

INVESTOR PRESENTATION

EFG HERMES 16th ANNUAL ONE-ON-ONE CONFERENCE
DUBAI, SEPTEMBER 2022



مجموعة موانئ أبوظبي
AD PORTS GROUP





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1. De-Risk Growth Equity Story
2. Strategy - Accelerating Growth Momentum
3. Five Vertically Integrated Clusters - Cross Selling Synergies
4. Business Model - Resilience And LT Growth
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6. Committed to ESG



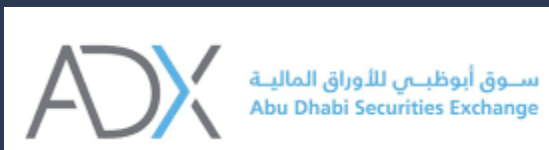
De-Risk Growth Equity Story





Listed In February 2022

FTSE inclusion took place in June-22, MSCI inclusion is the next short-term technical catalyst



Listed on Abu Dhabi Securities Exchange since February 2022

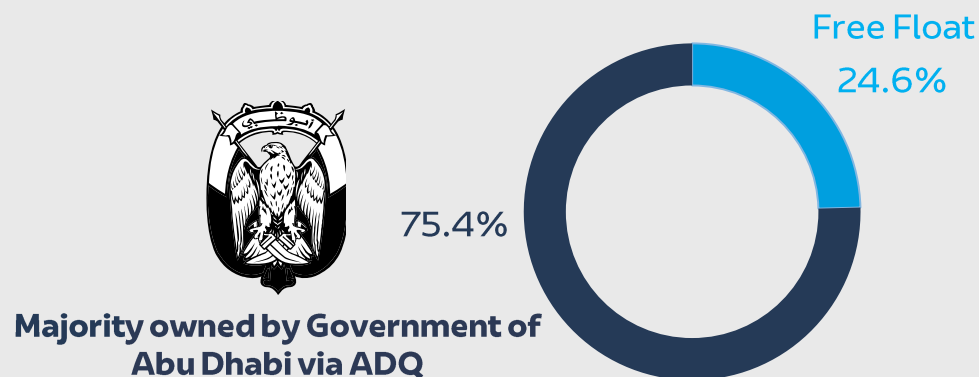
Raised USD 1.1bn through a direct listing



FTSE Inclusion in June-22

MSCI Inclusion is the next short-term technical catalyst

Shareholder Structure





De-Risk Growth Equity Story

Essentially a landlord business model with a de-risk approach

Solid Shareholder Backing

- 75% owned by Abu Dhabi government through ADQ
- Multiple monetary and non-monetary government grants prior to listing

AD Ports Group is Abu Dhabi's exclusive master developer and regulator of ports and related infrastructure

Strong Balance Sheet

- Substantial room for higher leverage while maintaining investment grade
- AED 1.76bn cash as of H1-22 and AED 3.67bn already secured but undrawn RCF
- Well-managed debt maturity

Balance sheet can support our growth aspirations



Supportive Macro

- High oil prices expected in the foreseeable future
- Strong UAE GDP growth expected in the foreseeable future
- Alignment with the UAE and Abu Dhabi LT industrial and manufacturing strategies: Launch of Etihad Rail freight services in 2023 and Abu Dhabi government investing AED 10bn to more than double the size of the manufacturing sector to AED 172bn by 2031

Strong correlation between macro fundamentals and AD Ports Group business

Triple Play Growth

- 1st lever is the operational ramp-up of existing assets
- 2nd lever is the more than AED 15bn organic CapEx program planned for the next five years
- 3rd lever is M&A opportunities domestically and internationally

Complementary growth drivers to ensure strong growth delivery through the cycles

Majority of LT Recurring Revenue

- Landlord business model in our two largest clusters: LT fixed and variable concession fees in the Ports cluster and MT/LT leases of land, warehouses, and other built assets in the EC&FZ cluster
- LT contracts/leases in the Logistics and Maritime cluster

Significant portion of stable and highly predictable revenue



AD Ports Group At A Glance

Organic growth and partnership agreements have led to building a vertically integrated trade facilitator



**Publicly listed on
Abu Dhabi Securities
Exchange since 2022**



**Majority owned
by Government of
Abu Dhabi via ADQ**



**Economic
Cities &
Free Zones**



Ports



Maritime



Logistics



Digital

Vertically integrated business model

S&P Global

A+

(Outlook Stable)

Fitch Ratings

A+

(Outlook Stable)

**Rating underpinned by business
profile and importance to Abu Dhabi**



Supported by partnerships and LT contracts



**+25% YoY
Revenue
Growth**

H1 2022



**+37% YoY
EBITDA
Growth**

H1 2022



**0.9x Net
Leverage**

H1 2022



**10
ports**



8.5 m TEUs
Container Capacity



c. 30 m tonnes
General Cargo Volumes



81
Vessels



550 km²
EC&FZ Land Bank

Strategy - Accelerating Growth Momentum





A Remarkable Transformation Journey

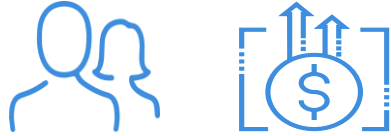
Company history can be split in 3 phases with growth accelerating since 2018





Key Themes For Future Growth

Building a platform for stable and predictable LT growth



**Growing Customer
Base & Increasing
Share Of Wallet**

.....



**Commercial
Partnerships/JVs &
LT Contracts**



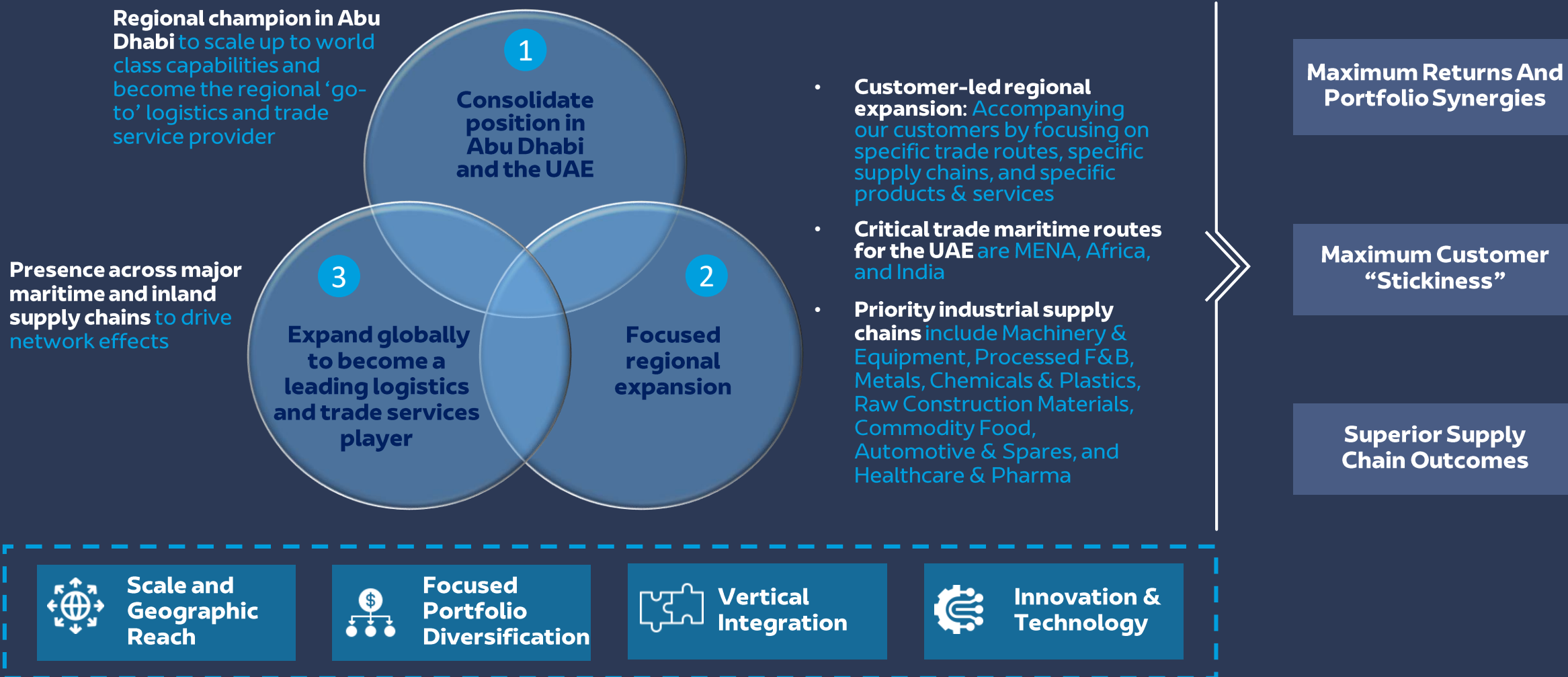
**Creating Supply
Chain Density For
Maximum Customer
Stickiness**

.....



**Investing In Digital
Technologies**

A Three-Stage Growth Strategy With Clear Objectives And Outcomes





Disrupted Traditional Trade Routes Create Investment Opportunities

AD Ports Group aims at capitalizing on these shifting chain configurations

Geopolitical events and uncertainty may result in shifting supply chain configurations

Emerging trade corridors and emerging priorities for Abu Dhabi are creating investment opportunities for AD Ports Group

Commodity supply shocks are particularly impacting energy, automotive, battery and food industries

Continuously monitoring, incubating and opportunistically pursuing investments offering attractive returns



M&A: A Focused Inorganic Expansion Strategy Anchored Around Well-Defined Criteria

Opportunistic complementary, synergetic, and value added investments will also be considered



Logistics players

- Builds relationships with clients
- Dictates trade routes
- Expands logistics footprint
- Enables business eco-systems to flourish within Abu Dhabi



Feeder services

- Enable control of trade routes/feeder rotations
- Increases connectivity at ports
- Improves AD Ports Group's relationship with main liners
- Access to detailed trade data
- Provides geographical hedge to current domestic revenue base



Ports portfolio

- Provides greater share of wallet of trades relevant to UAE
- Provides geographical hedge to current domestic revenue base
- Allows stronger gov-to-gov relations
- Provides greater cash flow stability
- Extends digital reach of existing Port-Community-Systems



Relevant geographies

- Volume of exports/imports to UAE
- FDI investment in UAE
- Trade of strategic commodities
- Government-to-government angle



Focus on geographies where AD Ports Group has a natural “right to win”



Appropriate scale

- Optimum scale for further growth
- Optimum scale to minimize PMI
- Complementary portfolio addition for multiplier effect



Sufficient scale to provide anchor for future portfolio growth



Financial attractiveness

- Sustainable contracted revenues
- Strong financial potentials (IRR, volume returns)
- Strong and stable management
- High growth appetite



Complimentary regional portfolios generating strong returns

Five Vertically Integrated Clusters

- Cross Selling Synergies



Five Vertically Integrated Clusters



PORTS

10 ports and terminals in Abu Dhabi & Fujairah, including 6 commercial ports and terminals and 4 community ports



ECONOMIC CITIES & FREE ZONES

Industrial, economic, and free zones with a total land bank of 550 km² and multimodal connectivity



MARITIME

Marine, offshore, shipping (bulk transshipment & container feeder services), maritime trainings/consultancy services, and regulation of Abu Dhabi's waterways and marine ecosystem



LOGISTICS

Holistic, fully-integrated, and technologically innovative logistics solutions, including contract logistics, freight forwarding, and transportation

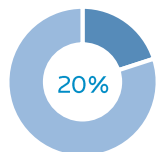


DIGITAL

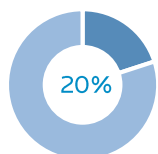
Advanced, smart, and innovative solutions for all maritime, trade and logistics stakeholders in Abu Dhabi



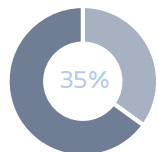
H1-22 Revenue



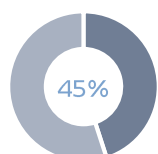
H1-22 EBITDA



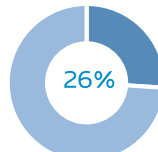
H1-22 Revenue



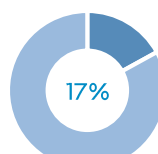
H1-22 EBITDA



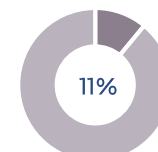
H1-22 Revenue



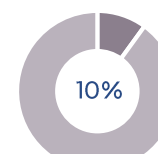
H1-22 EBITDA



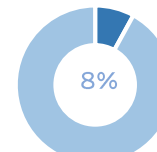
H1-22 Revenue



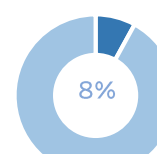
H1-22 EBITDA



H1-22 Revenue



H1-22 EBITDA







Strong Hinterland And Logistics Connections

The business operates at the center of global maritime routes

MARITIME

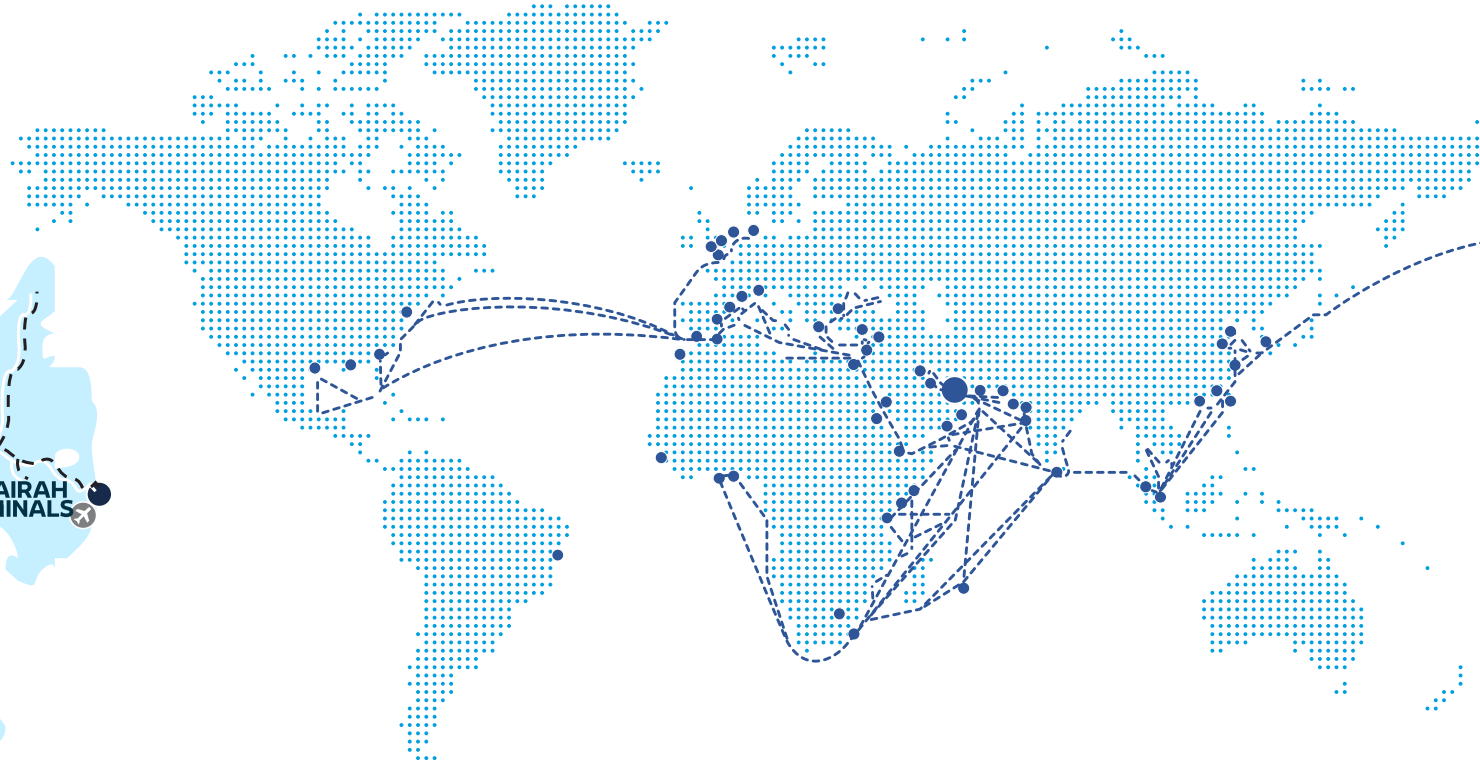
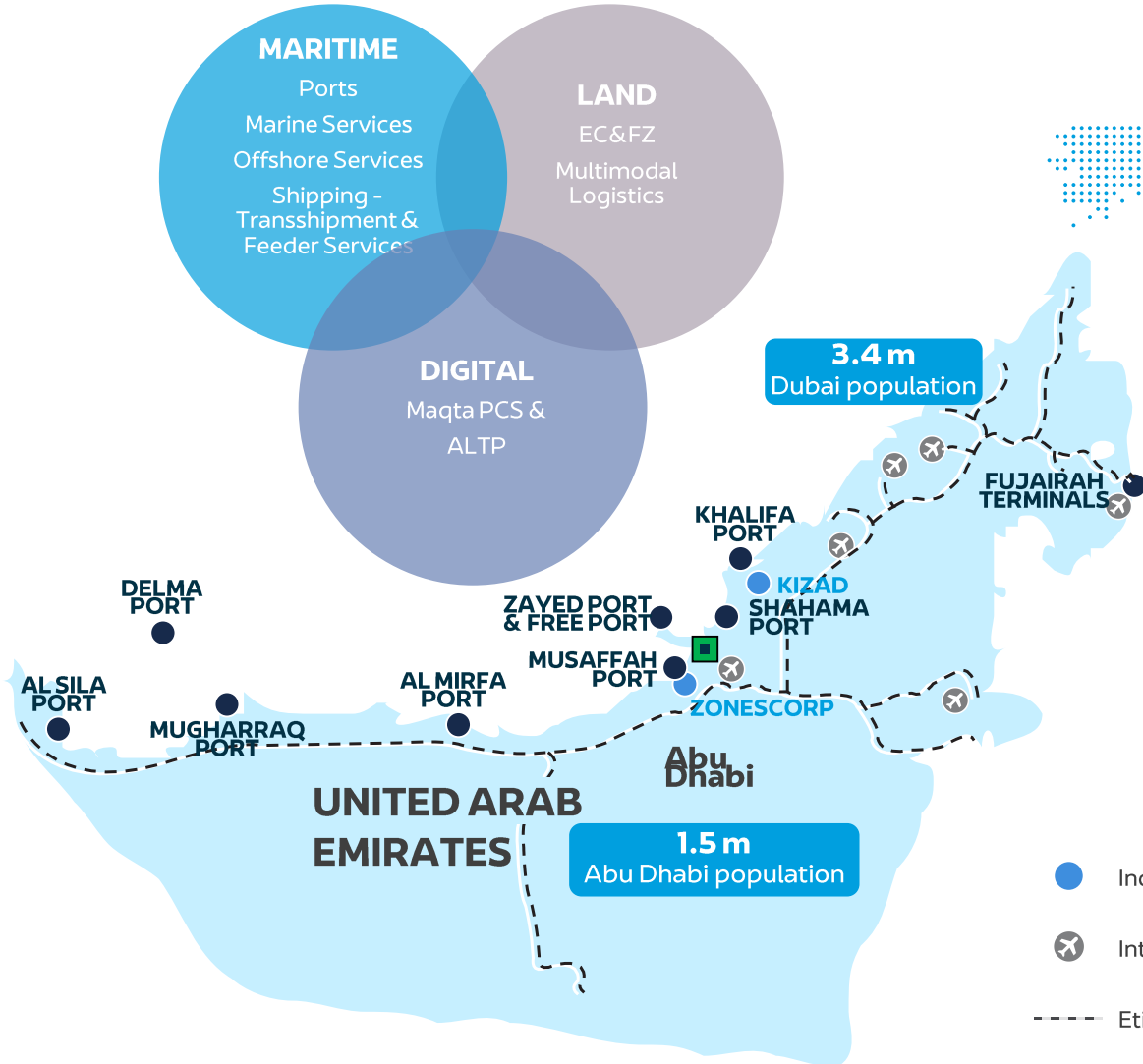
Ports
Marine Services
Offshore Services
Shipping -
Transshipment &
Feeder Services

LAND

EC&FZ
Multimodal
Logistics

DIGITAL

Maqta PCS &
ALTP



- Industrial zones
- ✈ International airports
- Etihad Rail network

- Global ports with direct connectivity to Khalifa Port
- Shipping line routes with stops at Khalifa Port

Business Model - Resilience And LT Growth





Ports Cluster – Gateway To The Region At The Centre Of Global Trade

Main Business Operations

- 3 Container Terminals at Khalifa Port: JVs with MSC (51/49), COSCO (10/90), and CMA CGM (30/70), three of the world's top four shipping companies
- Ro-Ro Terminal at Khalifa Port: JV with Autoterminal (51/49)
- General Cargo
- 2 Cruise Passenger Terminals
- Warehousing, Storage, and Dry Port Facilities
- 15-35 years concession agreements, with fixed and variable concession fees
- Contractual obligation for the partner shipping lines to use their terminal at Khalifa Port for the majority of their regional container volumes
- Inflation-escalator clauses as part of the container terminal services agreements

Key Ops. Metrics / M&A

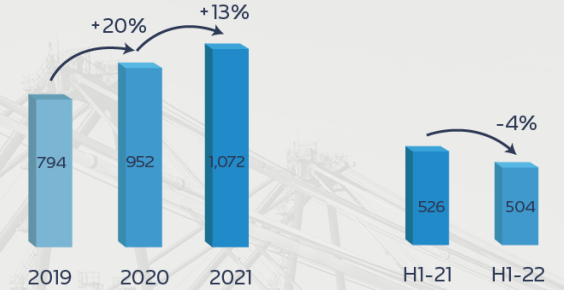
- 8.5m TEUs container capacity, after adding 3.6m TEUs in 2021
- 52% container capacity utilization rate as of H1-22
- 68% transshipment and 32% O&D container volumes in H1-22
- Ro-Ro volumes of 82K in H1-22
- c. 30m tonnes of general cargo volumes handled annually
- 116K cruise passengers in H1-22
- Acquisition of TCI in Egypt in Q3-22

Growth Outlook

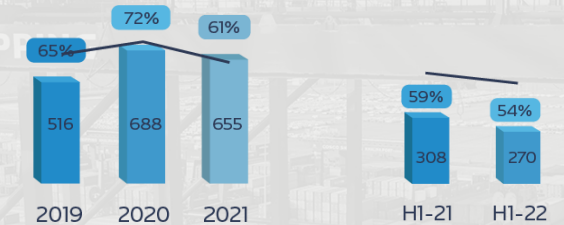
- Khalifa Port has a master plan to accommodate container volume capacity of up to 15m TEUs
- COSCO Container Terminal has an expansion option to add container volume capacity of 1.3m TEUs in 2023/24
- CMA Container Terminal will start operations in 2025, with initial container volume capacity of 1.8m TEUs and expansion option of 0.8m TEUs
- South Quay general and liquid cargo expansion will be completed in Q1-23
- Bulk liquid ACT terminal will start operations in Q2-23
- Etihad Rail terminal will commence operations in Q2-23



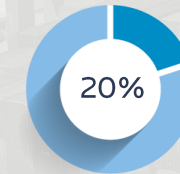
Revenue*



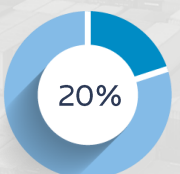
EBITDA & EBITDA Margin*



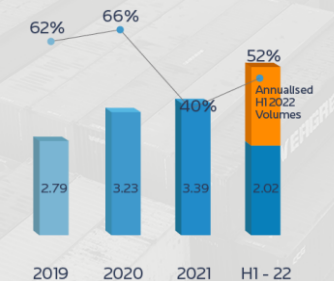
H1-22 Revenue



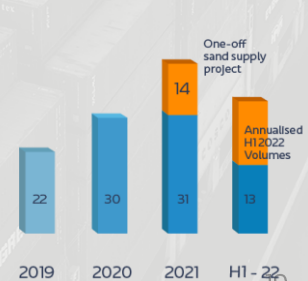
H1-22 EBITDA



Container Volumes (m TEUs) & Utilisation Rate (%)



General Cargo Volumes (m tonnes)





Economic Cities & Free Zones (EC&FZ) Cluster - One Of the World's Largest IZ

Main Business Operations

- Total land bank of 550 km²
- 55% of the UAE's total industrial area
- 100 km² of land bank developed and 84 km² of leasable land
- >300K m² of warehouses under management (including cold storage)
- Managed staff accommodation capacity of 77K beds and regulatory oversight over 420K beds in total
- Gas distribution network of 82 km, with 300K MMBTU capacity/day
- 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

- > 60 km² of leased land as of H1-22, translating into a leasable land occupancy rate of 72%
- c. 1,750 customers of which c. 70% being industrial/manufacturing tenants
- 25-50 years land lease agreements
- 4.5 years average lease length for warehouses
- 94% occupancy rate for warehouses as of H1-22
- 8.9 MMBTU gas volumes in H1-22

Growth Outlook

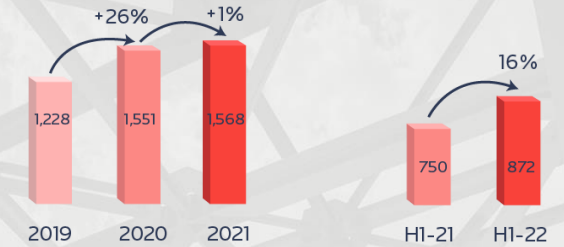
- Target of 3.5-4.0 km² of additional net new leases per year going forward
- 250K m² of additional warehouses (including cold storage) coming online in Q4-22
- 19K m² of new commercial and retail areas at Rahayel Auto and Mobility City
- 30 km ongoing gas network expansion over the coming years
- Specialized industrial clusters: 450K m² Metal Park, 3.3 km² Wholesale Food Hub, and 3.3 km² Auto Hub currently under development, expected to start operations by 2024



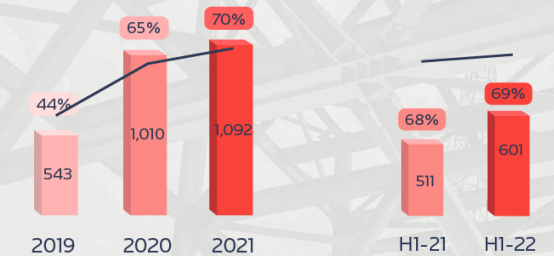
LT customers include:



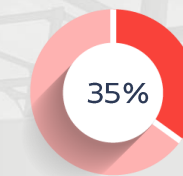
Revenue*



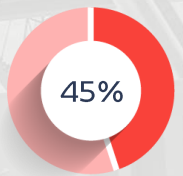
EBITDA & EBITDA Margin*



H1-22 Revenue



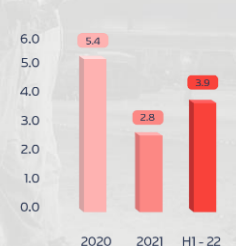
H1-22 EBITDA



Leased Land (sq km)



New Land Lease (sq km)





Maritime Cluster - Providing Connectivity And Expertise In TS & Offshore Services

Main Business Operations

- **SAFEEN Transshipment:** Emirates Global Aluminum (EGA) bulk LT transshipment contract through JV with Louis Dreyfus (LD) and Emirates Steel general cargo LT transshipment contract
- **SAFEEN Marine Services:** Port & marine services, including tug and towing services, vessel traffic services, bunkering, etc.
- **SAFEEN Feeders:** Feeder services, providing enhanced regional and international port connectivity
- **SAFEEN Offshore:** JV with Allianz Marine & Logistics Services (AMLS) for offshore marine services primarily serving the O&G industry
- **Abu Dhabi Maritime:** Regulation of Abu Dhabi's waterways and marine ecosystem
- **Abu Dhabi Maritime Academy:** Accredited training programs and consultancy services

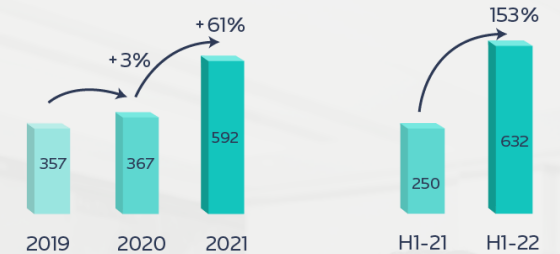
Key Ops. Metrics / M&A

- 8 co-owned vessels under LD, 4 owned vessels for ESI, and 7 co-owned vessels under OFCO for offshore services
- 15 container, bulk, and multipurpose vessels under Safeen Feeders as of H1-22
- Acquisition of NVOCC, Alligator Shipping Co (ASCO), in Q1-22
- Acquisition of Divetech, a UAE-based topside-subsea solutions provider in Q1-22
- Acquisition of Transmar in Egypt in Q3-22
- LT charter contracts with Saif Powertec involving 11 bulk and container vessels signed in Q2 & Q3-22
- LT agreement with Invictus to own and operate 5 dry-bulk vessels signed in Q3-22

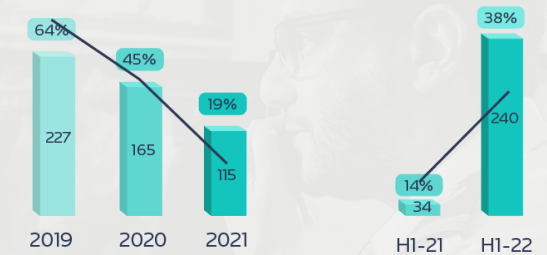
Growth Outlook

- Cross-charter contract with Amaan Baghdad to deploy three VLCCs and one MR Tanker for fuel oil transport and storage signed in Q4-22
- Acquisition of 25+ additional vessels over the coming years across all asset classes

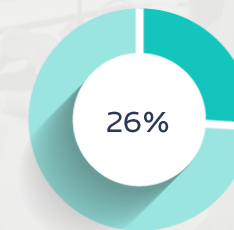
Revenue*



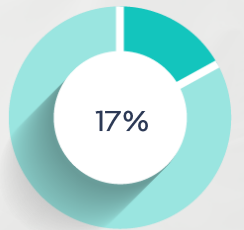
EBITDA & EBITDA Margin*



H1-22 Revenue



H1-22 EBITDA



مجموعة سفين
SAFEEN GROUP

السفين
SAFEEN
FEEDERS

الخدمات البحرية الدولية
OFCO
OFFSHORE INTERNATIONAL

أكاديمية أبوظبي البحرية
ABU DHABI MARITIME
ACADEMY

أبوظبي البحرية
ABU DHABI MARITIME

Louis Dreyfus
ARMATEURS

حديد الإمارات
emirates steel

شركة الدراسات
البحرية الوطنية
NMDC



Logistics Cluster – Leveraging Growth In Ports, EC&FZ, And Maritime Clusters

Main Business Operations

- Core logistics services, including transportation, distribution, contract logistics and freight forwarding
- Acquisition of MICCO in 2019
- LT contract with Borouge for transport, warehousing, and value added services
- Logistics contracts with Rafed, Hope Consortium, and Silal to support Abu Dhabi government's food, pharmaceutical, and vaccine security programs
- Pharmaceutical distribution business started in 2022

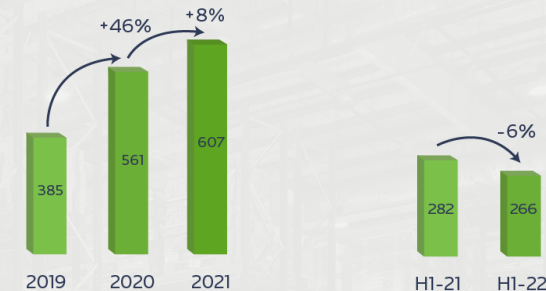
Key Ops. Metrics / M&A

- More than 350 vehicles
- Close to 500K m² of logistics storage under management, including 19K m² of cold storage
- Handling close to 4m tons annually of polymers cargo operations and warehousing for Borouge
- 22.32% stake in Aramex in early 2022

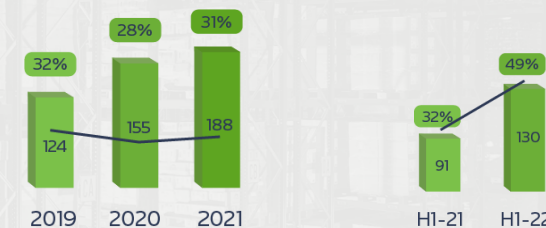
Growth Outlook

- 40K m² of additional cold storage in Q4-22, notably to support growth in the pharmaceutical distribution business
- Focus on improving operational performance, profitability and cross-selling logistics to clients across the portfolio
- Additional volumes from Borouge with expansion of PP5 in 2022 and Borouge 4 in 2025

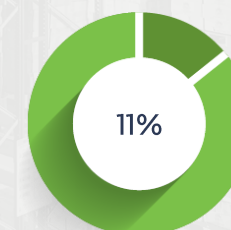
Revenue*



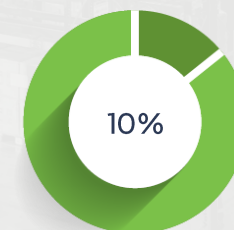
EBITDA & EBITDA Margin*



H1-22 Revenue



H1-22 EBITDA





Digital Cluster – Inducing And Optimising Trade As Well As Enhancing Productivity

Main Business Operations

- Maqta Gateway was established in 2016
- Maqta Gateway operates our Port Community System (PCS) and the emirate-wide Advanced Trade & Logistics Platform (ATLP)
- ATLP is a single-window solution designed to unify trade and logistics services across Abu Dhabi, including sea, land, air, industrial & free zones
- ATLP proprietary technology aims at reducing costs and speeding up the movement of goods through the supply chain for our customers, and increases overall transparency across the entire supply chain
- Margo Hub was established by Maqta Gateway in 2019 as a comprehensive digital logistics marketplace and aggregator. Margo Hub provides a wide range of logistics solutions, including warehousing, truck looking, air and sea freight, express parcel, and last-mile delivery

Key Ops. Metrics / M&A

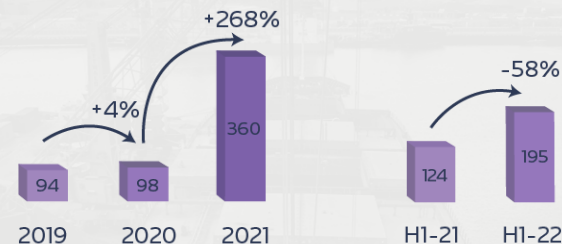
- 40 government clients in the UAE
- Supporting the processing, planning, implementation and movement of goods and cargo across business verticals
- Over 94m digital transactions conducted through the ATLP since inception
- Margo has onboarded 30+ logistics solutions providers

Growth Outlook

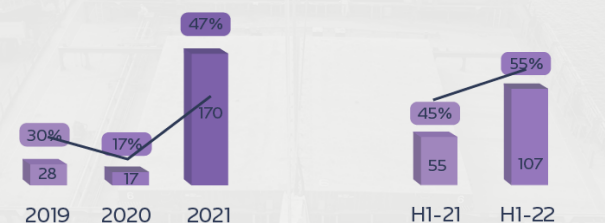
- Continued investments in technology across AD Ports Group clusters to further enable their Digital Transformations
- 5 international single-window and PCS implementation projects in the pipeline at various stages of scoping and contracting
- New digital marketplace development opportunities within AD Ports Group ecosystem
- New growth opportunities in e-commerce fulfillment and last mile digital integration



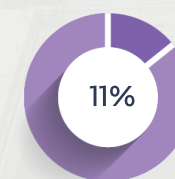
Revenue*



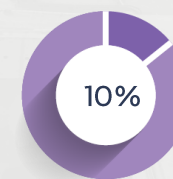
EBITDA & EBITDA Margin*



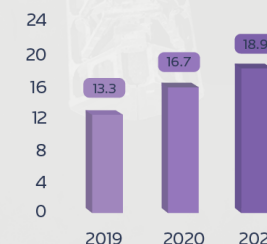
H1-22 Revenue



H1-22 EBITDA



Single Window Transactions (m)



Financial Performance – Consistent Strong Growth





High Level View Of Q2/H1 2022 Financial Performance

Consistent strong growth trajectory with robust financial performance

Q2 ▶
2022

Revenue (AED)

1,242m

35%

YoY growth

EBITDA (AED)

532m

41%

YoY growth

Net Profit (AED)

300m

59%

YoY growth

H1 ▶
2022

Revenue (AED)

2,289m

25%

YoY growth

EBITDA (AED)

1,056m

37%

YoY growth

Net Profit (AED)

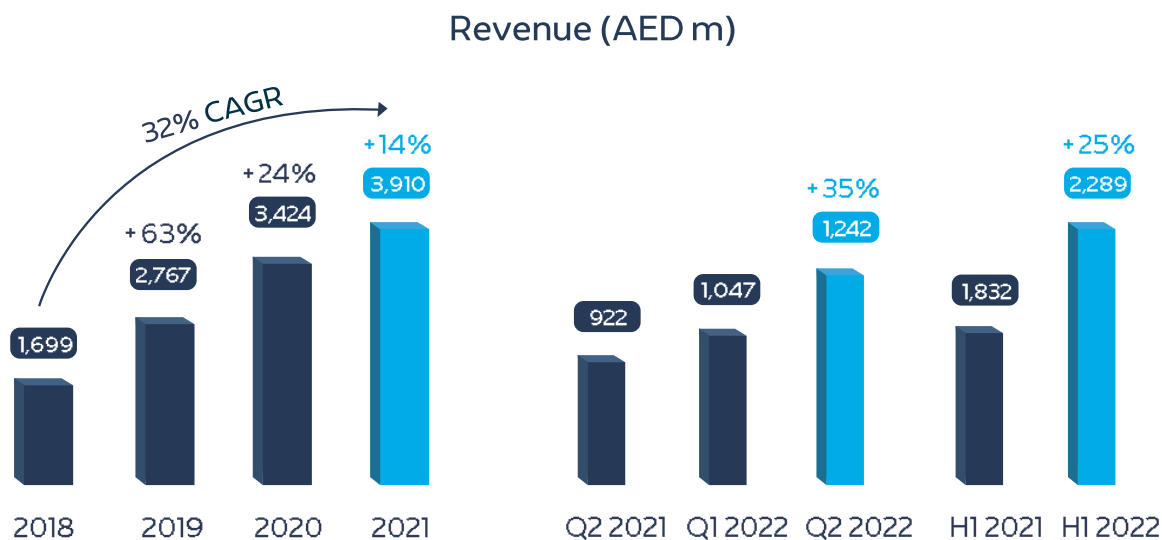
606 m

49%

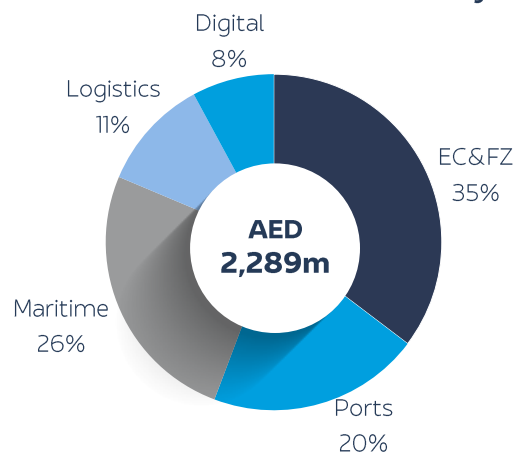
YoY growth



Revenue – Solid Growth



H1 2022 Revenue Breakdown By Cluster*



*Excluding corporate costs and eliminations

H1 2022 Financial Highlights

EC&FZ (+16% YoY to AED 872m)

- Signed land leases and higher utilities revenues
- Effect of previous contingent asset related to the lease out of facilities for COVID-19 isolation and quarantine

Ports (-4% YoY to AED 504m)

- +20% on a LFL basis when adjusting for the one-off sand supply contract that ran from March to October in 2021
- Container volumes grew by 27% and both Ro-Ro and cruise passenger volumes saw a healthy rebound as the effects of the COVID-19 pandemic eased up
- General cargo volumes, when adjusted for the one-off sand supply contract, decreased 19% mainly due to a change in the planned completion of certain external projects

Maritime (+153% YoY to AED 632m)

- Increased activity in new business segments, including feedering, chartering, transshipment, and offshore services
- Favorable base effect with the new acquisitions completed earlier this year (Divetech and ASCO)

Logistics (-6% YoY to AED 143m)

- Reduction in vaccine business with the easing of COVID-19 pandemic
- Revision of contract with a key client from a ST asset heavy to a LT asset light model
- Temporary lower volumes due to the non-availability of empty containers for exports

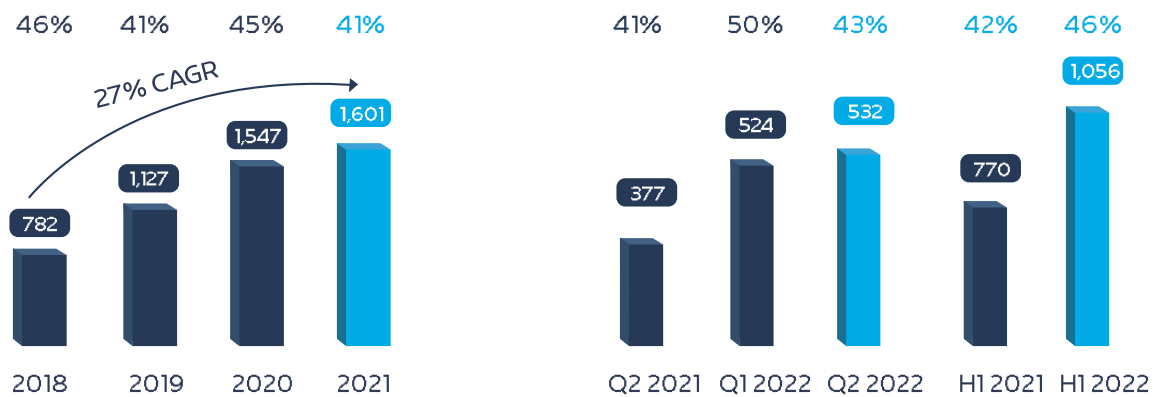
Digital (+58% YoY to AED 195m)

- Increased revenue from development progress of various technology led solutions

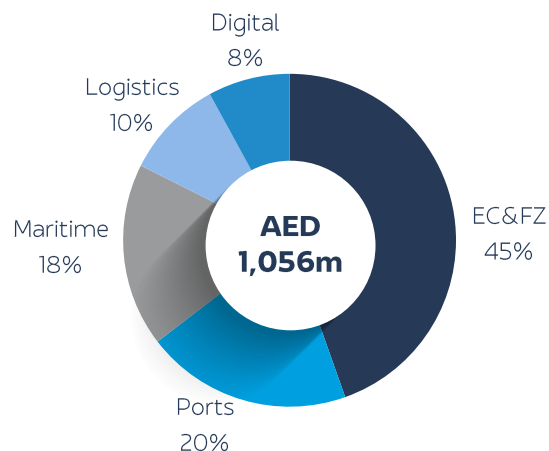


EBITDA - Stable Profitability

EBITDA (AED m) & EBITDA Margin (%)



H1 2022 EBITDA Breakdown By Cluster*



*Excluding corporate costs and eliminations

H1 2022 Financial Highlights

EC&FZ (+17% YoY to AED 601m)

- Revenue uplift was partly offset by additional provisions for ECL (Expected Credit Loss)

Ports (-12% YoY to AED 270m)

- Unfavorable base effect coming from the one-off sand supply project in 2021

Maritime (+ AED 206m to AED 240m)

- Surge in revenues and several new businesses completed initial ramp-up period

Logistics (+42% YoY to AED 130m)

- One-off gain of AED 73m in Q1 2022 from sale of a purpose-built warehouse as part of a new LT contract with a strategic customer
- Favorable base effect with the consolidation of the share of result from Aramex since Q1 2022

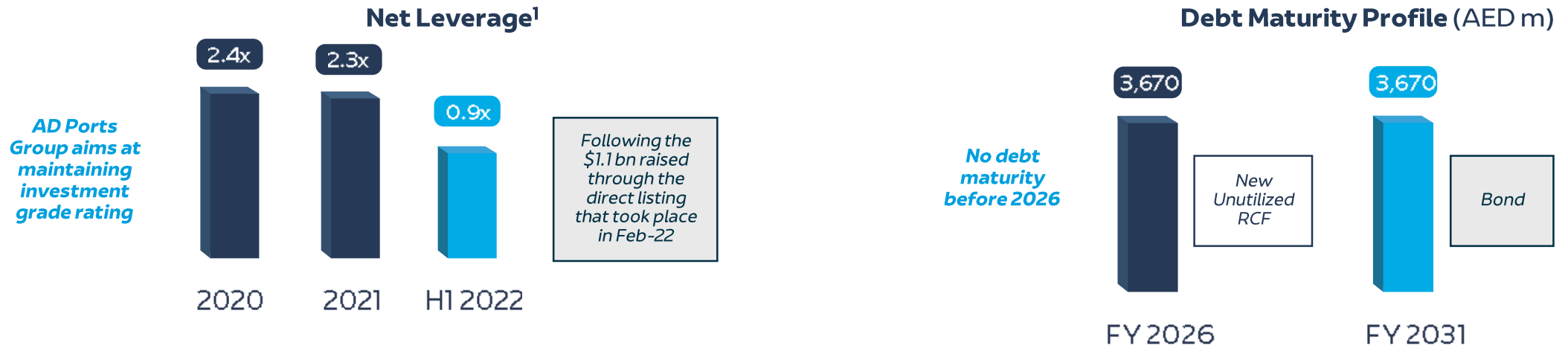
Digital (+94% to AED 107m)

- Driven by revenue growth

Solid Financial Position And Robust Balance Sheet

Strong balance sheet with significant fire power for organic and inorganic growth

Limited Leverage & Attractive Debt Terms

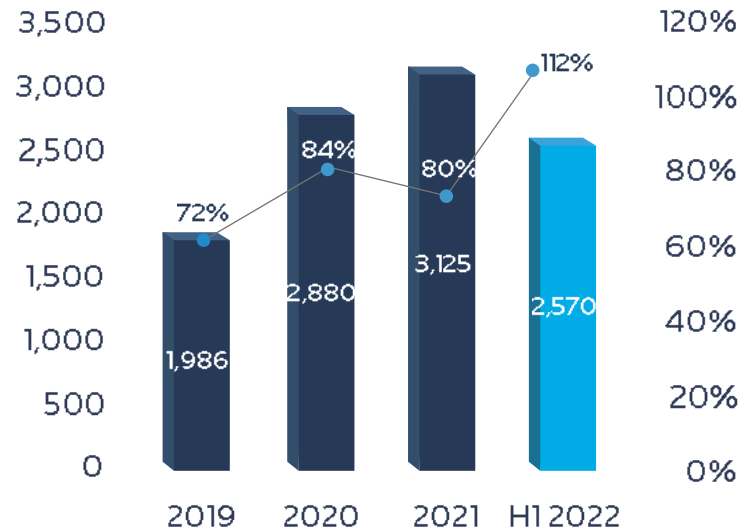




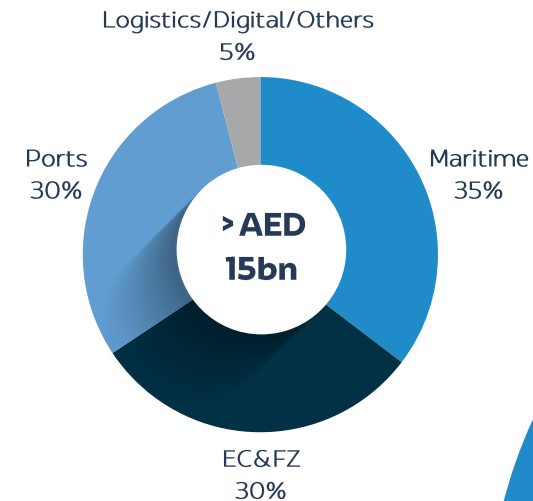
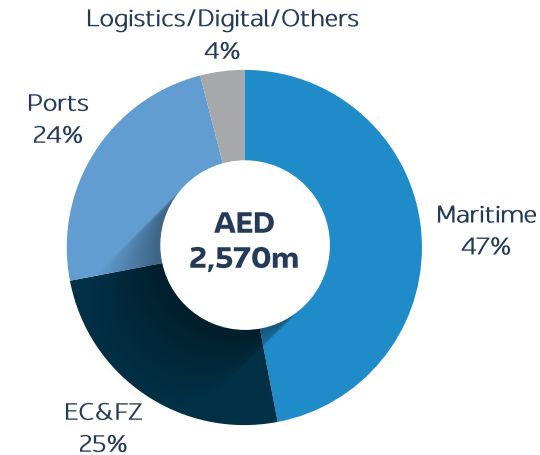
Organic CapEx - More Than AED 15bn Over The Next Five Years

Khalifa Port expansion, EC&FZ built assets and unlocking of land as well as Maritime fleet expansion

Capex (AED m) and Capex Intensity (%)

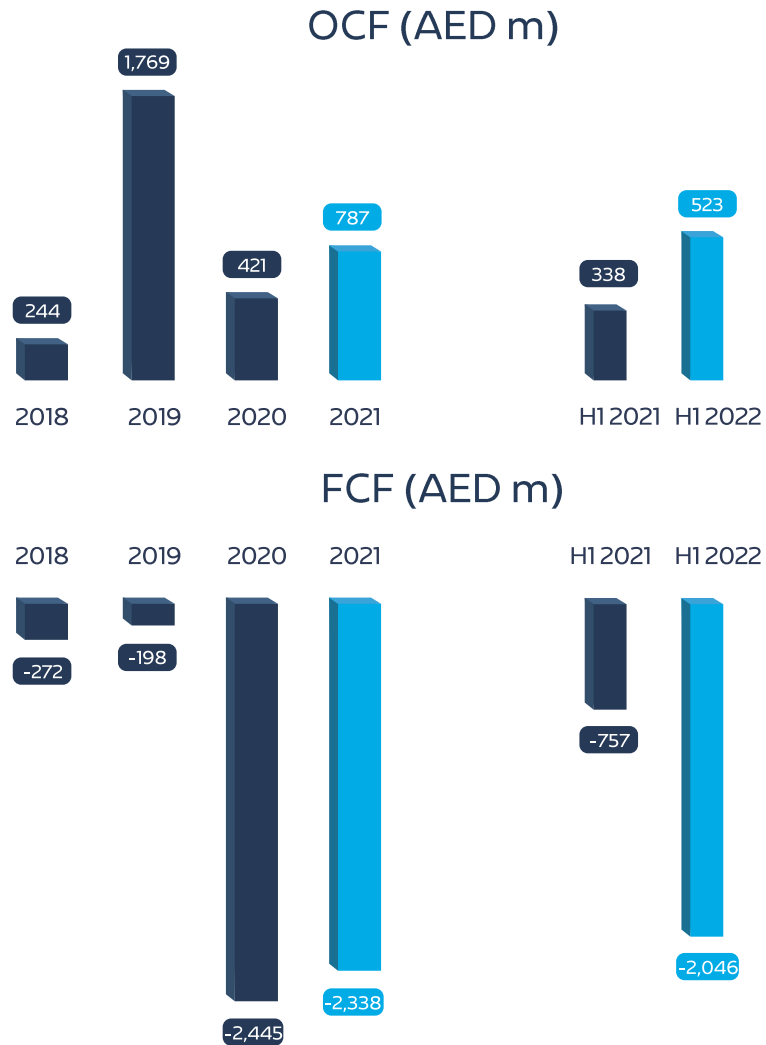


- The three main recipients of future CapEx by order of quantum will be Maritime, EC&FZ, and Ports clusters
- The strategy is to utilize bonds as the predominant long-term funding vehicle with the RCF serving as a liquidity backstop





Cash Flows - Negative FCFs Due To Heavy CapEx Program



H1 2022 Financial Highlights

- H1 2022 OCF improvement was mainly due to improvement in collections, prepayments and advances and payables
- Subsequent to H1 2022, additional AED 482m of long-standing overdue receivables has been collected from certain government related entities
- Negative FCFs due to heavy revenue generating CapEx program - likely to remain so over the medium term

Committed To ESG





Board Of Directors

Overseeing the conduct of business and supervision of management



**H.E. Falah Mohammad
Al Ahbabi**
Chairman

Chairman of Abu Dhabi Department of Municipalities and Transport; Member of Abu Dhabi Executive Council



Khalifa Sultan Al Suwaidi
Board Member
Vice-Chairman

Chief Executive Officer at Abu Dhabi Growth Fund (ADG); Chairman of Agthia Group



**H.E. Mohamed Ibrahim Al
Hammadi**
Board Member

Managing Director & Chief Executive Officer of the Emirates Nuclear Energy Corporation (ENEC)



Mohamed Juma Al Shamisi
**Managing Director and
Group CEO**

Joined in 2008, held several senior positions, appointed CEO in 2014. 20 years of maritime and logistics industry experience. Chairman of Aramex, ADNEC and KIZAD. Board member of Etihad Rail.



Jasim Husain Thabit
Board Member

Managing Director and Group Chief Executive Officer at TAQA; Board Member at EWEK



**Mansour Mohamed
Abdulqader Al Mulla**
Board Member

Managing Director and Chief Executive Officer at EDGE Group



Ms. Najeeba Al Jabri
Board Member

Vice President – Technical Midstream of the Emirates Global Aluminium Group



Management Team

Deep bench of experienced industry experts leading the transformational journey of AD Ports Group



20 years

Mohamed Juma Al Shamisi
Managing Director & Group CEO

- Joined in 2008
- Appointed CEO in 2014
- Chairman of Aramex, ADNEC and KIZAD
- 20 years of maritime and logistics industry experience



15 years

Abdullah Al Hameli
CEO of Economic Cities & Free Zones Cluster

- Joined in 2008 with more than 15 years of experience in corporate functions, including HR and administration and finance
- Previous experience with DMT and ADT.



20 years

Martin Aarup
Chief Financial Officer

- Joined in 2019 with over 20 years of finance experience in the shipping, ports and logistics industry
- Previously Head of Global Finance Operations for Marquard & Bahls Group, Group CFO of Oiltanking Group and APAC Regional CFO of APM Terminals, Maersk



18 years

Ross Thompson
Chief Strategy & Growth Officer

- Joined in 2016 with over 18 years of international senior management experience
- Previously Group Sales Director of Peel Ports, UK and American President Lines



23 years

Emil Pellicer
General Counsel

- Joined in 2010 with over 23 years of legal experience
- Board member of KIZAD, Autoterminal Khalifa Port, MICCO and AD Ports Operating Company
- Previous experience include seven years as counsel for Allen & Overy LLP.



9 years

Capt. Ammar Mubarak Al Shaiba
Acting CEO of Maritime Cluster & SAFEEN Group

- Joined in 2013 in the Harbour Master Division
- Leads the development of marine services, shipping operations and assets



40 years

Farook Al Zeer
Chairman of Logistics Cluster

- Joined in 2022 with over 40 years of experience in the logistics and freight forwarding sector across the MENA region
- Previous senior positions with supply chain leader DB Schenker and global transport company Kuehne + Nagel



8 years

Dr. Noura Al Dhaheer
CEO of Digital Cluster

- Joined in 2014 as a intern
- Implemented the first Port Community System (PCS) in the UAE, and developed the Advanced Trade & Logistics Platform (ATLP).



20 years

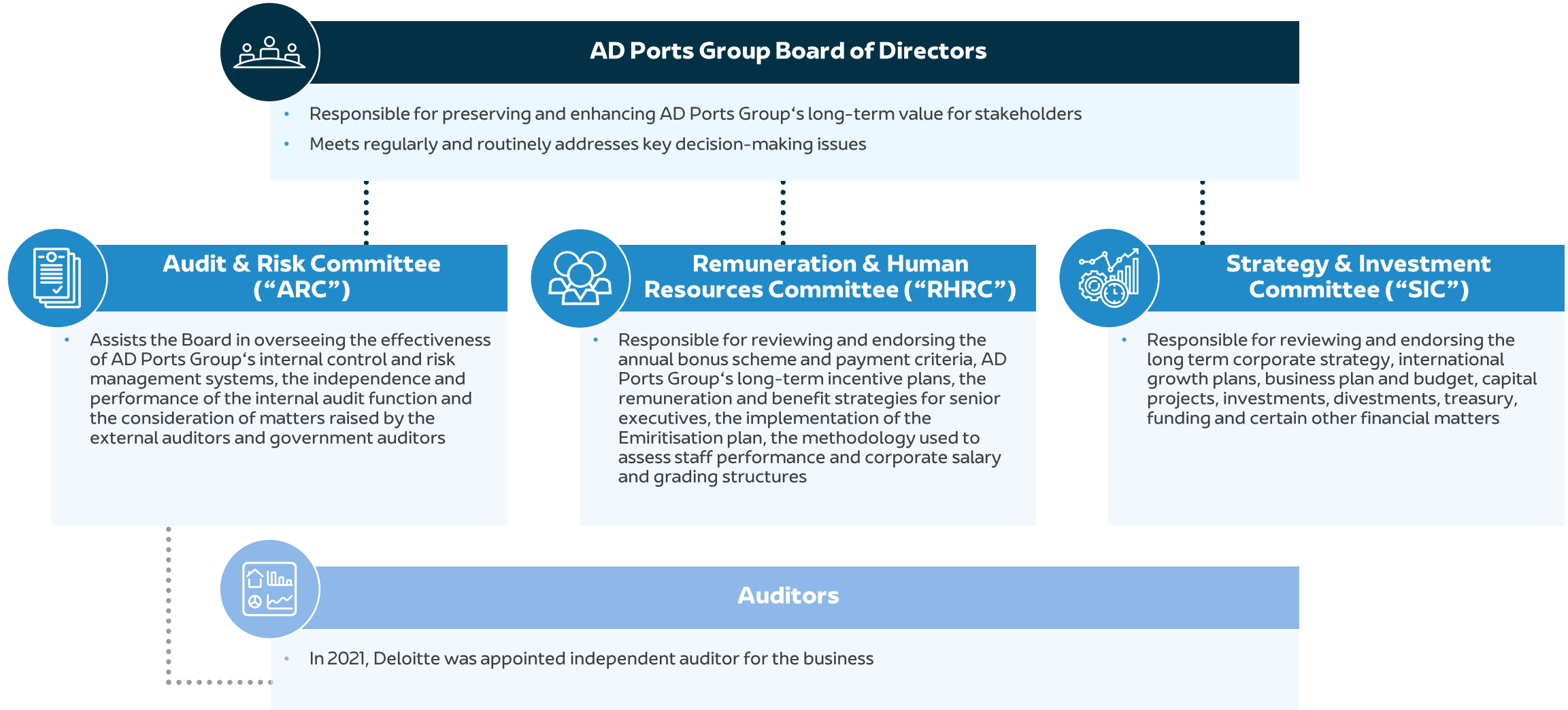
Saif Al Mazrouei
CEO of Ports Cluster

- Joined in 2019 with over 20 years of experience in ports and shipping businesses
- Previously CEO of Abu Dhabi Terminals (ADT) and Board Member of Al Habtoor Group
- Chairman of ADT and Autoterminal Khalifa Port and Board Member of SAFEEN Feeders and SERDAL.



Comprehensive Governance Structure

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





Sustainability Strategy Based On Three Key Pillars



Planet

17%

Decrease in GHG¹ emission intensity for bulk cargo volume at Zayed Port

8

Priority SDGs²
Commitment to UN SDGs



Publishing Sustainability Report since **2018**, disclosing to the GRI principles



Sustainability Committee in place; **8** executives from departments across the Group



Profit



Contribution to UAE **non-oil economy**



Industrial, Logistics and Free Zones to drive diversification



Effective transport infrastructure



Capital investment



People



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



42% of employees are women



Volunteering and Charitable activities

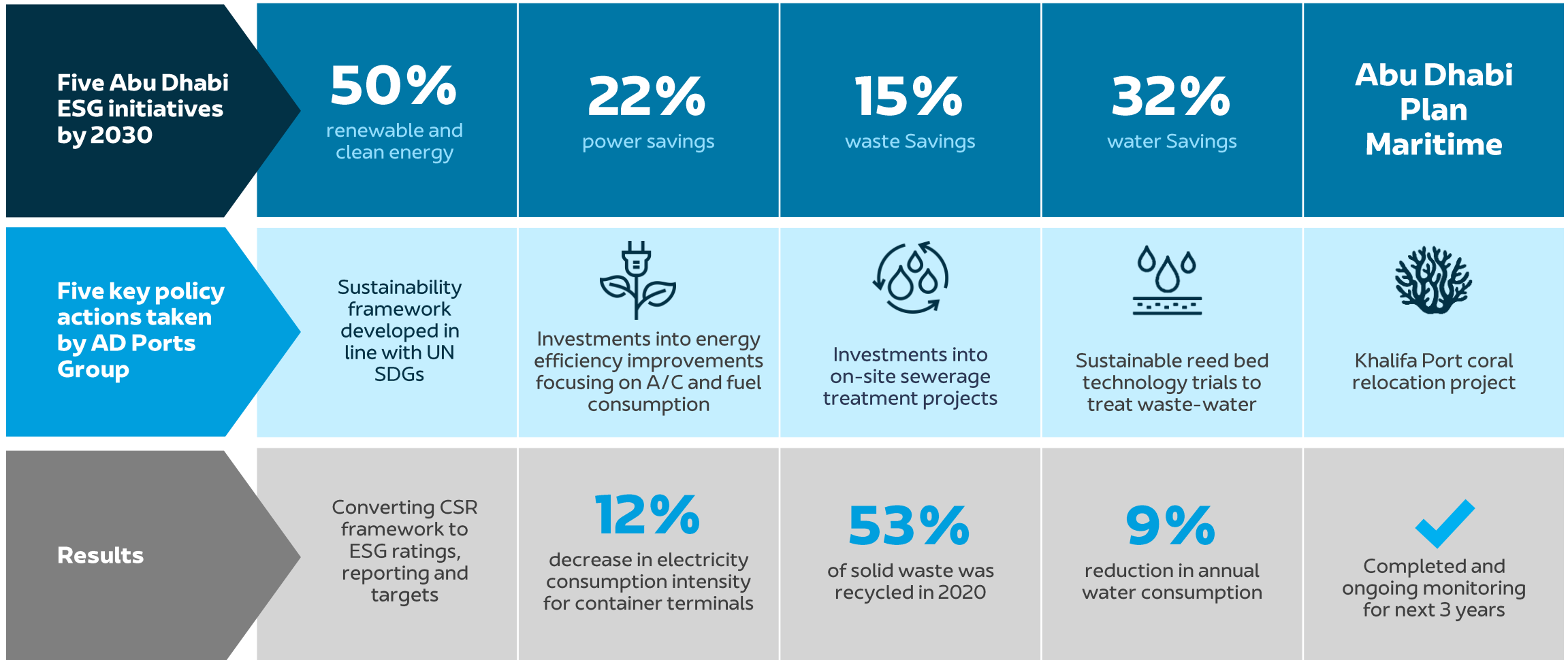


Talent training & Development



ESG Is Embedded In The Business And Linked To AD's Targets

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



Thank you

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