



**INVESTOR PRESENTATION**  
**Q2 & H1 2022**  
**FINANCIAL RESULTS**



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**TECOM GROUP  
MANAGEMENT  
PRESENTING**



**Abdulla Belhoul**  
*CEO of TECOM Group*



**Michael Wunderbaldinger**  
*CFO of TECOM Group*

# TECOM GROUP AT A GLANCE

A unique commercial real estate developer and operator of iconic business districts with 20+ years of know how in delivering a diversified real estate service offering at large scale in Dubai

## OPERATING 10 BUSINESS DISTRICTS

Strategically located, specialised ecosystems across 6 vibrant industry clusters

### Technology

DUBAI INTERNET CITY

DUBAI OUTSOURCE CITY

### Science

DUBAI SCIENCE PARK

### Media

DUBAI MEDIA CITY

DUBAI STUDIO CITY

DUBAI PRODUCTION CITY

### Design

DUBAI DESIGN DISTRICT

### Education

DUBAI KNOWLEDGE PARK

DUBAI INTERNATIONAL ACADEMIC CITY

### Manufacturing

DUBAI INDUSTRIAL CITY

## WITH 185 Million<sup>1</sup> SQFT. OF LEASING SPACE

Spread across a range of real estate products and value-added business services



Commercial Leasing



Land Leasing



Industrial Leasing



Services & Others

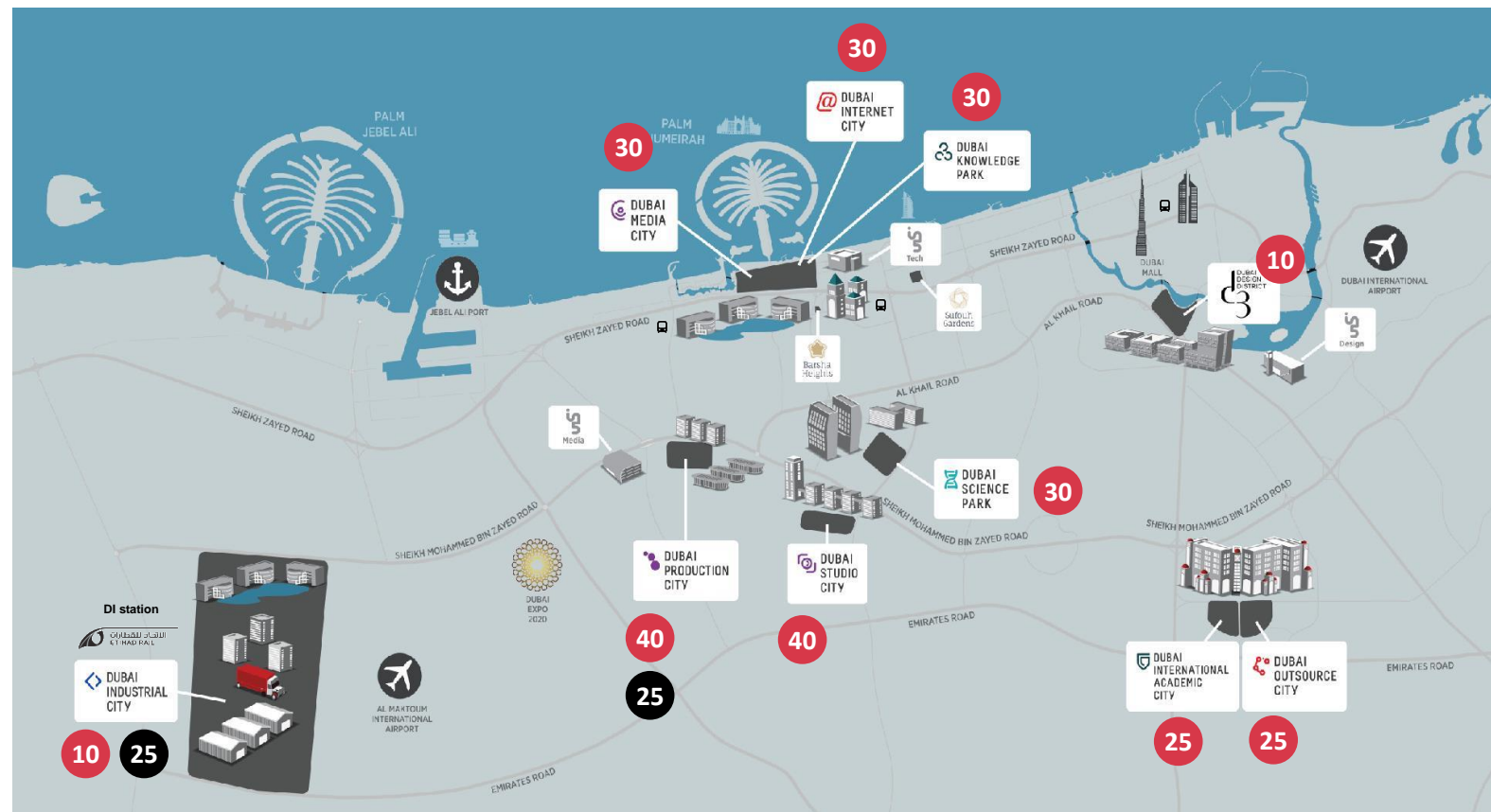
## HOME TO 7,800+ CUSTOMERS

Large, diverse, industry-leading, international and regional customer base

<sup>1</sup> As of 30 June 2022

# OFFERING A UNIQUE VALUE PROPOSITION TO BUSINESSES AND TALENT BASED IN DUBAI

- ✓ Building sector specific **business districts** and other critical infrastructure across **strategic areas** in Dubai
- ✓ Creating **unique industry ecosystems**, fostering **talent, innovation** and **collaboration**
- ✓ Delivering quality, **full service offering** across the **real estate value chain**
- ✓ Providing **innovative products, tailored solutions** and **seamless services** to a broad spectrum of customers, satisfying real estate and business services needs



● Distance from Jebel Ali port (in kms)      ● Distance from nearest Dubai airports (in kms)

# THROUGH A MULTI-DIMENSIONAL PRODUCT AND SERVICES OFFERING



## COMMERCIAL LEASING

Consists of built to lease (BTL) and built to suit (BTS) properties and includes office and retail properties

**9.6 Million sqft**  
GLA (as of 30 Jun 2022)

**~1-5 Years (BTL)**  
**10 Years (BTS)**  
Lease terms



## INDUSTRIAL LEASING

Consists of warehouses, showrooms and worker accommodation

**11.5 Million sqft**  
GLA (as of 30 Jun 2022)

**~1-5 Years**  
Lease terms



## LAND LEASING

Consists of land with existing or expected to be developed necessary infrastructure

**163 Million sqft**  
GLA (as of 30 Jun 2022)

**~30-50 Years**  
Lease terms



## SERVICES & OTHERS

Consists of government and business added-value services as well as advertising, property and venue management



- Government services
- Registration and licensing
- Corporate services



Incubation services for start-ups



Flexi offices & co-working space



Supports freelance talent

<sup>1</sup> Includes commercial space and associated retail space

<sup>2</sup> Includes ~39m sqft. of available vacant land and excludes land bank marked for development

# LONG-TERM & DIVERSIFIED CUSTOMER BASE

## COMMERCIAL PROPERTIES

**84%**

CONSOLIDATED  
OCCUPANCY RATE  
(AS OF 30 JUN 2022)

VS. 31 DEC 2021 **80%** ▲

**93%**

AVERAGE VALUE-BASED  
CUSTOMER RETENTION RATE  
(FOR 10 YEARS ENDED 30 JUN 2022)

## INDUSTRIAL PROPERTIES

**81%**

CONSOLIDATED  
OCCUPANCY RATE  
(AS OF 30 JUN 2022)

VS. 31 DEC 2021 **77%** ▲

**95%**

AVERAGE VALUE-BASED  
CUSTOMER RETENTION RATE  
(FOR 10 YEARS ENDED 30 JUN 2022)

## HIGH QUALITY CUSTOMER BASE WITH INDUSTRY-LEADING NAMES

TECH	MEDIA	EDUCATION	SCIENCE	MANUFACTURING	DESIGN



# A COMPELLING INVESTMENT OPPORTUNITY



**Leading player in Dubai's business hub proposition,**  
strongly positioned to benefit from Dubai's broader real estate market and macro economic recovery



**Long-term, loyal and diversified customer base,**  
comprised of marquee international and regional customers



**Robust and attractive financial profile**  
underpinned by high quality revenue, steady cash flow and healthy



**Exposure to multiple strategic sectors**  
which present ample opportunities to capture growth from adjacent trends



**Diverse, high quality, and widely spread portfolio**  
strategically located across Dubai



**Clear roadmap to growth**  
and benefits from embedded growth potential



**Robust governance & ESG frameworks in line with best-in-class standards**  
to be further embedded at the core of TECOM Group's operating model



**Dynamic management team**  
with proven track record and know how in creating and managing industry ecosystems

# CLEAR AND ACTIONABLE STRATEGY FOR GROWTH

## Tangible roadmap to pursue our growth objectives

### AMPLE ROOM TO RAMP UP OCCUPANCY

Over the medium term aiming to reach > 90% steady state occupancy (BTL ex. land lease) levels through a series of strategic initiatives to unlock value and sustainable growth from existing portfolio and operational capabilities

### CAPITALISING ON FAVOURABLE MARKET DYNAMICS

- Current commercial real estate environment is showing signs of plateauing office supply with rents bottoming out and rental growth returning following COVID-19
- Leverage well-structured and flexible lease agreements to re-align rental rates in line with rising market rates

### HEALTHY PIPELINE OF DE-RISKED BTS PROJECTS

Building on our successful delivery track record, we have a healthy pipeline of additional BTS projects which have incremental financial benefits that are highly accretive to our financial profile

### ACTIVATING AND ACCESSING ADDITIONAL LAND BANK

- Current available land bank of ~40.1 Million sqft. and access to additional land through exclusive right of first refusal with DHAM
- Land bank provides headroom for expanding occupancy of Land Lease segment and provides opportunities for Commercial and Industrial lease expansion



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**Q2 & H1 2022  
FINANCIAL  
PERFORMANCE  
HIGHLIGHTS**

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# Q2 & H1 2022 KEY HIGHLIGHTS

Strong group performance with double-digit growth across all key financial metrics in both quarterly and YTD periods

## Q2 2022:

Revenue

▲ **18.5%** YoY

EBITDA

▲ **25.7%** YoY

EBITDA margin

▲ **4.3%** YoY

EBITDA Margin 74.1%

Net Profit

▲ **54.1%** YoY

## H1 2022:

Revenue

▲ **15.8%** YoY

EBITDA

▲ **22.4%** YoY

EBITDA margin

▲ **4.0%** YoY

EBITDA Margin 73.1%

Net Profit

▲ **43.4%** YoY

Driven by increasing occupancy rates in commercial and industrial properties and completed BTS projects, supported by strong performance of the Services & Others segment

Occupancy rate (excl. land)

**82.2%**

▲ 3.9% YTD to Q2 2021

Commercial Occupancy rate

**83.5%**

▲ 3.1% YTD to Q2 2021

Industrial Occupancy rate

**81%**

▲ 4.4% YTD to Q2 2021

Revenue – Services & Others

▲ **43%** YoY

Underpinned by healthy cash flow, robust balance sheet position, and efficient capital structure

Undrawn Corporate Facility of

**AED 3.2 Billion**

(Available liquidity to fund growth)

Avg. cost of borrowing for 5 years

**4.42%**

Net debt to LTM EBITDA ratio

**2.7x**

Funds from Operations

**AED 1.1 Billion**










Recurring Free Cash Flow

**AED 887.0 Million**

# GROUP LEVEL PERFORMANCE HIGHLIGHTS

## Financial Performance

## Operating Performance (as of 30 June 2022)

Q2 2022		H1 2022		H1 2022
<b>AED 504 Million</b> <u>Revenue</u>  18.5% vs. Q2 2021	<b>AED 373 Million</b> <u>EBITDA</u>  25.7% vs. Q2 2021	<b>AED 989 Million</b> <u>Revenue</u>  15.8% vs. H1 2021	<b>AED 723 Million</b> <u>EBITDA</u>  22.4% vs. H1 2021	<b>82.2%</b> Consolidated Occupancy (excluding land)  vs. 78.3% in 31 Dec 2021
<b>74%</b> <u>EBITDA Margin</u>  vs. 70% Q2 2021	<b>AED 237 Million</b> <u>Net Profit</u>  54.1% vs. Q2 2021	<b>73%</b> <u>EBITDA Margin</u>  vs. 69% H1 2021	<b>AED 428 Million</b> <u>Net Profit</u>  43.4% vs. H1 2021	<b>9.5 Years</b> Overall blended WALT (weighted of BTL and Land Lease)

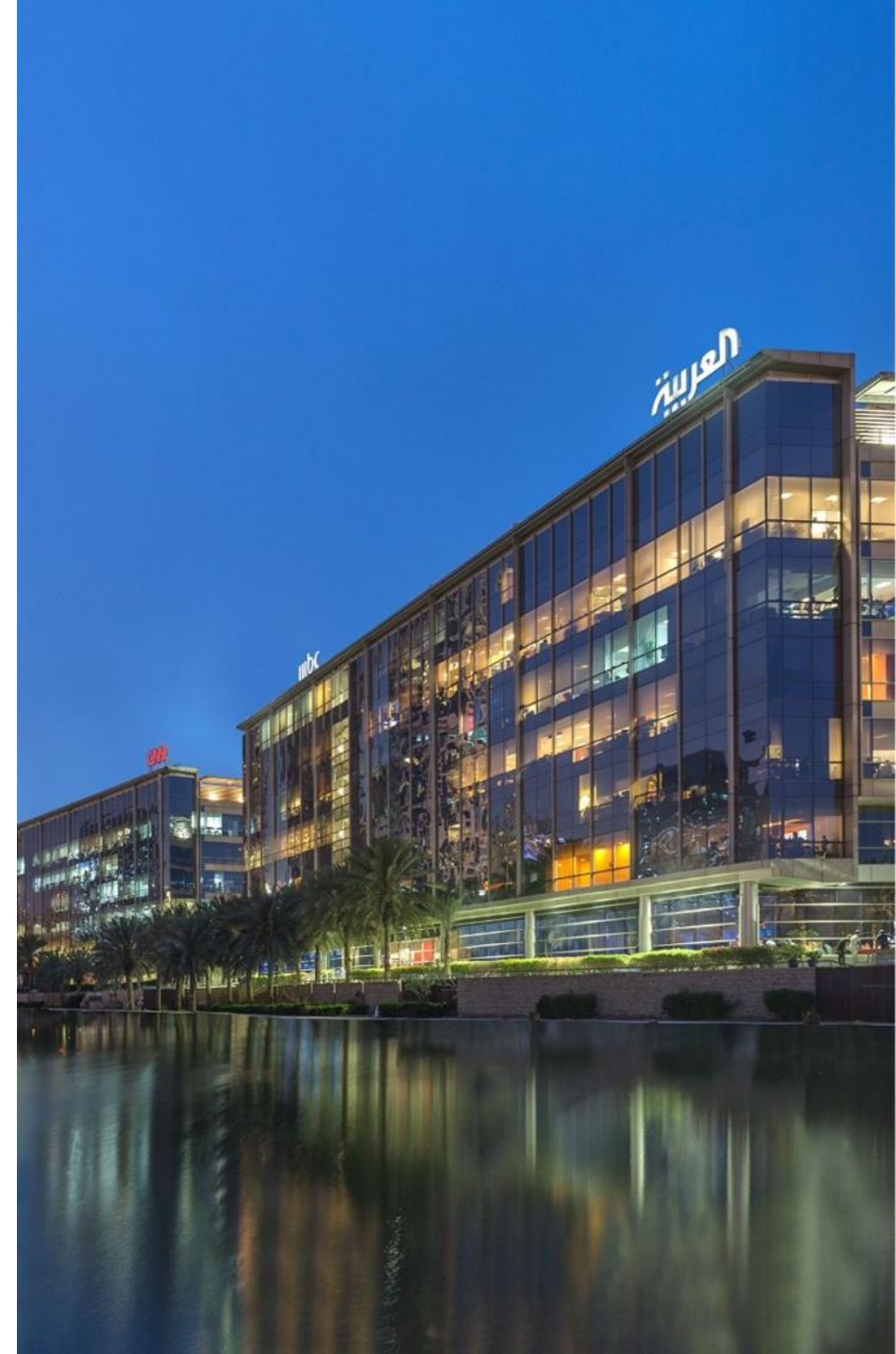
### Commentary:

- Revenue growth driven by new BTS projects, higher occupancy rates at commercial and industrial properties and higher income from Services & Others
- Higher EBITDA and improving EBITDA margins driven by higher revenues and lower OpEx due to lower provisions
- Higher net profit due to higher EBITDA and lower finance cost
- Exceeded occupancy target for 2022
- High WALT reflects strong relations with tenants, provides greater revenue visibility

# KEY FINANCIAL FIGURES

AED ('000s)	Q2 2022	Q2 2021	% Change YoY	H1 2022	H1 2021	% Change YoY
Revenue	504,306	425,611	+18.49%	989,417	854,515	15.79%
EBITDA	373,423	297,060	+25.71%	722,858	590,396	+22.44%
EBITDA Margin	74.05%	69.80%	+4.25%	73.06%	69.09%	+3.97%
Net Profit	237,321	153,929	+54.14%	427,533	298,226	+43.36%
EPS*	0.05	0.03	+54.14%	0.09	0.06	+43.36%

\*Based on current total shares of the company.



# ROBUST BALANCE SHEET

## Assets

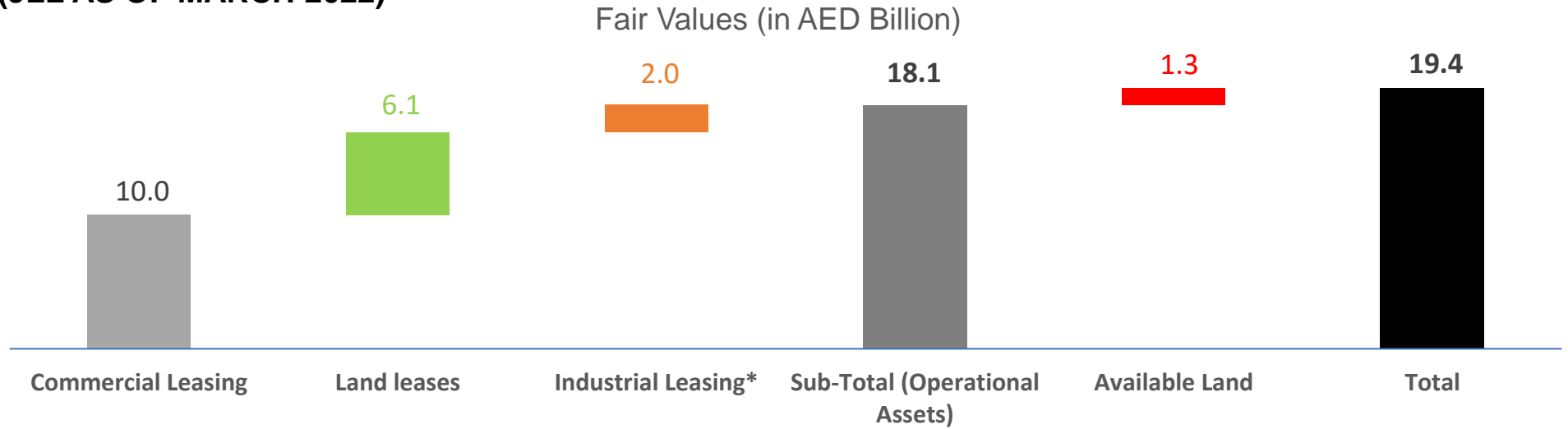
AED (Millions)	30 Jun 22	31 Dec 21
Property and equipment	102	108
Investment property	11,935	13,368
Intangible assets	27	34
Derivative financial Instruments	182	73
Receivables	771	744
<b>Non-current assets</b>	<b>13,016</b>	<b>14,327</b>
Receivables	252	263
Due from related parties	155	527
Cash and bank balances	849	1,246
<b>Current assets</b>	<b>1,257</b>	<b>2,037</b>
<b>Total Assets</b>	<b>14,273</b>	<b>16,364</b>

## Equity and Liabilities

AED (Millions)	30 Jun 22	31 Dec 21
Share capital	500	-
Legal reserve	172	172
Hedge reserve	184	7
Retained earnings	4,862	5,434
<b>Total Equity</b>	<b>5,718</b>	<b>5,613</b>
Bank borrowings	4,335	3,663
Advances and refundable deposits	650	671
Other liabilities	902	1,082
Provision for other liabilities and charges	881	2,405
<b>Non-current liabilities</b>	<b>6,769</b>	<b>7,821</b>
Bank borrowings	-	302
Trade & other payables	345	379
Advances and refundable deposits	689	687
Other liabilities	448	468
Due to related parties	304	1,095
<b>Current liabilities</b>	<b>1,786</b>	<b>2,930</b>
<b>Total Liabilities</b>	<b>8,555</b>	<b>10,751</b>
<b>Total Equity and Liabilities</b>	<b>14,273</b>	<b>16,364</b>

# SOUND ASSETS VALUATION

## VALUE OF ASSETS (JLL AS OF MARCH 2022)



\*Industrial leasing includes Warehouses and LVs

	Commercial Leasing	Land leases	Industrial Leasing*	Sub-Total (Operational Assets)
<b>DISCOUNT RATE</b>	9.8%	9.2%	12.3%	9.9%
<b>EXIT YIELD</b>	7.9%	7.5%	10.2%	8.0%
<b>NET INITIAL YIELD</b>	7.4%	6.0%	7.9%	7.0%
<b>VALUE / GLA (AED/SQFT)</b>	<b>1,022</b>	<b>47</b>	<b>165</b>	<b>120</b>



# SUSTAINABLE GROWTH IN CASH FLOW

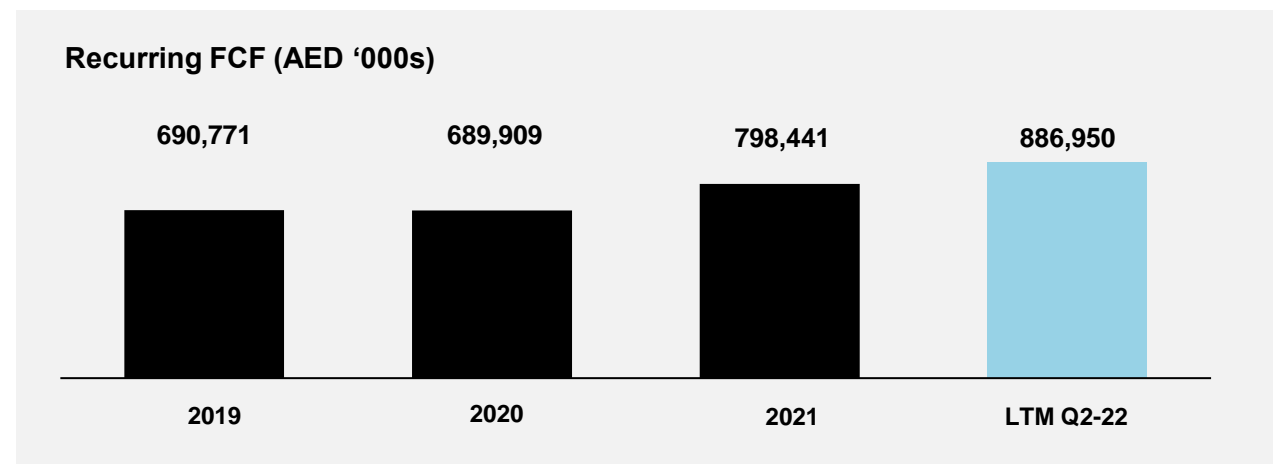
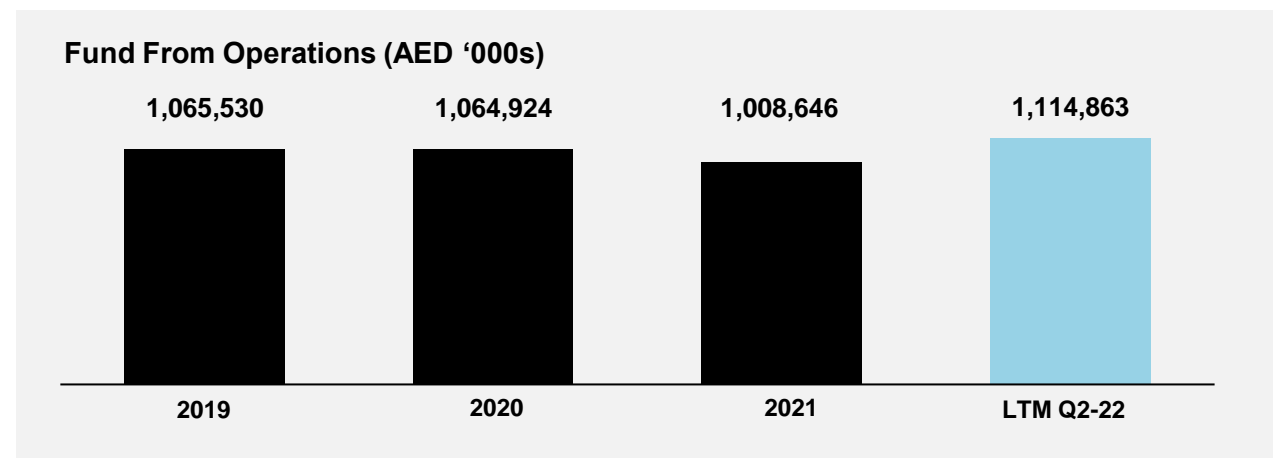
AED ('000)	LTM Q2-2022	H1 2022	Q2 2022
<b>Funds from Operations (FFO)<sup>1</sup></b>	1,114,863	627,302	378,196
<b>Recurring FCF<sup>2</sup></b>	886,950	514,071	338,069

<sup>1</sup> Funds from Operations = Cash flow from operations (including net financing costs and income) before changes in working capital

<sup>2</sup> Recurring Free Cash Flow = Funds from Operations – Maintenance & Enhancement Cost

## Commentary:

- Sustained growth in FFO and RCFC driven by improving business conditions, quality of tenants and well-balanced portfolio of assets with both short- and long-term contracts



# EFFICIENT FINANCING STRUCTURE AND UPDATE ON CORPORATE FINANCING FACILITY

TECOM Group consolidated and restructured its existing bank facilities through a new facility agreement aggregating to AED 7.6 Billion in March 2022, leading to lower financing costs and increased financial flexibility

<b>Total Corporate Financing Facility</b>	AED 7.6 Billion
<b>Amount drawn down from facility</b>	AED 4.4 Billion
<b>Amount undrawn corporate facility</b>	AED 3.2 Billion
<b>Average Cost of borrowing</b>	4.42%
<b>Maturity date</b>	30 March 2027
<b>Main change from previous loans</b>	No debt amortization in the initial 3 years of debt term

## Debt Profile | 30 June 2022

AED (Millions)	Amount	LTV <sup>1</sup>	Debt to LTM EBITDA <sup>2</sup> Ratio
AED 7.6 Billion Corporate Facility	<b>4,335</b>	<b>22.3%</b>	
<b>Total Financial Debt</b>	<b>4,335</b>	<b>22.3%</b>	<b>3.3x</b>
Less Cash	(849)	4.4%	
<b>Net Debt</b>	<b>3,486</b>	<b>18.0%</b>	<b>2.7x</b>

<sup>1</sup> GLA = AED 19.41 Billion value of assets based on JLL valuation (as of April 2022)

<sup>2</sup> LTM EBITDA = AED 1,304,000

# DIVIDEND POLICY

Intends to adopt a semi-annual dividend distribution policy

- TECOM intends to pay an annual fixed dividend amount of AED 800 Million for the next 3 years (subject to GA approval)
- Intended first interim dividend distribution is to be paid in **October 2022 of AED 200 Million** and the second interim dividend distribution is to be paid in April 2023 of AED 200 Million, collectively pertaining to H2 2022 performance; thereafter interim dividends are expected to be paid in April and October of each year of AED 400 Million for each interim period.
- Going forward, TECOM intends to maintain a robust dividend policy designed to return to shareholders substantially all of its distributable free cash flow after providing for growth opportunities

## Ability to pay dividend supported by:

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

AED 3.2 Billion undrawn facility with favourable terms supporting growth

Solid balance of retained earning (AED 4.9 Billion in June 2022)

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



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**PERFORMANCE  
BY BUSINESS  
SEGMENT  
Q2 & H1 2022**

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# COMMERCIAL LEASING

Continued robust recovery in office and retail supported by strong renewal rates

AED ('000s)	Q2 2022	Q2 2021	% Change YoY	H1 2022	H1 2021	% Change YoY
<b>Revenue</b>	266,891	224,752	+18.75%	519,625	447,480	+16.12%
<b>EBITDA</b>	<b>187,515</b>	<b>146,992</b>	<b>+27.57%</b>	<b>363,397</b>	<b>283,742</b>	<b>+28.07%</b>
<b>EBITDA Margin</b>	70.26%	65.40%	+4.86%	69.93%	63.41%	+6.53%

- Revenue growth driven by new BTS projects, higher occupancy rates at both retail and office properties
- Higher EBITDA and improving EBITDA margins driven by higher revenues and lower OpEx and provisions

	As of 31 December			As of 30 June
	2019	2020	2021	2022
<b>GLA (Millions of sq.ft.)</b>	8.8	8.9	9.1	9.6
<b>End of Period Occupancy Rate (%)</b>	82.00%	77.90%	80.40%	83.52%
<b>Rental Rate End of Period (AED)</b>	123.7	121.4	122.9	125.6

# INDUSTRIAL LEASING

Sustained strong performance as segment benefits from structural long-term tailwinds in industrial and logistics sector

AED ('000s)	Q2 2022	Q2 2021	% Change YoY	H1 2022	H1 2021	% Change YoY
<b>Revenue</b>	71,109	58,693	+21.15%	134,145	113,795	+17.88%
<b>EBITDA</b>	<b>47,951</b>	<b>40,930</b>	<b>+17.15%</b>	<b>86,794</b>	<b>80,941</b>	<b>+7.23%</b>
<b>EBITDA Margin</b>	67.43%	69.74%	(2.30%)	64.70%	71.13%	(6.43%)

- Revenue growth driven higher occupancy rates
- Higher EBITDA and improving EBITDA margins driven by higher revenues and lower OpEx and provisions

	As of 31 December			As of 30 June
	2019	2020	2021	2022
<b>GLA (Millions of sqft)</b>	10.9	11.3	11.5	11.5
<b>End of Period Occupancy Rate (%)</b>	72.10%	73.00%	76.60%	81.04%
<b>Rental Rate End of Period (AED)</b>	36.2	30.1	29.2	29.3

# LAND LEASING

Resilient and stable financial performance driven by ultra long-term lease agreements

AED ('000s)	Q2 2022	Q2 2021	% Change YoY	H1 2022	H1 2021	% Change YoY
<b>Revenue</b>	107,116	103,546	+3.45%	219,291	211,858	+3.51%
<b>EBITDA</b>	<b>97,935</b>	<b>85,664</b>	<b>+14.32%</b>	<b>191,309</b>	<b>175,453</b>	<b>+9.04%</b>
<b>EBITDA Margin</b>	91.43%	82.73%	+8.70%	87.24%	82.82%	+4.42%

- Increased revenue driven by higher occupancy and improved business sentiment.
- Higher EBITDA and improving EBITDA margins driven by lower G&A

	As of 31 December			As of 30 June
	2019	2020	2021	2022
<b>GLA (Millions of sqft)</b>	164.1	164.1	163.7	163.7
<b>End of Period Occupancy Rate (%)</b>	75.90%	75.80%	74.60%	79.31%
<b>Rental Rate End of Period (AED)</b>	3.2	3.5	3.3	3.2

# SERVICES & OTHERS

Growing revenue stream generated from complementary services offered in business districts to new and existing tenants/customers

AED ('000s)	Q2 2022	Q2 2021	% Change YoY	H1 2022	H1 2021	% Change YoY
<b>Revenue</b>	59,190	38,620	+53.62%	116,356	81,382	+42.98%
<b>EBITDA</b>	40,022	23,474	+70.50%	82,358	49,260	+67.19%
<b>EBITDA Margin</b>	67.62%	60.78%	+6.83%	70.78%	60.53%	+10.25%

- Strong increase in revenue driven by higher government and registration services (axs) revenue due to increase in services as a result of easing COVID-19 restrictions.
- Significant increase in EBITDA and improving EBITDA margins driven by improving top line and lower G&A due to operational efficiency enhancement.



# ENVIRONMENT & SUSTAINABILITY GOALS FRAMEWORK



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# INVESTING IN LOCAL COMMUNITIES

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TECOM Group is an integral part of the communities in which it operates and we are committed to contributing to their long-term sustainability and growth. We enhance the spaces around our buildings and organise community events to ensure we meet needs and create vibrant communities.

## We Walk

WeWalk is our annual charitable walkathon event that offers an opportunity for people to support and be inspired by individuals and groups within our communities. All proceeds and funds raised are donated to charitable organizations in support of their cause.

<http://www.wewalk.ae/>

The 2022 edition of WeWalk raised AED 720,000 supporting UAE Rare Disease Society through the engagement of more than 41 government and non-government partners.





—  
OUTLOOK  
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# HIGHLY VISIBLE ORGANIC GROWTH DRIVERS

<b>2022 Targets</b>	<ul style="list-style-type: none"> <li>• <b>Occupancy rate (end of period): ~85%(commercial); ~80%(industrial)</b></li> <li>• <b>Revenue: ~AED 1,900 Million (~+8% YoY)</b></li> </ul>			
Occupancy Rates Growth	Rental Rates Growth	Completed Projects	Future Projects	Supplementary Services
Robust recovery in occupancy rates and c.90% retention rates	Robust recovery in occupancy rates and c.90% retention rates	Completed long term contracted BTS projects further strengthen cash flow stability and visibility	Further organic growth upside from committed and future development pipeline	Strong upside from complementary services supported by growth in occupancy rates & GLA and post Covid recovery

**Organic Growth Drivers**





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APPENDIX  
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# THE UAE AND DUBAI GOVERNMENTS CONTINUOUSLY INVEST IN STRATEGIC SECTORS SERVING AS A CATALYST FOR FURTHER GROWTH

The Dubai Government led by H.H. Sheikh Mohammed has continuously demonstrated **visionary leadership for many decades...**



...and **continues to deliver on its targets** as well as **develop new innovative strategies and policies** across strategic sectors of its economy amongst industrial, technology, infrastructure, digital enablement as well as **numerous resident-friendly policies...**



...in order to **promote Dubai's growth and development** and establish the city as the **leading global business and residential center of the future**

## Industrial & Logistics



**OPERATION 300 BILLION**  
INDUSTRIAL STRATEGY AIMED TO RAISE THE INDUSTRIAL SECTOR CONTRIBUTION TO GDP FROM AED 133BN TO AED 300BN BY 2031



**INDUSTRIAL STRATEGY 2030**  
75 INITIATIVES TO TRANSFORM DUBAI INTO A GLOBAL PLATFORM FOR INDUSTRIES BASED ON KNOWLEDGE, INNOVATION & SUSTAINABILITY



**ETIHAD RAIL**  
STATE OF THE ART NETWORK WILL REDEFINE LOGISTICS, AND ACT AS CATALYST FOR GROWTH



**PROJECTS OF THE 50**  
SERIES OF PROJECTS THAT AIM TO ACCELERATE THE UAE'S DEVELOPMENT

## Digital, Tech & Design



**INVEST IN DUBAI**  
THE INTEGRATED DIGITAL BUSINESS SET-UP PLATFORM



**DUBAI E-COMMERCE STRATEGY**  
AIMING TO SOLIDIFY THE EMIRATE'S POSITION AS A HUB FOR GLOBAL E-COMMERCE



**AED 2 BILLION / AED 1 BILLION**  
MARKET-MAKER FUND / FUND SUPPORTING TECH START-UPS



**DUBAI CREATIVE ECONOMY STRATEGY**  
AIMING TO 2X CREATIVE INDUSTRIES' CONTRIBUTION TO GDP TO 5% BY 2025

## Business & Lifestyle



**DUBAI 2040 URBAN MASTER PLAN**  
LAYING OUT DUBAI'S SUSTAINABLE AND URBAN DEVELOPMENT



**MULTIPLE VISA OPTIONS**  
SUCH AS RETIREMENT, LONG-TERM, BUSINESS, REMOTE WORK

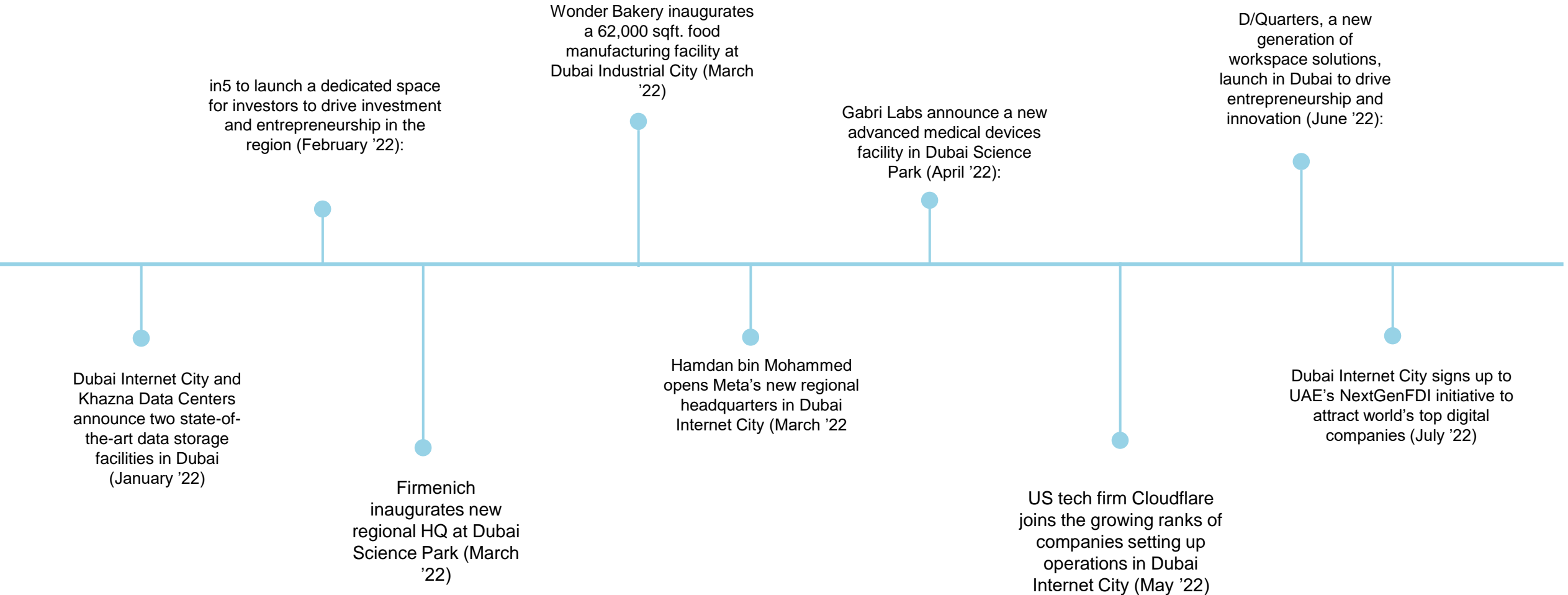


**A MORE TOLERANT LIVING EXPERIENCE**  
THROUGH OVERHAUL OF ISLAMIC PERSONAL LAWS



**ENABLEMENT OF 100% OWNERSHIP**  
OF ONSHORE BUSINESSES BY FOREIGN NATIONALS

# H1 BUSINESS MILESTONES



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**THANK  
YOU**  
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