

INVESTOR PRESENTATION

Q2 & H1 2023

FINANCIAL RESULTS

AUGUST 2023

TECÔM GROUP

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TECOM GROUP MANAGEMENT PRESENTING



ABDULLA BELHOUL
CEO OF TECOM GROUP



MICHAEL WUNDERBALDINGER
CFO OF TECOM GROUP

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An aerial photograph of a modern office building complex at dusk. The buildings feature large glass facades that are illuminated from within, showing office interiors. A central courtyard with green lawns, palm trees, and a small pond is visible. People are walking on the paths around the courtyard. The sky is a deep blue, and the overall atmosphere is professional and modern.

MACROECONOMIC AND REAL ESTATE MARKET HIGHLIGHTS

MACROECONOMIC HIGHLIGHTS

UAE GDP growth expected to sustain driven by domestic activity and strong FDI flows

- UAE GDP is projected to grow at 3.6% with non-oil GDP expected to grow at 3.8% in 2023 supported by strong domestic activity, continued growth in tourism activity and increased capital expenditure. (Source: IMF)
- Progress in Comprehensive Economic Partnership Agreements (CEPAs) will boost trade and integration in global value chains and attract foreign direct investment, which reached an all time high in 2022 of USD 23 billion. (Source: IMF, UNCTAD)
- The UNCTAD reported the UAE attracted the fourth-highest number of greenfield projects in the world in 2022. (Source: UNCTAD)

Growth in UAE's non-oil sector accelerated in June 2023, signaling strengthening of business conditions

- The seasonally adjusted S&P Global UAE PMI rose to 56.9 in June, from 55.5 in May. Sub-index for new orders jumped to 61.0, the fastest rate of expansion since June 2019. (Source: S&P Global)
- The health of the non-oil private sector has now improved in each of the past 31 survey periods.
- There is “broad optimism” among non oil companies for the outlook in the next 12 months.

Dubai's Population surpassed 3.6 million

- Dubai's population surpassed 3.6 million as of 26 June 2023, up 1.4% since the start of the year driven by increase in expats due to attractive job opportunities. In Q1 2023 vs. Q1 2022 the population rose by 2.3%. Government estimates population will reach 5.8 million by 2040 (Source: Dubai Statistics Data)



Economic growth and foreign investment driven by Government-led initiatives

- UAE recently announced that it will set up a new federal Ministry of Investment to develop country's investment vision and further stimulate the investment environment to ensure it remains an attractive global investment hub.
- Both federal and Dubai government initiatives support long term economic growth and diversification, underpinning real estate's sustainable development. Of note:
 - Golden Visa: long-term residency program, attracting foreigners to stay longer in the UAE
 - Operation 300 bn (“Make it in Emirates”): Aims to develop the UAE's industrial sector and enhance its role in stimulating the national economy.
 - We The UAE 2031: National socio-economic strategy aims to raise the country's GDP to AED 3 trillion and increase non-oil exports to AED 800 bn.
 - Dubai Economic Agenda (D33): A key goal of the agenda is to double the size of the economy over the next decade and to consolidate its position among the top three global cities.

DUBAI'S COMMERCIAL REAL ESTATE MARKET OUTPACING OTHER MAJOR GLOBAL CITIES

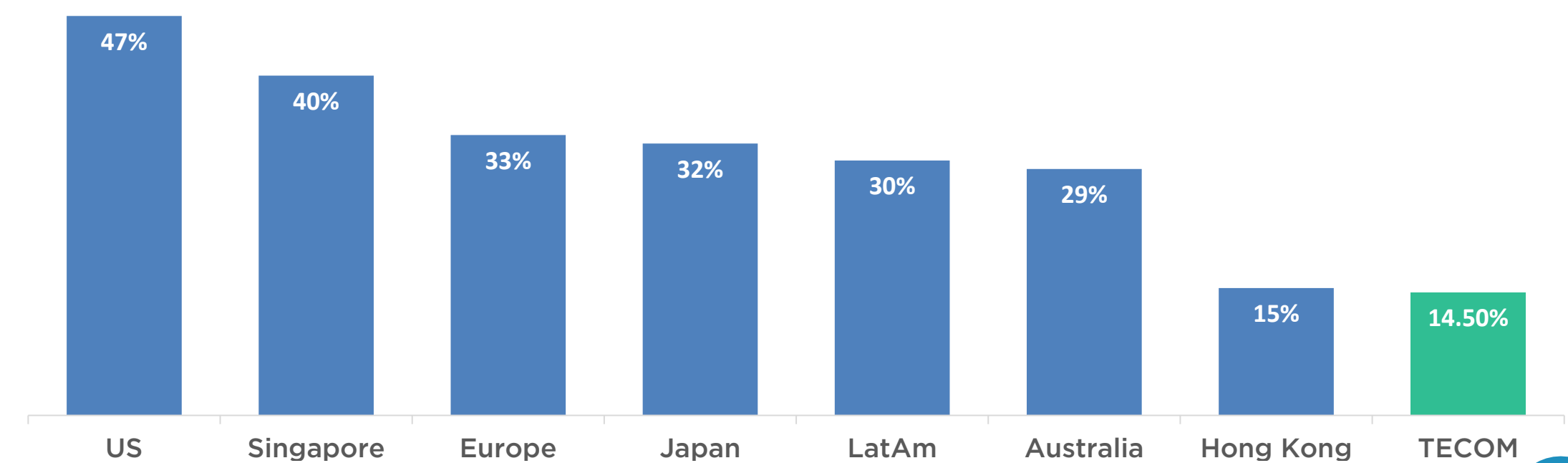
Global Commercial Real Estate Market Trends

- Based on historical demand levels, it would take 5-13 years for the global office market to return to pre-COVID occupancy levels (Source: Morgan Stanley Research)
- Class A prime assets can recover in half the time as the rest of the market as they take an outsize share of demand in our view. (Source: Morgan Stanley Research)
- Globally, office real estate could have unique challenges relating to higher vacancies associated with working from home, sharp rate hikes, and regional bank weakness
- Global office markets remain 10-15% oversupplied (Source: Morgan Stanley Research)
- LTV ratio at the US is the highest (47%) when compared to Asia/EU at 30% and HK at 15%. Not only is the US seeing sharp rise in interest rate, but the refinancing cost spike has also resulted in dividend cuts. (Source: Morgan Stanley Research, July 2023)

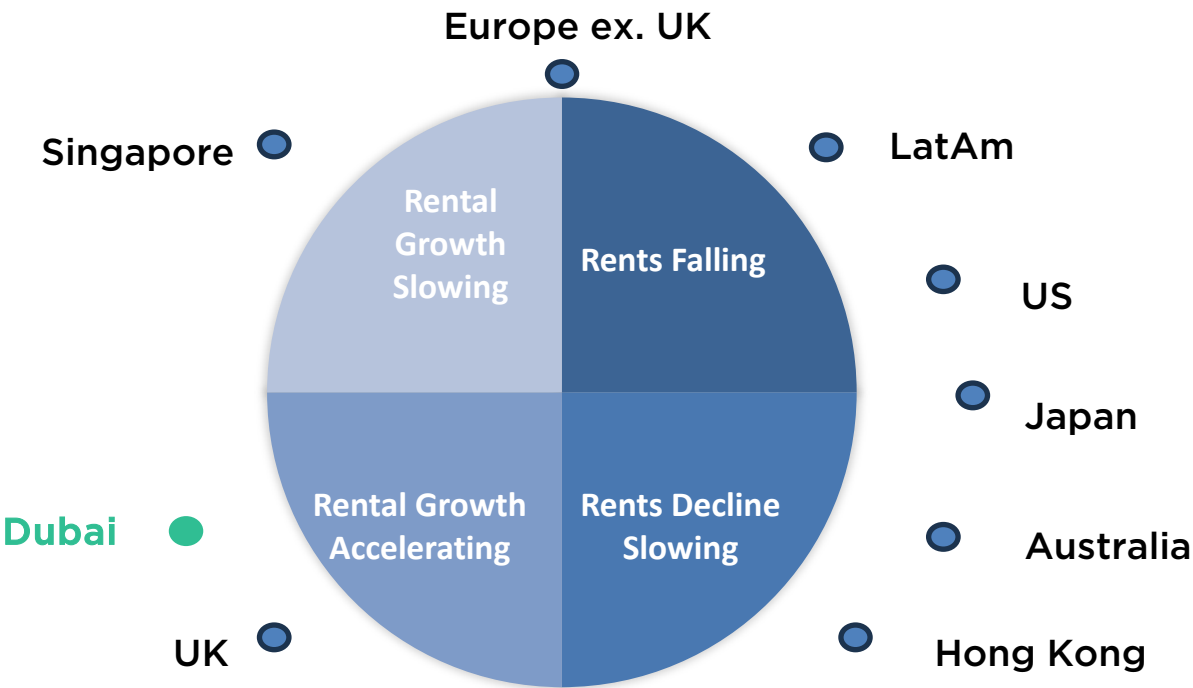
Dubai and TECOM Group's Trends

- We have already seen a full recovery in occupancy levels to pre-pandemic highs
- Dubai's vacancy within CBD was 10% in Q2 2023 (Source, JLL), with most of our Grade A prime assets recording occupancy levels above 90%
- Across our commercial portfolio occupancy levels are at 87% and customer retention rates are at 93%, most employees are back to working from offices, we have managed to lower our cost of debt despite higher interest rates, and the banking sector in the UAE is in very healthy shape
- In Dubai, demand is outpacing supply. Within our commercial and industrial portfolio, YTD we added 1.6mn sq.ft. of new lease area
- Our LTV (based on net debt as of 30 June 2023) is at 14.5%, significantly below other major cities and we are committing to paying an interim dividend of AED 400 million in September, in line with our dividend policy, implying a dividend yield of 6.3% based on TECOM's closing price of AED 2.52 on 26 July 2023.

LTV RATIOS ACROSS REGIONS VS. TECOM



GLOBAL OFFICES MARKET CYCLE



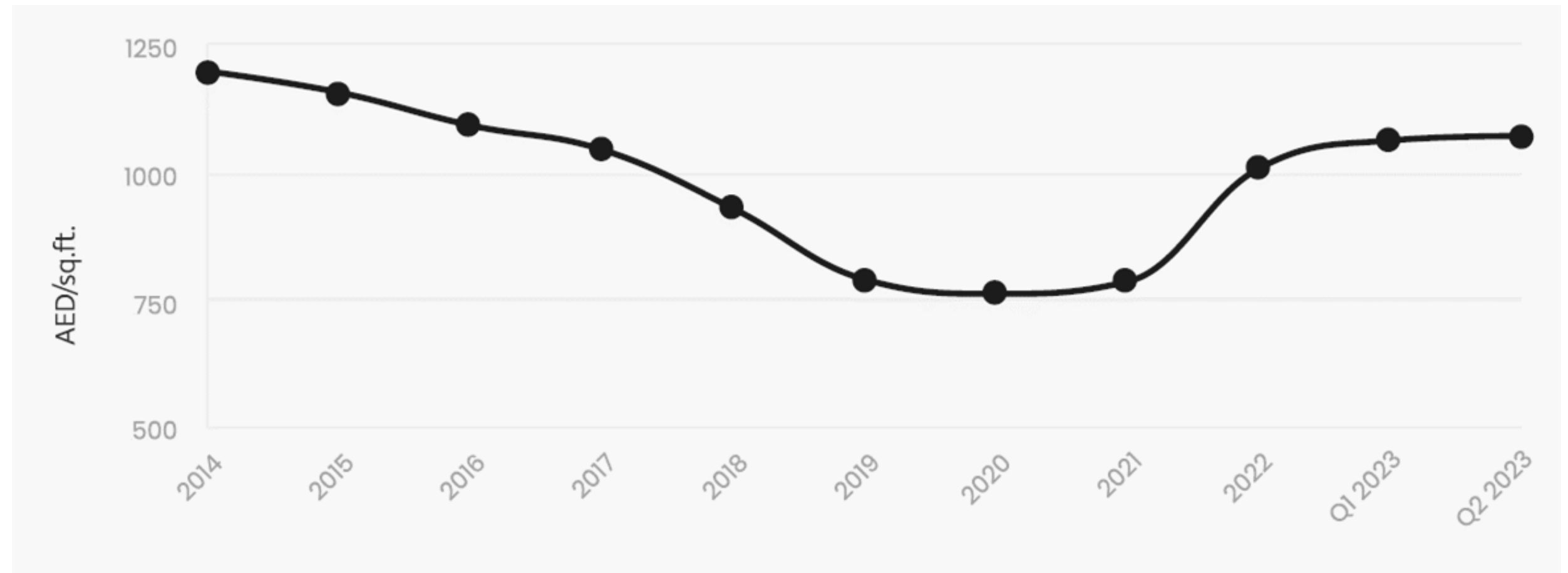
DUBAI - COMMERCIAL REAL ESTATE MARKET HIGHLIGHTS Q2 2023



Demand for office space continues to gather pace amid limited fresh supply

- Dubai's office market continued to record strong demand, with a diverse mix of tenants from all segments.
- Due to the low availability of good-quality office space and the healthy inflow of new market entrants, co-working and serviced offices have acted as an initial landing pad for majority of new entrants (*Source: JLL*)
- Office vacancy within the CBD in Q2 2023 was only 10% (*Source: JLL*)
- Occupiers with more stringent requirements are having to explore built-to-suit opportunities to fit their needs amid limited supply.

DUBAI OFFICES - AVERAGE SELLING PRICE



Sales and value of transaction surges with strong interest from international investors and end users

- Dubai witnessed an exceptional surge in sales transactions in Q2 2023 with a 22% YoY increase vs. Q2 2022. The total transacted value doubled to AED 21.4 billion compared to Q2 2022. This signifies the robust interest and confidence of buyers in the Dubai commercial real estate market. (*Source: CRC*)
- According to CRC, 63% of the buyers are investors and the remaining buyers are end users. Moreover, a diverse and multi-national buyer profile reaffirms the international appeal and global investment interest in Dubai's commercial real estate sector. (*Source: CRC*)
- Prime/Grade A office segment registers remarkable growth, with a 4% QoQ increase and a 56% YoY surge (*Source: Morgan's International Realty*)

TECOM GROUP'S VALUE PROPOSITION

A COMPELLING INVESTMENT OPPORTUNITY



Over 20 years

Of experience as Leading player
in Dubai's business hub
proposition



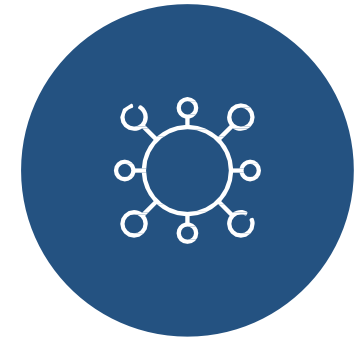
10,000+

long-term, loyal and
diversified customer base



Dividend payout

Supported by robust and
attractive financial profile



6 strategic sectors

primed for sustainable
growth



Income-generating assets

In unique, diverse, high-quality
portfolio strategically located
across Dubai



Clear roadmap

For growth



Robust governance & ESG frameworks

in line with best-in-class
standards

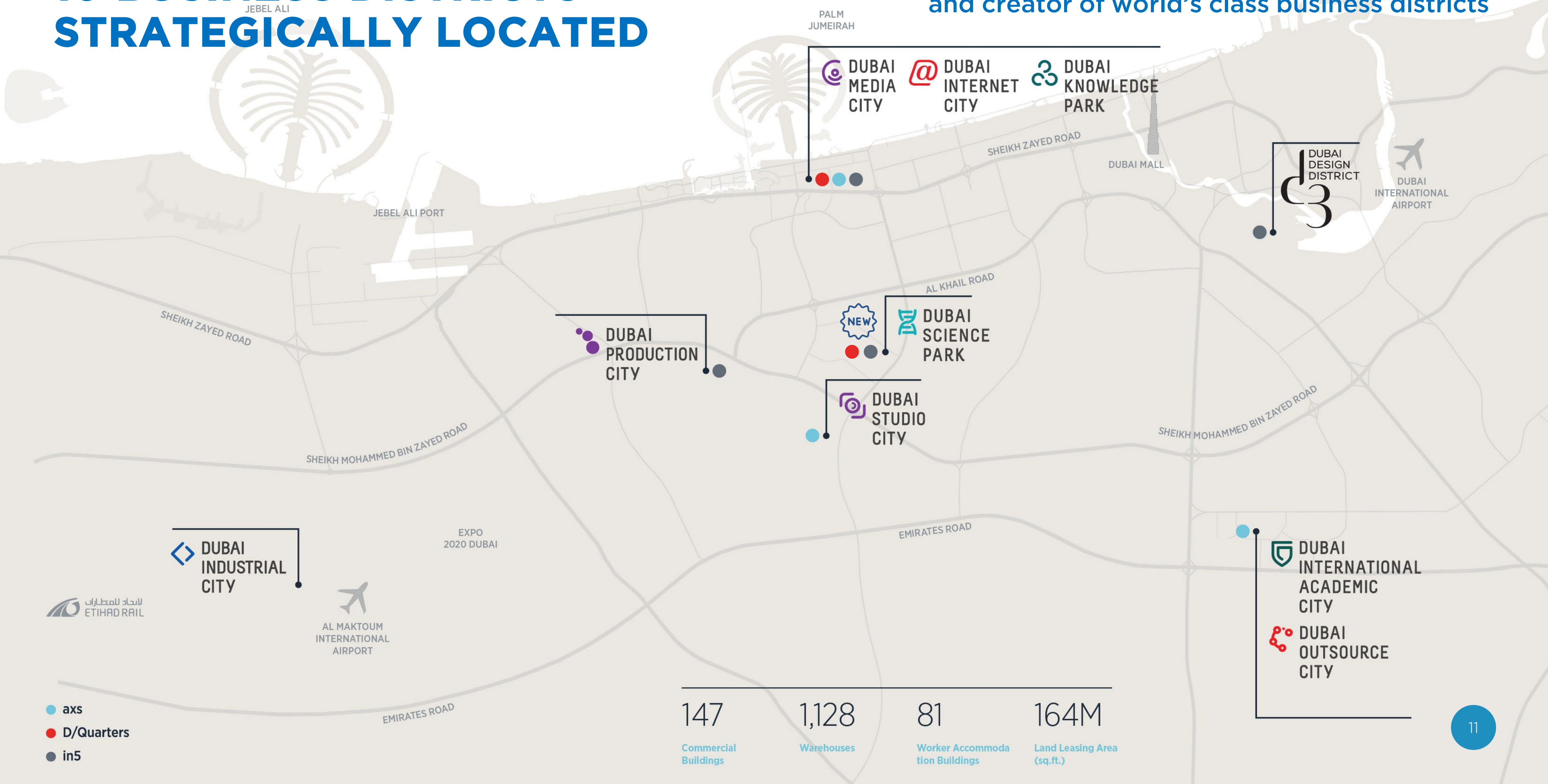


Dynamic management team

with proven track record
and know how in creating
and managing industry
ecosystems

10 BUSINESS DISTRICTS STRATEGICALLY LOCATED

Dubai's strategic business enabler
and creator of world's class business districts



DELIVERING VALUE THROUGH OUR 4 BUSINESS SEGMENTS



**COMMERCIAL
LEASING**

9.5
Million sqft
GLA (as of 30 Jun 2023)

~1-5y (BTL)
10y (BTS)
Lease terms



**INDUSTRIAL
LEASING**

11.5
Million sqft
GLA (as of 30 Jun 2023)


~1-5y
Lease terms




**LAND
LEASING**

164
Million sqft
GLA (as of 30 Jun 2023)


~30-50y
Lease terms




**SERVICES
& OTHERS**




- Government services
- Registration and licensing
- Corporate services



Incubation services
for start-ups



Flexi offices &
co-working space



Supports freelance talent

GLA: Gross Leasable Area
BTL: Built to Lease
BTS: Built to Suit

CLEARLY DEFINED GROWTH STRATEGY ANCHORED ON THREE CORE PILLARS

STRATEGIC PILLARS



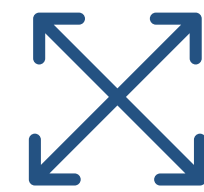
OPTIMISE CORE BUSINESS & PERFORMANCE

- Retain and strengthen relationships with customers
- Focus on prudent costs, cashflow and capital management
- Deliver on ongoing BTS and infrastructure programme
- Review and refine pricing to align with market conditions



DEVELOP DIFFERENTIATED VALUE PROPOSITION

- Deliver a compelling value proposition
- Deliver best-in-class customer experiences
- Identify improvements for selected commercial assets
- Maximize synergies across the TECOM Group ecosystem




BUILD NEW SOURCES OF GROWTH

- Drive new opportunities in high growth industry segments
- Develop new product offerings in emerging office asset classes
- Expand and challenge existing commercial business models
- Support the development of Dubai's economy and strategic sectors

STRATEGIC ENABLERS

Build Superior People & Organisational Capabilities

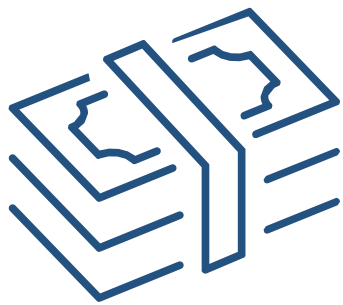
- Attract, retain and develop top talent
- Foster a corporate culture of growth, learning and innovation
- Build delivery capabilities and frameworks to support productivity
- Retain flexibility and agility to adapt to significant market changes

A large, modern building with a distinctive design, featuring a central tower with a blue glass facade and a yellowish-brown facade on the sides. The building is surrounded by palm trees and other greenery. The sky is clear and blue.

Q2 & H1 2023 OPERATIONAL & FINANCIAL PERFORMANCE HIGHLIGHTS

**DUBAI
SCIENCE
PARK**

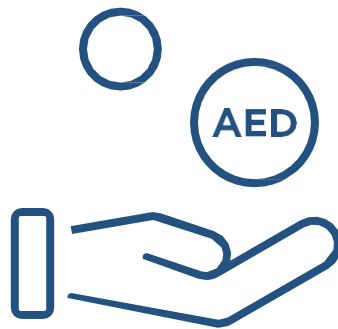
FINANCIAL HIGHLIGHTS (H1 2023)



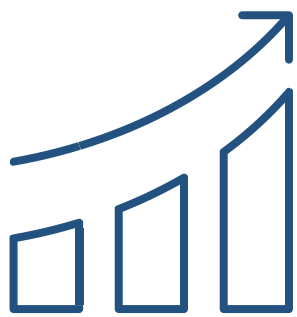
REVENUE
AED 1,049 MN
vs. H1 2022 6% ▲



EBITDA
AED 825 MN
vs. H1 2022 14% ▲



FFO¹
AED 678 MN
Vs. H1 2022 8% ▲



EBITDA MARGIN
79%
vs. H1 2022 6% ▲



NET PROFIT
AED 485 MN
vs. H1 2022 13% ▲



LIQUIDITY
AED 1,063 MN
FREE CASH²
AED 3,200 MN
UNDRAWN REVOLVING CREDIT FACILITY

OPERATING PERFORMANCE

87.0%

Consolidated Occupancy vs 82% Jun 2022)
(Excluding Land Leasing)

2.7 Years

Overall blended WALT*
(Weighted of Commercial
[BTS & BTL] and Industrial)

*WALT: Weighted Average Lease Term

AED 3.2Bn

Available liquidity undrawn revolving credit facility

4.07%

Average Cost of borrowing for 5 years

2.1x

Net debt to LTM EBITDA ratio

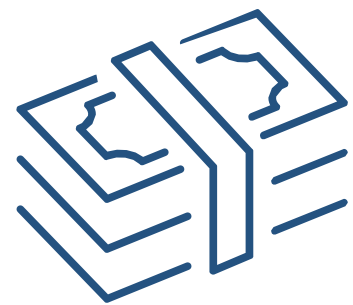
14.5%

Loan to Value (LTV) ratio of

1. FFO: Cash flow from operations (including net financing costs) before changes in working capital
2. FREE CASH: Excludes Restricted Cash AED 197 MN (Visa Deposit & EOSB)

Figures in AED 'Million'

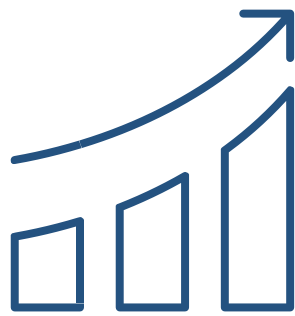
FINANCIAL HIGHLIGHTS (Q2 2023)



REVENUE
AED 535 MN
vs. Q2 2022 6% ▲



EBITDA
AED 426 MN
vs. Q2 2022 14% ▲



EBITDA MARGIN
80%
vs. Q2 2022 6% ▲



NET PROFIT
AED 229 MN
vs. Q2 2022 (3%) ▼



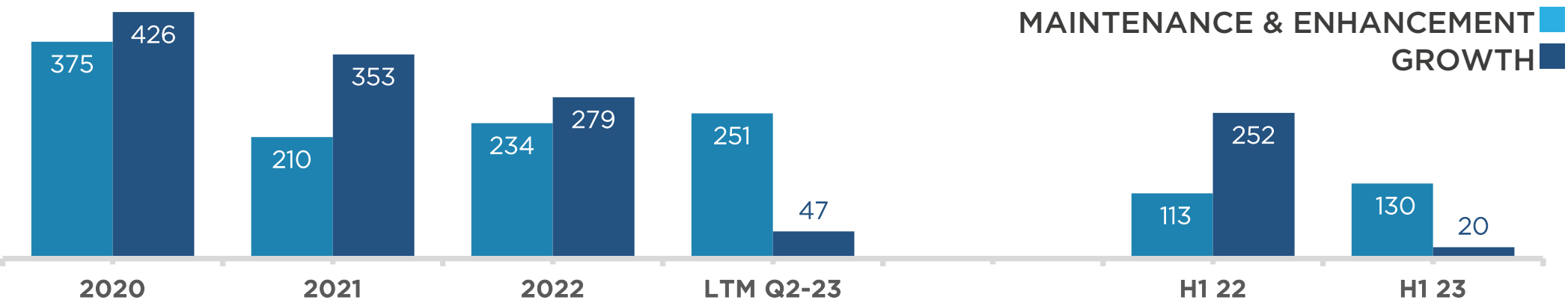
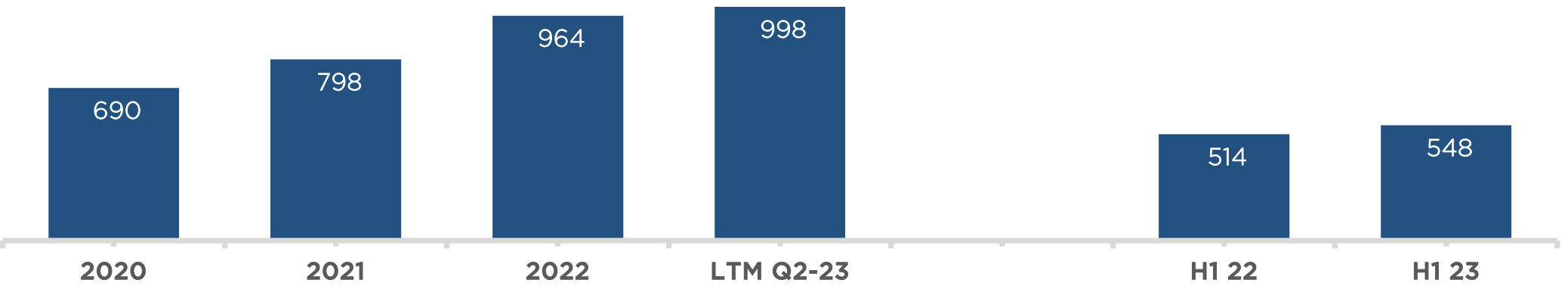
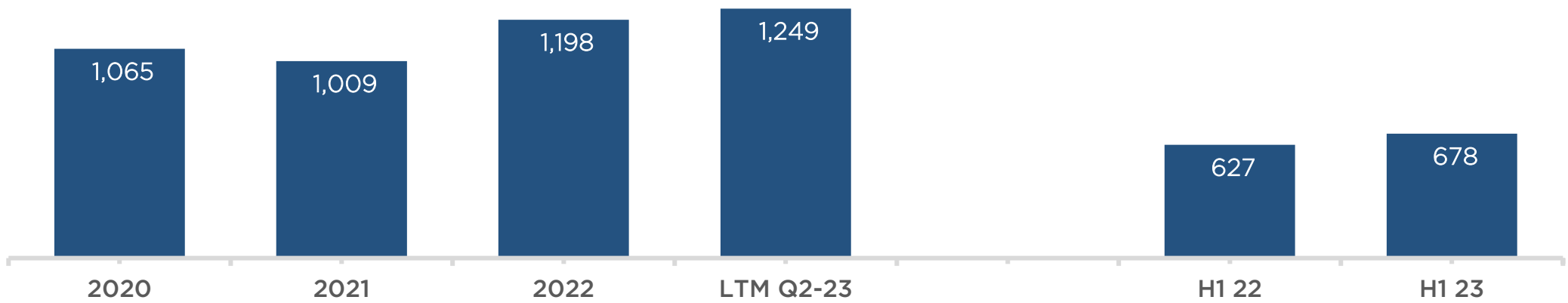
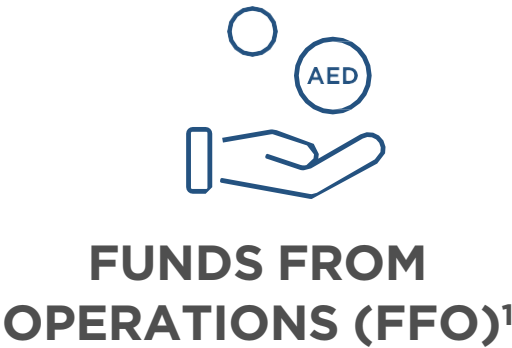
ADJUSTED NET PROFIT¹
AED 283 MN
vs. Q2 2022 19% ▲



1. ADJUSTED NET PROFIT: *Excluding the one-off impact from fees associated with settlement of old refinancing agreement.

Figures in AED 'Million'

STRONG CASH FLOW GENERATION & INCREASE IN FREE CASH FLOW



- Improving business conditions, quality of tenants, and better collection efforts are driving sustainable growth in FFO and RCFC
- A diversified portfolio of assets with a mix of short-term and long-term contracts provides a stable stream of cash flow.
- Dividend payment of AED 200 million distributed in April 2023

1. Cash flow from operations (including net financing costs) before changes in working capital
2.FFO minus maintenance and enhancement capital expenditure

Figures in AED 'Million'

BALANCE SHEET

DESCRIPTION	30 JUN 2023	31 DEC 2022	CHANGE %
PROPERTY, EQUIPMENT AND INTANGIBLE ASSETS	111	116	-5%
INVESTMENT PROPERTY	11,826	11,874	0%
DERIVATIVE FINANCIAL INSTRUMENTS	316	316	0%
TRADE, UNBILLED AND FINANCE LEASE RECEIVABLES	781	743	5%
NON-CURRENT ASSETS	13,033	13,049	0%
TRADE RECEIVABLES	111	151	-26%
OTHER RECEIVABLES	136	66	107%
DUE FROM RELATED PARTIES	26	30	-13%
CASH AND BANK BALANCES	1,260	1,261	0%
CURRENT ASSETS	1,532	1,507	2%
TOTAL ASSETS	14,565	14,555	0%
SHARE CAPITAL	500	500	0%
RESERVES	776	773	0%
RETAINED EARNINGS	4,980	4,695	6%
TOTAL EQUITY	6,256	5,968	5%
BANK BORROWINGS	4,348	4,342	0%
ADVANCES AND REFUNDABLE DEPOSITS FROM CUSTOMERS	632	645	-2%
OTHER LIABILITIES, DERIVATIVE FINANCIAL INSTRUMENTS AND EOSB	845	916	-8%
PROVISION FOR OTHER LIABILITIES AND CHARGES	903	881	2%
NON-CURRENT LIABILITIES	6,727	6,784	-1%
BANK BORROWINGS	-	-	0%
TRADE AND OTHER PAYABLES	314	410	-24%
ADVANCES AND REFUNDABLE DEPOSITS FROM CUSTOMERS	802	767	4%
OTHER LIABILITIES & PROVISIONS	428	422	2%
DUE TO RELATED PARTIES	39	204	-81%
CURRENT LIABILITIES	1,582	1,803	-12%
TOTAL LIABILITIES	8,310	8,587	-3%
TOTAL EQUITY AND LIABILITIES	14,565	14,555	0%



INCOME STATEMENT

DESCRIPTION	H1 2023	H1 2022	YoY CHANGE %
REVENUE	1,049	989	6%
DIRECT COSTS	(356)	(356)	0%
GROSS PROFIT	693	633	9%
OTHER OPERATING INCOME	19	28	-32%
	712	661	8%
GENERAL AND ADMINISTRATIVE	(69)	(106)	-35%
MARKETING AND SELLING	(14)	(13)	8%
TOTAL EXPENSES	(83)	(119)	-30%
OPERATING PROFIT	629	542	16%
FINANCE INCOME	25	64	-61%
FINANCE COSTS	(170)	(178)	-4%
FINANCE COSTS - NET	(145)	(114)	27%
PROFIT FOR THE YEAR	485	428	13%
EARNINGS PER SHARE (EPS* - AED)	0.10	0.09	13%

Q2 2023	Q2 2022	YoY CHANGE %
535	504	6%
(185)	(168)	10%
350	336	16%
16	16	0%
366	352	4%
(31)	(52)	-40%
(7)	(6)	-17%
(38)	(58)	-34%
328	295	11%
13	3	333%
(111)	(60)	85%
(98)	(57)	72%
229	237	-3%
0.05	0.05	-3%



REVENUE CONTRIBUTION BREAKDOWN - Q2 2023



Figures in AED 'Million'
*EPS based on number of shares as of 30 June 2023

SUSTAINING HEALTHY LEVERAGE POSITION TO SUPPORT GROWTH STRATEGY

BALANCE SHEET

	AED MN
DEBT	4,348
CASH	1,260
EQUITY	6,256
TOTAL ASSETS	14,565

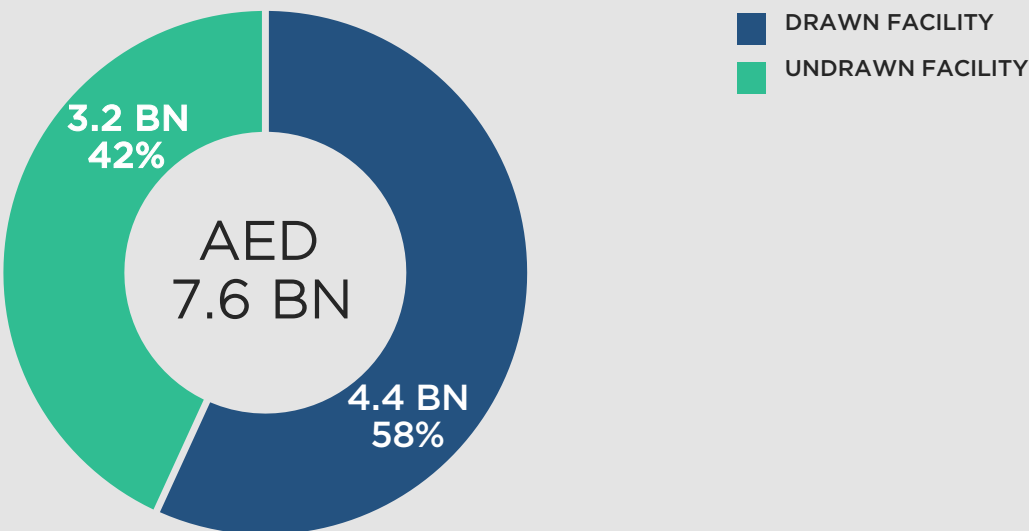
CAPITAL STRUCTURE

	AMOUNT	LTV ¹	LTMEBITDA
AED 7.6BN CORPORATE FACILITY	4,348	20%	
TOTAL FINANCIAL DEBT	4,348	20%	3.0x
LESS CASH	(1,260)	6%	
NET DEBT	3,088	15%	2.1x

KEY RATIOS

LOAN TO VALUE (LTV) ¹	14.5%
DEBT / EQUITY	0.7X
NET DEBT / LTM ² EBITDA	2.1X
EBITDA / NET FINANCE COSTS	5.7X
ROE	15.9%

DEBT FACILITIES



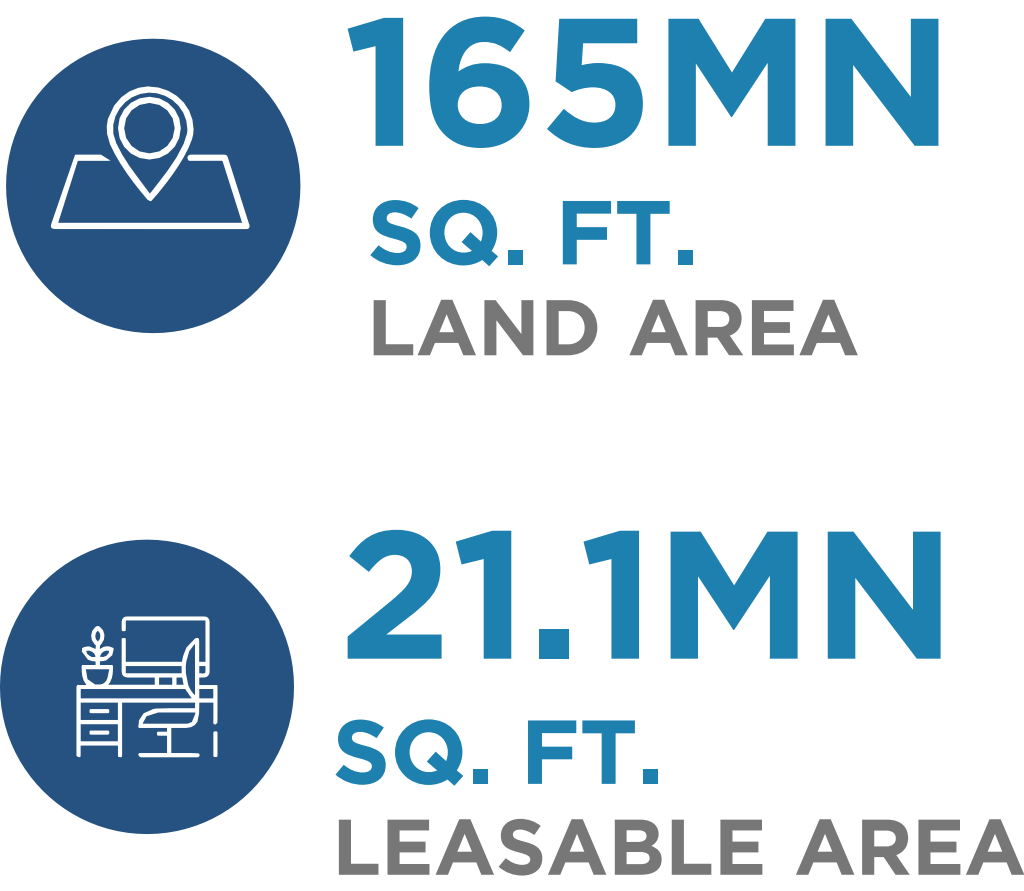
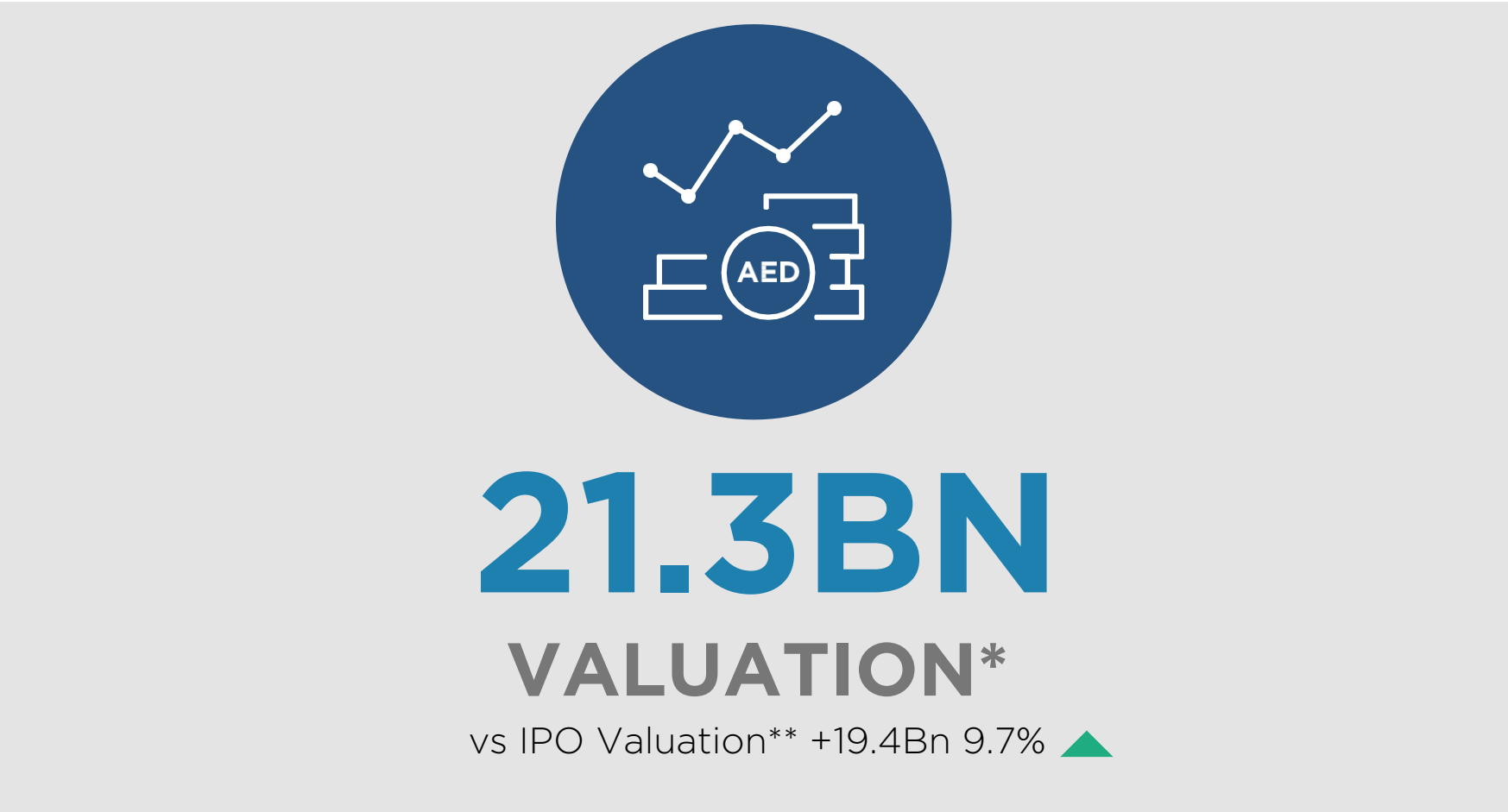
- Proactive and efficient debt management, further aligning financial needs to growth agenda
- Enhanced leverage ratios owed to refinancing of existing loan facility
- AED 3.2 billion undrawn debt (RCF) available for Growth plans

1 LTV - Loan to Value
2 LTM - Last 12 Months
Figures in AED 'Million'
All figures, ratios and values are as of 30 June 2023

PORTFOLIO VALUATION

Robust growth in portfolio value due to improving economic conditions, completion of value accretive BTS projects and high-quality tenants contracted over the long term

OUR PORTFOLIO



FAIR VALUES BY SEGMENT

COMMERCIAL LEASING 11.1BN +1.2Bn (+11.7%) vs IPO Valuation	LAND LEASING 6,2BN +0.02Bn (+0.3%) vs IPO Valuation	INDUSTRIAL LEASING 2.4BN +0.3Bn (+16%) vs IPO Valuation
		AVAILABLE LAND 1.6BN vs IPO VALUATION +0.4Bn (+29%)

ASSUMPTION	COMMERCIAL LEASING		LAND LEASING		INDUSTRIAL LEASING***		TOTAL	
	Dec-22	IPO	Dec-22	IPO	Dec-22	IPO	Dec-22	IPO
EQUIVALENT YIELD	7.90%	7.90%	6.70%	7.50%	9.30%	10.20%	7.70%	8.00%
NET INITIAL YIELD	6.70%	7.40%	6.40%	6.00%	6.10%	7.90%	6.60%	7.00%
VALUE/GLA (AED/SQ. FT.)	1,128	1,022	49	47	240	165	130	120

*According to CBRE, Fair value of TECOM Group PJSC investment properties and land bank stands at AED 21.3 Bn as at 31-Dec-2022

***IPO Valuation as of 31-Mar-2022

***Industrial leasing includes Warehouses and Worker Accomodations

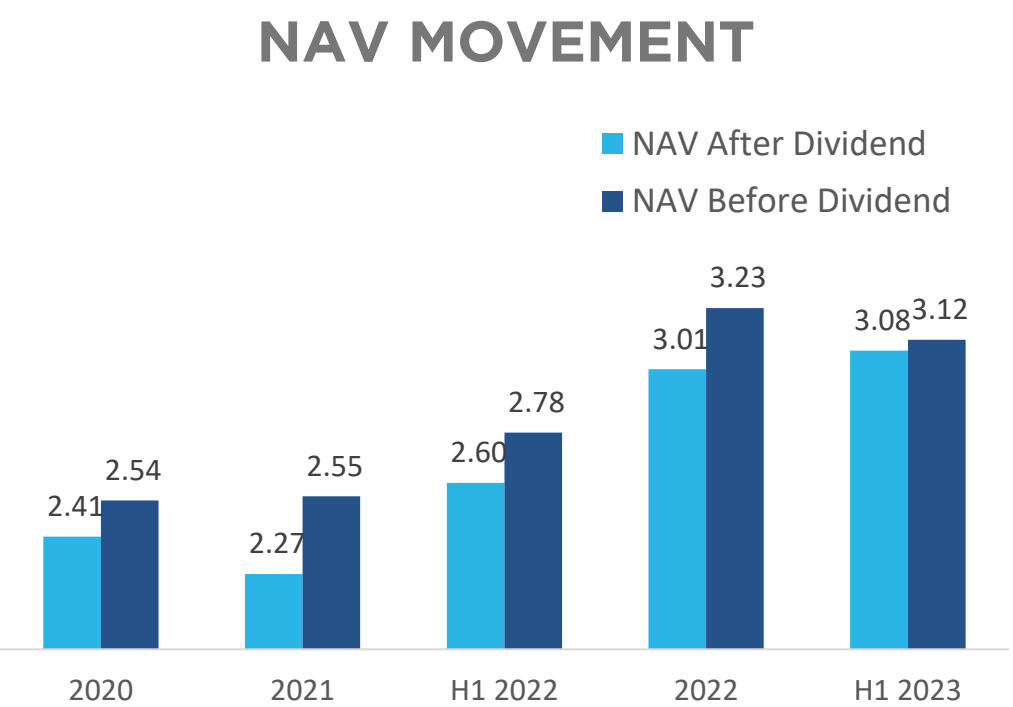
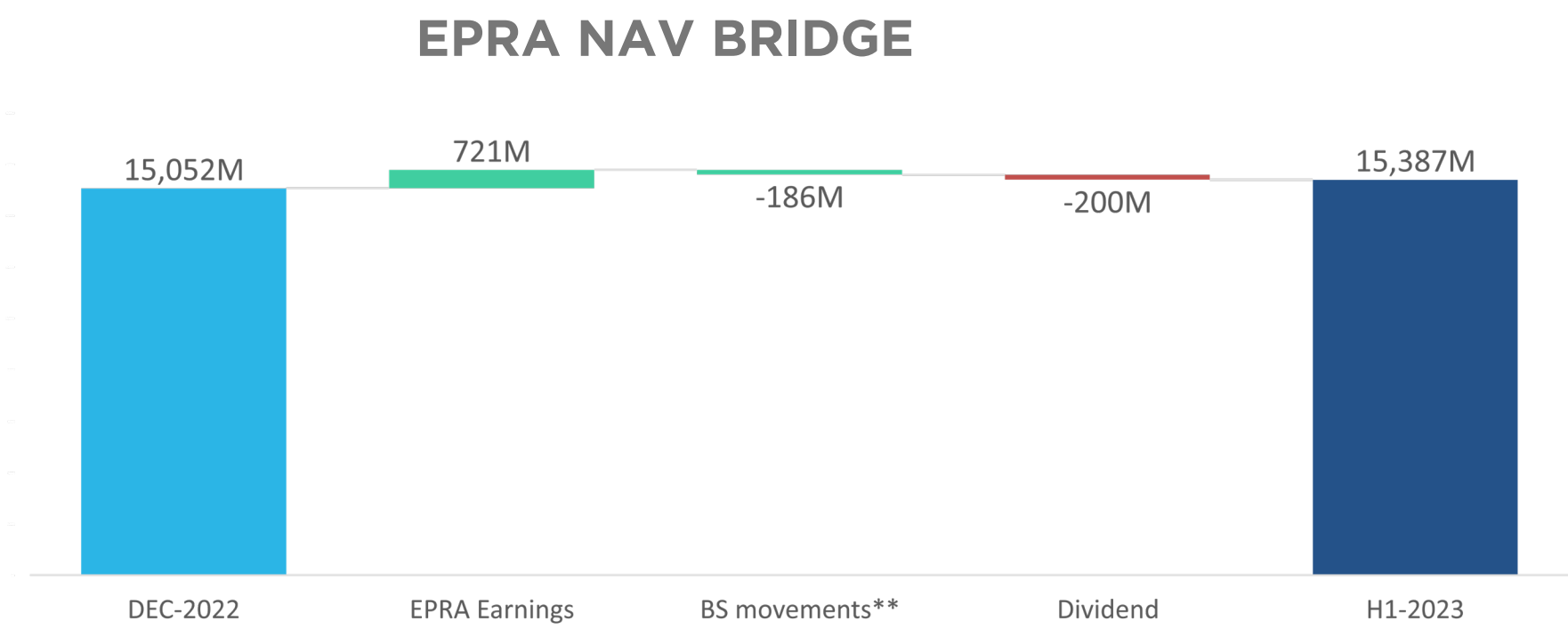
EPRA KPIs

KPI	H1 2023	2022	H1 2022
IFRS EARNINGS (AED Million)	485	726	428
EPRA EARNINGS (AED Million)	721	1,024	534
IFRS NET ASSETS (AED Million)	6,256	5,968	5,718
EPRA NET ASSET VALUE (NAV) (AED Million)	15,387	15,052	13,006
EPRA NIY	6.9%	6.6%	7.1%
EPRA "TOPPED-UP" NIY	7.2%	6.7%	7.1%

PER SHARE ANALYSIS	H1 2023*	2022	H1 2022*
NUMBER OF SHARES (Million)	5,000	5,000	5,000
EPRA EARNINGS PER SHARE (AED)	0.14	0.20	0.04
EPRA NET ASSET VALUE (NAV) EX DIVIDEND (AED)	3.08	3.01	2.72
EPRA NET ASSET VALUE (NAV) BEFORE DIVIDEND (AED)	3.12	3.23	2.73

2021	2020	2019
569	579	634
898	944	984
5,613	6,168	6,131
11,359	12,035	12,705
6.8%	6.1%	7.0%
7.1%	6.6%	7.3%

2021	2020	2019
5,000	5,000	5,000
0.18	0.19	0.20
2.27	2.41	2.54
2.55	2.54	NA



*EPRA Earnings per share for Q1 2022, H1 2022 and Q3 2022 not annualized
**BS Movements = Balance sheet Movements mainly arise due to use of IP fair values for EPRA reporting vs Balance sheet cost model.

ANALYST COVERAGE REPORT

Goldman Sachs

7TH AUG 2022 | 29TH OCT 2022

24TH FEB 2023 | 16TH MAY 2023

RATING



BUY

ANALYST

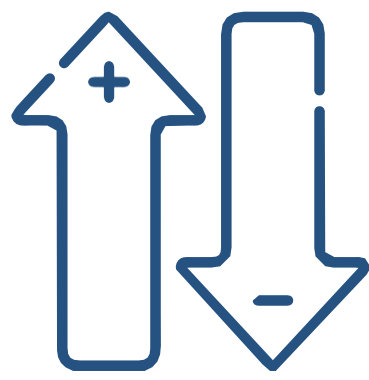
HARSH MEHTA

Harsh.Mehta@gs.com

Morgan Stanley

8TH AUG 2022 | 26TH OCT 2022

10TH FEB 2023



EQUAL-WEIGHT

NIDA IQBAL

Nida.Iqbal.Siddiqi@morganstanley.com

 **UBS**

8TH AUG 2022 | 26TH OCT 2022

10TH FEB 2023 | 03RD MAY 2023



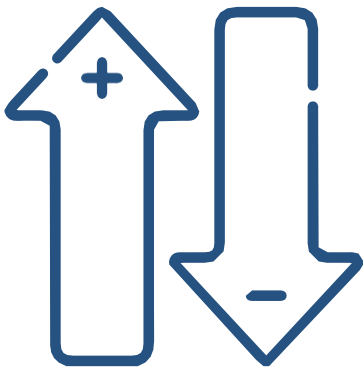
BUY

CHARLES BOISSIER

Charles.Boissier@ubs.com


al ramz
الرمز

10TH JUL 2023




EQUAL-WEIGHT

NIKHIL MIRSHA

nmishra@alramz.ae



DIVIDEND POLICY



DIVIDEND YIELD

6.53%

Annualized*

- In June 2022 we announced our dividend policy:
- Semi-annual dividend pay-outs adding to **AED 800 million** per annum were committed.
- **AED 200 million** interim dividend paid in November 2022, and **AED 200 million** paid in April 2023 bringing total cash dividends paid to **AED 400 million** for second half of 2022.
- **AED 400 million** interim dividend approved by BOD for H1 2023, to be paid in September 2023
- With our healthy profitability and cashflows, we have a strong dividend coverage ratio of 125% based on LTM Q2 2023 recurring free cashflow and planned annual dividend.



ABILITY TO PAY DIVIDEND SUPPORTED BY:

Stable and predictable cash flow generation, supported by recently completed long term contracted BTS projects

AED 3.2Bn undrawn revolving credit facility with favourable terms, supporting CapEx and OpEx requirements

Solid balance of retained earning (AED 5.0 Bn as of 30 June 2023)

Strong revenue growth and higher EBITDA, driven by increase in occupancy and stable operating costs

*Based on TECOM’s share price as of 30 June 2023 AED 2.45 per share

BUSINESS SEGMENTS PERFORMANCE

COMMERCIAL LEASING SEGMENT

SUSTAINED GROWTH MOMENTUM ON ROBUST DEMAND ESPECIALLY FOR GRADE A, CBD OFFICES FROM NEW AND EXISTING CUSTOMERS AND OWED TO BALANCE BETWEEN BUILT-TO-SUIT AND BUILT-TO-LEASE PROPERTIES

DESCRIPTION	H1 2023	H1 2022	% CHANGE YOY
REVENUE	552	520	6%
EBITDA	395	362	9%
EBIDTA MARGIN	71%	70%	1pp

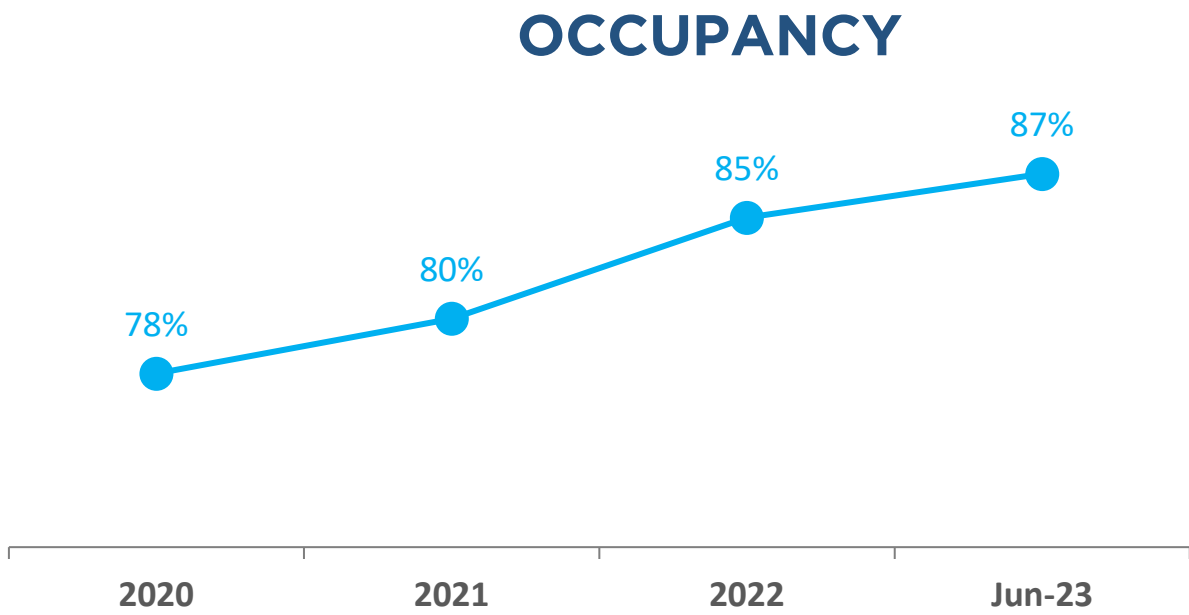
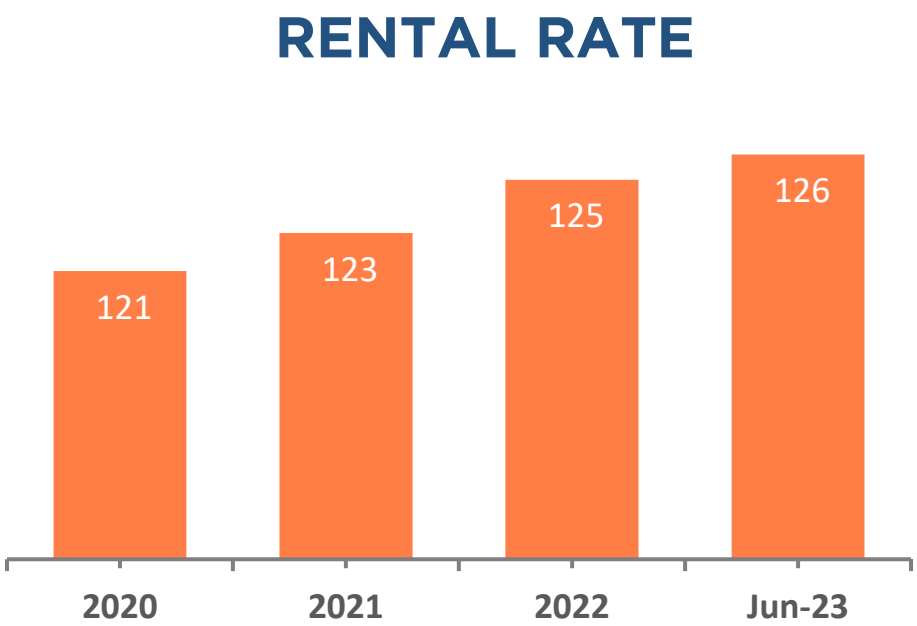
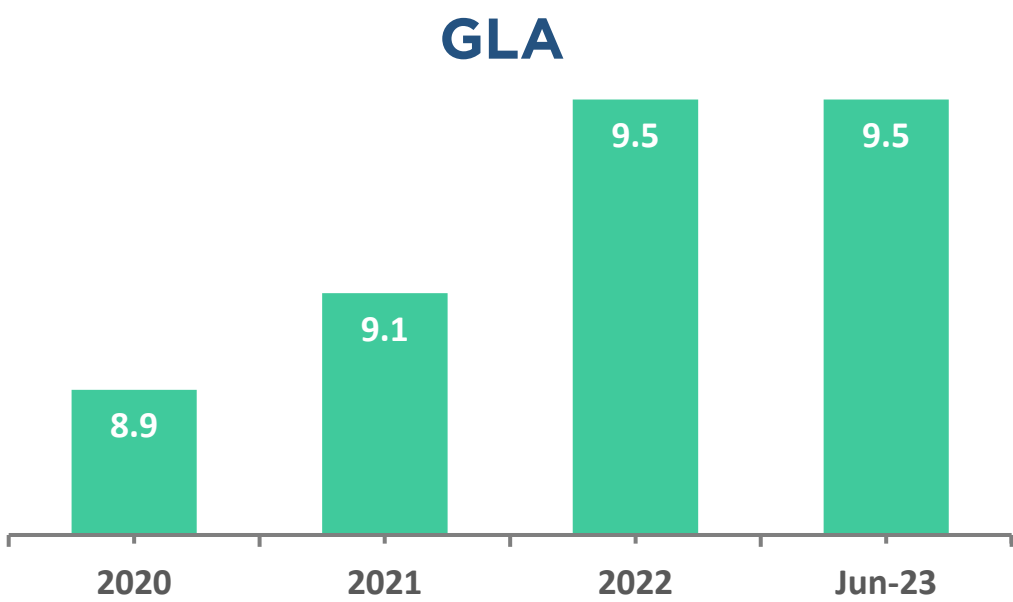
Q2 2023	Q2 2022	% CHANGE YOY
277	267	4%
197	188	5%
71%	70%	1%

Revenue growth driven by:

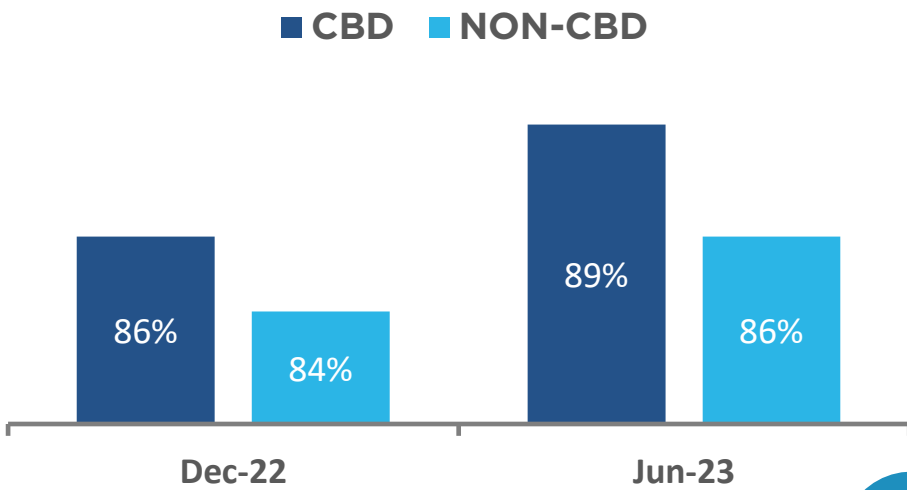
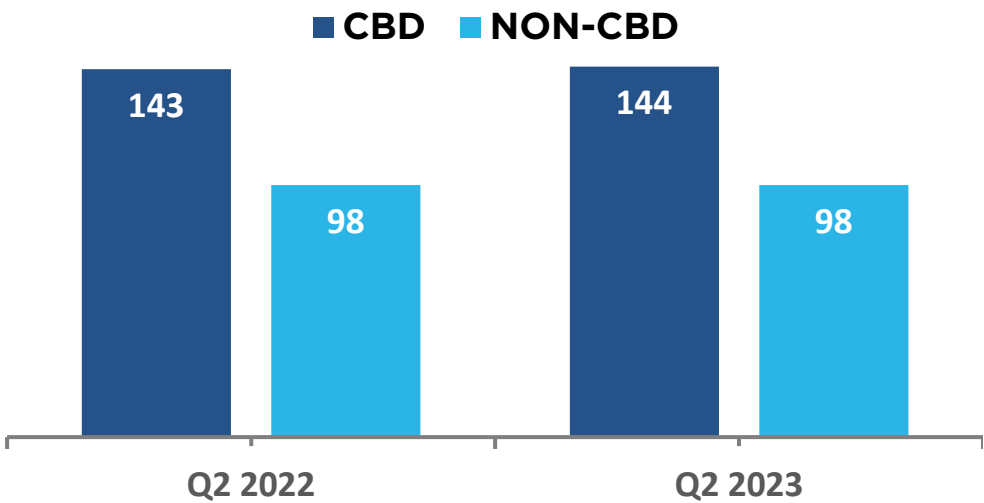
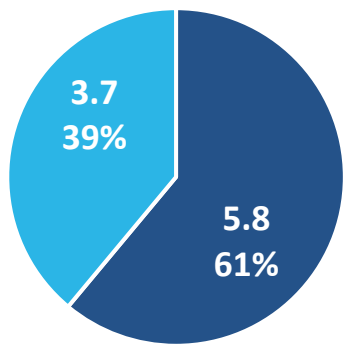
- Increase in occupancy levels across the portfolio
- New lease agreements at higher rental rates especially in CBD properties

EBITDA expansion underpinned by:

- Higher top line growth and cost optimization initiatives



■ CBD ■ NON-CBD



Figures in AED 'Million'
GLA in Million Sq.Ft

INDUSTRIAL LEASING SEGMENT

OUR UNIQUE VALUE PROPOSITION WITHIN THE INDUSTRIAL SEGMENT SUPPORTS TOP-LINE GROWTH, UNDERPINNED BY AN EXPANSIONARY BUSINESS CLIMATE

DESCRIPTION	H1 2023	H1 2022	% CHANGE YOY
REVENUE	149	134	11%
EBITDA	115	87	33%
EBIDTA MARGIN	77%	65%	12pp

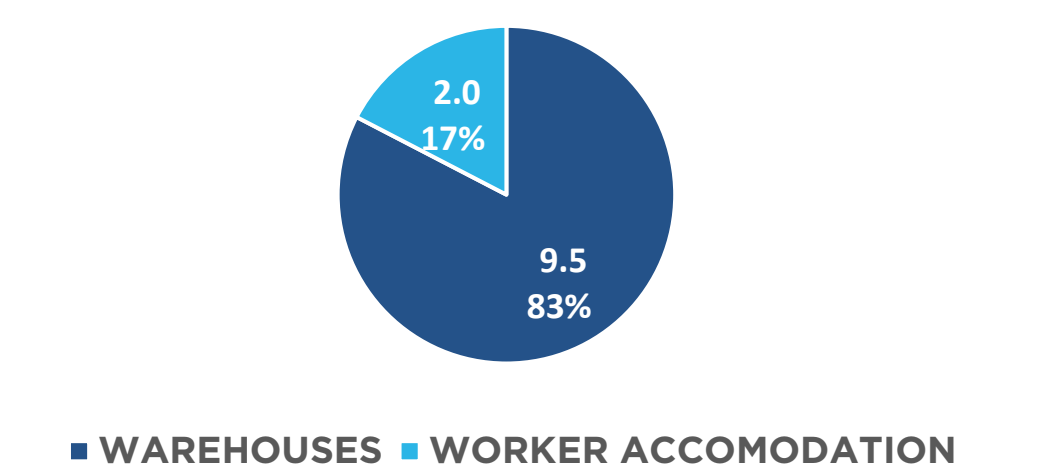
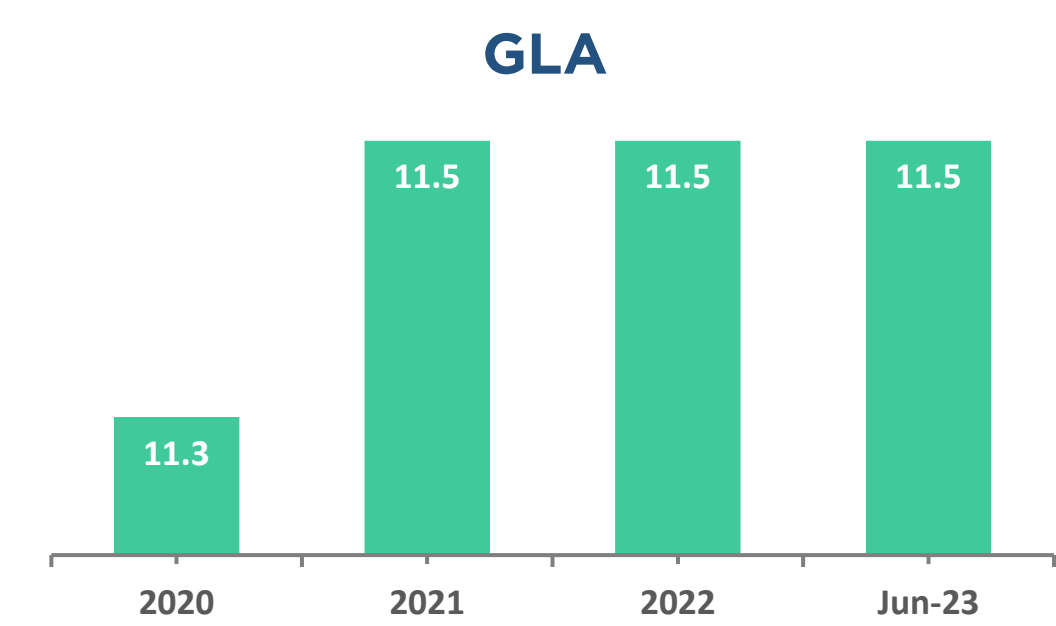
Q2 2023	Q2 2022	% CHANGE YOY
79	71	11%
62	48	29%
79%	67%	12pp

Revenue growth driven by:

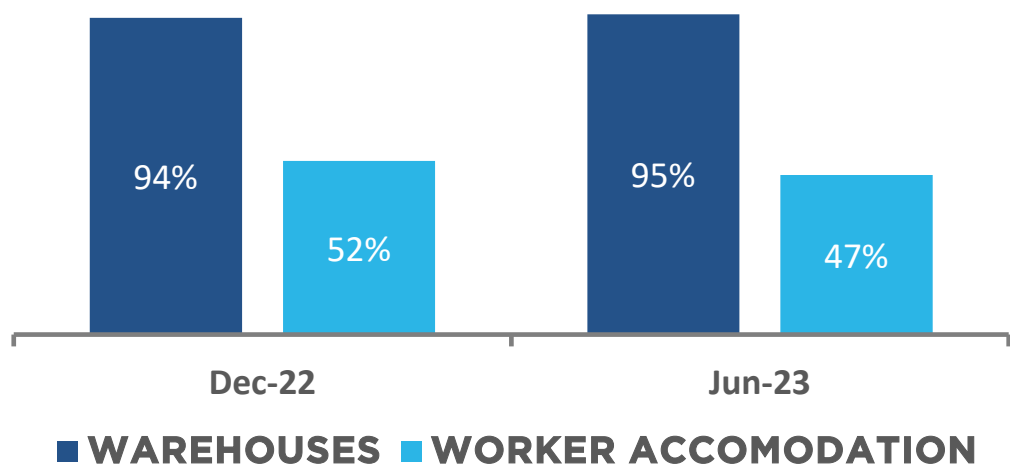
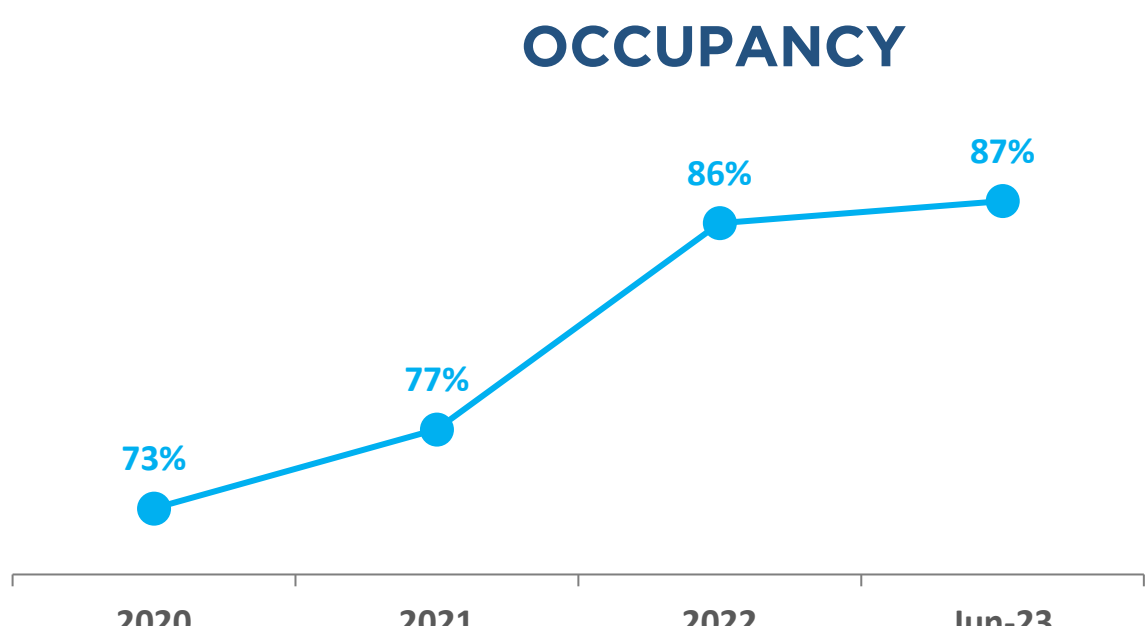
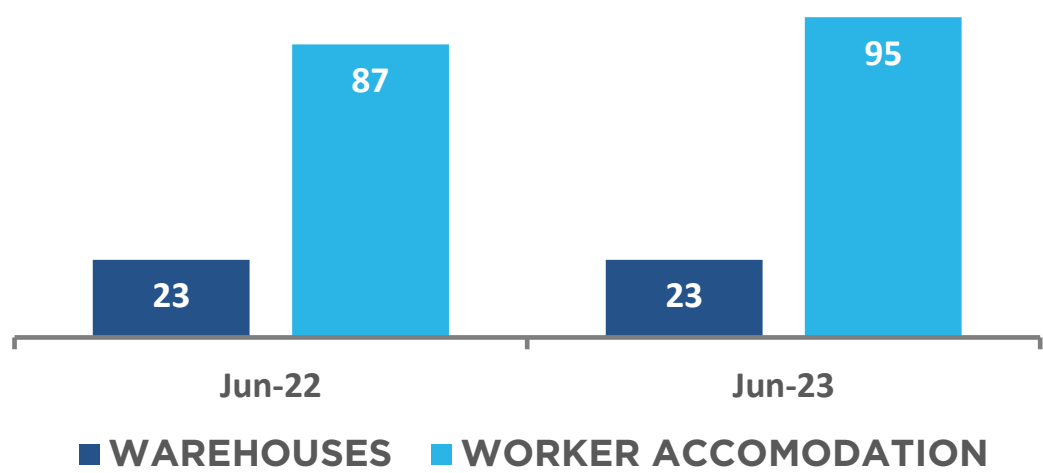
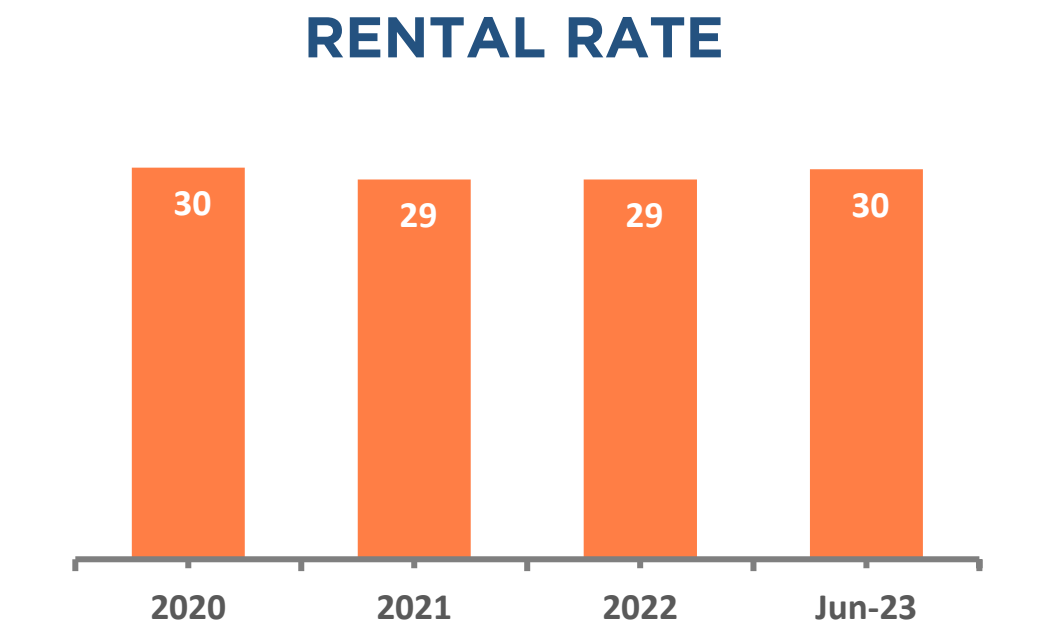
- Increase in occupancy levels across the portfolio on the back of strong customers retention rates
- Warehouses performed exceptionally, with H1 2023 revenue up 10% YoY

EBITDA expansion driven by:

- Higher revenues and lower OPEX



Figures in AED 'Million'
GLA in Million Sq.Ft



LAND LEASING SEGMENT

STRONG CONTRIBUTION FROM LAND LEASE SEGMENT DURING THE PERIOD ON IMPROVING REVENUE QUALITY AND NEW LEASE AGREEMENTS

DESCRIPTION	H1 2023	H1 2022	% CHANGE YOY
REVENUE	237	219	8%
EBITDA	228	191	19%
EBIDTA MARGIN	96%	87%	9pp

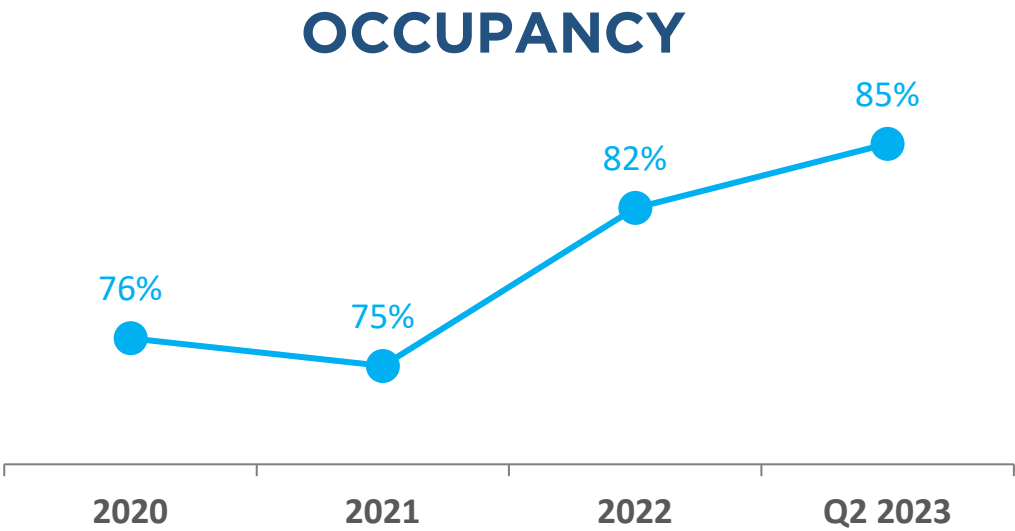
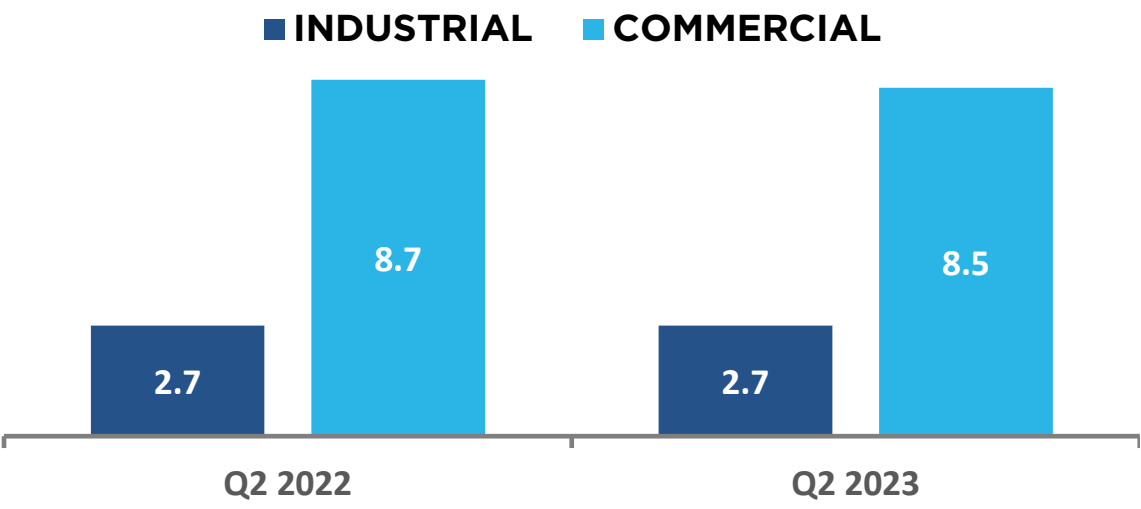
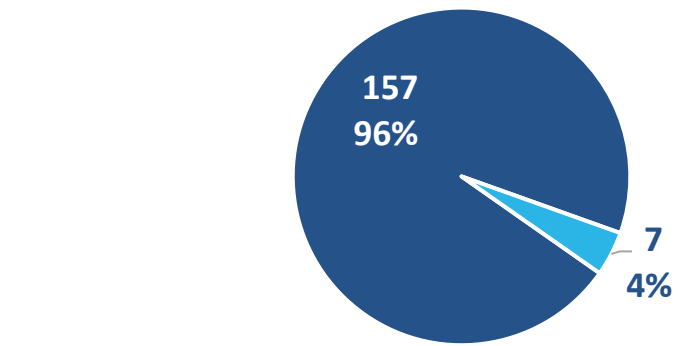
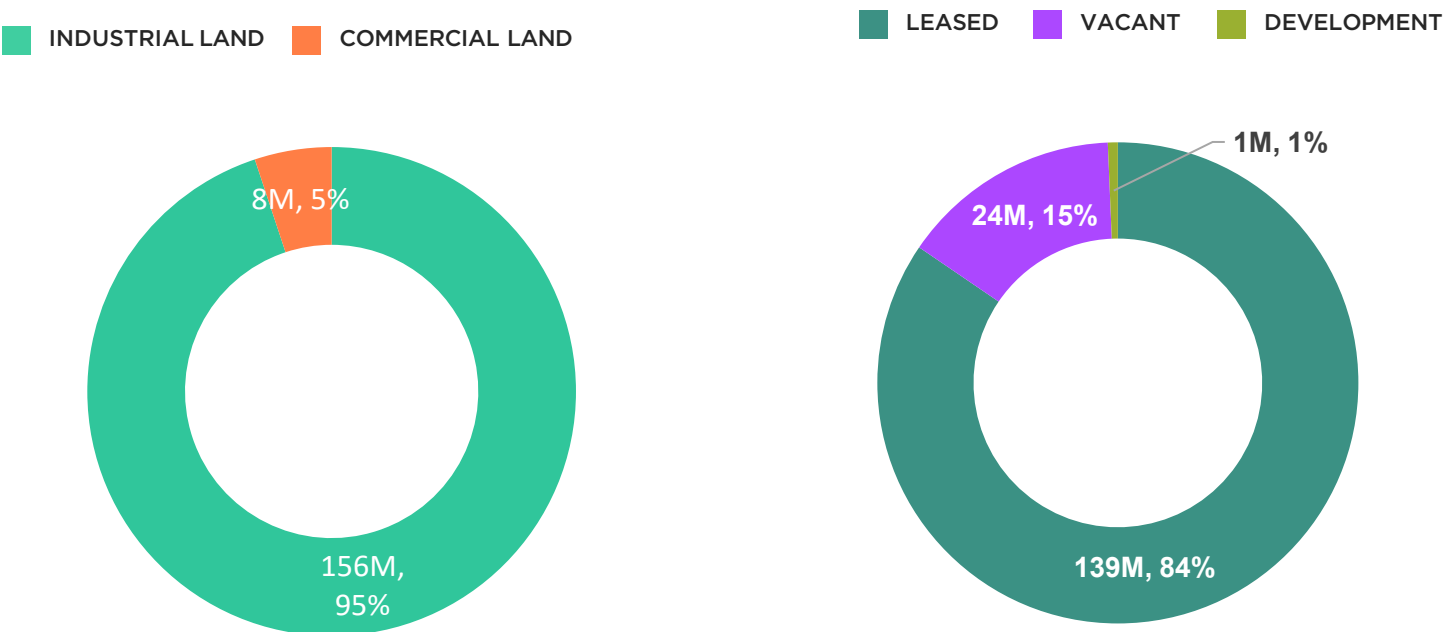
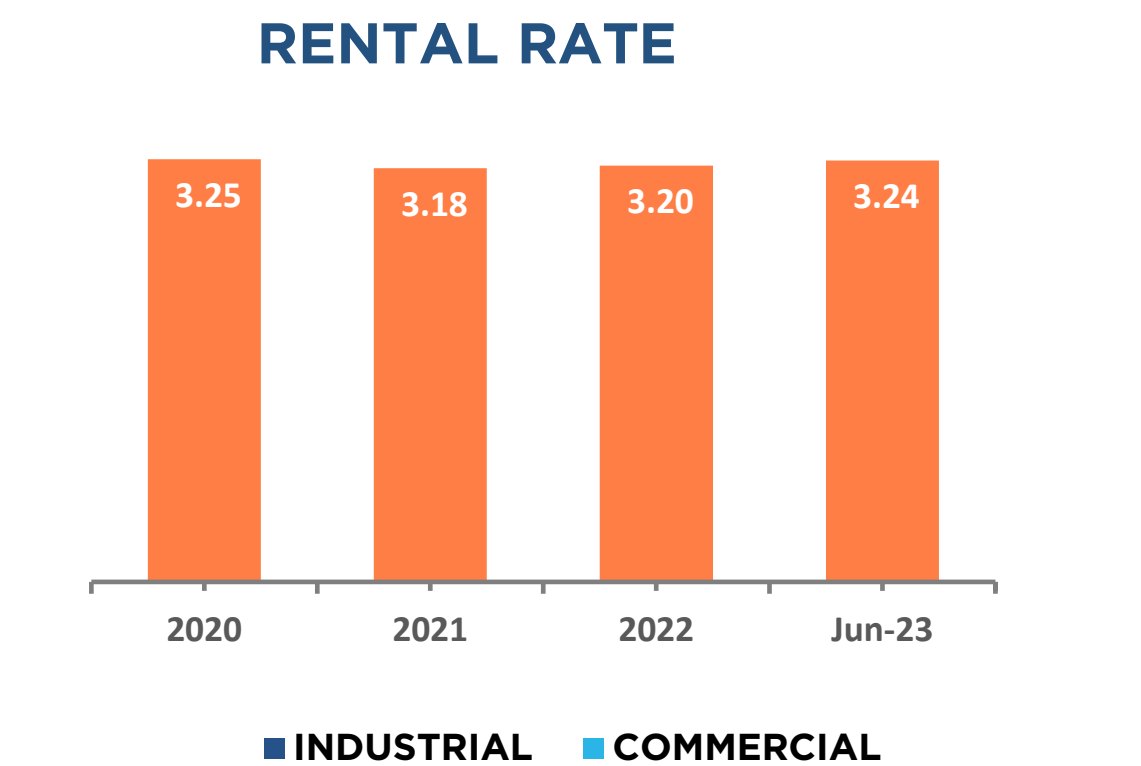
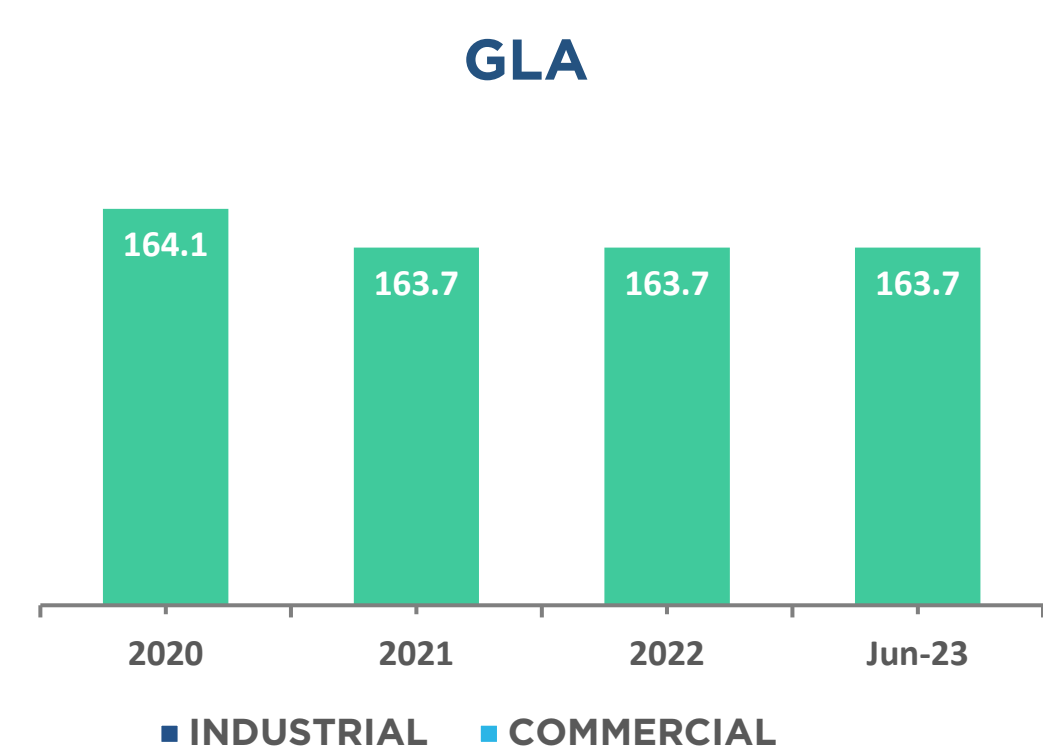
Q2 2023	Q2 2022	% CHANGE YOY
125	107	17%
122	98	25%
98%	91%	6pp

Revenue growth driven by:

- New lease of 3.1mn sq.ft. and collection of old receivables

EBITDA expansion driven by:

- Lower OPEX and reversal of provisions



Figures in AED 'Million'
GLA in Million Sq.Ft

SERVICES & OTHERS SEGMENT

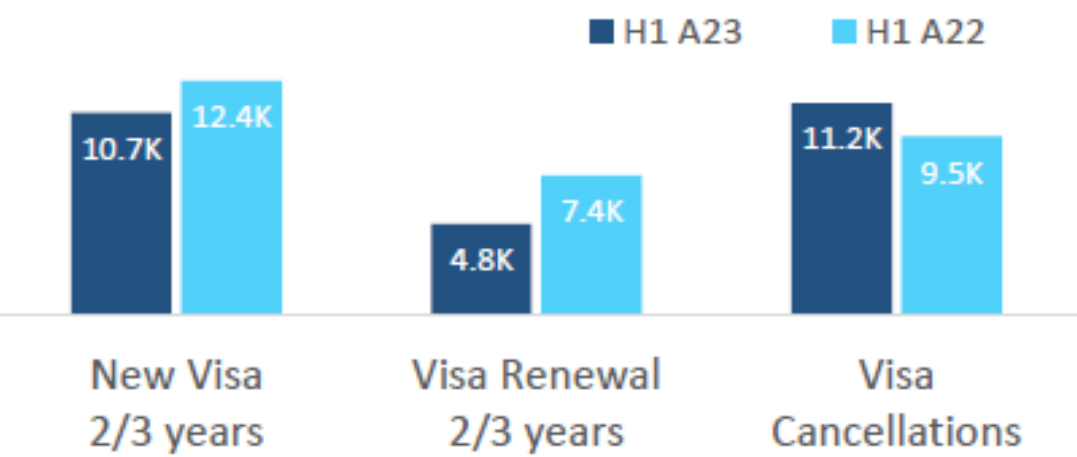
ENCOURAGING DEMAND FROM FREELANCERS FOR CO-WORKING SPACES OFFSET WEAKNESS IN OTHER SERVICES

DESCRIPTION	H1 2023	H1 2022	% CHANGE YOY	Q2 2023	Q2 2022	% CHANGE YOY
REVENUE	111	116	-5%	54	59	-9%
EBITDA	87	82	6%	45	40	11%
EBIDTA MARGIN	78%	71%	8pp	82%	68%	15pp

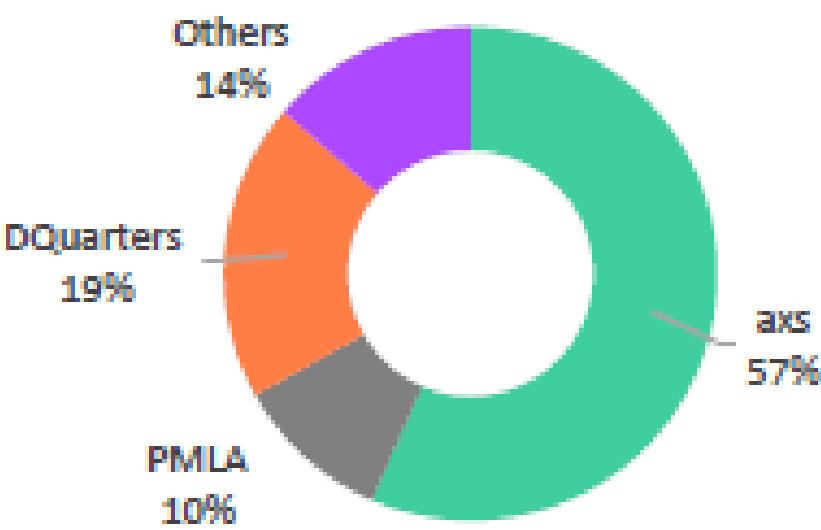
Q2 2023 Performance:

- EBITDA expansion and improving EBITDA margins driven by improving top line and lower G&A due to operational efficiency enhancement
- Slight drop in revenue due to Lower axs revenue as a result of decline in visa transactions

NO. OF TRANSACTIONS



REVENUE CONTRIBUTION





SUSTAINABILITY AND ESG

ENVIRONMENT & SUSTAINABILITY GOALS

STRATEGIC OBJECTIVES	OUR CORE PILLARS				National/International Mandates
Stabilise core business	<div>Governance and Risk<ul style="list-style-type: none">Ethical business policies & practicesRobust governancePrudent risk managementResponsible sourcing and procurement<div><div>5 GENDER EQUALITY</div><div>8 DECENT WORK AND ECONOMIC GROWTH</div></div></div>				UAE Centennial 2071
Develop differentiated value proposition	ECONOMY <ul style="list-style-type: none">Economic performanceIncubating innovationCustomer centricity <div><div>4 QUALITY EDUCATION</div><div>8 DECENT WORK AND ECONOMIC GROWTH</div><div>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</div></div>	COMMUNITY <ul style="list-style-type: none">Investing in local communities <div><div>3 GOOD HEALTH AND WELL-BEING</div><div>4 QUALITY EDUCATION</div><div>5 GENDER EQUALITY</div></div>	PEOPLE <ul style="list-style-type: none">Safe & healthy workspacesTraining & development <div><div>3 GOOD HEALTH AND WELL-BEING</div><div>4 QUALITY EDUCATION</div><div>5 GENDER EQUALITY</div><div>8 DECENT WORK AND ECONOMIC GROWTH</div></div>	ENVIRONMENT <ul style="list-style-type: none">Energy efficiencyWater efficiencyWaste managementReducing GHG emissions <div><div>7 AFFORDABLE AND CLEAN ENERGY</div><div>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</div><div>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</div><div>13 CLIMATE ACTION</div></div>	2030 Dubai Integrated Energy Strategy
Build new sources of growth					UAE Net Zero 2050
					UAE Green Growth Strategy 2015-2030
					UN Sustainable Development Goals

Key ESG Highlights and Achievements of H1 2022

Economy

89%

Customer satisfaction rate,
1.5% increase from Dec
2022

AED 485MN

Net profit for H1 2023
(+13% increase from 2022)

366

Active Start-ups
(6% up from Dec
2022)

Community

AED 271,000

Donated in H1 2023

12,000

Iftar meals were distributed during
the holy month of Ramadan 2023

Year-Round Donations

Partnered with Emirates Red Crescent
to launch “The Good Store”, a virtual
store encouraging people to donate
essential supplies such as food,
clothing, and shelter materials.



Key ESG Highlights and Achievements of H1 2022 - Cont'd

People

23%

Emiratisation Rate

1/3

of our employees
are female

503 hrs.

of training delivered to our
employees

0

Work-related injuries or
fatalities since 2019

Environment

6.4GWh

Clean Energy Generation

22

LEED certified buildings

179

Tonnes of waste recycled

Understanding that UAE was the first country in the Middle East and North Africa to announce a **Net Zero by 2050 Strategic Initiative**, this will provide an exciting opportunity for our Business districts, companies and professionals to share their sustainability best practice with the World.

We look forward to **COP28** which will be taking place at Dubai Expo City in November – December 2023. This will be the first time that COP will be hosted within the UAE.



OUTLOOK

الوجهة الأولى للصناعة
والخدمات اللوجستية
THE LEADING LOGISTICS
AND MANUFACTURING HUB

PRIORITIES FOR 2023 & BEYOND



OPTIMISE CORE BUSINESS & PERFORMANCE

Identify customer priorities and retention initiatives

Refine pricing across products and services

Expand the use of business intelligence tools and capabilities

Focus on operational excellence

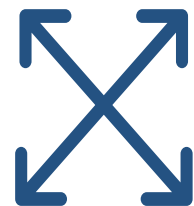


DEVELOP DIFFERENTIATED VALUE PROPOSITION

Enhance and integrate customer journeys throughout our ecosystems

Enhanced and coordinated business development and customer management approach

Identify and develop improvement plans/risk mitigation strategies for any underperforming assets



BUILD NEW SOURCES OF GROWTH

Identify novel, differentiated products to be launched within our ecosystem and adapt existing products for current and expected market demand

Continue to support the development of Dubai's economy through various strategic initiatives

2023 GUIDELINES

REVENUE GROWTH

3 – 5% YoY

EBITDA EXPANSION

7 – 9% YoY

GROWTH DRIVERS



THANK YOU