliveries outpace demand growth.	Defend & De-risk: Prioritise long-tenor, contract-backed charters; deepen integration with Ports and Logistics to bundle marine services; optimise fleet deployment and accelerate cost discipline to protect margins.
Industrial FDI & Onshoring Momentum	• KEZAD • Logistics	High Opportunity: Sustained FDI inflows into the UAE are driving demand for build-to-suit assets, long-term land leases, and integrated logistics solutions, underpinned by government industrial policy and trade diversification.	Accelerate & Capture: Fast-track KEZAD land monetization and BTS development; align logistics capacity to anchor tenants; prioritize sectors with long-term throughput and ecosystem pull-through (auto, metals, food, energy).
Freight Rate Volatility & Customer Price Sensitivity	• Logistics	Medium Risk: Normalizing freight rates are shifting pricing power back to shippers, compressing margins in transactional freight forwarding and increasing customer churn risk.	Strategic Pivot: Rebalance from pure forwarding toward contract logistics and integrated 3PL solutions; deepen customer stickiness through multi-year contracts, value-added services, and end-to-end supply chain solutions.
Geopolitical Disruption & Trade Route Re-routing (Red Sea)	• Ports • Maritime	Mixed Impact: Short-term disruption creates volume dislocation and risk premiums, while reinforcing demand for safe, reliable hubs and alternative routing options. Structural uncertainty likely to persist.	Position & Differentiate: Reinforce Khalifa Port as a resilient, secure regional hub; leverage integrated port, shipping, and logistics capabilities to capture diverted volumes; maintain operational flexibility to respond to rapid trade flow shifts.

AD Ports Group must defend yield in Maritime and Ports, accelerate KEZAD's capture of FDI inflows, pivot Logistics toward higher-margin integrated solutions

Logistics – Global Market Undergoing a Geographic Realignment Driven by Tariffs, Regionalization and Digital Transformation

Global Market Share Breakdown



Trends to Watch

Trend	Region Most Affected	Strategic Implication
Nearshoring & Reshoring	North America, Europe	More regional DCs, shorter lead times
Green Corridors	Europe, APAC	Investment in clean fuels & green warehousing
Digital Freight Matching	Global	Faster capacity optimization, SME onboarding

Tariff & Trade Policy Impacts

✓ Cargo Volume Shift
- Decline in China-US freight; growth in ASEAN & Asia-Europe corridors

✓ Supply Chain Reconfiguration
- "China +1" strategies: Vietnam, India, Middle East?

✓ Delays & Cost Volatility
- Higher customs compliance times
- Increased fuel surcharge pass-through

Key Takeaways

🌍 **Regionalization**

Global shift toward regionalized logistics networks

⚠️ **Tariffs are reshaping the sector**

Tariffs are driving diversification & compliance complexity

💼 **Winners**

Agile operators with tech-enabled, multi-country reach

5. Projects and Transactions Update

Asset monetization and Ports portfolio expansion

Recycling Capital Through Asset Monetization

Actively managing the Group's asset portfolio across all business clusters to monetize non-core assets when opportune – AED 5.8 billion transacted so far (~20% of Market Cap)

1. KEZAD Abu Dhabi Land Sales

Fast-tracking KEZAD Abu Dhabi development

- Shifting from a pure land lease model to a sale and land lease model in KEZAD Abu Dhabi.
- Completed 2 transactions so far, with Mira Developments (4.6 km^2 for AED 2.47bn) and Danube (1 km^2 for AED 840m)
- About 11 km^2 left within the 16 km^2 KEZAD Town Centre area which has been earmarked for sale
- Strengthens the Group's financial position
- Unlocks significant hidden value

Land Sales - AED 3.31 billion

2. KEZAD Abu Dhabi Warehouse Sales

Mixed ownership model for built-up assets

- Recycling capital invested in built-up assets to continue to strengthen complementary trade and logistics services around manufacturing and industrial projects in KEZAD Abu Dhabi.
- Completed 2 transactions so far, with Aldar (AED 570m) and MAIR Group (AED 295m)
- Close to 500K m^2 of new warehouse capacity (+65% from 2025) is expected to come online in 2026, recycling capital from sold warehouses into new value-creative warehouse projects.

Warehouses Sales - AED 865 million

3. Non-Core Financial Holdings

Unlocking significant value from non-core financial investments

- The Group is not a financial investor and may consider monetizing its non-core financial holdings.
- Sold 9.77% stake in NMDC for AED 1.6bn

Financial Holding Sales - AED 1.6 billion

Continued Focus on Ports Infrastructure Assets in Q4 2025

Q1 2025

✓ **Sarzha Grain Terminal**

ADPG (51%) and Semurg (49%) will jointly develop and operate a greenfield grain terminal at Kuryk Port, Kazakhstan

✓ **Partnership with CMA-CGM in Congo Brazzaville**

ADPG (51%) and CMA-CGM (49%) will jointly develop and operate the East Mole multipurpose terminal at Pointe Noire Ports, Congo Brazzaville that was secured by ADPG in June 2023

✓ **Al Faya Dry Port Facility**

Anchored by CMA CGM, the cargo handling transit terminal is strategically located at the border of Dubai, linking overland Khalifa Port and the final inland destination – a key driver facility for O&D volumes in the UAE

✓ **United Global Ro-Ro (UGR)**

60% stake in JV with Erkport, expanding shipping operations into Ro-Ro.

✓ **Marine Services in Bahrain**

Noatum Maritime and ASRY (Arab Shipbuilding & Repair Yard) formed a JV for towage and mooring operations to target external clients in Bahrain

Q2 2025

✓ KEZAD East Port Said Economic Zone in Egypt

50-year renewable usufruct agreement signed between AD Ports Group and Suez Canal Economic Zone to develop, finance and operate a 20 km2 industrial and logistics park near Port Said, Egypt. Development of phase 1 expected to start by year end covering 2.8 km2 with an investment of $120m over the next three years

✓ Tbilisi Intermodal Hub

Tbilisi Intermodal Hub (60% held by ADPG) inaugurated and received its first shipment via rail link from an MSC ship docked at Georgia's Black Sea Port of Batumi. The intermodal logistics center connects the Caspian and Black seas through Georgia, forming a vital part of the Middle Corridor, the shortest trade route between Asia and Europe

Q3 2025

✓ Dredging Work at KGTL and KGTML in Karachi, Pakistan

Signed a dredging agreement to expand container capacity and general cargo operations at KGTL and KGTML, respectively. Container handling capacity at KGTL will be increased from 750,000 TEUs to 1 million TEUs while general and bulk cargo capacity at KGTML will double from 60,000 to 120,000 tons upon completion of dredging works in Q1 2026

✓ Digital Single Trade Window Solution in Angola

Development of a Single Trade Window solution for Angola's trade regulator ARCCLA, deepening the Group's presence in the country where it has already committed to investing USD 250 million through 2026 to redevelop and expand Noatum Ports Luanda Terminal.

Q4 2025

✓ LNG and LPG Terminals Hubs at Khalifa Port

Initial operations are expected to commence by mid-2028, with steady-state operations projected to be achieved by 2031 for the LNG terminal, and by 2033 for the LPG terminal.

✓ 3rd Partnership with CMA CGM in Syria

Acquisition of a 20% stake in the Latakia International Container Terminal (LICT) in Syria for AED 81m

✓ Expansion of CMAT Khalifa Port Container Capacity

Expansion by 0.9m TEUs to 2.7m TEUs scheduled for completion in early 2028

✓ Acquisition of 19.3% stake in Alexandria Container Co. (ALCN) in Egypt

Intention to launch a cash Mandatory Tender Offer (MTO) to acquire an additional stake in Egypt's ALCN, which would give AD Ports Group majority ownership and control

✓ Logistics operations in Tajikistan and Pakistan

Established a 51%-owned JV with AVESTO Group in Tajikistan and Formed a 51%-owned JV with CEI Supply Chain in Pakistan

Negligible M&A Contribution in 2025

AED 1.15bn or 6% of Group Revenue and AED 229m or 5% of Group EBITDA coming from M&A effect in 2025

	Luanda Multipurpose Terminal	United Global Ro-Ro (UGR)
Ownership	81%	60%
Purchase Consideration	USD 250m (AED 918m) of committed CapEx	-
Consolidation Date	1st Feb 2025	1st March 2025
2025 M&A Effect	11 months	10 months
2025 Revenue Effect	AED 71m	AED 787m
2025 EBITDA Effect	AED 24m	AED 137m

Noatum Ports Geographic Footprint & Operations: 23 International Terminals

Egypt (4 Terminals)

30-year Multipurpose Port Concession: SAFAGA
- Ownership: 100%
- Container Capacity: 450K TEUs
- Dry Bulk and General Cargo Capacity: 5m tons
- Liquid Bulk Capacity: 1m tons
- RoRo Capacity: 50K CEUs
- Committed CapEx: USD 200m
- Expected start of operations: H2 2026

Management Contract: TCI - ADABIYA
- Ownership: 70%
- Container Capacity: 150K TEUs
- Dry Bulk and General Cargo Capacity: 3m tons
- Existing operations

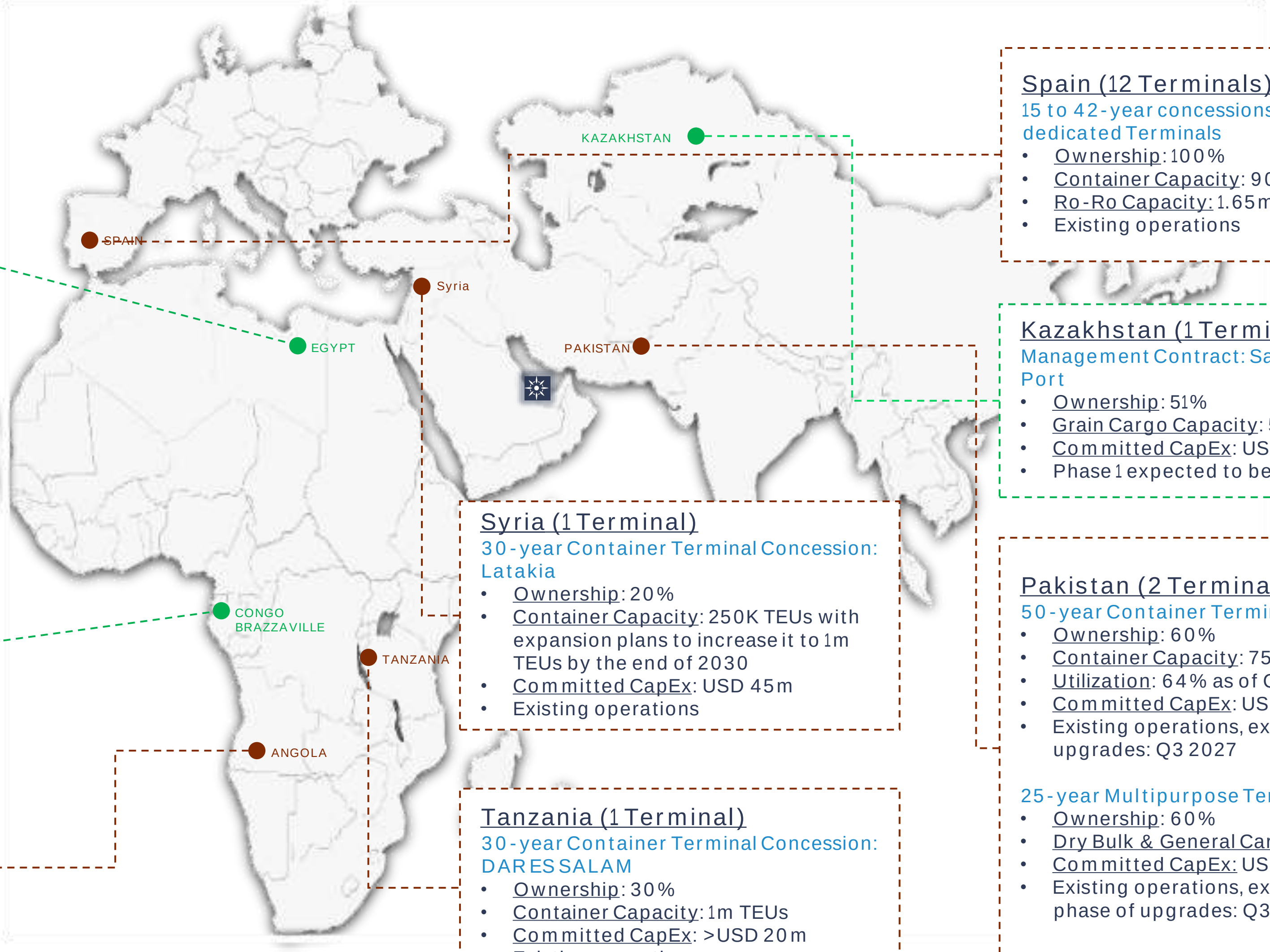
Annual Renewal Licensing Regime: Alexandria Container & Cargo Handling Co. (ALCN)
- Ownership: 19.3%, ongoing MTO to increase ownership to at least 51%
- Container Capacity: 1.5m TEUs
- Existing operations

Congo Brazzaville (1 Terminal)

30-year Multipurpose Terminal Concession: POINTE NOIRE
- Ownership: 51%
- Container Capacity: 400K TEUs
- Committed CapEx: USD 220m
- Expected start of operations: Q3 2028

Angola (1 Terminal)

20-year Multipurpose Terminal Concession: LUANDA
- Ownership: 81% in the JV operating the terminal, 90% in the logistics JV
- Container Capacity: 350K TEUs
- Ro-Ro Capacity: 40K CEUs
- Committed CapEx: USD 250m
- Existing operations, with upgrades expected to be completed in Q2 2027



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Syria (1 Terminal)

30-year Container Terminal Concession: Latakia
- Ownership: 20%
- Container Capacity: 250K TEUs with expansion plans to increase it to 1m TEUs by the end of 2030
- Committed CapEx: USD 45m
- Existing operations

Tanzania (1 Terminal)

30-year Container Terminal Concession: DAR ES SALAM
- Ownership: 30%
- Container Capacity: 1m TEUs
- Committed CapEx: >USD 20m
- Existing operations

Spain (12 Terminals)

15 to 42-year concessions: 10 Multipurpose and 2 Ro-Ro dedicated Terminals
- Ownership: 100%
- Container Capacity: 900K TEUs
- Ro-Ro Capacity: 1.65m CEUs
- Existing operations

Kazakhstan (1 Terminal)

Management Contract: Sarzha Grain Terminal - Kuryk Port
- Ownership: 51%
- Grain Cargo Capacity: 570K Tons in Phase 1
- Committed CapEx: USD 30m over 2 Phases
- Phase 1 expected to be completed in Q2 2027

Pakistan (2 Terminals)

50-year Container Terminal Concession: KARACHI
- Ownership: 60%
- Container Capacity: 750K TEUs
- Utilization: 64% as of Q3 2025
- Committed CapEx: USD 220m
- Existing operations, expected completion of upgrades: Q3 2027

25-year Multipurpose Terminal Concession: KARACHI
- Ownership: 60%
- Dry Bulk & General Cargo Capacity: 14m tons
- Committed CapEx: USD 75m
- Existing operations, expected completion of first phase of upgrades: Q3 2027

Leveraging CEPAs When Expanding Internationally

Since 2022, a total of 29 CEPAs have been signed, with 14 in force by the end of 2025

✓ CEPA with Chile came in force in Q4 2025

Strong Non-Oil Foreign Trade Growth Under CEPAs

Impact of four key CEPAs that have been implemented: India, Indonesia, Türkiye, and Cambodia

Country	Implementation Date of CEPA	2022 Non-Oil Trade Value	2023 Non-Oil Trade Value	2024 Non-Oil Trade Value	H1 2025 Non-Oil Trade Value	Non-Oil Trade Target
India	01-May-22	$54.0 bn	$65.0 bn (+20% YoY)	$83.7 bn (+29% YoY)	$37.6 bn (+33% YoY)	Targeting $100 bn by 2030
Indonesia	01-Sep-23	$4.1 bn	$4.5 bn (+10% YoY)	$5.2 bn (+16% YoY)	NA	Targeting $10 bn by 2028
Türkiye	01-Sep-23	$18.9 bn	$36.0 bn (+90% YoY)	$40.5 bn (+12.5% YoY)	$21.0 bn (+40% YoY)	Targeting $40 bn within 5 years
Cambodia	25-Jan-24	$0.41 bn	$0.45 bn (+10% YoY)	$0.50 bn (+11% YoY)	NA	Targeting $1 bn by 2030

EC&FZ - Key New Land Leases in Building Materials and F&B Industries

New 50-year land leases will lead to AED 3.5bn of investments

China Southern Glass (China)

Building Materials-Construction

- 50-year Land lease for a 95K sqm plant
- Investment of AED 300m.
  The facility will produce over 5 million square meters of coated, laminated, and insulating glass annually, supplying construction and infrastructure projects across the UAE, the wider Gulf, Europe, Africa, and the United States

Oct-2025

Jindal SAW Group / Haldiram Group (India)

Building Materials-Construction / F&B

- 50-year Land leases for 514K sqm plants together
- Combined investment of AED 1.2bn.
  Jindal Saw Group will expand its production of steel pipes, tubes and fittings with an investment of AED 1 bn into a facility covering 400K sqm. Haldiram Snacks Food will establish a new facility spread over 114K sqm, representing an investment of AED 150-200m

Nov-2025

Azizi Development (UAE)

Building Materials-Construction

- 50-year Land lease for a 440K sqm plant
- Investment of AED 2bn.
  Second land lease that will accommodate 12 factories to boost production capacity after first facility was signed in Oct 2024

Dec-2025

6. Operational and Financial Performance

Strong operational and financial performance amidst evolving trade patterns

Q4 & FY 2025 Financial Performance at a Glance

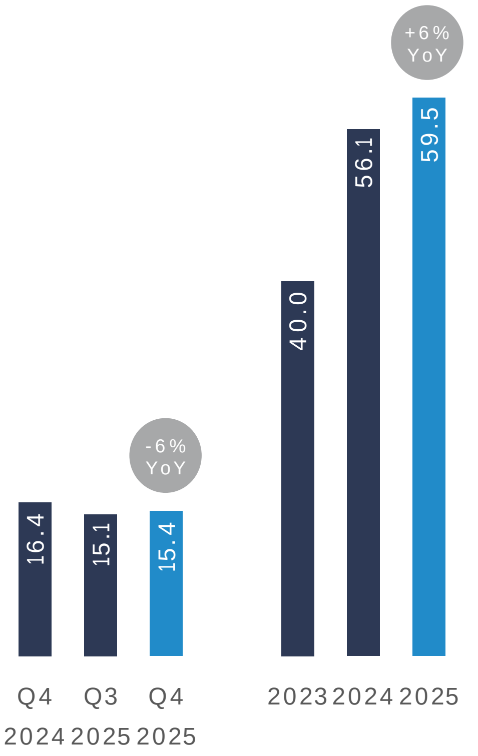
Best year on record, reaching a major milestone of AED 20bn in revenue and AED 2bn in net profit

	Revenue (AED)	EBITDA (AED)	Total Net Profit (AED)
2025	20.76 bn +20% YoY	5.07 bn +12% YoY	2.09 bn +17% YoY
Q4 2025	5.95 bn +30% YoY	1.56 bn +31% YoY	584 m +18% YoY

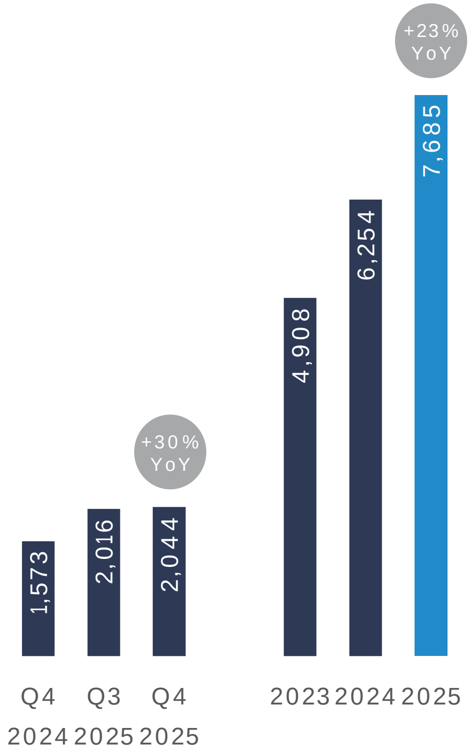
Ports Cluster Operational KPIs

Growth across the board; impressive performance at CMA Terminals Khalifa Port

General Cargo (m Tons)



Containers ('000 TEUs)



Container Capacity Utilisation Rate (%)

AD PORTS GROUP

2025 Operational Highlights

General Cargo Volumes: +6% YoY

- UAE volumes grew 5% YoY backed by a strong 19% YoY growth in project cargo, 16% YoY growth in layby cargo, and 33% YoY growth in paper pulp volumes.
- Noatum Ports' international operations in Egypt (+20% YoY) and Pakistan (+17% YoY) supported the overall volume growth. The launch of operations in Angola further reinforced growth. Volumes in Spain declined 13% YoY following.

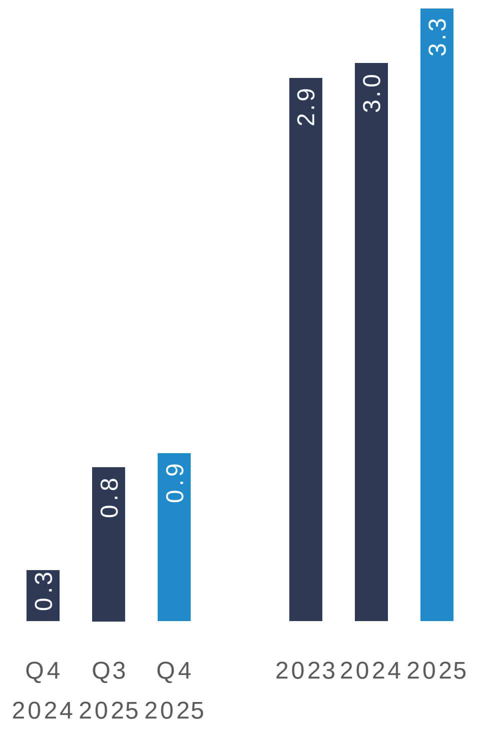
Container Volumes: +23% YoY

- Groupwide annual container terminal capacity stood at 12.1m TEUs at the end of 2025, with 9.6m of those TEUs in Khalifa Port. Total container throughput reached 7.7m TEUs for the year, +23% YoY, with 86% handled in the UAE.
- Container volumes at Khalifa Port (KP) grew 21% YoY, driven by the ramp-up of operations of CMA Terminals KP which started operations at the beginning of 2025.
- Despite the addition of 1.8m TEUs with the launch CMAT KP, container capacity utilization at KP stood at 69% vs. 70% in 2024.
- Transshipment/O&D volume mix in the UAE stood at 63%/37% in 2025, largely unchanged.
- Noatum Ports' container throughput was also strong in Pakistan (+28% YoY), Egypt (+15% YoY) and Spain (+42% YoY).

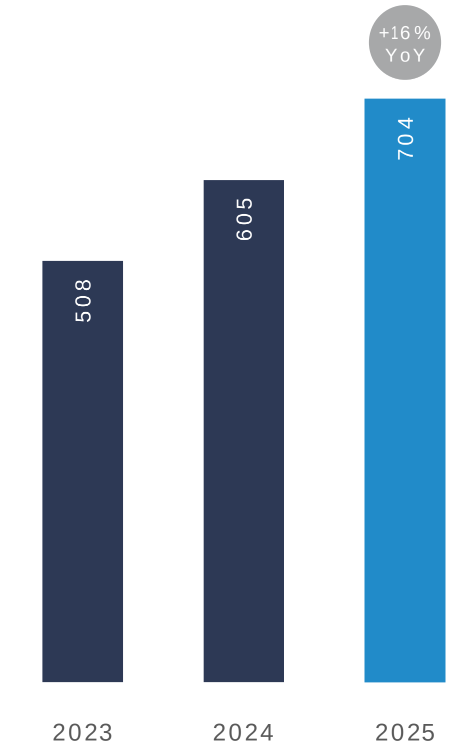
EC & FZ Cluster Operational KPIs

On-track for land leases, strong demand for warehouses, and specialized industry hubs progressing well

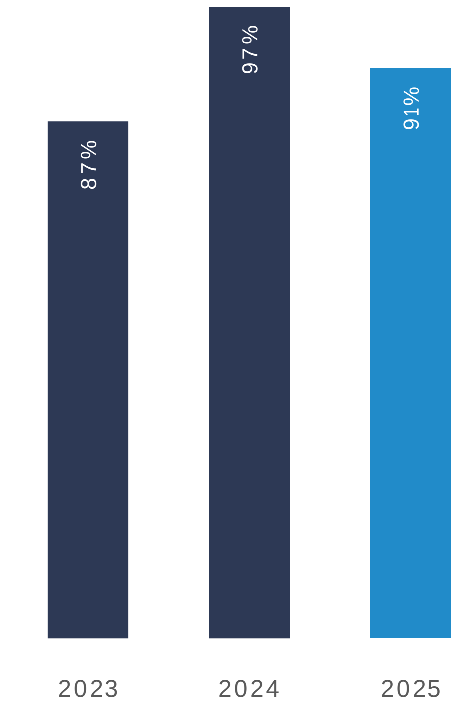
Land Lease Net Additions (km^2)



Warehouse Leases* (m^2)



Warehouse Utilisation Rate (%)



* Includes built-to-suit (BTS) assets

2025 Operational Highlights

Land Leases (Net): +3.3 km^2

- 4 new key 50-year land leases signed during the quarter in building materials and F&B industries.
- Industrial and manufacturing projects account for ~67% of overall land leases.
- Specialized industry hubs like the Metal Park, Agtech Park, Food hub, and Auto hub are progressing well, on track to come online in phases in 2026-27.
- Annual guidance remains to sign 3.5-4.0 km^2 of new land leases (net) going forward.
- Two land sales transactions totaling 5.6 km^2 completed so far. About 11 km^2 left within the 16 km^2 KEZAD Town Centre area which has been earmarked for sale.

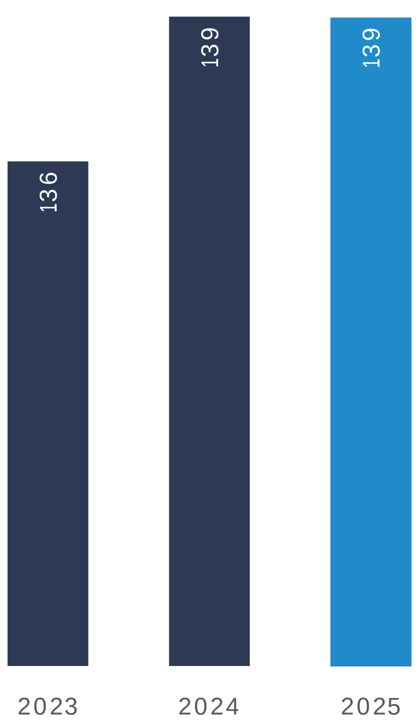
Warehouse Leases: +16% YoY

- Warehouse utilisation stood at 91% at the end of 2025 on lower capacity (down from Q3 2025 but sill 23% YoY more than in 2024) following the divestment of two warehouses – Emtelle and Noon.
- Close to 500K m^2 of new warehouse capacity (+65% from 2025) is expected to come online in 2026.

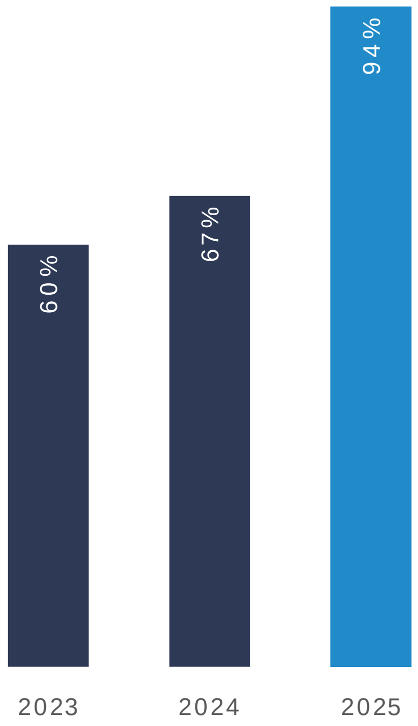
EC&FZ Cluster Operational KPIs (Cont'd)

Sdeira Group bed occupancy at new highs; Steady gas volumes growth

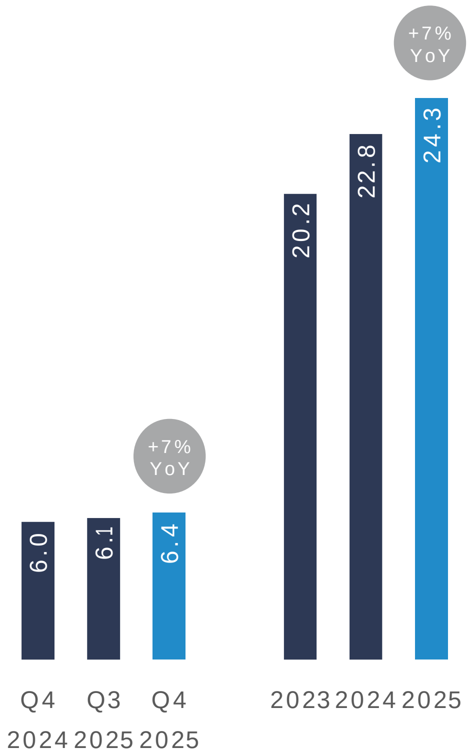
Sdeira Group Bed Capacity ('000)



Sdeira Group Bed Occupancy (%)



Gas Volumes (m MMBTU)



2025 Operational Highlights

Sdeira Group Staff Accommodation Bed Leases: +40% YoY

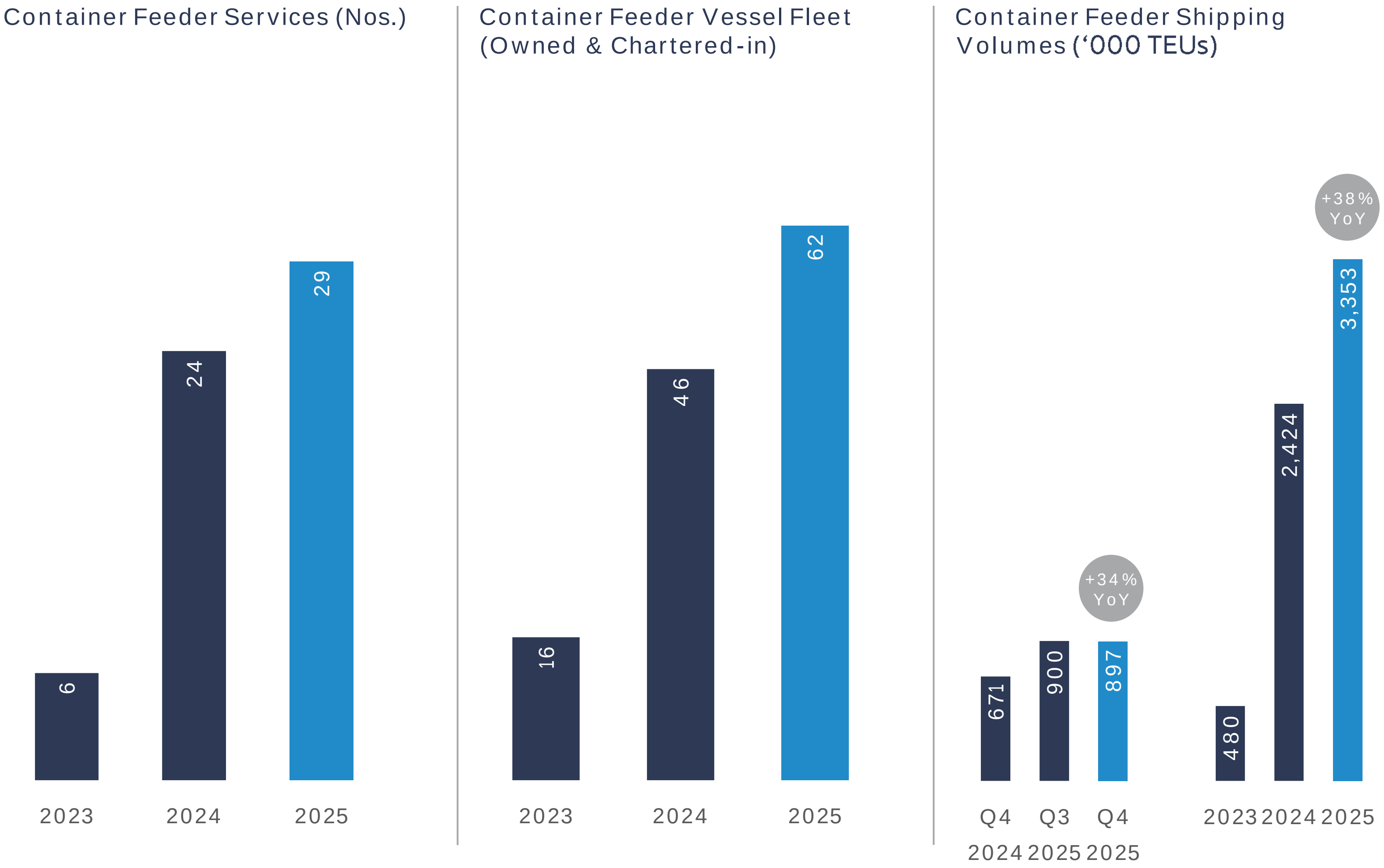
- Strong demand at the Razeen facilities drove utilization levels to an all-time high of 94% in 2025. Bed capacity stood unchanged at 139K beds with 130K beds leased at the end of last year.

Gas Volumes: +7% YoY

- Gas network at KEZAD stood at 106 km at the end of 2025 with continued steady demand growth.

Maritime & Shipping Cluster Operational KPIs

Container feeder shipping volume growth driven by capacity increase, efficient vessel planning and route optimization



2025 Operational Highlights

Container Feeder Shipping Services: 29

- Connecting to 89 ports across 36 countries. Launched 4 new services in Western Africa in Q3 2025.
- 65% of 2025 container feeder shipping volumes came from the Gulf, Indian Subcontinent (39%) and Red Sea (26%) regions.

Container Feeder Shipping Vessel Fleet : 62

- 57 container vessels on service in Q4 2025 (vs. 40 vessels in Q4 2024) with 998 voyages completed during 2025 (+34% YoY vs. 2024).
- Container feeder shipping vessel fleet nominal capacity stood at 166K TEUs at the end of 2025 (+28% YoY).
- 41 owned container vessels, with the acquisition of 6 vessels during 2025. Actively managing the chartered vessel fleet based on demand and market dynamics.

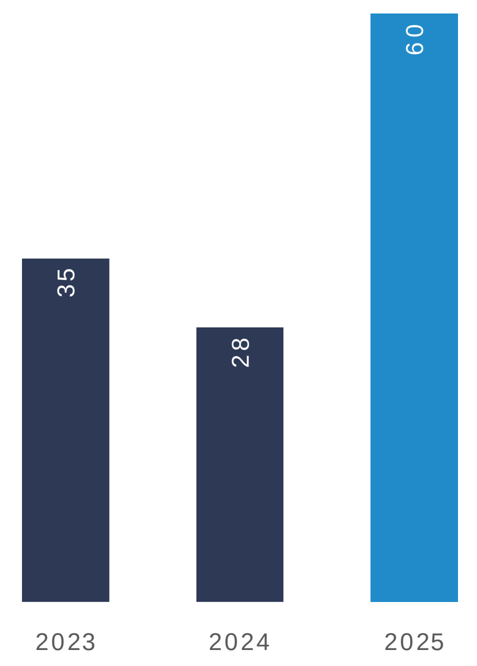
Container Feeder Shipping Volumes: 3.35m TEUs, +38% YoY

- Gulf/ISC, Europe, Africa and ad-hoc services were key growth drivers.

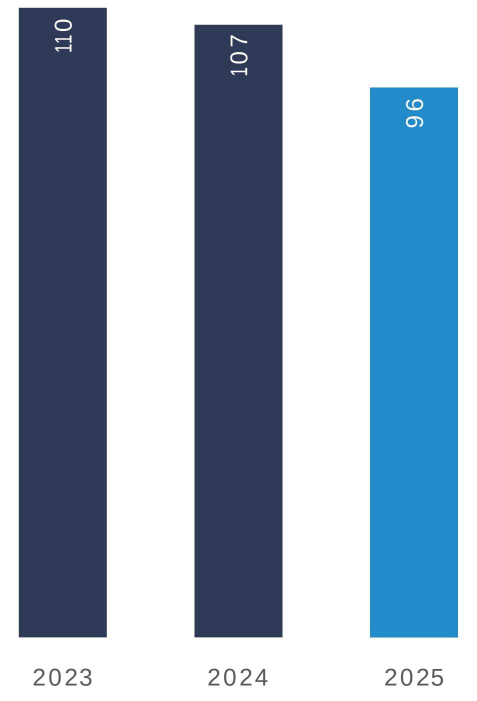
Maritime & Shipping Cluster Operational KPIs **(Cont'd)**

Contracted capacity increases in bulk and Ro-Ro shipping

Dry & Liquid Bulk, Ro-Ro, and Multipurpose Vessel Fleet (Owned & Chartered-in)



Offshore & Subsea Fleet (Owned & Chartered-in)



2025 Operational Highlights

Balanced Synergistic Portfolio of Maritime Businesses

- Total vessel fleet of 301 at the end of 2025 vs. 247 at the end 2024.
- Continued diversification of the cluster with the launch of UGR in March 2025, adding Ro-Ro shipping capabilities with 16 owned and chartered-in vessels deployed on 5 (deep and short-sea) services connecting to 58 ports across 18 countries in Asia, Arabian Gulf, Africa, and Europe.
- UGR transported 173K CEUs (Car Equivalent Units) and 674K CBM (Cubic Meters) of High & Heavy cargo in 2025.
- Rationalization of offshore & subsea vessel fleet - small, low revenue-generating vessels were disposed.

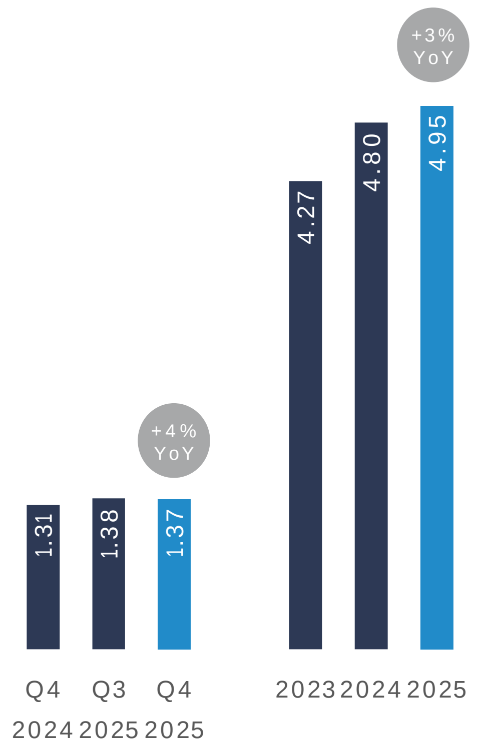
Marine Services

- 81 vessels at the end of 2025 (vs. 66 vessels in 2024).
- Growth in drydocking services and increased vessel traffic in the UAE were key operational drivers of Marine Services.

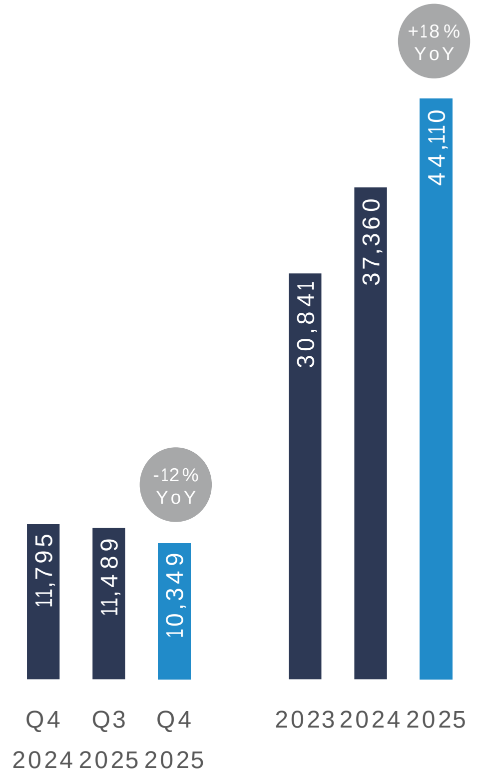
Logistics Cluster Operational KPIs

Structural increased demand for air freight

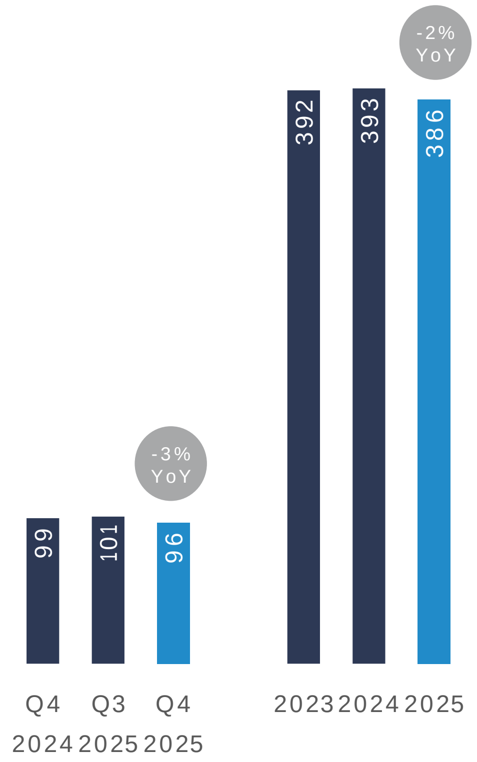
Polymer Volumes (m tons)



Air Freight Volumes (tons)



Ocean Freight Volumes ('000 TEUs)



2025 Operational Highlights

Polymer Volumes: +3% YoY

- Stable polymer volumes handled during 2025 despite Borouge's plant shut-down for maintenance at the beginning of the year.

Air Freight Volumes: +18% YoY

- A structural shift from ocean to air freight continued in 2025, driven by the need for speed, reliability, and security, particularly for high-value goods like electronics, pharmaceuticals, and e-commerce.

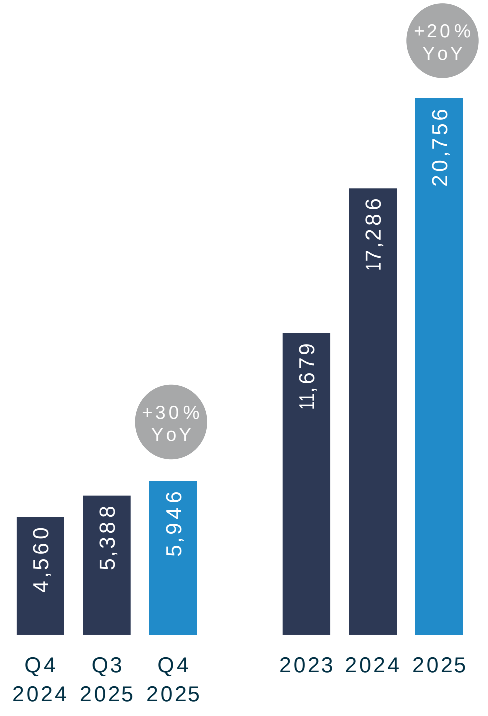
Ocean Freight Volumes: -2 YoY

- Stable despite challenging market conditions, supported by geographic expansion and widening customer base

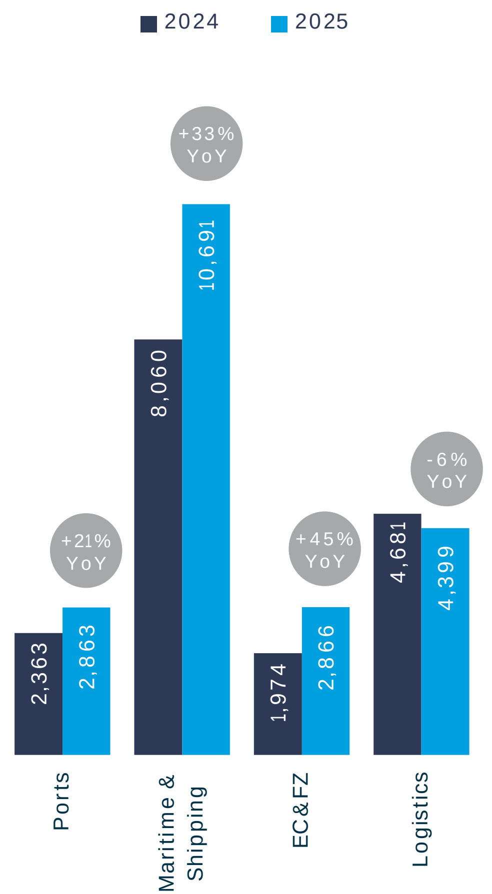
Revenue

Maritime & Shipping, Ports and EC&FZ clusters driving top-line growth

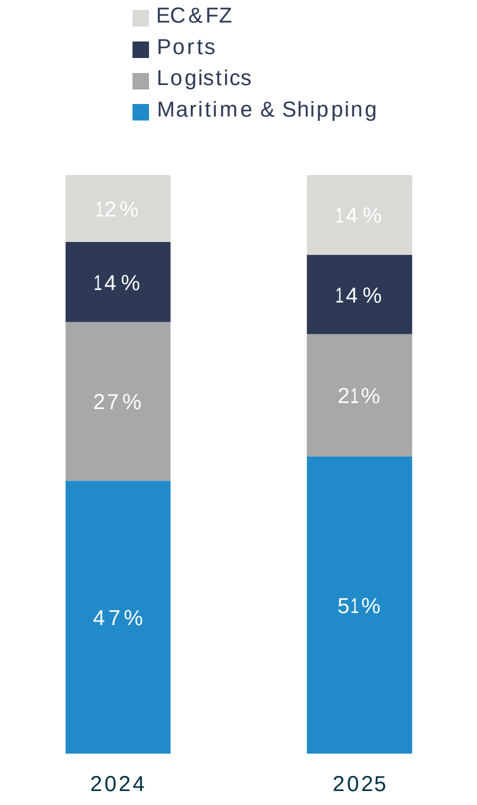
Revenue Performance
(AED m)



Revenue Performance by Cluster
(AED m)



Revenue Contribution by Cluster*
(%)



* Excluding contribution coming from the Corporate Segment (including digital) and Group eliminations

2025 Financial Highlights

Maritime & Shipping Cluster: +33% YoY to AED 10,691m, +20% YoY LFL

- Driven by Drydocking & Shipbuilding (+104% YoY), Marine Services (+39% YoY), Offshore & Subsea (+30% YoY), Shipping (+17% YoY), vessel monetization transactions, and the contribution from Noatum Automotive, which includes UGR, the dedicated Ro-Ro terminals, and Sesé Auto Logistics for 6 months.
- Container shipping contributed to approximately 28% of the cluster's topline in 2025.

EC&FZ Cluster: +45% YoY to AED 2,866m

- Boosted by the sale of two warehouses for AED 570m. Despite the sale transaction, warehouse revenues were the fastest growing business segment in 2025 (+38% YoY) whilst revenues from the Sdeira Group staff accommodation business grew 26% YoY growth. Land leases and utilities revenues both grew at a steady 6% YoY.

Ports Cluster: +21% YoY to AED 2,863m, +17% YoY LFL

- Key 2025 growth drivers were international container operations (+59% YoY), bulk and general cargo (+33% YoY), concession fees from the UAE container operations (+14% YoY) and contribution from Sese Auto Logistics for 6 months.

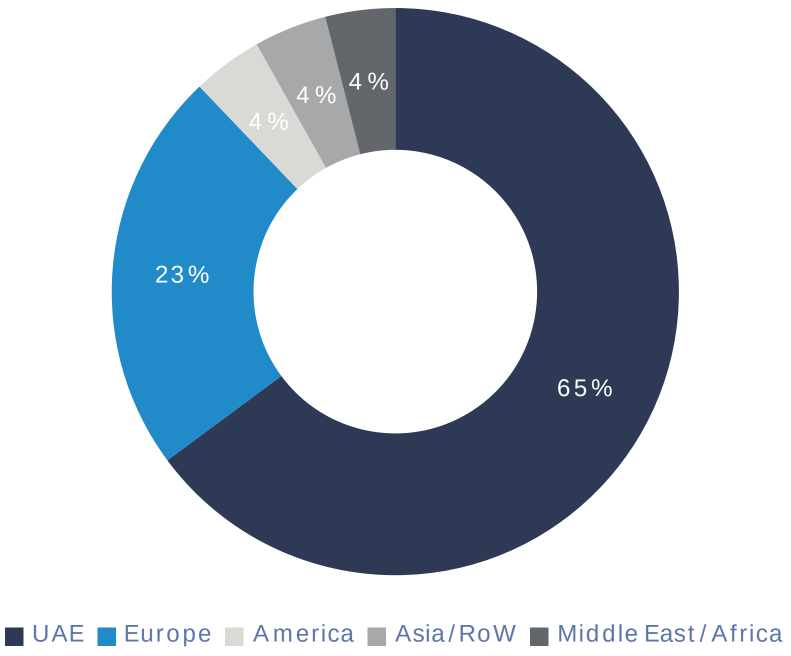
Logistics Cluster: -6% YoY to AED 4,399m

- Revenue decline was due to the challenging global freight environment, the reclassification of Sesé Auto Logistics and lower value-added revenues related to the Polymer business.

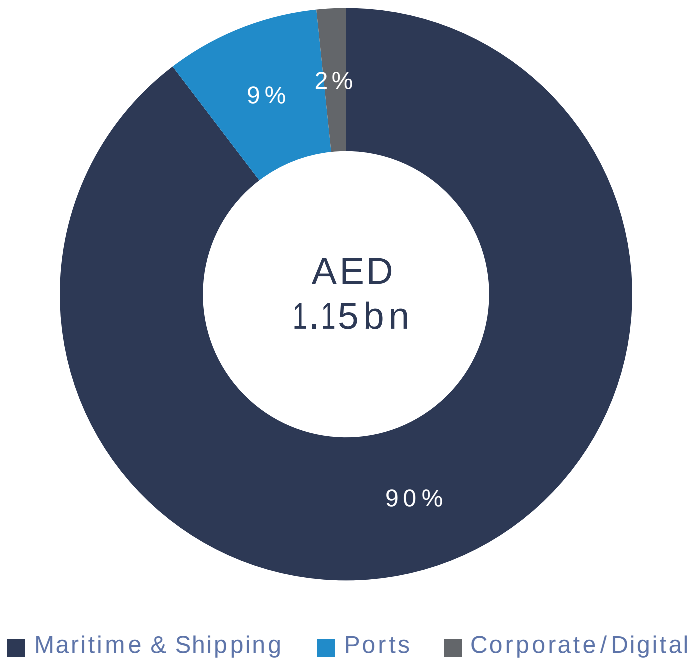
Revenue (Cont'd)

Limited M&A effect in 2025, largely coming from UGR

Revenue Contribution by Geography in 2025 (%)



M&A Revenue Contribution by Cluster in 2025* (%)



*2% of 2025 M&A revenue came in from 2-month contribution of Dubai Technologies

2025 Financial Highlights

Revenue Contribution by Geography

- Revenue from International operations (35% of 2025) primarily coming from Spain, Pakistan, Egypt, and Angola.

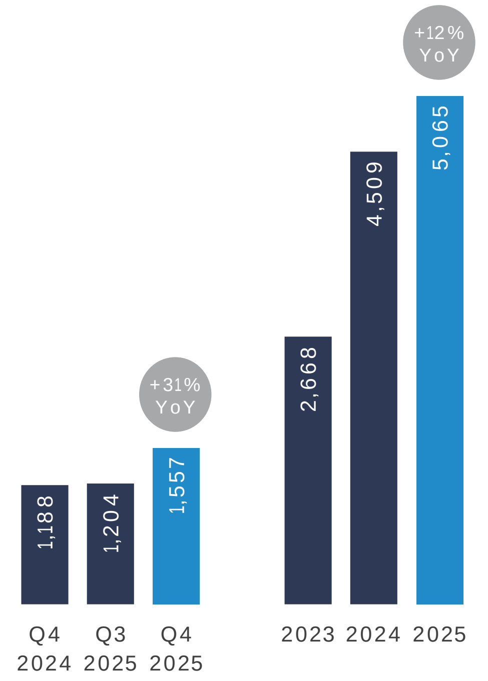
Revenue Contribution from M&A Activity

- AED 1.15bn or 6% of 2025 Group revenue came in from M&A activity.
- UGR was the main contributor to M&A Revenue.

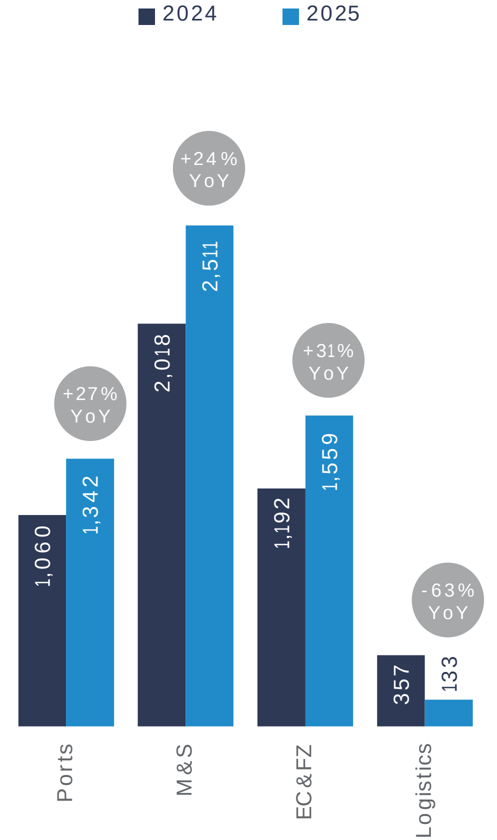
EBITDA

Strong double-digit growth in infrastructure businesses

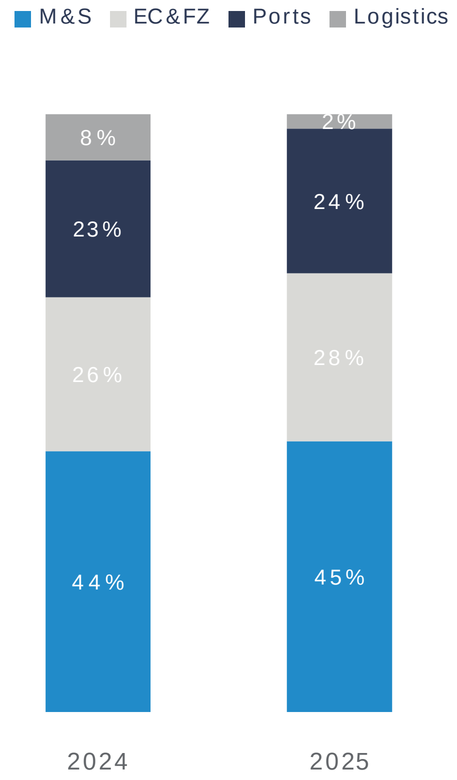
EBITDA Performance (AED m)



EBITDA Performance by Cluster (AED m)



EBITDA Contribution by Cluster* (%)



* *Excluding contribution coming from the Corporate Segment (including digital) and Group eliminations

2025 Financial Highlights

Maritime & Shipping Cluster: +24% YoY to AED 2,511m, +15% YoY LFL

- Healthy margins in Shipping despite difficult and volatile market conditions, but lower margins in Offshore & Subsea, which was mainly impacted by a large number of vessels being in drydocking during 2025. As for UGR, the JV was still ramping-up operations.

EC&FZ Cluster: +31% YoY to AED 1,559m

- Driven by the sale of two warehouses, high utilization rates of staff accommodation beds and warehouses.

Ports Cluster: +27% YoY to AED 1,342m, +24% YoY LFL

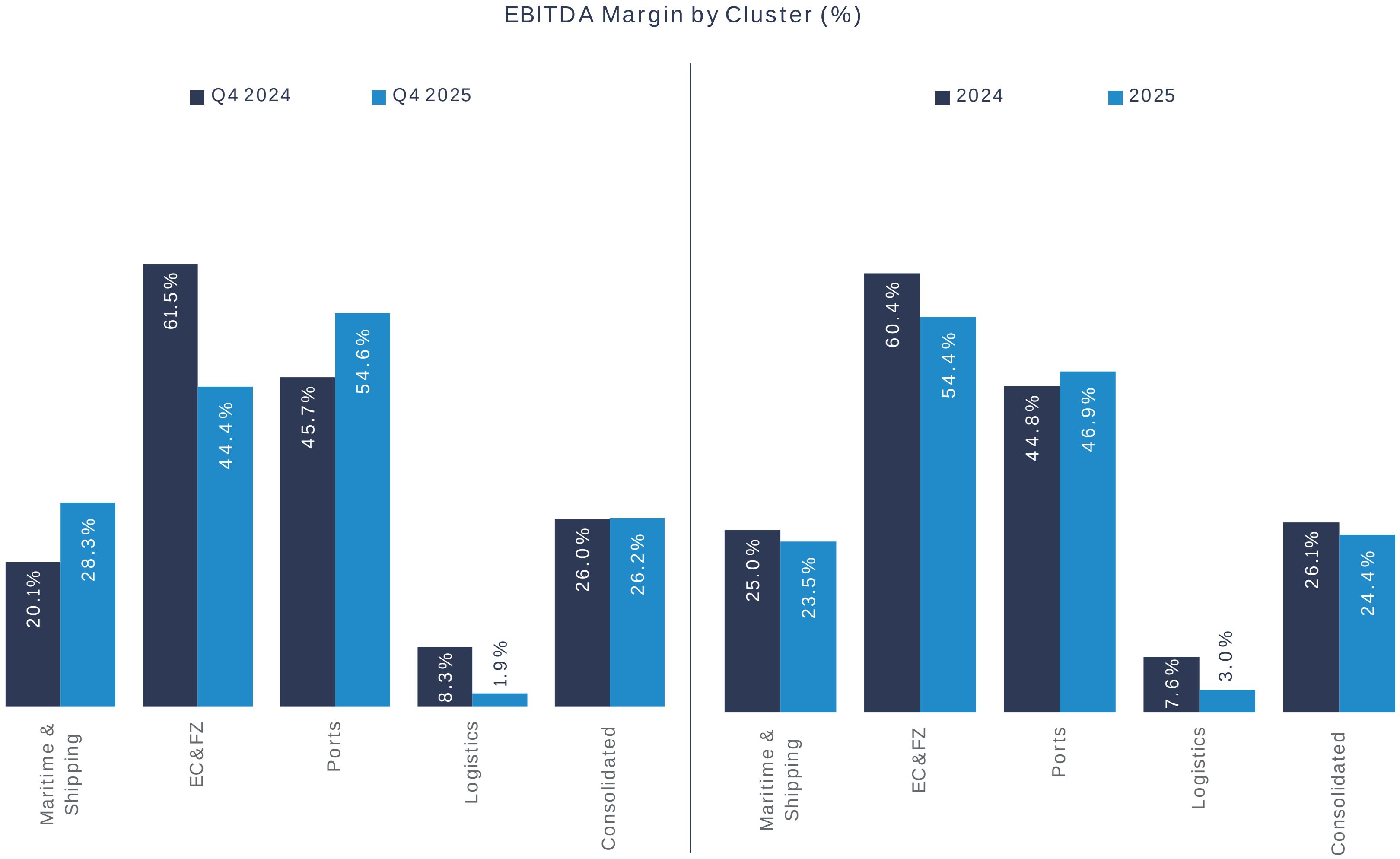
- Led by margin expansion in both the container and general cargo segments.

Logistics Cluster: -63% YoY to AED 133m

- Rising operational costs (including start-up costs in Georgia and Angola), one-time commercial settlement obligations, significantly lower contribution from Aramex, and a couple of one-off charges.

EBITDA (Cont'd)

EBITDA Margin guidance of 25-30% maintained in the medium-term



2025 Financial Highlights

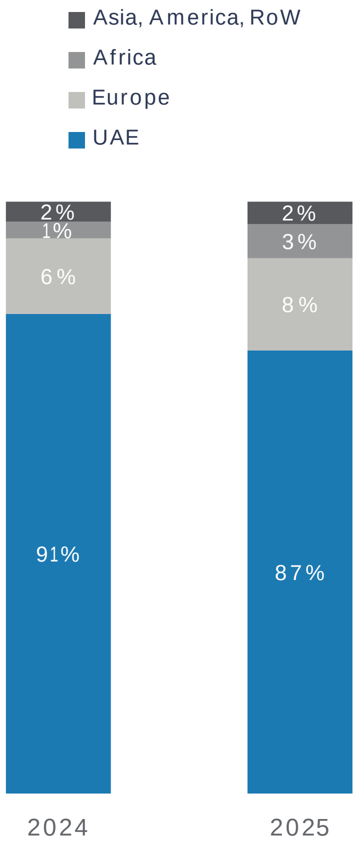
EBITDA margin stood at 24.4% in 2025

- Strong double-digit EBITDA growth and margin expansion in the Ports & EC&FZ clusters (EC&FZ EBITDA margin of 61.4% excluding the warehouse sales transaction), temporarily negatively impacted by the Maritime & Shipping and Logistics clusters as well as the restructuring of the Digital cluster.
- EBITDA margin in the near term will be influenced by the revenue mix, margin profile of the clusters, and international operations.
- AD Ports Group's overall portfolio aims to balance complementary, synergistic businesses, with a target of more than 60% of equity weighted proportionate EBITDA attributed to its infrastructure business of Ports and EC&FZ.

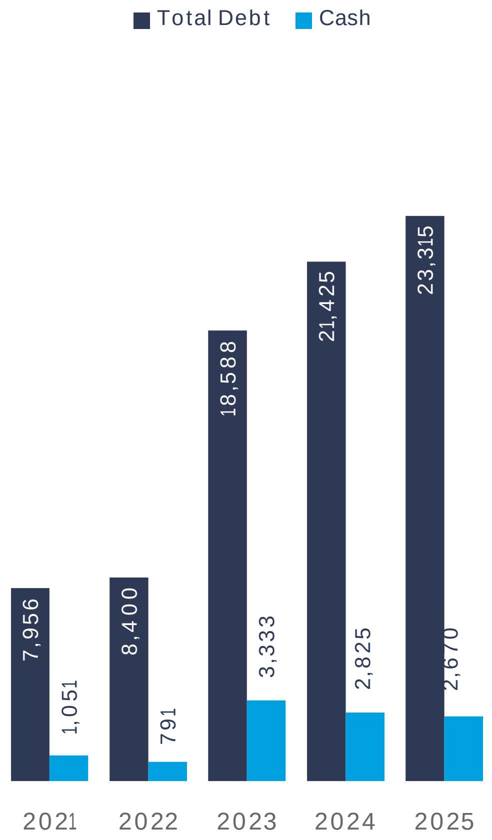
Balance Sheet

Stable balance sheet in 2025 - Net Leverage target of 3.5x in the medium term

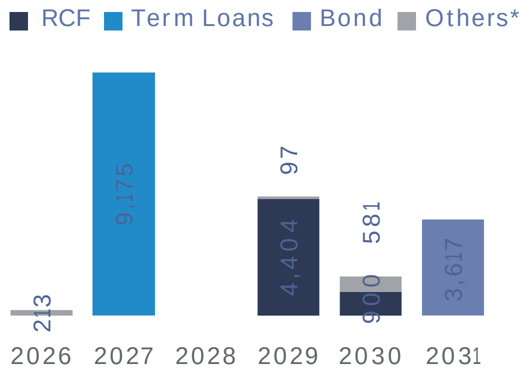
Assets by Geography (%)



Historical Total Debt[1] & Cash Positions (AED m)

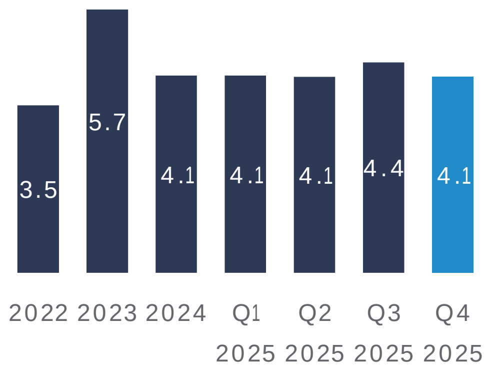


Total Debt Maturity Profile (AED m)



** Others include bank facilities mainly related to Sdeira Group, Transmar, and Noatum.

Historical Net Leverage[2] (x)



2025 Financial Highlights

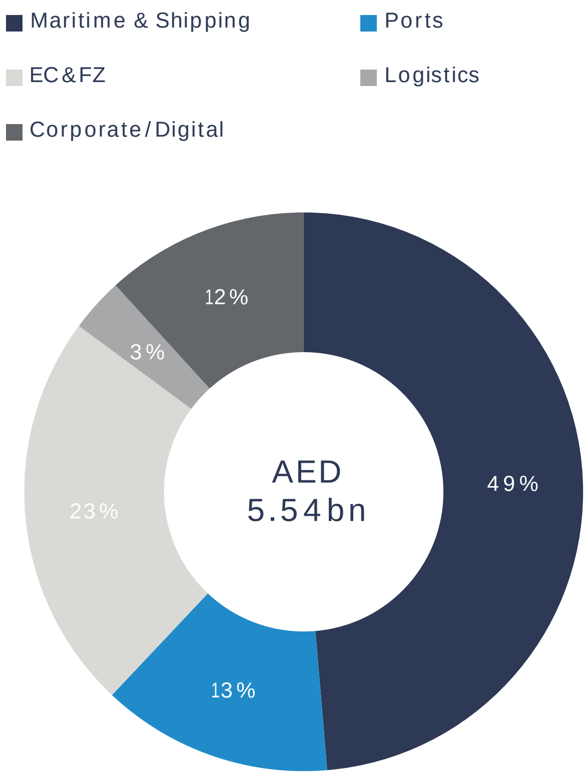
- **The Group's liquidity position remained strong** at the end of 2025 with a cash & equivalents of AED 2.67bn and AED 4.88bn of undrawn bank facilities.
- Net Debt/EBITDA (Net Leverage) was stable at 4.1x in 2025. Net Leverage target of 3.5x in the medium term.
- The strategy is to utilize bonds as the predominant long-term funding vehicle with ST bank borrowings serving as a liquidity backstop.
- **Fitch Ratings upgraded rating to 'AA-' from 'A+' in March 2024 and Moody's Ratings assigned an initial 'A1' rating with a stable** outlook in December 2024.

Notes: (1) Total debt includes bank borrowings, bonds, lease liabilities and payables to the project companies
(2) Net leverage is calculated as total debt less cash and bank balances divided by LTM EBITDA

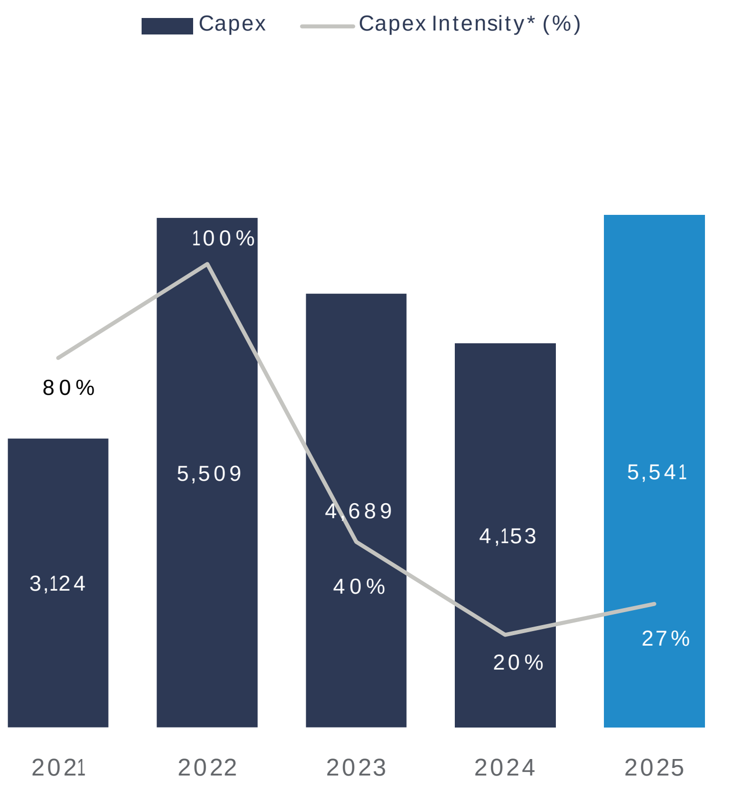
Updated Organic CapEx Guidance of AED 4.5-5bn Annually in FY26-27

Focus is on long-term Ports and EC&FZ infrastructure investments

2025 CapEx Distribution by Cluster (%)



Historical CapEx Spending and CapEx Intensity (AED m)



* Capex intensity is defined as Capex amount spent divided by Revenue generated over the same period

2025 Financial Highlights

Majority of CapEx going into Maritime & Shipping, EC&FZ, and Ports assets

- Quarterly CapEx of AED 1.98bn, taking the YTD CapEx outlay to AED 5.54bn (+33% YoY), with the majority of the investments going into the Maritime & Shipping cluster, and more specifically in contracted tankers, Ro-Ro and container shipping vessel fleet expansion.
- More than 75% of 2026-30 CapEx will be invested in infrastructure assets (Ports and EC&FZ).

Updated organic CapEx guidance of AED 4.5-5bn annually in FY26-27

Ports

- Greenfield and upgrade of brownfield ports and terminals - LNG & LPG Terminals in Khalifa Port (UAE), CMATK and CSP container capacity expansion in Khalifa Port (UAE), Safaga Port (Egypt), Pointe Noire Terminal (Republic of the Congo), KGTL & KGTML in Karachi (Pakistan), Luanda Terminal (Angola), Sarzha Terminal at Kuryk Port (Kazakhstan), Aqaba MPP Terminal (Jordan), Douala Terminal (Cameroun).

EC&FZ

- Warehouses, infrastructure for specialized industrial clusters (Metal Park / Food Hub / Auto Hub), and infrastructure development of land in the UAE and Egypt.

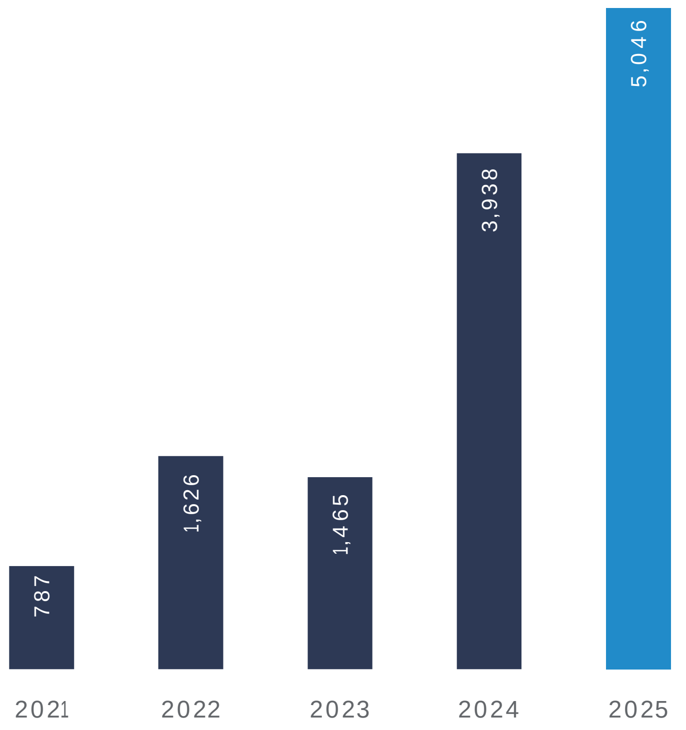
Maritime & Shipping

- Drydocking maintenance and repairs and opportunistic acquisitions of vessels.

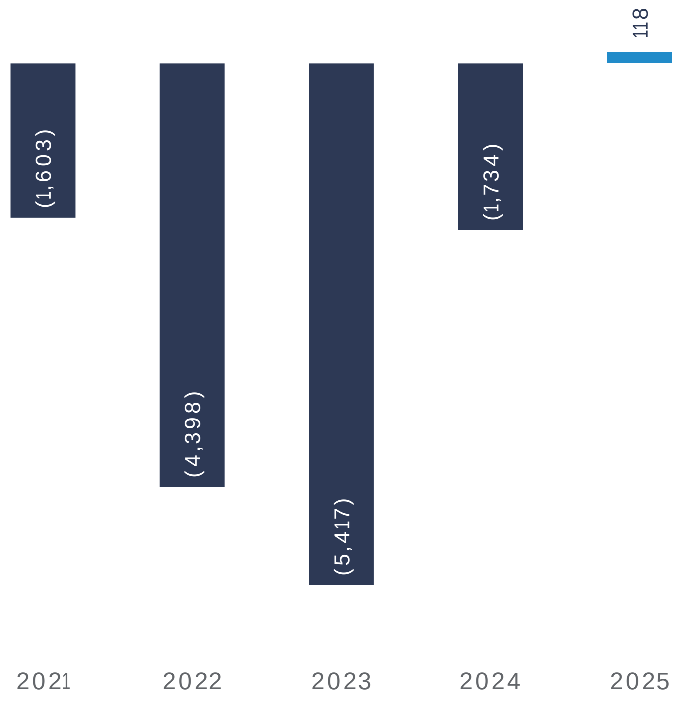
Cash Flow

FCF positive ahead of guidance and will continue to be positive going forward

Operating Cash Flow Performance - OCF (AED m)



Free Cash Flow to the Firm Performance - FCFF (AED m)



2025 Financial Highlights

- Double-digit growth in core operations and asset monetization program to continue to support Operating Cash Flow (OCF) performance going forward.
- Cash conversion stood at 100% for the full-year in 2025 (81% adjusted for asset monetization).
- Despite higher CapEx, strong OCF performance led to Free Cash Flow to the Firm (FCFF) positive for the quarter and the full year.
- FCF positive was reached ahead of 2026 guidance and will continue to be positive going forward.

7. Outlook / Guidance

Strong medium-term growth outlook despite turbulent macro environment and geopolitical tensions

Updated Medium-Term Guidance

2025 performance relatively in line with previous guidance; Updated guidance excluding asset monetisation and MTO for ALCN

		2024-29 Previous Guidance	2025 Baseline	2025-30 Updated Guidance
• Driven by all four core clusters	Growth - Revenue 5Y CAGR	10-15%	AED 20.8 bn +20%	>10%
• Based on existing operations and approved/announced projects and acquisitions at the end of 2025	Growth - EBITDA 5Y CAGR	10-15%	AED 5.1 bn +12%*	10-15%
• Driven by EBITDA performance together with operating leverage from capacity ramp-up/utilization as well as deleveraging	Growth - PBT 5Y CAGR	c.15%	AED 2.2 bn +9%*	>15%
• Ports and EC&FZ to support overall margins while Maritime & Shipping and Logistics Clusters yield lower margins	Profitability - EBITDA Margin	25-30%	24.4%	25-30%
		FY 2025-26	2025 Baseline	FY 2026-27
• Main recipients by order of quantum: Ports, EC&FZ, and Maritime & Shipping • More than 75% of 2026-30 CapEx will be invested in infrastructure assets (Ports and EC&FZ)	CapEx - Organic	AED 3.5-4bn p.a.	AED 5.5 bn**	AED 4.5-5bn p.a.

*2024 EBITDA and PBT included an extraordinary positive one-off impact of AED195m as dividend from NMDC related to the listing of NMDC Energy. Adjusted for this one-off 2025 EBITDA and PBT growth would have reached 17% YoY and 20% YoY, respectively.
**Temporary spike in Maritime & Shipping CapEx in H2 2025 due to the opportunistic acquisitions of vessels to fulfil existing contracts and agreements, capitalizing on favourable market conditions.

Sizing the Impact of Asset Monetization in 2026

Target cash inflow of over AED1.8bn from already completed and upcoming asset monetization transactions in 2026

AED148m*
Sale of warehouses to MAIR Group in Jan-26

+

AED294m**
Land sale to Danube Properties 1st instalment in Dec-26

+

AED370m
Land sale to Mira Developments 1st instalment in Dec-26

+

>AED1bn
Additional asset monetization transactions in 2026

Total of >AED1.8bn
Target cash inflow from asset monetization transactions in 2026

*Full P&L recognition of AED295m in Q1 2026 while payment is over two years
**P&L impact of AED210m on 1st instalment in Q4 2026

8. Appendices

Clusters Deep Dive

PORTS

LOCAL — ABU DHABI PORTS

- Abu Dhabi: 3 ContainerTerminals (JVs with MSC, COSCO & CMA CGM) and 1 Ro-Ro Terminal (ATK) at Khalifa Port
- Fujairah: 1 Container Terminal

REGIONAL — CRUISE CO

- Abu Dhabi : 2 Cruise Terminals - Sir Bani Yas Cruise Terminal and Abu Dhabi Cruise Terminal
- Jordan: Aqaba Cruise Terminal
- Egypt: 3 Cruise Terminals - Safaga, Hurghada, and Sharm El Sheikh

GLOBAL — noatum ports

- Spain - 12 Multipurpose Terminals
- Angola - Luanda Multipurpose Terminal
- Pakistan - Karachi: KGTL Container Terminal & KGTML Bulk & General Cargo Terminal
- Congo Brazzaville - Pointe Noire Multipurpose Terminal
- Egypt - Safaga Multipurpose Port, TCI – Adabiya Multipurpose Port, and ALCN’s two container terminals in Alexandria Dekheila ports
- Tanzania - Dar es Salaam Container Terminal
- Kazakhstan - Kuryk Port Sarzha Grain Terminal
- Syria - Latakia Container Terminal

Ports Cluster

Landlord business model with commercially-backed expansion in Abu Dhabi; International expansion under way

Main Business Operations

34 Terminals (28 Operational)

UAE - 10 ports and 7 terminals

- 3 Container Terminals at Khalifa Port in Abu Dhabi: JVs with MSC (51/49) - ADT, COSCO (10/90) - CSP, and CMA CGM (30/70) - CMAT. 30-35 years concession agreements, with fixed/variable concession fees and volume commitments from the partner shipping lines
- 1 Container Terminal in Fujairah
- General Cargo & Bulk, 1 Ro-Ro Terminal, and 2 Cruise Terminals in Abu Dhabi

Jordan - Aqaba Cruise Terminal

Egypt - Adabiya, TCI multipurpose port and 19% stake in ALCN (2 container terminals in Alexandria/Dekheila ports)

Pakistan - Karachi, KGTL & KGTML

Spain, Noatum Terminals - 10 multipurpose terminals and 2 dedicated Ro-Ro terminals

Tanzania: 30% stake in Dar es Salam container terminal

Syria: 20% stake in the Latakia International Container Terminal (LICT)

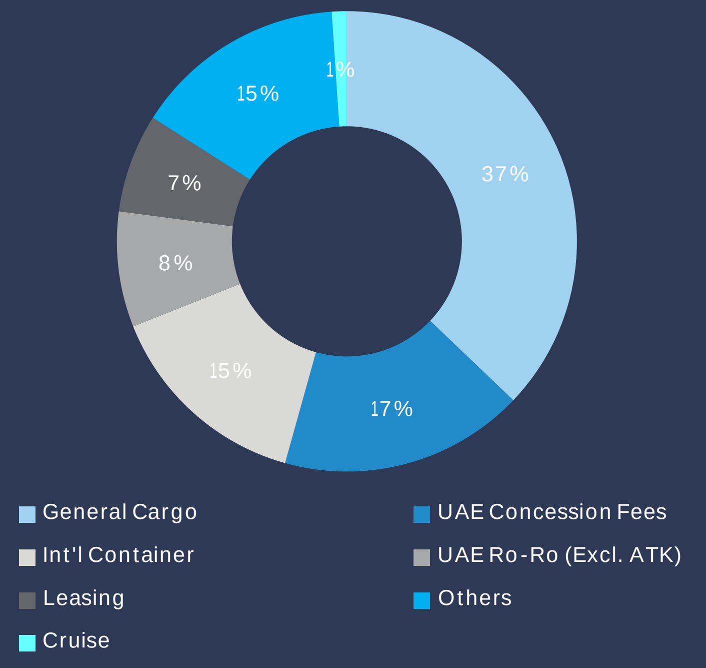
Key Ops. Metrics / M&A

- 12.1m TEUs total container capacity as of 2025 - 9.6m at Khalifa Port-UAE, 0.7m at Fujairah-UAE, 0.8m at KGTL-Pakistan, 0.9m in Spain, 0.2m in Egypt and 0.03m in Angola
- Total container throughput in 2025 of 7.7m TEUs, +23% YoY, implying a blended utilization of 63%
- Container throughput at Khalifa Port (KP) grew 21% YoY to 6.6m TEUs, translating into a utilization of 69%. KP accounted for 86% of the Group's total container throughput
- 63%/37% transshipment/O&D volume split in the UAE in 2025, relatively stable YoY
- Container throughput for Noatum Ports (Pakistan, Egypt, Spain and Angola) grew 33% YoY in 2025
- 59.5m tons of bulk and general cargo were handled in 2025, +6% YoY
- Dedicated Ro-Ro terminals were reclassified under the Maritime & Shipping cluster in H2 2025
- Cruise passenger volumes dropped 10% YoY in 2025 due to regional geopolitical tensions and the resulting drop in customer sentiment for regional cruise activities

Outlook

- Khalifa Port container capacity to reach 11.8m TEUs by 2028 (+23% from existing capacity) driven by CSP and CMAT's capacity expansions
- Egypt - Safaga: 30-year concession to operate a greenfield multipurpose port. Target launch in H2 2026
- Egypt - ALCN: Ongoing MTO to increase ownership to at least 51%. Target timeline in June-26
- Egypt: 15-year concessions for 3 cruise terminals at Safaga, Hurghada and Sharm El Sheikh to be operational by the end of 2026
- Congo Brazzaville - Pointe Noire: 30-year concession to operate a greenfield multipurpose ports. Sold a 49% stake to CMA CGM in Feb-25. Target launch in Q3 2028
- Pakistan - Karachi: Upgrade of the two container and bulk terminals by Q3 2027
- Angola - Luanda: 20-year concession to operate and upgrade the existing multipurpose terminal. Upgrades to be completed in Q2 2027
- Kazakhstan - Kuryk: 51%-owned JV to operate a greenfield grain terminal. Phase 1 target launch in Q2 2027

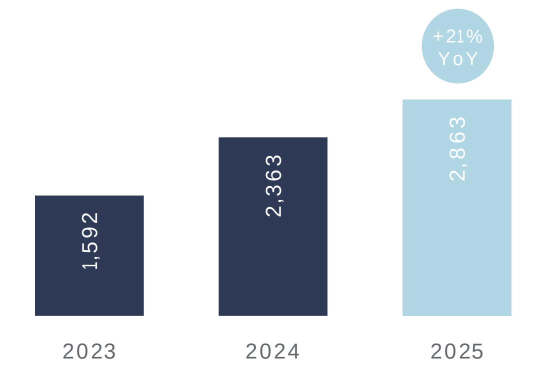
2025 Revenue Breakdown



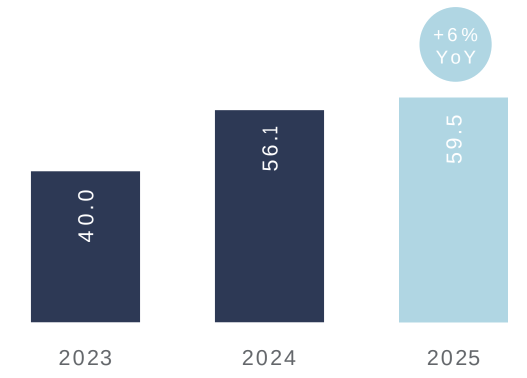
* Ports Others: Sese Auto Logistics reclassified under the Ports cluster in H1 2025 and then under the M&S cluster in H2 2025
** Dedicated Ro-Ro terminals (ATK in Khalifa Port, Barcelona, and Pasajes) reclassified under the M&Shipping cluster in H2 2025

Ports Cluster in Figures

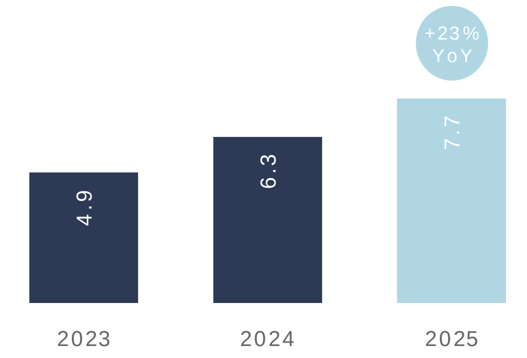
Revenue (AED m)



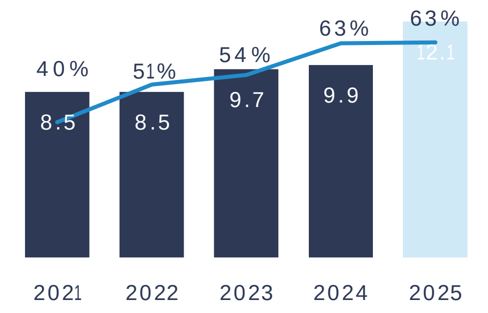
General Cargo Volumes (m tons)



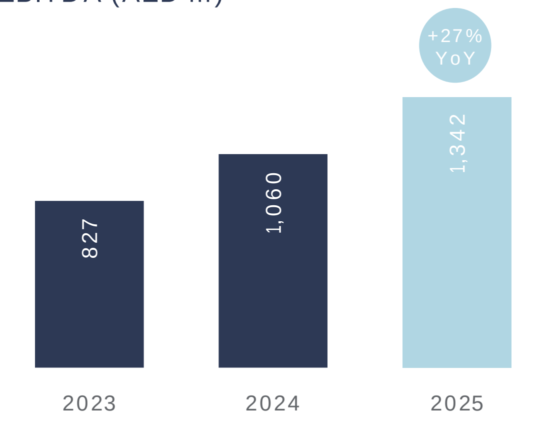
Container Volumes (m TEUs)



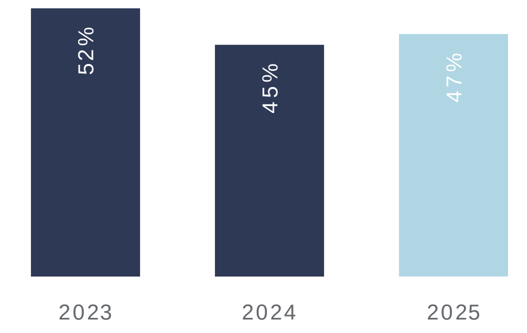
Container Capacity and Utilization (m TEUs)



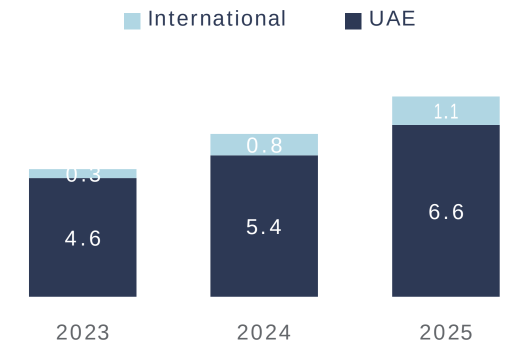
EBITDA (AED m)



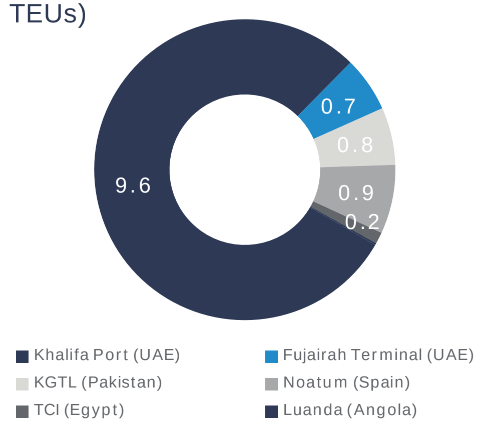
EBITDA Margin (%)



Container Volumes Geographic Split (m TEUs)



Container Capacity Geographic Split - 2025 (m TEUs)



Ports - ESG Initiatives

Installation of Solar PV systems:

850 kWp : Zayed Port

1,000 kWp : Safaga Port

1,200 kWp : South Quay warehouse 1 & 2

400 kWp : Malaga Port

120 kWp : Tarragona Port Terminal

20 kWp : CMAT Khalifa Port Admin Building

First net-zero carbon administration building in the region:

CMA Terminals Khalifa Port

Ship-to-Ship LNG bunkering at Khalifa Port and exploring the development of green methanol storage and export facility in Egypt

Electrification of existing diesel terminal equipment:

Electric Rubber Tyre Gantries (RTGs) in operations at Khalifa Port

Installation of EV charging stations:

Zayed Port and Khalifa Port

ECONOMIC CITIES & FREE ZONES

LOCAL

مجموعة كيزاد
KEZAD GROUP

Sdeira Group
مجموعة سديرة

كيزاد لإدارة الأصول
KEZAD ASSETS MANAGEMENT

كيزاد لإدارة المرافق والخدمات
KEZAD UTILITIES & FACILITIES MANAGEMENT

REGIONAL

KEZAD EAST PORT SAID

Economic Cities & Free Zones (EC&FZ) Cluster

Landlord business model with highly visible and predictable revenues

Main Business Operations

- Total land bank of 550 km^2 in the UAE, Abu Dhabi
- 104 km^2 of leasable land
- 770K m^2 of warehouses under management, including ambient warehouses, light industrial units, cold storage, showrooms and BTS facilities
- Sdeira Group (formerly KEZAD Communities): Staff accommodation capacity of 139K beds through a 52%-owned JV with Al Eskan Al Jamae, and regulatory oversight over 420K beds in total
- Gas distribution network of 106 km
- 17 industrial and economic sectors, with key sectors being Building Materials, Metals, Automotive, Plastic & Polymers, Specialty Chemicals, Food & Agtech, Pharma, and High-Tech/Green Energy

Key Ops. Metrics / M&A

- 73.6 km^2 of leased land, translating into leasable land occupancy of 71% in 2025
- 3.3 km^2 of new land leases (net) additions in 2025, notably in the renewable energy, recycling, F&B, green logistics, building materials, and oil & gas industries
- All-time high occupancy rate of 94% at Sdeira Group in 2025, vs. 67% in 2024
- Occupancy rate of warehouses at 91% in 2025 vs. 97% in 2024 despite the addition of 146K m^2 of new capacity delivered during the year
- 24.3m MMBTU gas volumes in 2025, +7% YoY
- 2,326 customers with 67% of leased land being for industrial and manufacturing purposes
- 25-50 years land lease agreements: 38 years average length of lease
- 9.2 years average length of lease for warehouses (including BTS assets)

Outlook

- KEZAD Abu Dhabi: Target of 3.5-4 km^2 of additional new leases (net) per year
- KEZAD East Port Said Zone in Egypt, 1st phase of development of 2.8 km^2 to start in 2026
- Expansion of warehouse capacity to 1.27 million m2 by the end of 2026 (+65% YoY)
- Specialized industry clusters :

Metal Park, 450K m^2 purpose-built development. 1st phase of 93K m^2 launched in Q1 2025, 2nd phase of 88K m^2 launched in Q4 2025

Rahayel Auto and Mobility City, 1.4m m^2 of dedicated areas for the auto industry. 19K m^2 Phase 1 of commercial and retail assets are operational

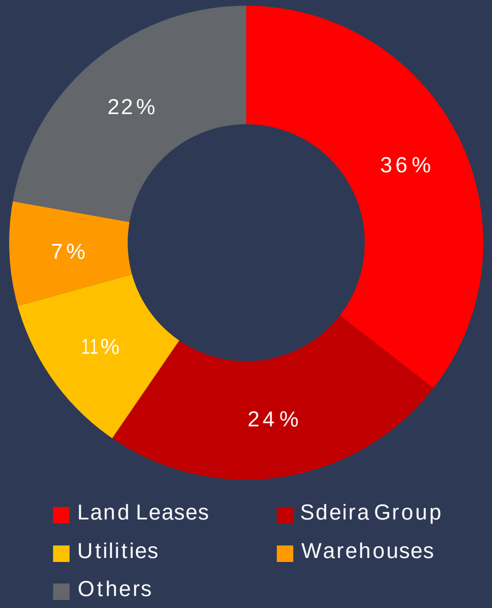
Agtech Park, 2m m^2 of vertical farming hub. Phase 1 target launch in Q3 2026

Food Hub, 3.3m m^2 marketplace. Phase 1 target launch in Q4 2026

Global Auto Hub, 3.3m m^2. Phase 1 target launch in 2027

KEZAD Business District, 3m m^2 mixed-use commercial project to be developed in phases

2025 Revenue Breakdown

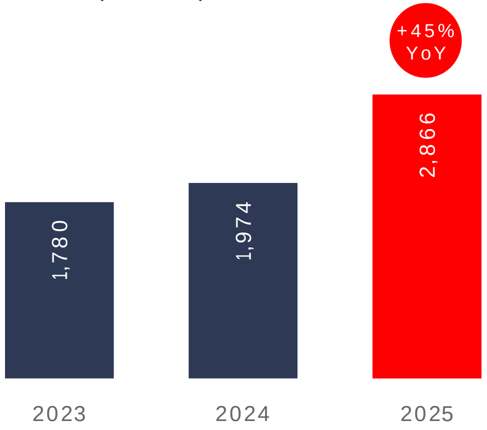


*Others include warehouse sales, excavation work, cooling services, facility management, etc.

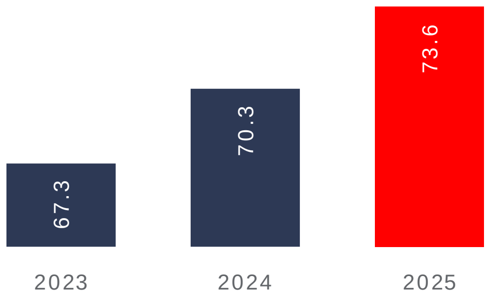
AD PORTS GROUP

Economic Cities & Free Zones Cluster in Figures

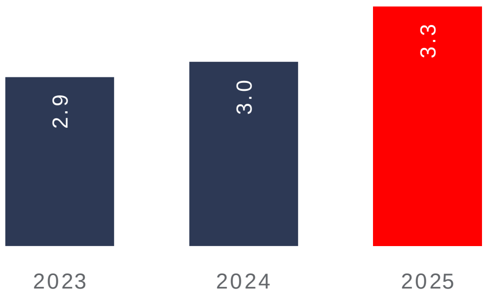
Revenue (AED m)



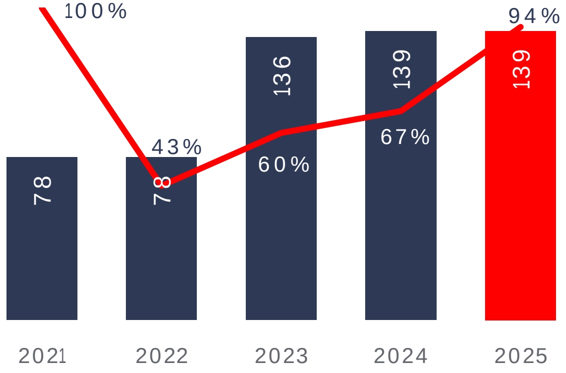
Total Leased Land (km²)



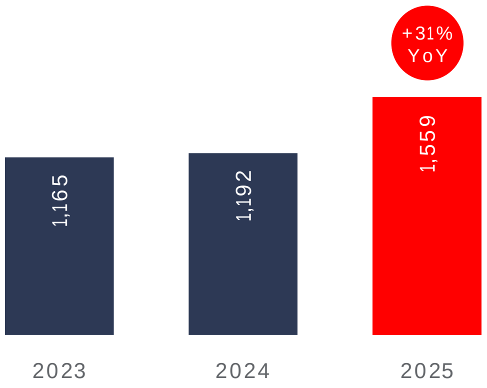
Land Lease Net Additions (km²)



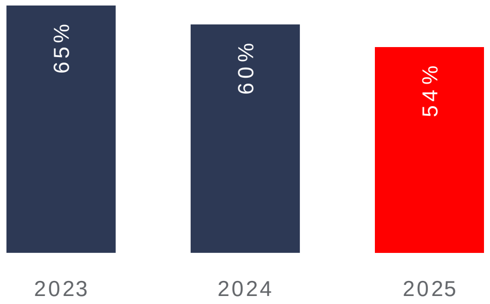
Warehouse Capacity (‘000 m²) & Utilization (%)



EBITDA (AED m)

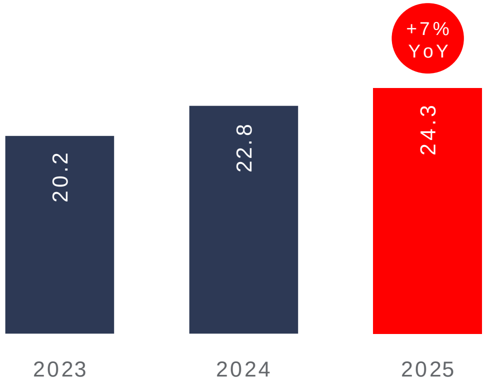


EBITDA Margin* (%)

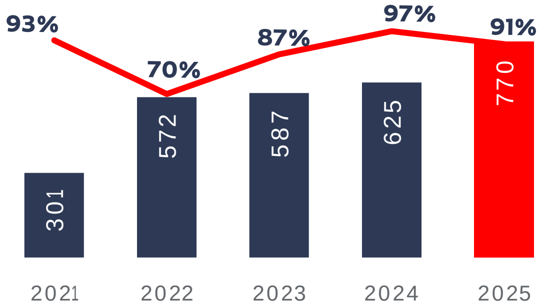


*Excluding the warehouse sale transaction, EBITDA margin stood at 61.4% in 2025

Gas Volumes (m MMBTU)



Sdeira Group Staff Accommodation Bed Capacity (‘000) & Utilization (%)



EC & FZ - ESG Initiatives

Biodiversity Conservation:

Designated a 3.35 sq km conservation area in KEZAD

Water Rationalisation:

Partnership with Sustainable Water Solutions Holding Co. to develop polished water from recycled sewage

Sustainability Minded Tenants:

- 22K sqm Compostable Polymer Facility
- 38K sqm plant producing micro-algae using carbon produced from local industries
- 27K sqm plant manufacturing solar panels and integrated photovoltaic module
- 290K sqm plant processing battery-grade Lithium for EVs

Reduced energy consumption:

Eliminated re-melting process through hot metal road delivering aluminium from EGA

MARITIME & SHIPPING

GLOBAL

- noatum maritime
- Transmar
- Global Feeder Shipping
- noatum automotive

JVs

- SAFEEN SUBSEA
- سفين SAFEEN DRYDOCKS
- SAFEEN INVICTUS
- CIMS
- OFCO
- DIVETECH
- UGR UNITED GLOBAL RO-RO
- ASRY اسري

Maritime & Shipping Cluster

Diversified portfolio of Shipping, Offshore & Subsea, and Marine services

Main Business Operations

- Shipping & Transshipment: Container feeder (Noatum Maritime, GFS & Transmar), Dry/Liquid Bulk, and general cargo LT transshipment contract with Emirates Steel
- Offshore & Subsea: Primarily serving the O&G and energy sectors in the Middle East and Southeast Asia - JV with Allianz Logistics Middle East (OFCO), JV with NMDC (SAFEEN Surveys and Subsea), and Divetech
- Marine Services: Port & marine services, including tug and towing services, vessel traffic services, bunkering, etc.
  Noatum Maritime's commercial representation and ship services. SAFEEN Drydocks JV (51% ADPG, 49% Premier Marine): ship building and repair services. JV with ASRY for maritime services in Bahrain.
- Noatum Automotive: Consolidation of auto-related businesses under a standalone company offering end-to-end logistics solutions for the auto industry: UGR, Sesé Auto Logistics, and 3 dedicated Ro-Ro Terminals (2 in Spain and 1 in the UAE)

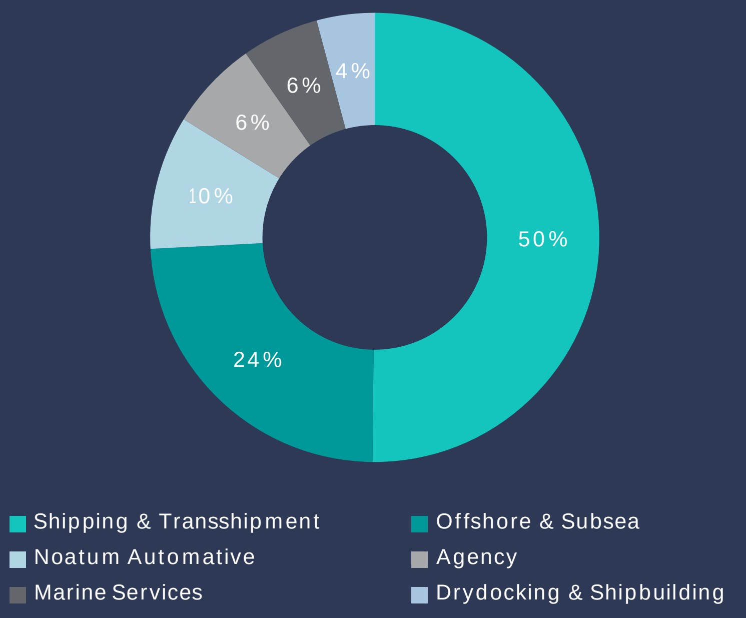
Key Ops. Metrics / M&A

- Total vessel fleet of 301 - 62 container, 60 dry & liquid bulk, Ro-Ro, and multipurpose, 96 offshore & subsea, and 83 marine services vessels
- Container shipping vessel fleet nominal capacity of 165K TEUs as of 2025. Container feeder shipping volumes grew 38% YoY to 3.35m TEUs in 2025
- 29 container feeder services connecting to 89 ports in 36 countries across the Gulf, Red Sea, Indian Subcontinent (ISC), Far East, Europe and Africa. 65% of container feeder shipping volumes were conducted in the Gulf/ISC and Red Sea in 2025
- United Global Ro-Ro (UGR), 60/40 JV owned by ADPG and Erkport, respectively: 173K Car Equivalent Units(CEUs) and 674K m^3 of High & Heavy cargo handled in 2025. 16 vessels deployed on 6 services
- Acquisition of 51% ownership in GFS in Feb-24; 70% stake in Safina Shipping, a maritime agency and cargo services provider in Egypt, in Aug-24; 70% stake in Transmar in Sep-22; 51% stake in SAFEEN Surveys and Subsea in Jun-22; and Divetech, a topside-subsea solutions provider, in Q1 2022

Outlook

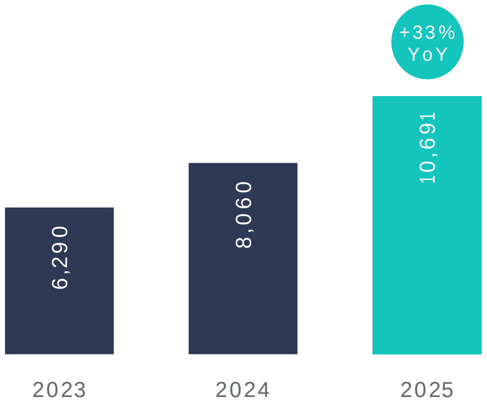
- Active management of vessel fleet depending on market dynamics and opportunities
- Organic growth in relevant geographies (key maritime trade routes for the UAE) across all business segments
- Demand and rates in the container shipping market have been more resilient than expected in 2025 and we do not anticipate drastic changes in market dynamics in ADPG's geographies for the beginning of the year.
- The cluster's well-diversified portfolio of businesses also provides a natural hedge, with the container shipping business getting diluted. Bulk and Ro-Ro shipping, Offshore & Subsea, and Marine services are mostly short to medium-term contracted businesses with supportive market dynamics in the foreseeable future.

2025 Revenue Breakdown

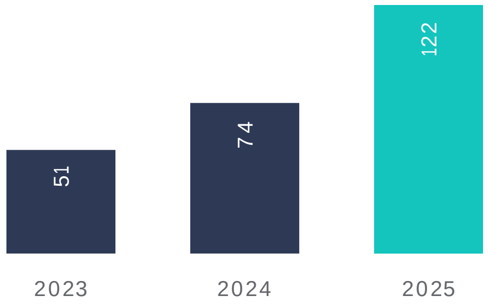


Maritime & Shipping Cluster in Figures

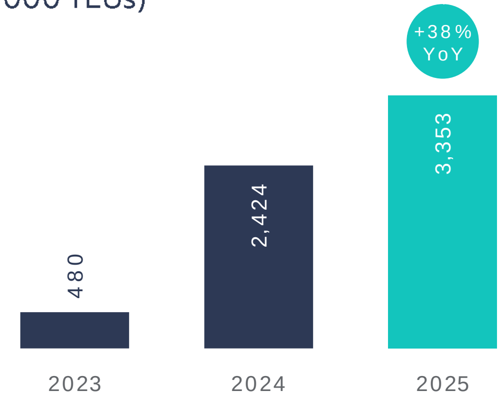
Revenue (AED m)



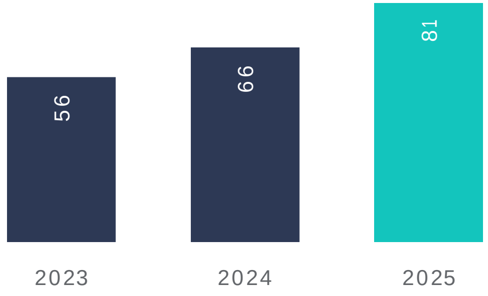
Shipping & Transshipment Vessel Fleet (Owned & Chartered-in)



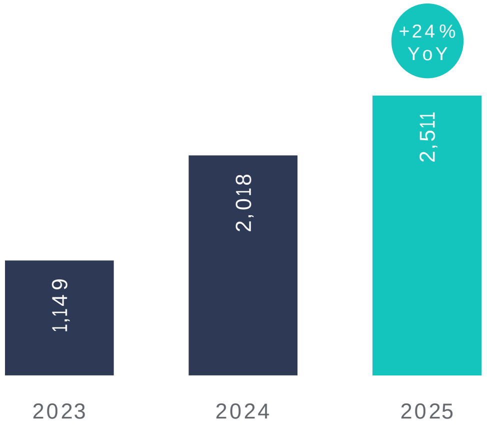
Container Feeder Shipping Volumes ('000 TEUs)



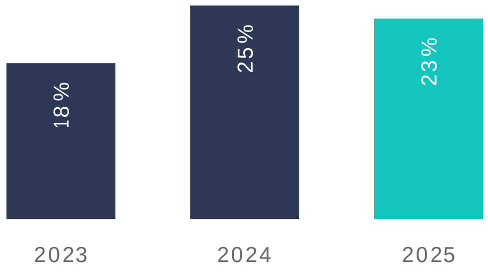
Marine Services Vessel Fleet (Owned & Chartered-in)



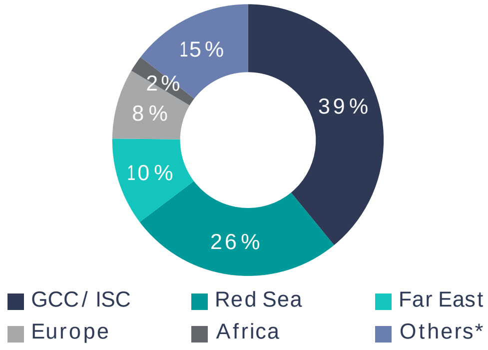
EBITDA (AED m)



EBITDA Margin (%)

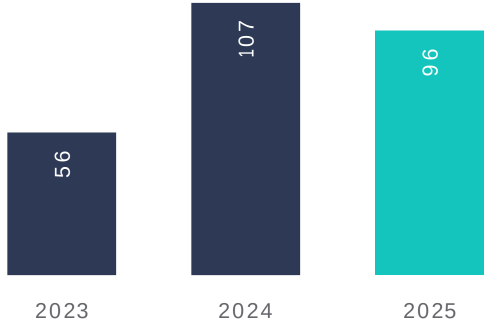


2025 Container Feeder Shipping Volumes Breakdown by Geography (%)



*Others include Ad-Hoc and third-party volumes

Offshore & Subsea Vessel Fleet (Owned & Chartered-in)



Maritime & Shipping — ESG Initiatives

RSD-E Tug 2513:

Reduced carbon footprint through fleet electrification and sustainable towage operations at Khalifa Port.

Operating since April 2025

Artemis EF-12 Pilot boat:

100% electric pilot boat, cuts energy consumption by up to 85% while increasing speed and efficiency.

Operating since April 2025

LNG-powered PCTC:

Pure Car and Truck Carrier, a LNG powered vessel with capacity of 7,000 CEU's (car equivalent units) deployed for Ro-Ro shipping. Made its first maiden call at Khalifa Port in April 2025

LOGISTICS

GLOBAL

noatum logistics
PART OF AD PORTS GROUP

noatum unicargas logistics

ADL ULANISH

TBILISI DRY PORT

Logistics Cluster

Turning into a global logistics platform with Noatum

Main Business Operations

- Core logistics services, including transportation, distribution, contract logistics, project logistics, and freight forwarding
- LT contract with Borouge for transport, warehousing, and value-added services in the UAE
- Pharmaceutical distribution business in the UAE
- Noatum Logistics: Ocean and air freight forwarding, warehousing, contract and project logistics, customs and trade compliance
- Noatum Logistics Middle East took over MICCO Logistics in the UAE, which was in turn acquired in 2019
- Tbilisi Intermodal Hub: Bonded container intermodal terminal in Georgia, a key logistics link in the Group's emerging Central Asian transport strategy

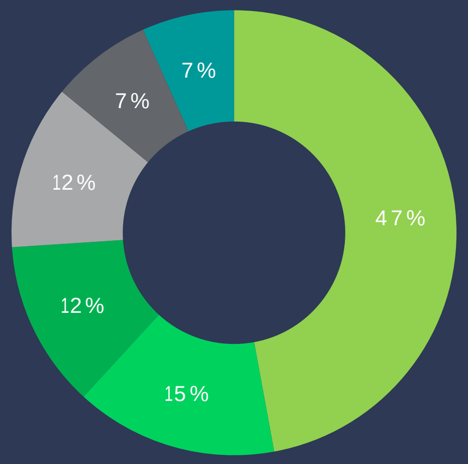
Key Ops. Metrics / M&A

- Handling around 5m tons annually of polymers cargo operations and warehousing for Borouge. Handled 4.95m tons in 2025, +3% YoY
- Air Freight: 44,1K tons, +18% YoY in 2025
- Ocean Freight: 386K TEUs, -2% YoY in 2025
- Warehouse capacity of 257K m^2 across North and South America, North Europe, West Med, Asia, and Middle East: 67% utilized at the end of 2025
- Aramex: 22.69% stake
- Uzbekistan - ADL Ulanish: 51%-owned JV in Uzbekistan, which started operations in Q1 2024: global logistics services for customers in the country
- Kazakhstan - Gulf Link: 51%-owned JV with KTZ express, a multimodal transport and logistics subsidiary of Kazakhstan Railways
- Tajikistan: Established a 51%-owned JV with AVESTO Group
- Pakistan: Formed a 51%-owned JV with CEI Supply Chain in Pakistan

Growth Outlook

- Additional polymer volumes from Borouge 4 project in 2026
- Organic growth and bolt-on acquisitions to strengthen the Group's logistics supply chain capabilities in specific geographies or industries

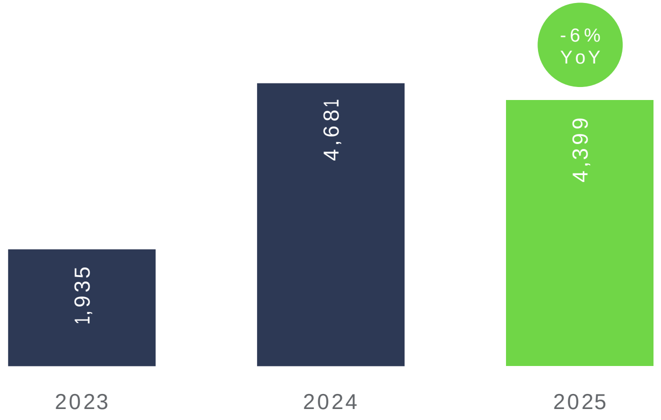
2025 Revenue Breakdown



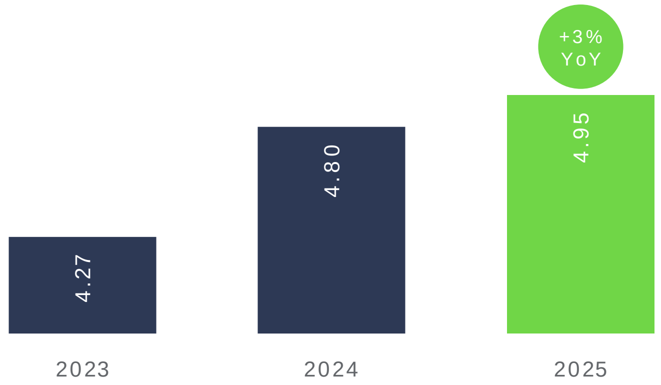
*Others include the UAE non-polymer operations, contract logistics, LCL, overland, etc.

Logistics Cluster in Figures

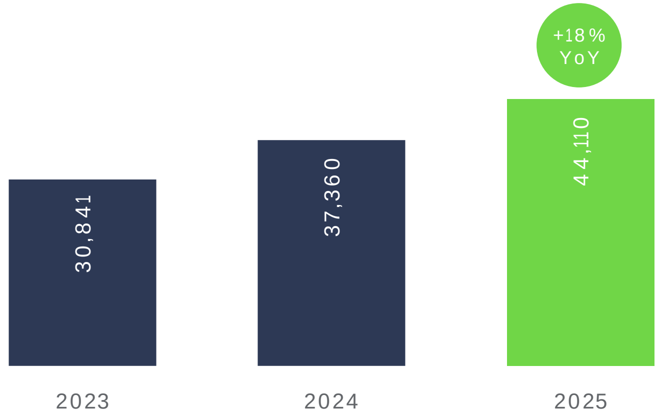
Revenue (AED m)



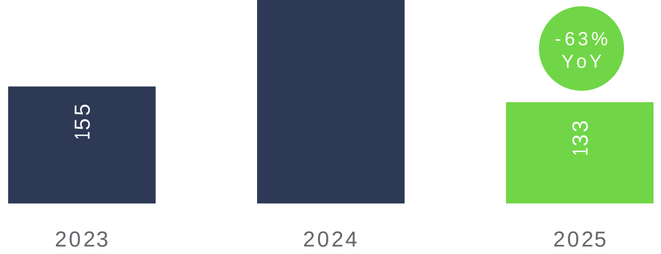
Polymers Volumes (m Tons)



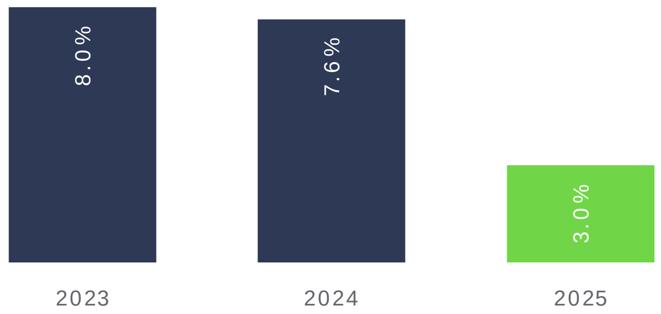
Air Freight Volumes (Tons)



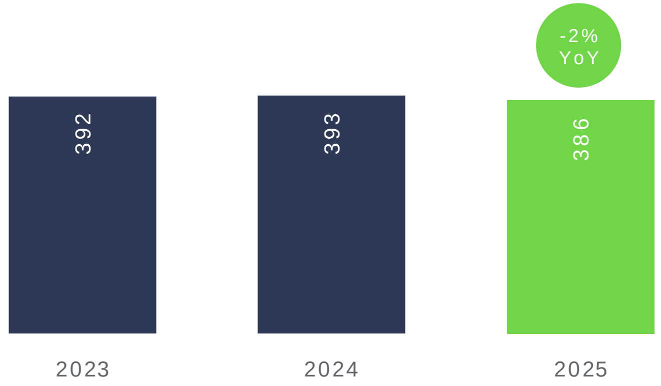
EBITDA (AED m)



EBITDA Margin (%)



Ocean Freight Volumes (‘000 TEUs)



Logistics - ESG Initiatives

Electrification of vehicle fleet:

26% of Noatum's current fleet consisting of electric and hybrid vehicles

Zero Carbon Warehouse:

Processed up to 3 million items under a five-year retail contract in a zero-carbon 230K sq ft warehouse in Central Bedfordshire

Installed a 20kW photovoltaic system at Autoterminal Barcelona with 400kW plants planned for Noatum Terminals at Malaga and Tarragona

Eliminated excess paper waste through iPad use in operations and job-related tasks

Strategy

Accelerating strategy to build supply chain density and resilience along key trade routes

AD Ports Group Corporate Structure

AD PORTS GROUP

CORPORATE

EXTERNAL DIGITAL & ADMA

MAQTA TECHNOLOGIES | TTEK www.ttekglobal.com | دبي للتكنولوجيا DUBAI TECHNOLOGIES | نيشان NISHAN | مقطع آيلا MAQTA AYLA | Abu Dhabi Maritime Academy

PORTS

LOCAL

مـوانـئ أبـوظـبـي
ABU DHABI PORTS

- Abu Dhabi: 3 Container Terminals at Khalifa Port (JV with MSC, COSCO & CMA CGM)
- Fujairah: 1 Container Terminal

REGIONAL

CRUISE CO*

- Abu Dhabi : 2 Cruise Terminals - Sir Bani Yas Cruise Terminal and Abu Dhabi Cruise Terminal
- Jordan: Aqaba Cruise Terminal
- Egypt: 3 Cruise Terminals - Safaga, Hurghada, and Sharm El Sheikh Ports

* Brand name in development and subject to change

GLOBAL

noatum ports

- Spain - 15 Multipurpose Terminals
- Angola - Luanda Container Terminal
- Pakistan - Karachi: KGTL Container Terminal & KGTML Bulk & General Cargo Terminal
- Congo Brazzaville - Point Noire Container Terminal
- Egypt - Safaga Multipurpose Port & TCI - Adabiya
- Tanzania - Dar es Salaam Container Terminal
- Kazakhstan – Kuryk Port Sarzha Grain Terminal

ECONOMIC CITIES & FREE ZONES

LOCAL

مجموعة كيزاد
KEZAD GROUP

Sdeira Group سديرة مجموعة

كيزاد لإدارة الأصول
KEZAD ASSETS MANAGEMENT

كيزاد لإدارة المرافق والخدمات
KEZAD UTILITIES & FACILITIES MANAGEMENT

REGIONAL

KEZAD EAST PORT SAID

MARITIME & SHIPPING

GLOBAL

noatum maritime

noatum automotive

Global Feeder Shipping

Transmar

JVs

SAFEEN SUBSEA | SAFEEN INVICTUS | سفين SAFEEN DRYDOCKS

DIVETECH | CIMS

UGR | OFCO

ASRY اسري

LOGISTICS

GLOBAL

noatum logistics

noatum unicargas logistics

ADL ULANISH

TBILISI DRY PORT

AD PORTS GROUP

* A cruise company overseeing all the cruise business is under formation

A Three-Stage Growth Strategy With Clear Outcomes And Objectives

01

Consolidate position in Abu Dhabi and the UAE

Regional champion in Abu Dhabi to scale up to world class capabilities and become the regional 'go-to' logistics and trade service provider

02 Focused regional expansion

03

Expand globally to become a leading logistics and trade services player

Presence across major maritime and inland supply chains to drive network effects

Customer-led regional expansion: Accompanying our customers by focusing on specific trade routes, specific supply chains, and specific products & services

Critical trade maritime routes for the UAE are MENA, Africa, Red Sea, Mediterranean region, Indian Subcontinent, Central Asia, and Southeast Asia

Priority industrial supply chains include Machinery & Equipment, Processed F&B, Metals, Chemicals & Plastics, Raw Construction Materials, Commodity Food, Automotive & Spares, and Healthcare & Pharma

KEY OUTCOMES

- Maximum Returns And Portfolio Synergies
- Maximum Customer "Stickiness"
- Superior Supply Chain Outcomes

SCALE AND GEOGRAPHIC SCALE

FOCUSED PORTFOLIO DIVERSIFICATION

VERTICAL INTEGRATION

INNOVATION & TECHNOLOGY

A Remarkable Transformation Journey

Significantly scaling up operations in Phase 4

Phase 1
Project Company

2006
Established by Emiri Decree

2008
50% stake in Abu Dhabi Terminals (ADT) acquired

2010
KIZAD launched

2012
Khalifa Port (KP) launched

Phase 2
Commercialization

2014
- Zayed Port operations taken over

2015
- Abu Dhabi Cruise Terminal inaugurated
- Al Mirfa Port inaugurated

2016
- COSCO-ADPG JV for container terminal at KP signed
- Maqta Gateway PCS launched

2017
- 50-year lease agreement signed with JOCIC
- Delma Port inaugurated
- 35-year concession agreement to operate Port of Fujairah announced

2018
- COSCO-ADPG JV started container terminal operations at KP
- JV with Louis Dreyfus for EGA transshipment contract
- JV with Autoterminal (part of Noatum) for Ro-Ro terminal at KP announced
- MSC-ADT JV for container terminal at KP launched
- Borouge Logistics contract signed

2019
- MICCO acquired
- KP South Quay, KPL, and ADT expansion announced
- Mugharraq Port expansion announced

Densifying Existing Trade Corridors and Expanding Geographic Presence and Reach

Phase 3
Strategic Growth

2020

- Agreement with ACT to build bulk liquid at KP announced
- SAFEEN Feeders launched
- Transfer of ZonesCorp to ADPG
- Maqta Gateway ATLP inaugurated
- OFCO launched
- Autoterminal at KP launched

2021

- CMA CGM-ADPG JV for container terminal at KP announced
- AED500m expansion of container terminal at Port of Fujairah completed
- USD1bn 10Y bond issued with listing in LSE and ADX
- Agreements with the Aqaba Development Corporation to develop a Cruise Terminal and implement a PCS at the port of Aqaba (Jordan) announced

2022

- 10% and 22% ownership stakes in NMDC and Aramex, respectively, transferred to ADPG
- USD1.1bn primary proceeds raised through direct listing on ADX
- First international acquisition in Egypt - IACC (Transmar and TCI)
- Merger of KIZAD and Zones Corp to form KEZAD Group
- GFS acquisition announced
- Noatum acquisition announced
- Merger of KEZAD Communities and Al Eskan Jamae announced

2023

- Strategic agreements with KazMunay **Gas and Kazakhstan's Ministry** of Industry & Infrastructural Development
- Aqaba Cruise Terminal in Jordan inaugurated
- Formation of SEG ENERA-ADPG JV (ADL-Ulanish) in Uzbekistan for logistics services
- 30-year concession agreement to operate Safaga Port in Egypt announced
- Merger of KEZAD Communities and Al Eskan Jamae completed
- USD2bn corporate syndicated loan closed
- TTEK acquisition announced on 24 April and completed on 22 May
- ADPG and Aramex form JV to start NVOCC operations
- 30-year concession for Pointe Noire Port multipurpose terminal in Republic of Congo
- 50-year concession for Karachi Port container terminal in Pakistan
- Noatum acquisition completed, and divestment of BCDS
- AED 330m primary infrastructure development for Food and Auto Hubs
- Acquisition of 10 offshore vessels from E-NAV
- Acquisition of 2 oil tankers under the KMTF agreement, 5 in total under this agreement
- Concession agreement with RSPA for multi-purpose terminal at Safaga Sea Port

2024

- **Noatum's** acquisition of APM Terminals Castellón in Spain
- 15-year concessions for 3 cruise terminals in Egypt at Safaga, Hurghada, and Sharm El Sheikh ports
- Maqta Ayla, established as a 51/49 (JV) between Maqta Gateway and Aqaba Development Corporation (ADC).
- AED 621m Investment for new warehousing capacity in the UAE
- Closed the acquisition of 100% equity ownership of Sesé Auto Logistics
- 25-year concession agreement for a Bulk and General Cargo terminal at Karachi Port in Pakistan
- Acquisition of majority stake in Dubai Technologies
- Acquisition of a 60% stake in Tbilisi dry port in Georgia
- 20-year concession agreement for a multipurpose terminal at Luanda Port in Angola
- 30% stake in JV with Adani Ports to operate a container terminal at Dar es Salam port in Tanzania
- Acquisition of a 70% stake in Safina in Egypt
- Re-financed debt facilities at more favorable terms extending maturity to FY26 & beyond
- Inaugurated CMA Terminals Khalifa Port
- Noatum Fully Integrated within ADPG

Accelerating Growth, Ramping Up Operations and Extracting Synergies

Phase 4
Scaling up Operations

2025

- Announced investment in Greenfield Sarzha Grain Terminal in Kazakhstan
- HoT with KMTF to expand operations in the Caspian Sea, working to expand tanker fleet for crude oil transportation
- Start of Logistics and Port operations in Luanda Port, Angola
- Partnered with CMA-CGM to jointly develop, manage and operate the New East Mole multipurpose terminal in Pointe Noire, Congo-Brazzaville
- JV with ASRY for provision of Maritime Services in Bahrain
- United Global Ro-Ro, a JV with ERK Port to start Ro-Ro shipping operations under Noatum Maritime
- Launched Al Faya Dry Port – Inland Container Depot aimed at driving O&D volumes in UAE with CMA-CGM as its key client
- Launched the first phase of Metal Park Storage Hub in KEZAD

- JV with Columbia Group to optimize third party vessel operations through advanced fleet management systems and AI-driven performance analytics
- First regional foray announced for the EC&FZ Cluster – KEZAD East Port Said in Egypt
- Inauguration of Tbilisi Intermodal Hub
- Preliminary agreements signed to expand presence in Kazakhstan: 1) To develop and operate a multipurpose terminal at Kuryk port and 2) to expand current oil tanker fleet and commission 4 new shallow draft container ships for the Caspian Sea
- Commencement of the Central Asian logistics JV Gulf Link
- Commencement of the JV with ASRY and additional agreements to explore opportunities in the broader region and to create a green ship recycling facility with JM Baxi
- Strategic Agreement with China's Zhejiang Provincial Seaport Investment & Operation Group to Establish Automotive Logistics Ecosystem

- Signed a 50-Year Land Lease Agreement at Khalifa Port with Emirates Food Industries Group
- Expanded Angola Operations with Strategic Agreements to Develop Digital Single Logistics Trade Window and Expand Truck Fleet
- Signed the dredging agreement at KGTL and KGTML (Karachi in Pakistan) to expand capacity of container and general cargo operations
- Awarded Contract for Two Shallow-Draft Container Vessels for Caspian Sea Operations
- Signed Agreements with Nimex Terminals to Establish LNG and LPG Terminal Hubs at Khalifa Port in a Deal Valued at Over AED 30 Billion
- Signed a land sale agreement valued at AED 2.47 bn with Mira Developments LLC, for the development of mixed-use communities
- Noatum Maritime and Bapco Upstream signed a Five-Year Agreement for Marine Services at Bahrain LNG Terminal
- Signed Agreement with CMA CGM Group to Acquire a 20% stake in Latakia International Container Terminal in Syria

- Signed an agreement with CMA CGM Group to expand its container terminal capacity at Khalifa Port to 2.7m TEUs
- Signed agreements with Nimex Terminals to establish LNG and LPG terminals hubs at Khalifa Port in a deal valued at over AED 30 billion.
- Acquired a 19.3% stake in Alexandria Container & Cargo Handling Co. (ALCN), one of Egypt's largest container terminal operators
- Announced intention to launch a cash Mandatory Tender Offer (MTO) to acquire an additional stake in Egypt's ALCN, which would give AD Ports Group majority ownership and control.
- Karachi Gateway Terminal Multipurpose Limited (KGTML) and Louis Dreyfus Company Pakistan signed a long-term commercial agreement to develop and operate a modern clean bulk handling and storage facility for agricultural goods at Karachi Port.
- Established a 51%-owned JV with AVESTO Group to deliver integrated logistics and freight forwarding services in Tajikistan
- Formed a 51%-owned JV with CEI Supply Chain to offer logistics capabilities in Pakistan.

Committed to ESG

Board Of Directors

Overseeing the conduct of business and supervision of management

H.E. Mohamed Hassan Alsuwaidi
Chairman
UAE's Minister of Investment, Managing Director & Group Chief Executive Officer of Abu Dhabi Developmental Holding Company PJSC (ADQ)

Mr. Khalifa Sultan Sultan Hazim Alsuwaidi
Vice-Chairman
Managing Partner at Lunate, Chairman of Agthia Group, Vice-Chairman of Abu Dhabi National Energy Company (TAQA)

Mr. Mohamed Juma Al Shamisi
Managing Director & AD Ports Group CEO
Chairman of Aramex & Mair Group. Board member of Etihad Aviation Group, Abu Dhabi Airports and Make A Wish Foundation

Mr. Jasim Husain Ahmed Thabet
Board Member
Managing Director & Group Chief Executive Officer of Abu Dhabi National Energy Company(TAQA)

Mr. Mansour Mohamed Abdulqader Mohamed Almulla
Board Member
Deputy Group Chief Executive Officer of Abu Dhabi Developmental Holding Company PJSC (ADQ). Board of Directors of Etihad Aviation Group, Abu Dhabi National Energy Company (TAQA), Abu Dhabi Global Market (ADGM), Etihad Rail and Abu Dhabi Aviation

Mr. Mohamed Ibrahim Mohamed Ibrahim Alhammadi
Board Member
Managing Director & Chief Executive Officer of Emirates Nuclear Energy Corporation

Ms. Najeeba Hassan Mubarak Khudaim Aljabri
Board Member
Vice President - EHS Sustainability, ESG & Sustainability at Emirates Global Aluminium (EGA). Board Member of ICSOBA, Board Member of EGA Europe AG, Member-Abu Dhabi Sustainability Group (ADSG) Advisory Committee

Mr. Renzo Bravo Calambrogio
Board Member
Director of Logistics at ADQ

Mr. Gil Adotevi
Board Member
Group Chief Investment Officer, ADQ

Comprehensive Governance Structure

Board / Audit & Risk Committee

Senior Management

1st Line	2nd Line	3rd Line
Management Controls	Internal Control Framework	Internal Audit
Internal Control Measures	Group Risk Management	

a20

1st Line

- Develop Policies and Procedures
- Develop Delegation of Authority
- Identify risk and control
- Develop KRIs and KPIs

- Perform risk and control self assessment
- Monitor both existing and emerging risks
- Identify KRI and KPI breaches

2nd Line

Provide integrated guidance on risk assessment, quantification and measurement

Review and challenge current risk assessments performed within the business, coordinate calendars to perform additional procedures as needed, Identify controls to be tested

Develop Internal Control Framework Program

Develop Enterprise Risk Management Program

Test controls periodically throughout the year. Disseminate test results Ro respective risk and control groups

Report on Internal Framework deficiencies / noncompliance

Report on enterprise risk exposure

3rd Line

Develop risk-based IA Plan

Independent testing

Provide assurance

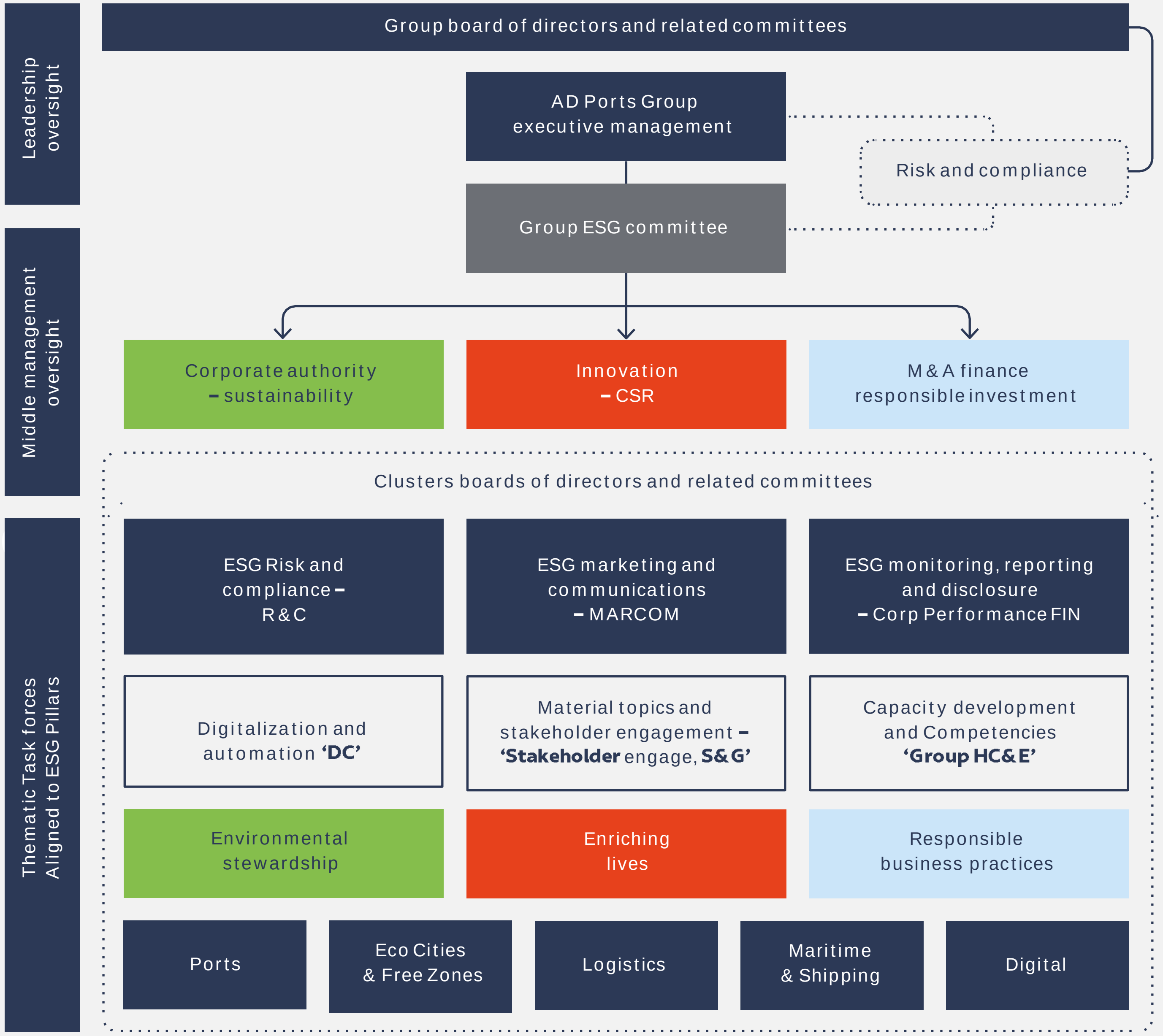
External Auditors

Regulator

Committed to the highest level of governance standards in line with international best practice

AD PORTS GROUP

Group ESG Operating Model



ESG is Embedded in the Business and Linked to Abu Dhabi's Targets

Futureproofing our business, formalising activities to meet global ESG standards and ratings

Five Abu Dhabi ESG initiatives by 2030	50% Renewable and clean energy	22% Power savings	15% Waste Savings	32% Water savings	Abu Dhabi Plan Maritime
Five key policy actions taken by AD Ports Group	Sustainability framework developed inline with UN SDGs	Adopting sustainable building standards and installing renewable energy technologies (solar PV)	Investments into on-site sewerage treatment projects	Sustainable reed bed technology trials to treat waste-water	Khalifa Port coral relocation project
Results(2024)	3,590 kWp Solar PV integration installed at 7 sites	150 Metric Tonnes Marine Diesel Oil saved annually	39% Recycled Solid waste generated from operations	Partnership with Sustainable Water Solutions Holding Company for development of polished water, a product made from recycled sewage water Sustainable reed bed technology trials to treat waste-water	Completed and ongoing monitoring for next 3 years

GROUP WIDE ESG INITIATIVES

Contributed to the community and social causes, including making cruise terminal accessible for people of determination

Invested in workforce development, Junior Captain Programme and CSR Representative workshop

Encouraged employee engagement to strengthen community relationships

Invested in community development such as Marsa Mina and slipways to support local small businesses

Conducted Al Shalila Underwater & Beach Cleanup

Initiated coral relocation in the Arabian Gulf, exploring best-practice recommendations for practitioners and decision-makers

Encouraged employees to participate in "Day of CommUnity" initiative

Launched donation drive initiative across two office locations with Emirates Red Crescent

Sustainability Strategy Based on Three Key Pillars

Planet

3,590 kWp Solar PV systems installed capacity across 7 sites

472 mt Carbon Emissions saved

Publishing Sustainability Report since 2018, disclosing to the GRI principles

Sustainability Committee in place

Profit

17% Year-on-Year (YoY) Growth in Revenues in H1 2025

Industrial, Logistics and Free Zones to drive diversification

Advanced and effective transport infrastructure

Attracting FDIs into Abu Dhabi

People

First organization in the Middle East to receive the Investor In People (IPP) Platinum accreditation

100+ The Group brings together employees from over 100 nationalities

134+ CSR Initiatives

Talent training & Development

GHG Inventory Management System (2024-27)

Objectives

Comprehensive GHG emissions measurement
Implement a robust system for measuring Scope 1, Scope 2, and Scope 3 emissions, ensuring comprehensive coverage of all greenhouse gas emissions associated with our operations

Alignment with global standards
Ensure that our carbon accounting practices and GHG inventory management align with international standards, such as the Greenhouse Gas Protocol, to facilitate transparent and comparable reporting

Continuous improvement
Utilize the GHG inventory to identify opportunities for emissions reduction across operations, set science-based targets, and track progress towards these targets.

Stakeholder engagement
Engage with stakeholders, including investors, customers, and regulatory bodies, through transparent reporting of our GHG emissions and reduction efforts

Highlights

Development of carbon footprint management strategy
Outline strategies for managing and reducing Scope 1 and Scope 2 emissions, with a roadmap extending from 2024 to 2027, demonstrating our proactive approach to contributing to the UAE's Net-Zero commitment

Digital tools for ESG data management
Leverage advanced digital tools to monitor, manage, and report GHG emissions and other ESG data, facilitating accurate tracking and reporting from 2024 to 2027

Scope 3 emissions reporting
Define a methodology for Scope 3 emissions reporting to address indirect emissions and integrate it into our digital tools, ensuring a comprehensive view of our carbon footprint

The Group's Carbon Accounting Policy and Greenhouse Gas Inventory Management System form the backbone of our commitment to environmental stewardship and our strategy for combating climate change.

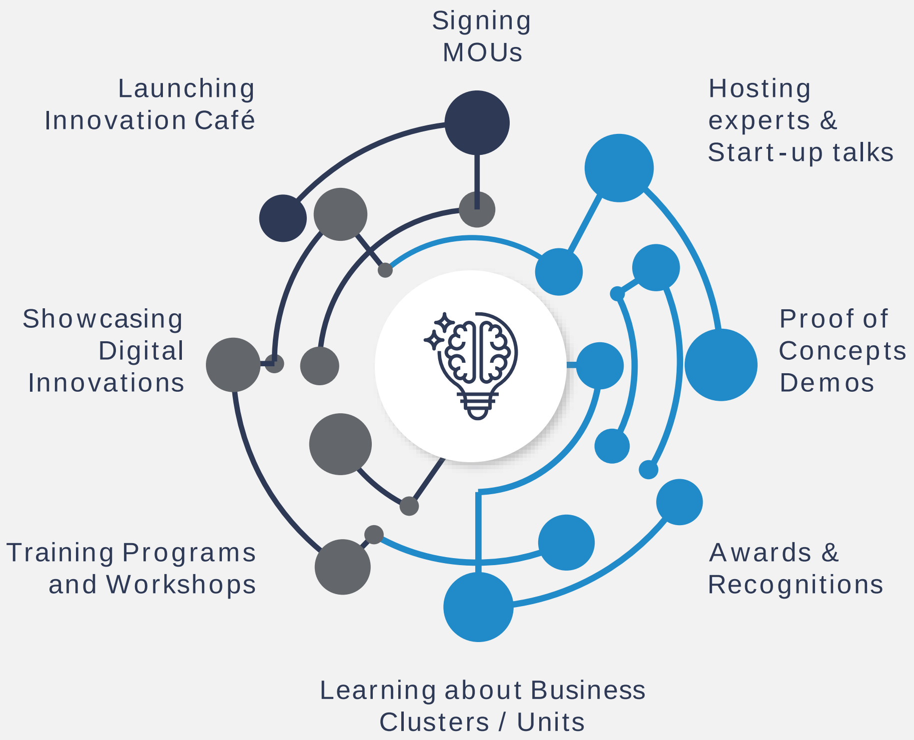
This comprehensive framework is designed to accurately measure, manage, and reduce our carbon footprint in alignment with the **UAE's Net**-Zero by 2050 strategic initiative.

Transforming The Future Of Trade

AD Ports Group have delivered a world-class and comprehensive portfolio of innovation activities that built internal capabilities and further connected AD Ports Group to the global ecosystem of innovation

12,800 Innovation Ideas	5,400 Hours of Innovation Training	35 Innovation Campaigns
23.2 Million AED Innovation Ideas Savings	728 Innovative Ideas Implemented	15 Proof of Concepts and R&D Projects Executed

Ports Operational Innovations	Smart Infrastructure	Digital Innovations	IBTIKAR Programme



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AD PORTS GROUP

THANK YOU

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