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TECOM Group PJSC



Business segments performance

Achievements and outlook



Environment and sustainability goals

Investor Presentation Q2 & H1 2025

Today's Presentation

Business segments performance

Sustainability and ESG

Achievements and outlook

Macroeconomic and real estate market highlights

Appendix 1 - TECOM Group's value proposition

Appendix 2 - Development and investment update

Q2 & H1 2025 operational and financial performance highlights

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Dubai's Economic Momentum: Powered by Resilience and Growth

- The UAE's employment growth rate reached its highest level in over 12 months in Q2 2025, as businesses increased their workforce to meet rising demand conditions.
- In April, the IMF projected a positive outlook for the UAE's economic growth forecast for 2026, predicting a 5% increase compared to a 4% increase in 2025 positioning the UAE as the fastest-growing GCC economy this year.
- The UAE's non-oil sector growth is projected at 4.4% for both 2025 and 2026, marked by strengthened output in industrial manufacturing, tourism, transport, and digital economy.
- UAE's non-oil foreign trade hits USD 463 billion in H1 2025, with 24% increase YoY, growing 14 times faster than global average 1.75%
- Dubai International Airport (DXB) handled 46 million passengers in the first half of 2025, setting a new record and showing a year-on-year growth of 2.3%.
- A significant factor behind the growth at DXB is the increase in tourists to Dubai, with 8.7 million overnight visitors from January to May, showing a year-on-year growth of 7%. contributing nearly 13% of the UAE's GDP.





Positive Outlook for GDP Growth

4.0%

Expected increase in 2025.



5.0%

Expected increase in 2026



Non-Oil Sector Growth

4.4%

Expected increase in 2026



\$463 billion

24% YoY Increase



Greenfield FDI

UAE \$5.4 billion

613 greenfield FDI projects in H1 2025

Dubai \$3.0 billion

526 greenfield FDI projects in H1 2025



Record number of passengers

46 million

Passengers handled in DXB



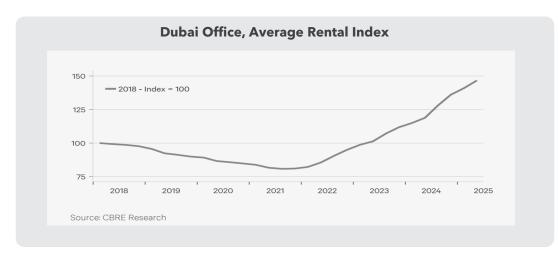
8.7 million

Visitors from January to May 2025 (+7% YoY)

Sources: Emirates NBD Research, UAE Central Bank, S&P Global, IMP

Surging Commercial Real Estate Market Positions the UAE as the GCC's Fastest-Growing Economy

- In H1 2025, Dubai's office market experienced a YoY increase in unit sales by 21.5%, with transacted space up 29.5% and the value of office sales surging 82% to AED 5.38 billion, reflecting rising commercial demand and Dubai's appeal as a global business hub.
- Total rental transactions increased 24.7% YoY with office rents reflecting a 27.6% increase YoY highlighting Dubai's diversified economy and consistent attractiveness to businesses.
- "As supply struggles to keep pace, the market is seeing record-breaking growth in rents, prices, and transaction volumes. With no sign of slowing demand, 2025 will see further increases, despite more stock coming the to market."
- Warehouse rent in Dubai increased 12.5% to AED 42 per square foot in Q1 2025, fueled by heightened demand and limited supply for high-quality warehousing space.
- As occupancy rates among industrial and logistics lands continue to rise, Dubai experienced an average 22% increase in industrial warehousing and logistics rents between H1 2024 and H1 2025, with transaction activity concentrated in renewals.
- Renewal rates grew 5.8% in Q1 2025 while the total number of registered contracts rose by 3.7% year-on-year, reflecting a demand/supply imbalance.





Strong Rental Growth

 Office and industrial rents expected to grow by 8-10% in 2025 amid tight vacancy.



High Occupancy

 Occupancy rates across Dubai office assets increased to 94% in June 2025, up from 92% in the same period in 2023



Trade facilitation and investment flows

 Strengthening relations with strategic trade partners aiming to increase the movement of goods, reduce delays and customs costs, and open up broader horizons for logistics partnerships



A Favourable Market Outlook

 Positive short to medium term outlook backed by economic growth and surging business activities



Occupier Demand Remains

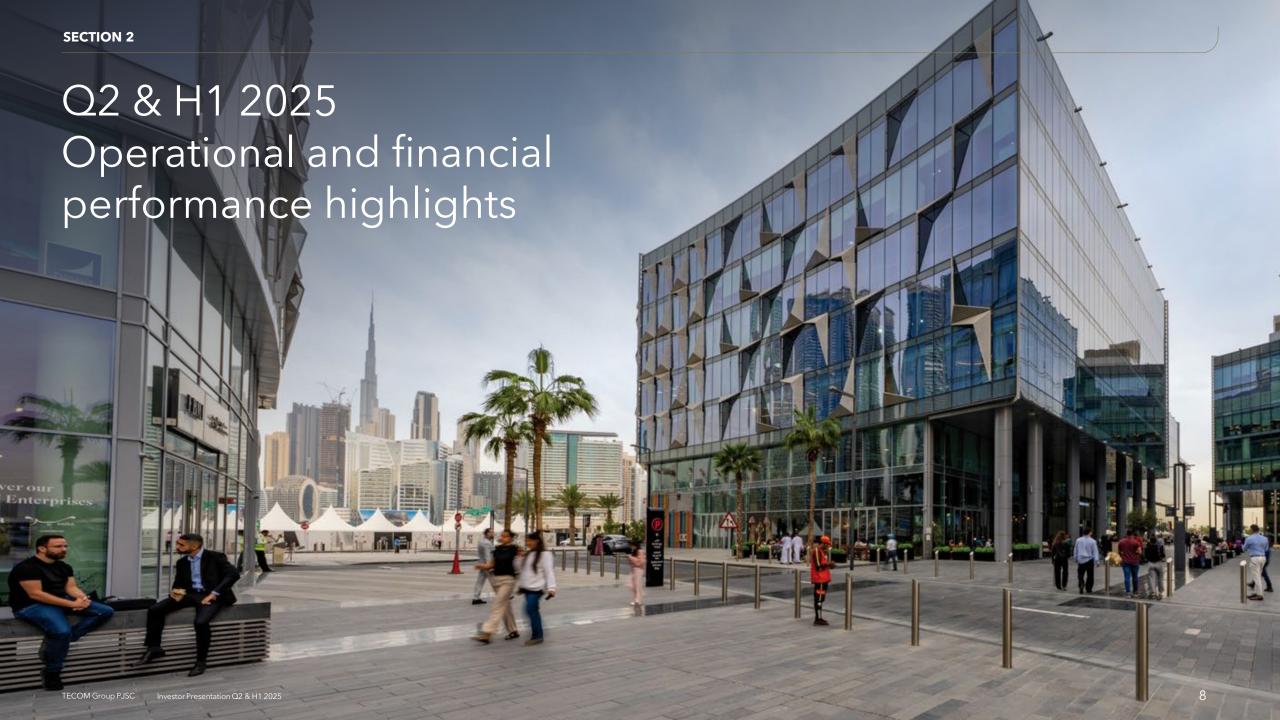
High demand on Grade A spaces witnessed in 2024 have continued into 2025, with availability of Grade A space remaining tight in established submarkets.



Big-Box Warehousing

 Growing demand for larger warehouses is fueling a boom in the development of big box warehouses, with industrial warehousing and logistics rents seeing an average 22% increase between H1 2024 and H1 2025.

Sources: CBRE, Savills, JLL



Financial highlights (H1 2025)



Revenue

AED 1,389 MN

▲ 21% vs. H1 2024



EBITDA

AED 1,108 MN

▲ 24% vs. H1 2024



FFO¹

AED 984 MN

▲ 17% vs. H1 2024



EBITDA margin

80%

▲ 2% vs. H1 2024



Net Profit

AED 737 MN

▲ **22%** vs. H1 2024



Liquidity

AED 3,178 MN ACCESSIBLE FUND²



 ⁽¹⁾ Cash flow from operations (including net financing costs) before changes in working capital
 (2) Includes undrawn facility of AED 2.35bn and unrestricted cash of AED 828mn

Financial highlights (Q2 2025)



Revenue

AED 709 MN

▲ **22%** vs. Q2 2024



EBITDA

AED 568 MN

▲ **24%** vs. Q2 2024



EBITDA margin

80%

▲ 2% vs. Q2 2024



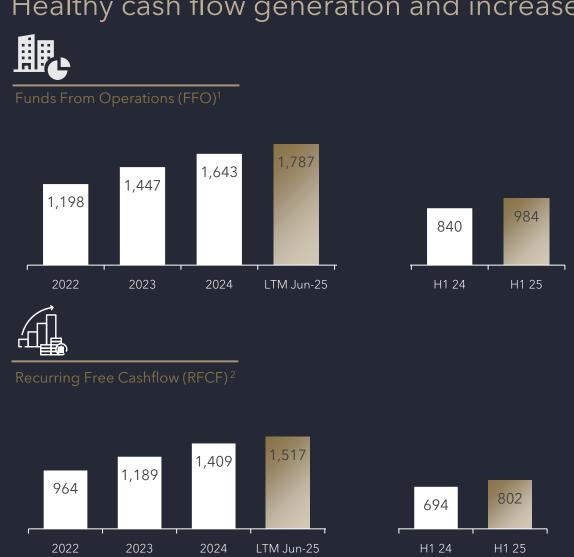
Net Profit

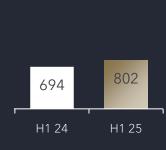
AED 377 MN

▲ **21%** vs. Q2 2024

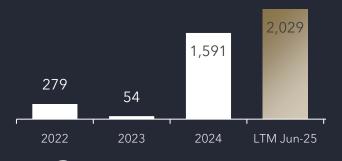


Healthy cash flow generation and increase in free cash flow







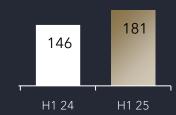






Maintenance & Enhancement CAPEX





⁽¹⁾ Cash flow from operations (including net financing costs) before changes in working capital

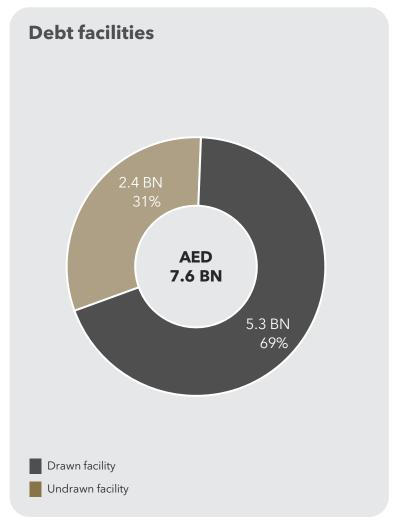
⁽²⁾ FFO minus maintenance and enhancement capital expenditure

Growth strategy supported by healthy leverage standing

BALANCE SHEET	AED MN
DEBT	5,219
CASH	1,036
EQUITY	6,983
TOTAL ASSETS	16,352

KEY RATIOS	VALUE
LOAN TO VALUE (LTV) ¹	14.9%
DEBT / EQUITY	0.7X
NET DEBT / LTM ² EBITDA	2.0X
EBITDA / INTEREST	10.1X

CAPITAL STRUCTURE	AED MN
CORPORATE FACILITY	7,600
TOTAL FINANCIAL DEBT	5,219
LESS CASH	(1,036)
NET DEBT	4,182



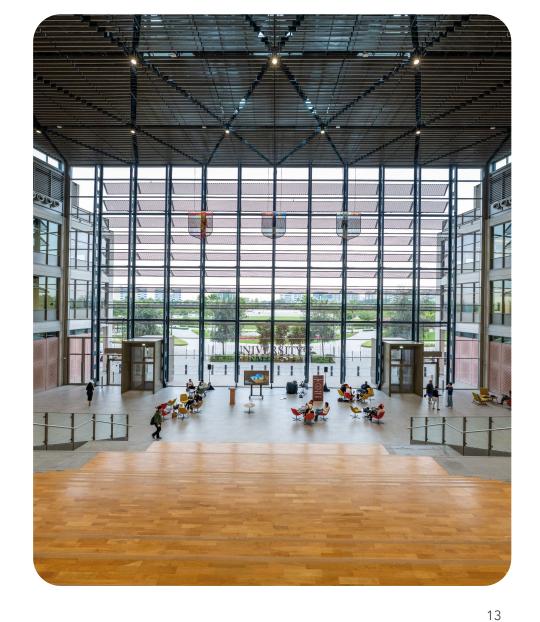


¹⁾ LTV - Loan to Value

²⁾ LTM - Last 12 Months

Balance sheet

DESCRIPTION	30-Jun-25	31-Dec-24	YoY CHANGE %
PROPERTY, EQUIPMENT AND INTANGIBLE ASSETS	103	108	-4%
INVESTMENT PROPERTY	13,900	13,820	1%
DERIVATIVE FINANCIAL INSTRUMENTS	99	165	-40%
TRADE, UNBILLED AND FINANCE LEASE RECEIVABLES	906	837	8%
NON-CURRENT ASSETS	15,009	14,930	1%
TRADE AND OTHER RECEIVABLES	265	289	-8%
DUE FROM RELATED PARTIES	42	55	-24%
CASH AND BANK BALANCES	1,036	1,017	2%
CURRENT ASSETS	1,343	1,361	-1%
TOTAL ASSETS	16,352	16,291	0%
SHARE CAPITAL	500	500	0
RESERVES	590	652	-10%
RETAINED EARNINGS	5,893	5,556	6%
TOTAL EQUITY	6,983	6,708	4%
BANK BORROWINGS	5,219	5,213	0%
ADVANCES AND REFUNDABLE DEPOSITS FROM CUSTOMERS	573	607	-6%
DUE TO RELATED PARTIES	49	93	-47%
OTHER LIABILITIES, DERIVATIVE FINANCIAL INSTRUMENTS AND EOSB	762	838	-9%
PROVISION FOR OTHER LIABILITIES AND CHARGES	774	903	-14%
NON-CURRENT LIABILITIES	7,376	7,653	-4%
TRADE AND OTHER PAYABLES	246	330	-26%
ADVANCES AND REFUNDABLE DEPOSITS FROM CUSTOMERS	999	969	3%
CURRENT TAX LIABILITIES	61	38	59%
PROJECT AND OTHER LIABILITIES & PROVISIONS	563	501	12%
DUE TO RELATED PARTIES	124	91	37%
CURRENT LIABILITIES	1,993	1,930	3%
TOTAL LIABILITIES	9,369	9,583	-2%
TOTAL EQUITY AND LIABILITIES	16,352	16,291	0%

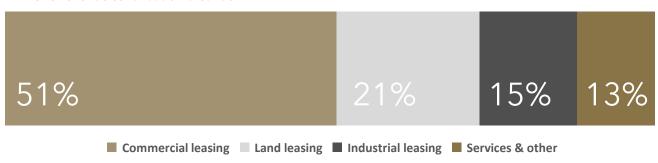


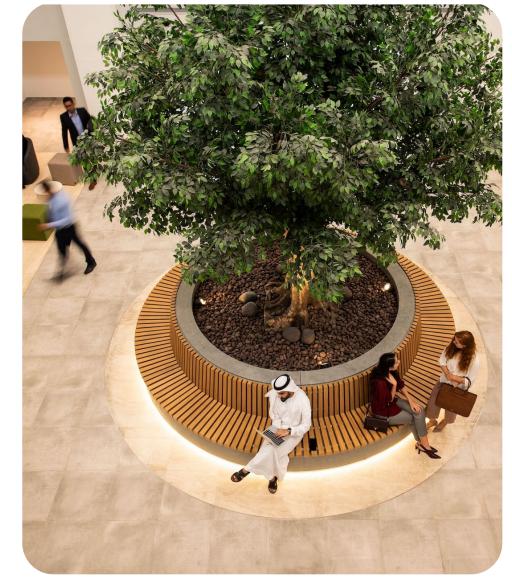
Due to rounding, numbers may not add up precisely to the totals

Income statement

DESCRIPTION	30-Jun-25	30-Jun-24	YoY CHANGE %
REVENUE	1,389	1,148	21%
DIRECT COSTS	(450)	(376)	20%
GROSS PROFIT	939	771	22%
OTHER OPERATING INCOME	39	36	9%
	978	808	21%
GENERAL AND ADMINISTRATIVE	(85)	(96)	-12%
MARKETING AND SELLING, AND OTHER OPERATING	(24)	(20)	21%
OTHER OPERATING	-	(4)	-100%
TOTAL EXPENSES	(109)	(119)	-9%
OPERATING PROFIT	869	688	26%
FINANCE INCOME	20	38	-49%
FINANCE COSTS	(129)	(106)	22%
FINANCE COSTS - NET	(109)	(68)	62%
INCOME TAX EXPENSE	(22)	(18)	28%
PROFIT FOR THE YEAR	737	603	22%
EARNINGS PER SHARE (EPS - AED)	0.15	0.12	22%

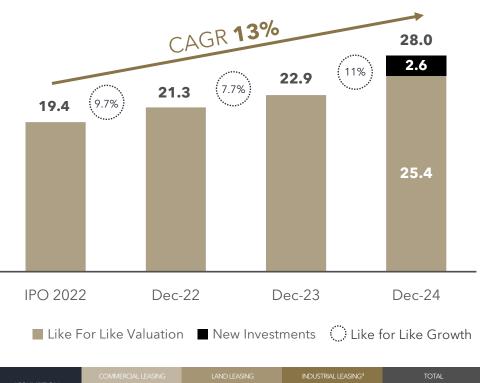
H1 2025 revenue contribution breakdown





Due to rounding, numbers may not add up precisely to the totals

Portfolio valuation



A CCL IN ADTION I	COMMERC	IAL LEASING	LAND I	.EASING	INDUSTRIA	AL LEASING ⁴	то	TAL
ASSUMPTION	Dec-24		Dec-24	Dec-23	Dec-24	Dec-23	Dec-24	Dec-23
EQUIVALENT YIELD	7.90%	8.00%	6.70%	6.70%	9.20%	9.40%	7.70%	7.80%
NET INITIAL YIELD	6.90%	7.80%	6.70%	6.60%	7.50%	7.10%	6.90%	7.30%

- (1) Based on CBRE, Fair value of TECOM Group PJSC investment properties and land bank as of 31-Dec-2024
- (2) Including new acquisitions and development projects
- (3) Like-for-Like without considering new acquisitions and development projects

AED 28bn¹

+22.1% YoY²



+AED 8.6bn +44% Growth since IPO

COMMERCIAL LEASING

14.7BN

- +2.5Bn (+20.9%) vs 2023 Valuation
- +1.4Bn (+11.2%) vs 2023 Valuation LFL

LAND LEASING

8.5BN

- +1.8Bn (+27.7%) vs 2023 Valuation
- +1.3Bn (+20.3%) vs 2023 Valuation LFL

INDUSTRIAL LEASING

3.1BN

+0.2Bn (+8.6%) vs 2023 Valuation

AVAILABLE LAND5

1.0BN

-0.3Bn (-25.2%) vs 2023 Valuation -0.4Bn (-34.4%) vs 2023 (LFL)

Under construction 0.8BN

Our portfolio

1,140

Warehouses

153

Commercial buildings

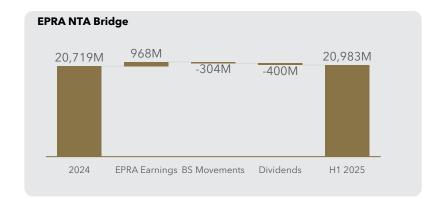
92

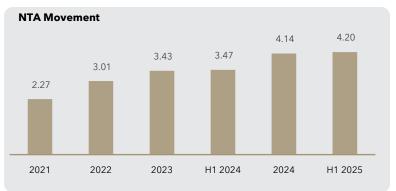
Worker accommodation buildings

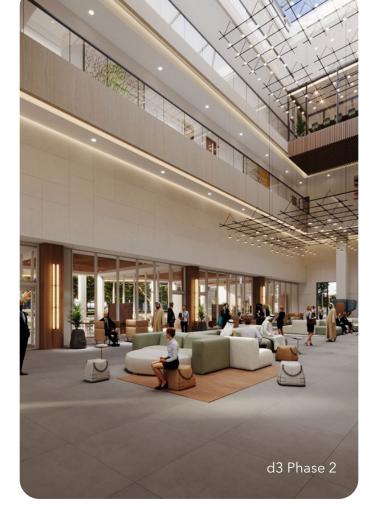
EPRA KPIs

KPI	H1 2025	2024	H1 2024
IFRS EARNINGS (AED Million)	737	1,228	603
EPRA EARNINGS (AED Million)	968	1,638	799
IFRS NET ASSETS (AED Million)	6,983	6,708	6,535
EPRA NET ASSET VALUE (NAV) (AED Million)	20,983	20,719	17,354
EPRA NIY	7.2%	6.7%	7.3%
EPRA "TOPPED-UP" NIY	7.4%	6.9%	7.5%
Pre Share Analysis	H1 2025	2024	H1 2024
NUMBER OF SHARES (Million)	5,000	5,000	5,000
EPRA EARNINGS PER SHARE (AED)	0.19	0.33	0.16
EPRA NAV EX DIVIDEND (AED)	4.20	4.14	3.47

1,078 726 569 579 1,502 1,024 898 944
1,502 1,024 898 944
6,329 5,968 5,613 6,168
17,160 15,052 11,359 12,035
6.7% 6.6% 6.8% 6.1%
7.0% 6.7% 7.1% 6.6%
2023 2022 2021 2020
5,000 5,000 5,000 5,000
0.30 0.20 0.18 0.19
3.43 3.01 2.27 2.41







^{*} EPRA Earnings per share for H1 2024 and H1 2025 are not annualized

BS Movements = Balance sheet Movements mainly arise due to use of IP fair values for EPRA reporting vs Balance sheet cost model.

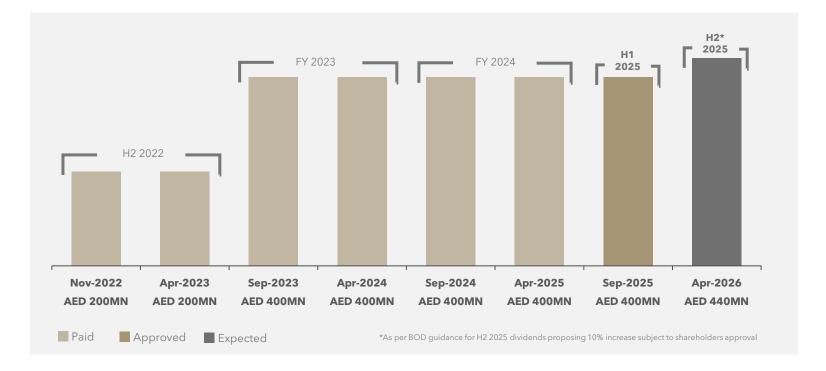
Analyst coverage report

According to analysts, TECOM price average target is AED 3.71 with a max estimate of AED 4.40 and a min estimate of AED 3.36

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		SELL) BUY	E.v.		E. V.	P. W.	Div.	E	
,	ARSH	Equal-weight NIDA	CHARLES	Over-weight NIKHIL	Buy	ADITYA	Buy MOHAMAD	Buy AHMED	Hold JOICE
	sh.Meht@gs.com	Nida.lqbal.Siddiqi@ morganstanley.com	Charles.Boissier@ubs.com	MIRSHA Nmishra@alramz.ae	SINGH Isingh@sicobank.com	PUGALIA dityap@emiratesnbd.com	MAIDAR mohamad.haidar@ arqaamcapital.com	BANI HANI ahmad.banihani@ bankfab.com	MATHEW joice@usoman.com

Dividend policy

- In June 2022 we announced our dividend policy.
- Semi-annual dividend pay-outs adding to AED 800 million per annum were committed.
- Total **AED 2.0 billion** dividend paid as of date.
- AED 400 million dividend approved by BOD to be paid for H1 2025 by September 2025
- The Board of Directors has also reviewed the cash dividend for the second half of 2025 which is expected to increase by 10%.
- A strong dividend coverage ratio of 190% based on LTM Q2 2025 recurring free cashflow and planned annual dividend, supported by our healthy profitability and cashflows



Ability to pay dividend supported by:



Stable and predictable cash flow generation

Healthy liquidity position

Solid balance of retained earning

Positive outlook for commercial & industrial real estate market in 2025

^{**}Based on TECOM's share price as of 30 June 2025 AED 3.22 per share



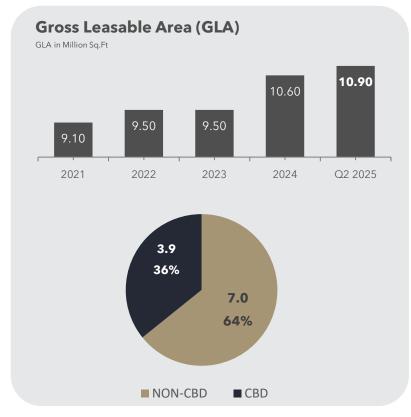
Business segments performance

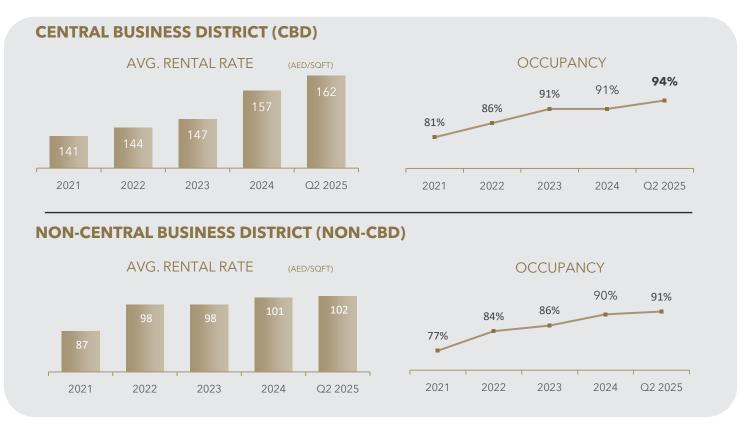
Commercial leasing segment

DESCRIPTION	H1 2025	H1 2024	% CHANGE YoY
REVENUE	703	586	20%
EBITDA	519	416	25%
EBIDTA MARGIN	74%	71%	3%

Growth momentum continues with improved performance supported by:

- Rental rates escalations and operational efficiencies
- New leases associated with recently acquired and developed assets
- Higher occupancy driven by increase in retention rates and new leases





Business segments performance

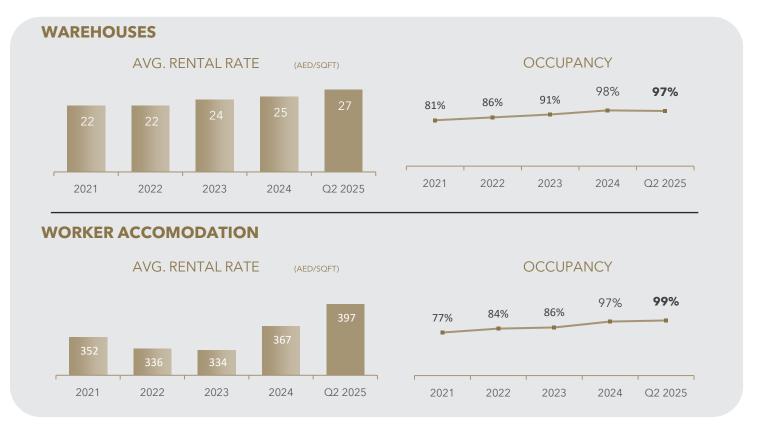
Industrial leasing segment

DESCRIPTION	H1 2025	H1 2024	% CHANGE YoY
REVENUE	209	168	25%
EBITDA	155	120	30%
EBIDTA MARGIN	74%	71%	3%

Demand for high-quality industrial assets led to strong performance:

- Increase in rental rates across all assets
- Warehouse occupancy remain high above 97%
- Worker accommodation overall occupancy reached a record 99%



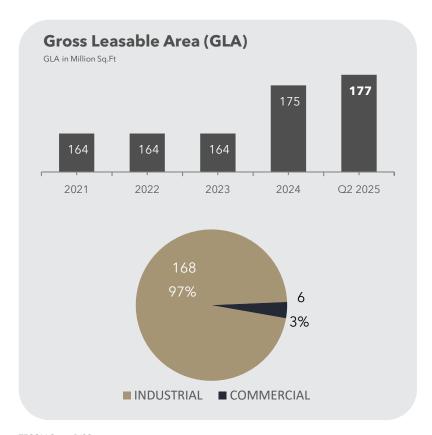


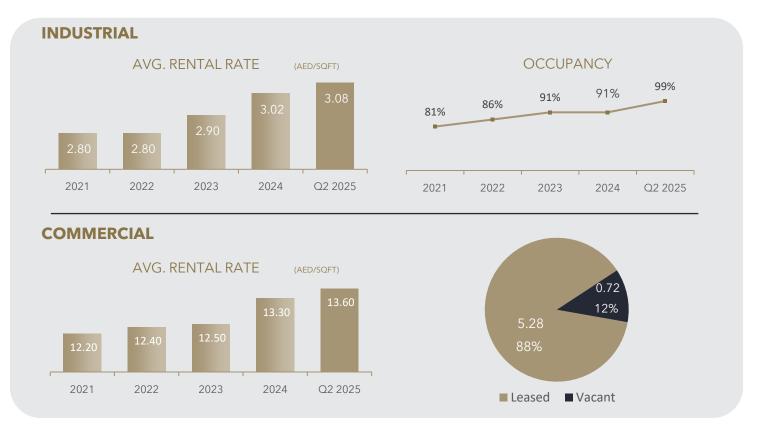
Land leasing segment

DESCRIPTION	H1 2025	H1 2024	% CHANGE YoY
REVENUE	296	264	12%
EBITDA	296	260	14%
EBIDTA MARGIN	100%	98%	2%

Strong demand for industrial land leading to healthy growth:

- Substantial inventory expansion of 14 million sq. ft in 2024,
- Rental rate escalation
- Nearly full occupancy at 99%





Business segments performance

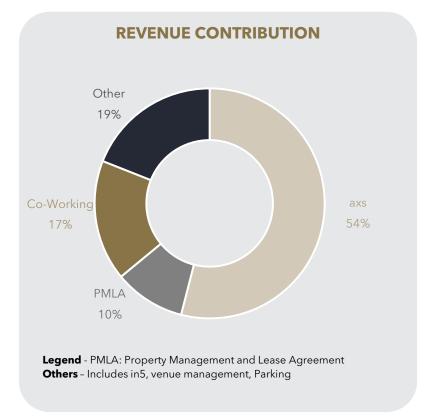
Services and others segment

DESCRIPTION	H1 2025	H1 2024	% CHANGE YoY
REVENUE	181	130	39%
EBITDA	138	99	39%
EBIDTA MARGIN	76%	76%	0%

Improved business conditions led to strong performance supported by:

- Surge in visa transactions and related services
- Increase in parking revenues pursuant to implementation of parking management system.
- Robust co-working space performance, and standout results from PMLA operations.









Environment and sustainability goals

Strategic Objectives

Optimise core business

Develop differentiated value proposition

Build new sources

Our core pillars















Governance and

Ristnical business policies & practices

- Robust governance
- Prudent risk management
- Responsible sourcing and procurement







- Economic performance
- Incubating innovation
- Customer centricity

Community

 Investing in local communities

People

- Safe & healthy workspaces
- Training & development

Environment

- Energy efficiency
- Water efficiency
- Waste management





UN Sustainable Development Goals























National/international mandates

UAE Centennial 2071

2030 Dubai Integrated **Energy Strategy**

UAE Net Zero 2050

UAE Green Growth Strategy 2015-2030

ESG highlights and achievements of H1 2025

ESG Governance

ESG Policy

Outlining ESG objectives and commitments across material topics to guide sustainability efforts.

ESG Governance Structure

Integrating accountability at all levels through the Risk Committee, ESG Committee, and ESG Champions.

8.08 GWh*

Clean Energy Generation

55

LEED Certified Buildings

34% 🔺

INCREASE from H1 2024

Year	No. of Certifications		
2022	22		
2023	31		
2024	43		
H1 2025	55		



People and Community

Women in Workforce

35.4%

CSR

The Good Store activation and Iftar meals distribution during Ramadan

^{*1} gigawatt hour (GWh) = 1 Million kilowatt hours (kWh)



Achievements FY2024

2024 was a year of significant achievements for TECOM Group with exceptional performance beating financial guidance set during IPO

	Revenue	EBITDA	EBITDA %	Net profit	FFO	Occupancy End of period
Targets	AED 2,132 MN	AED 1,454 MN	68%	AED 689 MN	AED 1,149 MN	Commercial leasing
(IPO FINANCIAL GUIDANCE)						Industrial leasing ~86%
A 1 .	AED 2,402 MN	AED 1,854 MN	77%	AED 1,228 MN	AED 1,643 MN	Commercial leasing
Achieved	+11% YoY (+13% vs IPO Guidance)	+12% YoY (+28% vs IPO Guidance)	+1% YoY (+9% vs IPO Guidance)	+14% YoY (+78% vs IPO Guidance)	+14% YoY (+43% vs IPO Guidance)	Industrial leasing ~98%

Priorities for 2025 and beyond



Optimise core business and 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

2025 GUIDELINES

Revenue growth

15 - 17% YoY

EBITDA expansion

18 - 20% YoY

Focus Area 2025



Growth Initiatives

Continue to proactively pursue fresh investment opportunities, strategically expanding through thoughtful acquisitions and new developments.



CUSTOMER EXPERIENCE

We are committed to continuously refining the customer journey across all our ecosystems, ensuring each interaction is seamless and enriching.



SUSTAINABILITY COMMITMENT

Aim to boost our operational efficiency through investments in clean energy, achieving LEED certification, and implementing advanced waste management solutions.



BRAND STRATEGY

Actively work to enhance our brand's visibility and strengthen its positioning in the market.



A compelling investment case...

through its strategic growth, financial strength, and commitment to delivering value to shareholders.



Market Position and Leadership

More than **25 years** as a market leader in Dubai's commercial and industrial real estate sectors.



Consistently Strong Financial Performance

Impressive financial results, with **21%** YoY growth in revenue and **24%** YoY increase in EBITDA in H1 2025



Hub for Diversified and Loyal Customers

Home to **12,200+** new and longterm, loyal and diversified customer base



Strategic Growth and Expansion

Continue expanding its portfolio to meet increasing demand for premium assets, with total **AED 2.7bn** investments made in 2024 for acquisitions and development



Sustained Shareholder Value

Committed to delivering value to its shareholders, with AED 800 million cash dividends distributed annually



Robust Governance & ESG frameworks

TECOM Group's ESG framework is built around **five key pillars** in line with best -in-class standards

A thriving ecosystem of future growth

Our ecosystem

The Group is playing a strategic role in advancing Dubai's commercial and industrial landscape and reaffirming its status as a global hub for investment and business.

12,200+

Business Districts

Segments

Customers



Our Segments

Our leading commercial, industrial, and land leasing portfolio offers a diverse selection across various asset classes, sectors, and communities.

Furthermore, our comprehensive range of government and business services enhances value and drives success for our clients.

199M sq ft

Leasable Space

Commercial Leasing

Offices



GLA 10.9 Million sqft

Industrial Leasing



Logistics

Worker accommodation

GLA 11.9 Million sqft

Term Lease: ~1-5yrs

Land Leasing



GLA 177 Million sqft

Services & Others







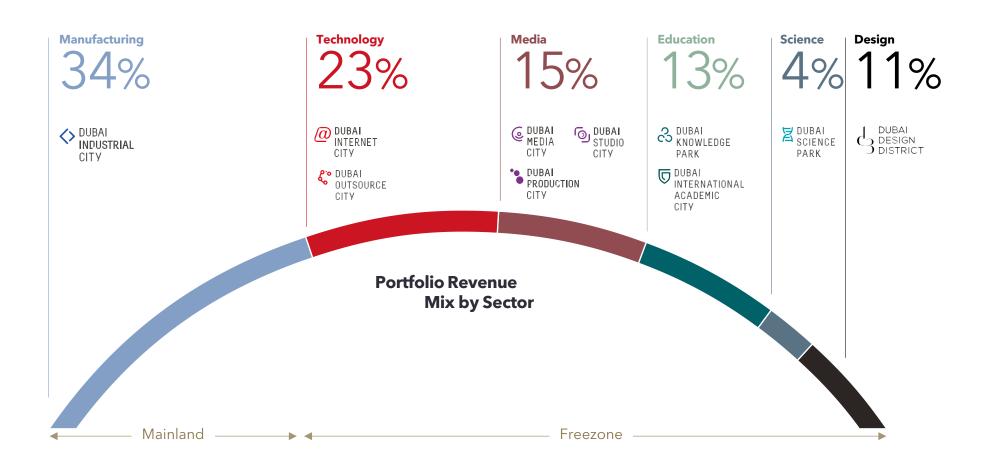


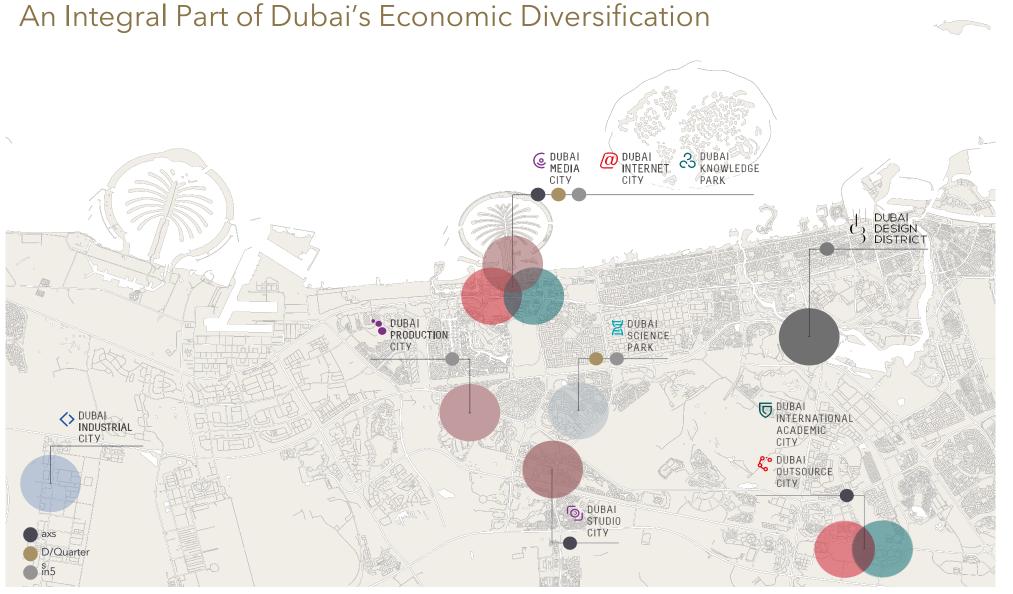
- Innovation Centers
- Freelance services
- Flexi offices & co-working space
- Advertising & Venue Management

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

Our Sectors

TECOM Group's strategic positioning across 10 specialised business districts, each focused on high-growth sectors, uniquely supports Dubai's economic diversification.





Our Sectors

- Technology
- Media
- Education
- Science
- Design
- Manufacturing

153
Commercial Buildings

1,140

Warehouses

92

Worker Accommodations
For 42,445 workers

177M
Land Leasing Area (sq ft)



Growth strategy

Supported by new development and the acquisition of strategically located assets:

AED
2.7+
BILLION
Total investment in 2024

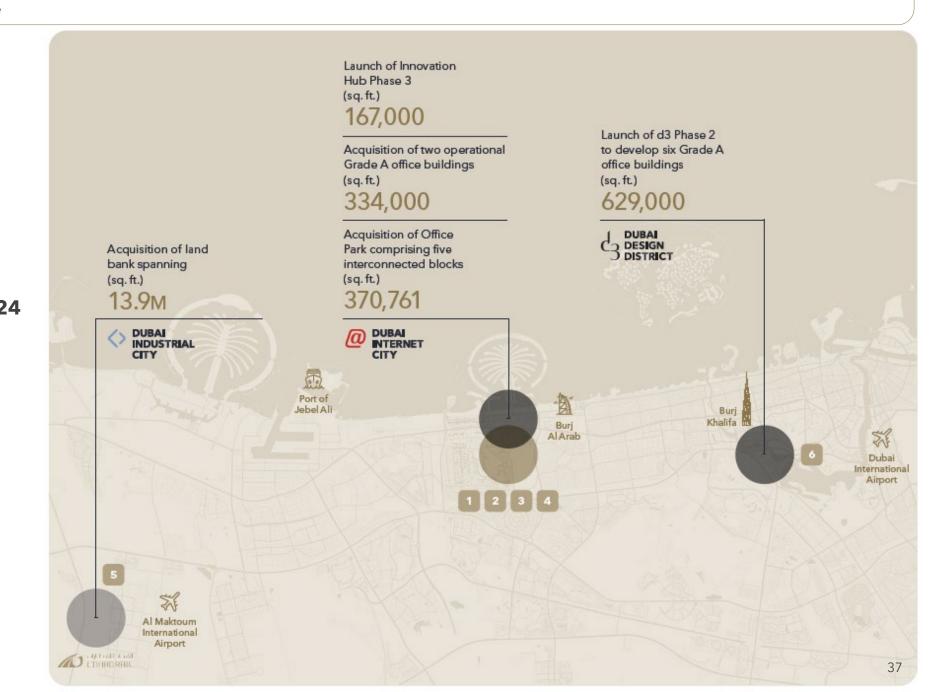
AED 1.5B

Asset acquisitions

AED 1.2B

New developments





1 DPG HQ



Location: Dubai Internet City

Category: Grade A

GLA: 198,093 sq. ft.

Occupancy: 78% (at acquisition)

99% (H1 2025)

4 Innovation Hub Phase 3



Location: Dubai Internet City

Category: Grade A

GLA: 167,118 sq. ft.

No. of Buildings: 2

Status: Under Construction

2 Injaz Building



Location: Dubai Internet City

Category: Grade A

GLA: 136,115 sq. ft.

Occupancy: 67% (at acquisition)

91% *(H1 2025)*

5 DI Land Plots Acquisition



Location: Dubai Industrial City

No. of Plots: 73

GLA: 13,875,962 sq. ft.
Confirmed leads: 75% (at acquisition)
Leased: 98% (As of H1 '25)

Office Park



Location: Dubai Internet City

Category: Grade A

GLA: 370,761 sq. ft.

Occupancy: 88% (at acquisition)

90% (H1 2025)

6 D3 Phase 2



Location: Dubai Design District

Category: Grade A

GFA: 629,000 sq. ft.

No. of Buildings: 6

Status: Under Construction

Thank you.



For further enquiries, please contact:

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