



مجموعة موانئ أبوظبي  
AD PORTS GROUP



# CAPITAL MARKETS DAY 2025

24<sup>th</sup> February 2025



Welcome to our  
**Capital Markets  
Day**, we're looking  
forward to sharing  
our view of AD  
Port's future



**Captain Mohamed  
Juma Al Shamisi**

Managing Director  
and Group Chief  
Executive Officer



**Martin Aarup**

Group Chief Financial Officer



**Ross Thompson**

Group Chief Strategy  
and Growth Officer



# AGENDA

## Morning Session 1



### **Strategic Overview**

Group Chief Executive Officer



### **Business Overview / Strategy**

Group Chief Strategy & Growth Officer



### **Capital Allocation Strategy**

Group Chief Financial Officer

# STRATEGIC OVERVIEW



Captain Mohamed Juma Al Shamisi  
Managing Director and Group CEO



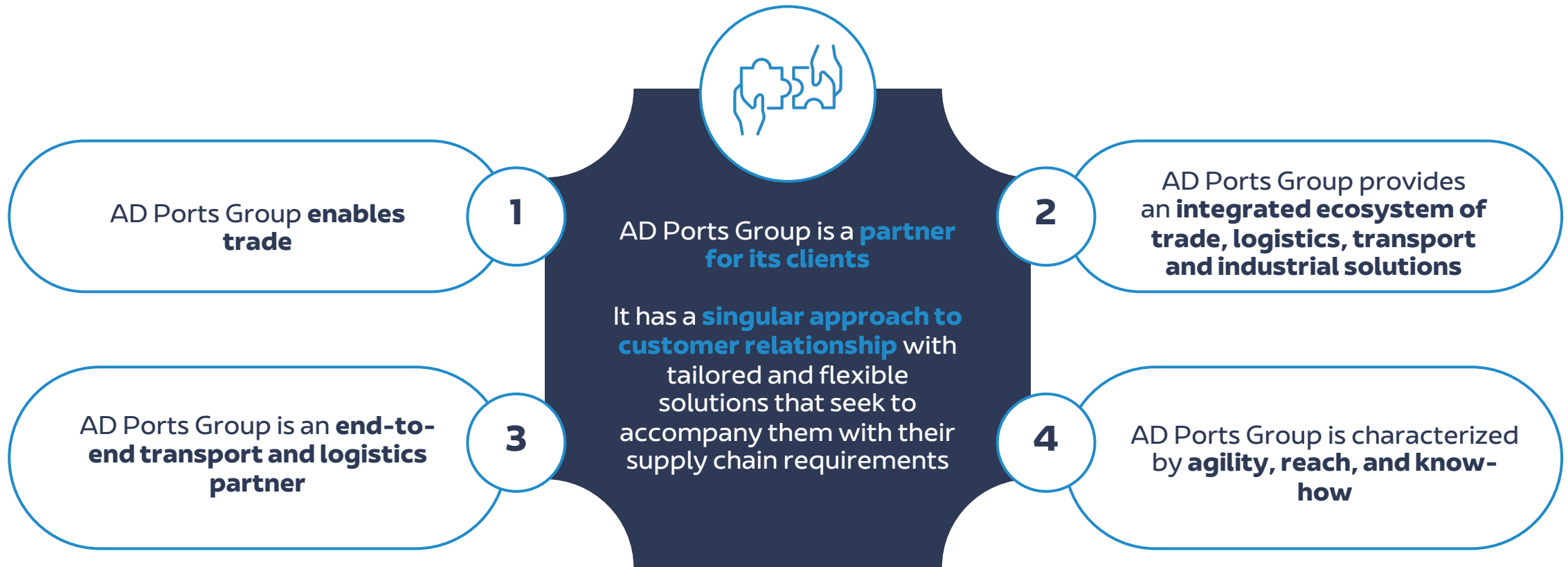
The background image shows a large container ship docked at a port. Several large gantry cranes are visible, with one in the foreground prominently positioned over the ship. The ship's hull is dark, and the word "noatum maritime" is visible on its side. The water is calm, reflecting the scene. The image is overlaid with a dark blue semi-transparent layer. In the top right and bottom left corners, there are decorative graphic elements consisting of overlapping blue and white curved shapes.

[CLICK HERE TO  
PLAY THE VIDEO](#)





# AD Ports Group Key Messages



**Customer-driven strategy to drive cost efficiencies and minimize supply chain disruptions**



# AD Ports Group's CapEx Commitment to Abu Dhabi... Coupled with International Exposure

**AED  
23 bn**



spent in **Khalifa Port**  
in the **UAE** since **2012**

**Over AED 27 bn**

spent in the **UAE** in  
**Khalifa Port** and **KEZAD**



**AED  
4.5 bn**

spent in **KEZAD** in  
the **UAE** since **2020**



**Around  
AED 6.1 bn**  
spent on  
**international  
assets and M&A**  
since  
international  
expansion  
started in **2022**

Upcoming projects **in the UAE in 2025/26**

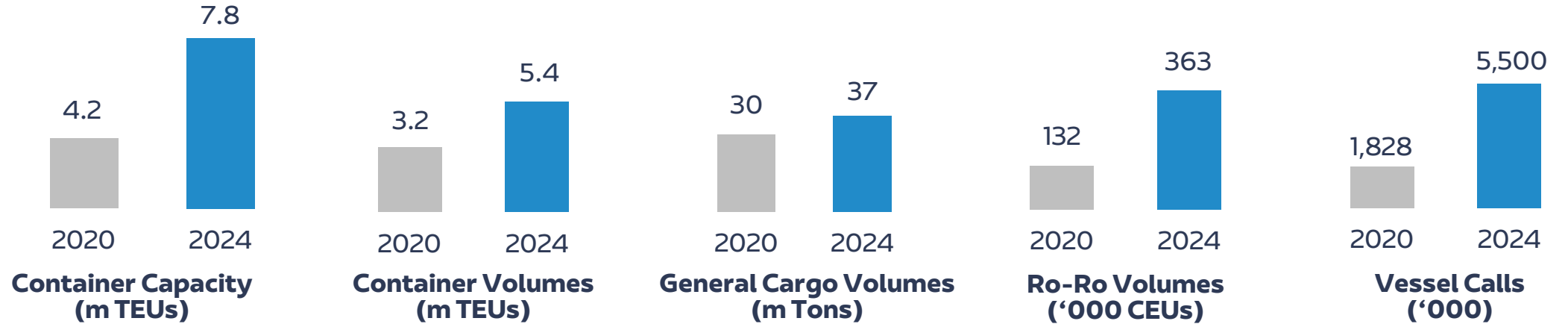
- KEZAD new land leases of **3.5 / 4.0 sq km per year**
- Inland Container Depots (ICDs), **starting with Al Faya in Q1 2025**
- Metal Park, **450K sqm in Q2 2025**
- Rahayel Auto and Mobility City, **Phase 1, 19K sqm of commercial and retail built-up assets in Q2 2025**
- AgTech Park, **Phase 1 of 2 million sqm in Q4 2025**
- Abu Dhabi Food Hub, **Phase 1 of 3.3 million sqm in 2026**
- Global Auto Hub, **Phase 1 of 3.3 million sqm in 2026**



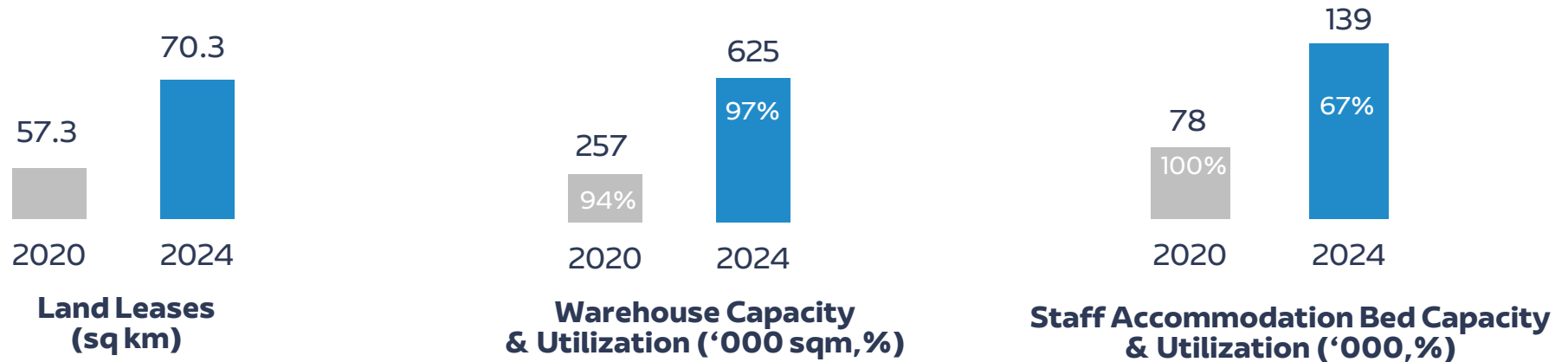


# Khalifa Port & KEZAD - Going From Strength to Strength

## KHALIFA PORT

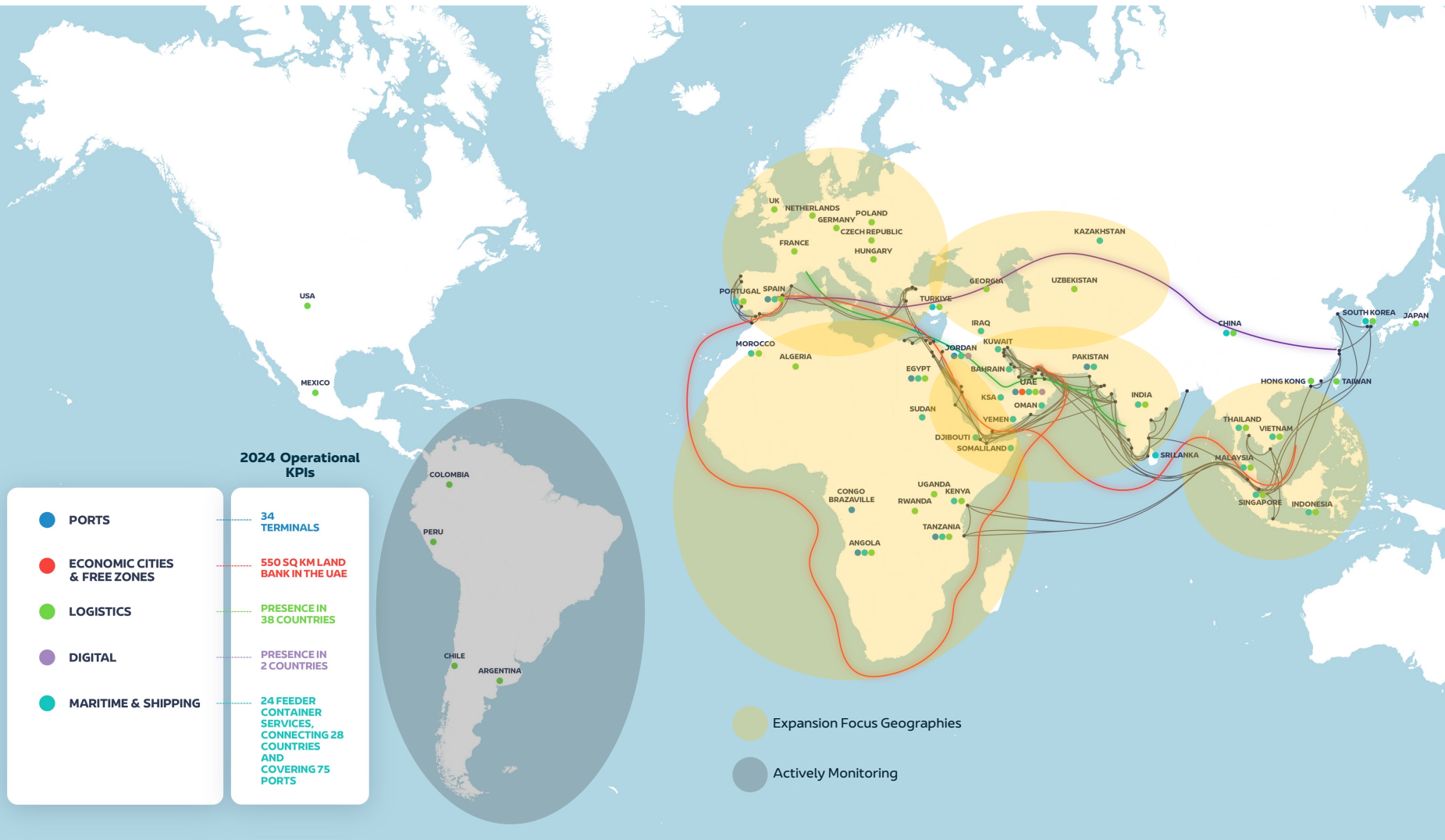


## KEZAD





# AD Ports Group Existing and Target Geographies



AD Ports targets presence in the following regions in the short to medium-term: **Middle East, Red Sea, Europe, Africa, Indian Subcontinent, Central Asia, Southeast Asia, and LatAm**



Supporting our key customers on their **main trade routes** and in their **main markets**



Supporting **specific industry supply chains**: Ro-Ro, Commodities, Minerals and Grains



Developing a geographic footprint **alongside existing and emerging trade routes**



Infrastructure assets in strategic locations connected by a **dense maritime and logistics network**

EAST WEST TRADE CORRIDOR (SUEZ CANAL)

MIDDLE CORRIDOR

IMEEC

# BUSINESS OVERVIEW / STRATEGY



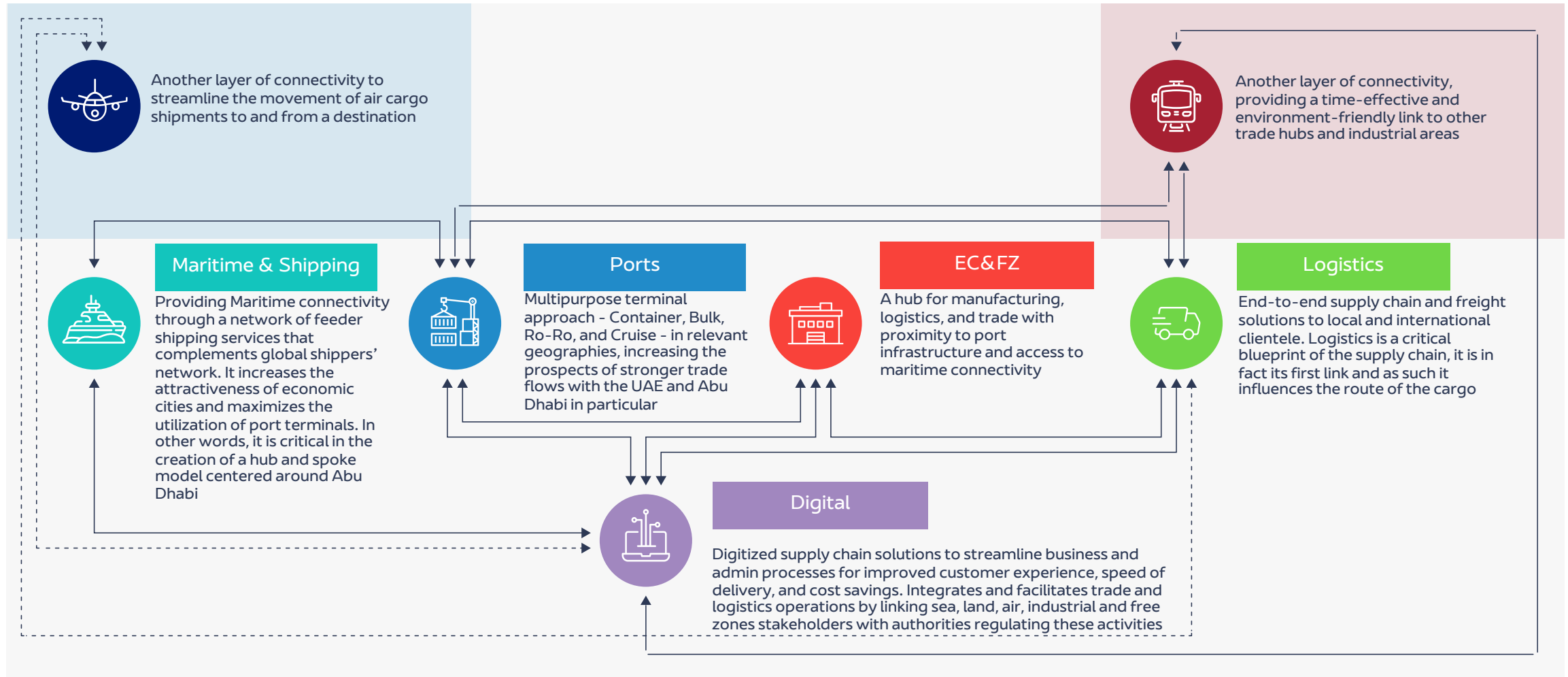
**Ross Thompson**  
Group Chief Strategy  
and Growth Officer





# AD Ports Group Integrated ‘Ecosystem’: A Holistic Approach to Trade Facilitation

In line with industry changes to provide customers a “one-stop shop” for their supply chain requirements

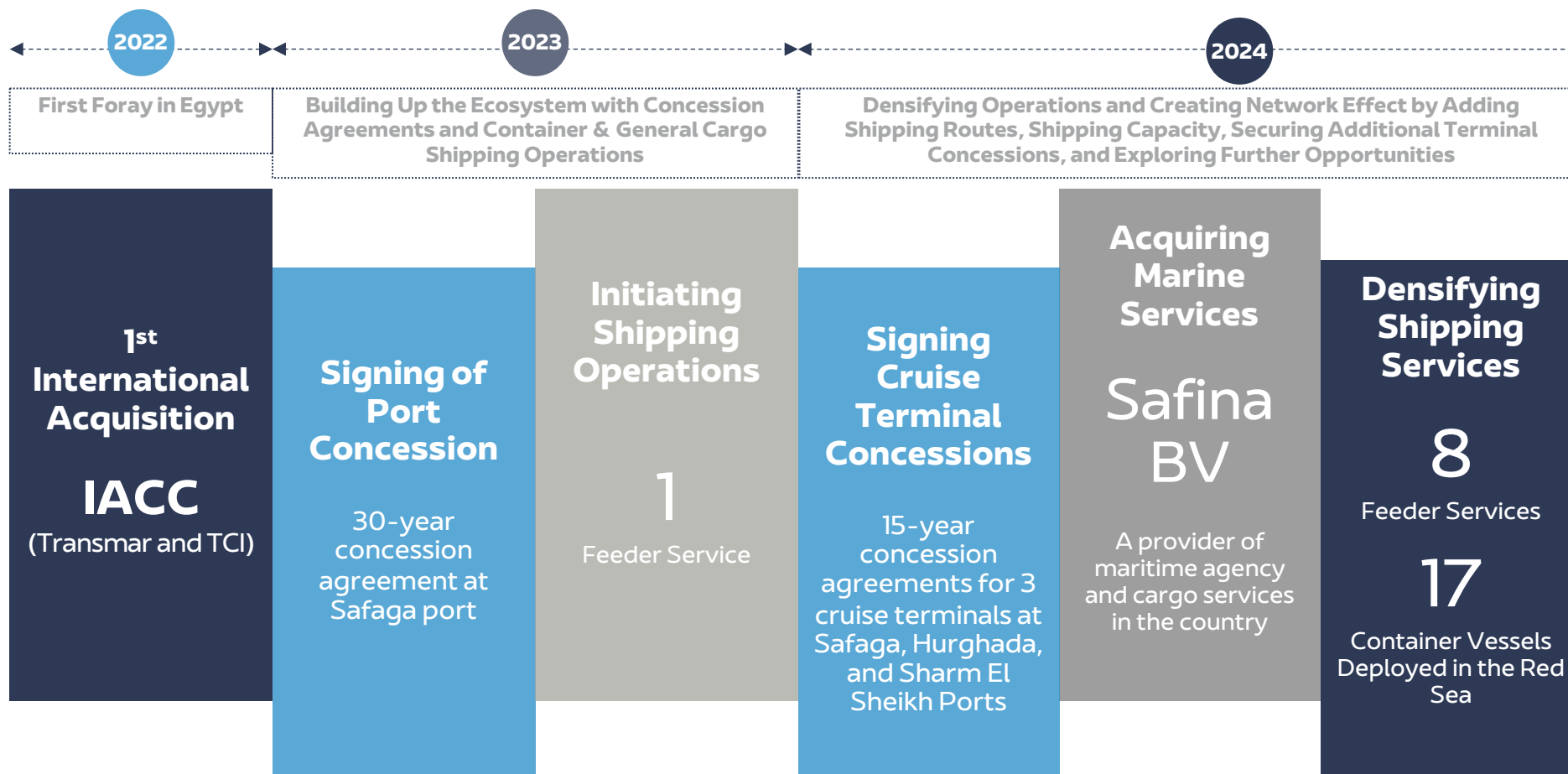




# AD Ports Group's Journey in Egypt – Case Study



Entering a new market and building-up a synergistic vertically integrated ecosystem





# Benefits of AD Ports Group Vertical Integration and Geographic Expansion

Accompanying customers in their supply chain requirements, capturing a bigger share of their wallet and increasing their stickiness

- 1 Revenue synergies and cross-selling opportunities
- 2 Self-sustaining ecosystem with its own captive volumes
- 3 One-stop shop with end-to-end solutions: Enhancing the Group's value proposition
- 4 Widening of customer base
- 5 Leveraging key customers and partners' relationships across key activities and geographies
- 6 **Cost synergies:** Centralized key functions - Strategy, Finance, HR, Procurement, IT, etc.

- Logistics and port handling services in Abu Dhabi historically
- Shipping services to Egypt through Transmar, GFS, and Noatum Maritime
- Calling TCI's Adabiya Port, Egypt
- Shipping services to Pakistan through GFS



- Land lease in ICAD
- Inbound and outbound cargo handling at the ports in Abu Dhabi
- Vessel transshipment in Abu Dhabi



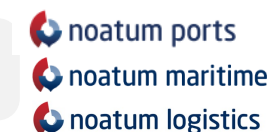
- Container handling at CMA Terminals Khalifa Port
- Customs clearance and road transportation
- Al Faya Inland Container Depot (ICD) for cargo destined to the Northern emirates
- Last mile transportation



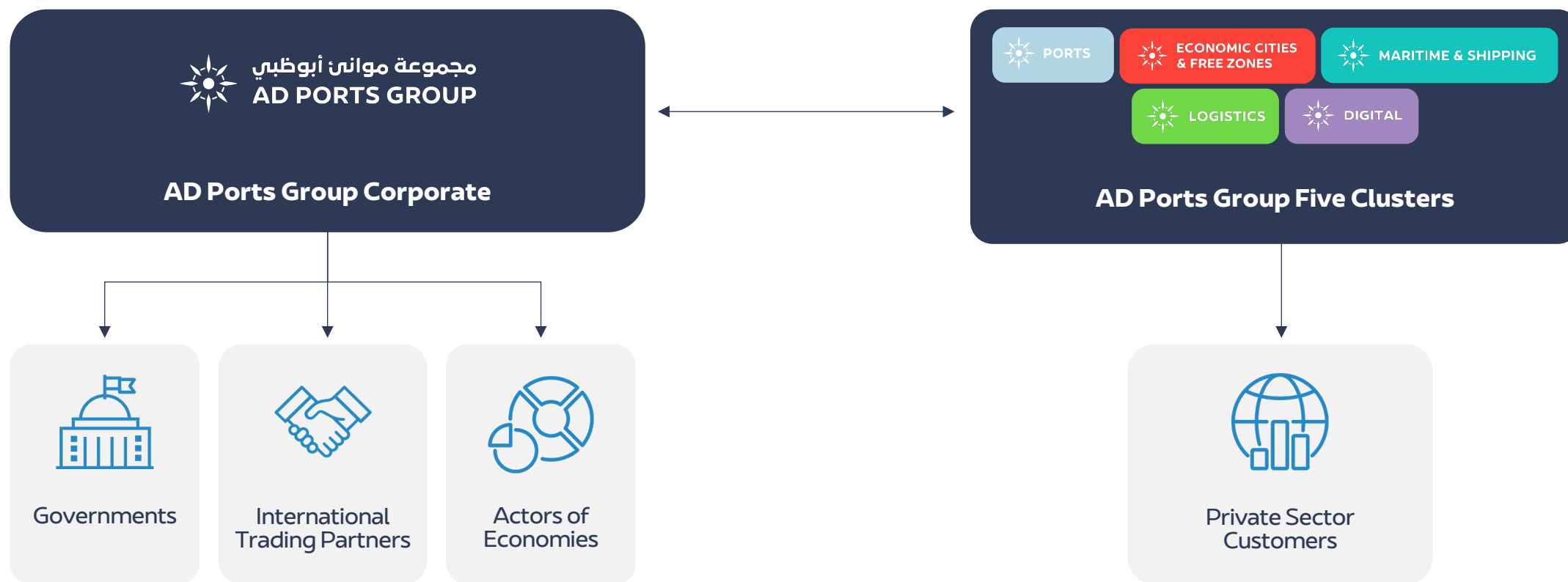
2 new shipping services from CMA CGM Group and MSC were started in the last 3 months



Integration of Noatum's assets, three business verticals, and corporate head office under AD Ports Group five clusters organization



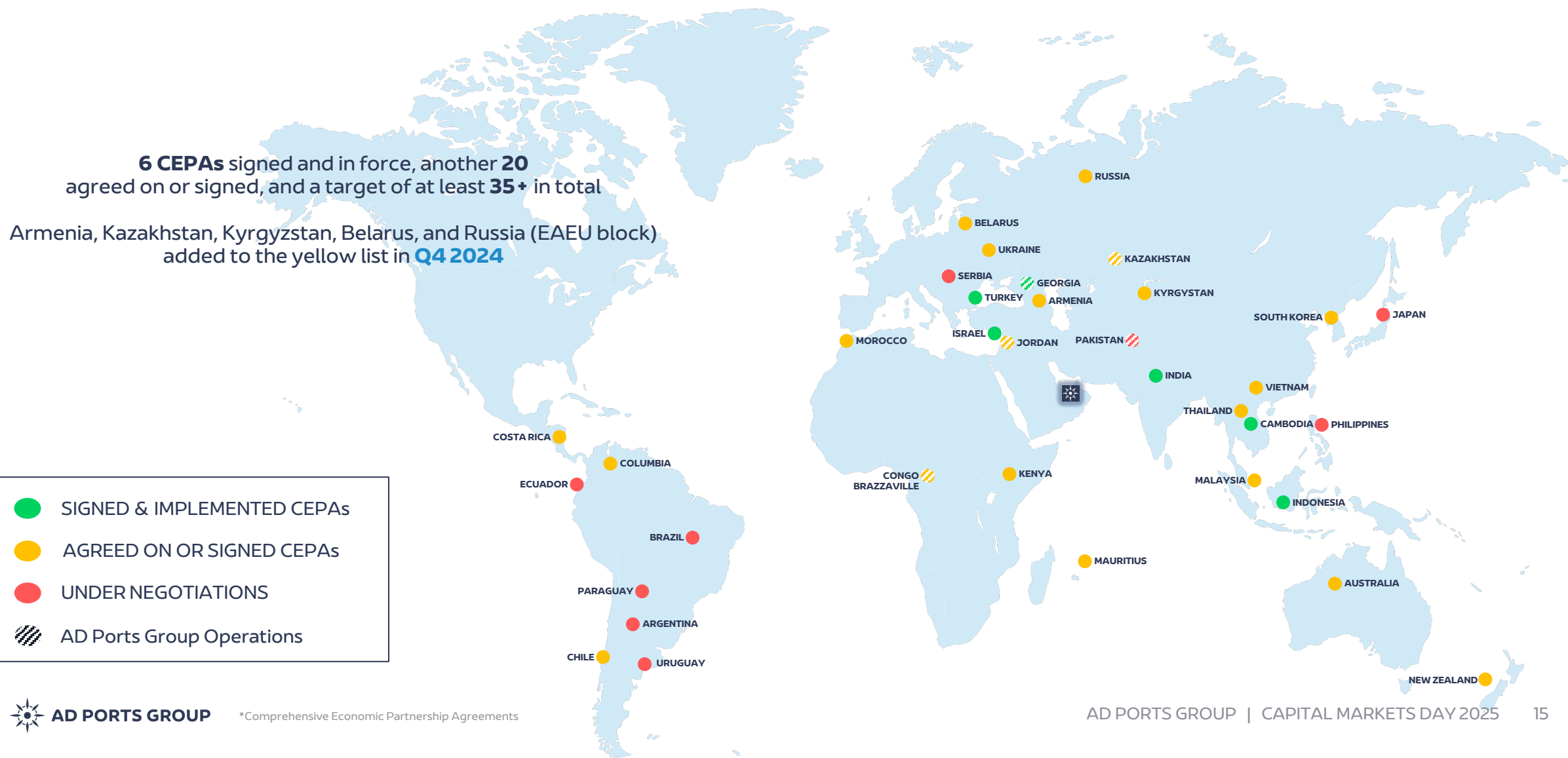
# Different Types of Customer Touchpoints





# Leveraging UAE's CEPAs\* in its International Expansion Strategy

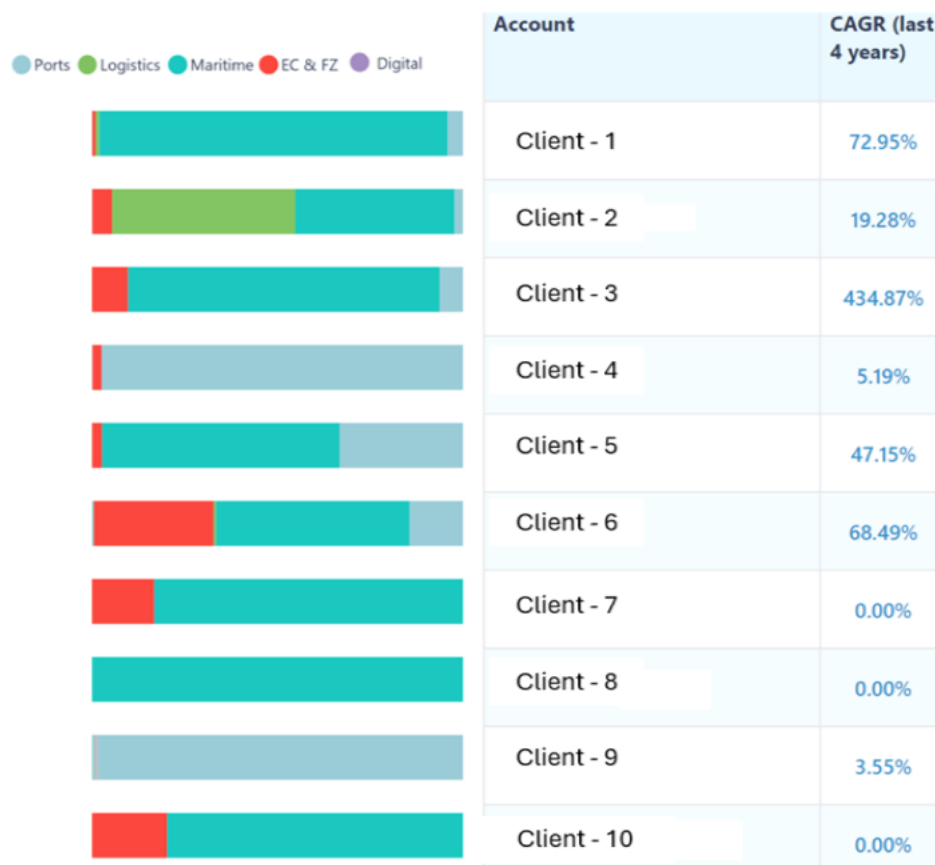
The UAE has been building its position as a global trade and logistics hub through CEPAs



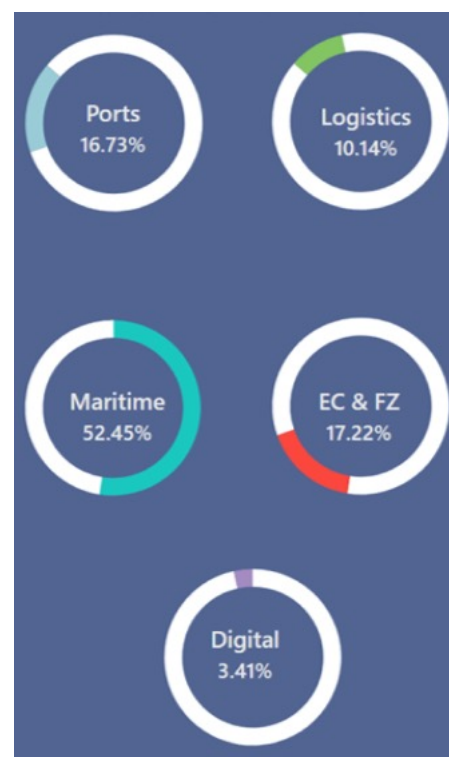
# Widening Customer Base and Increasing Share of Wallet

An increasing number of international customers in the mix

## AD Ports Group FY 2024 Top 10 Customers



## FY 2024 Revenue Split



### Widening Customer Base



AD Ports Group keeps on adding new customers. **Only 4 accounts are common** between the top 10 customers in FY 2022 and FY 2024

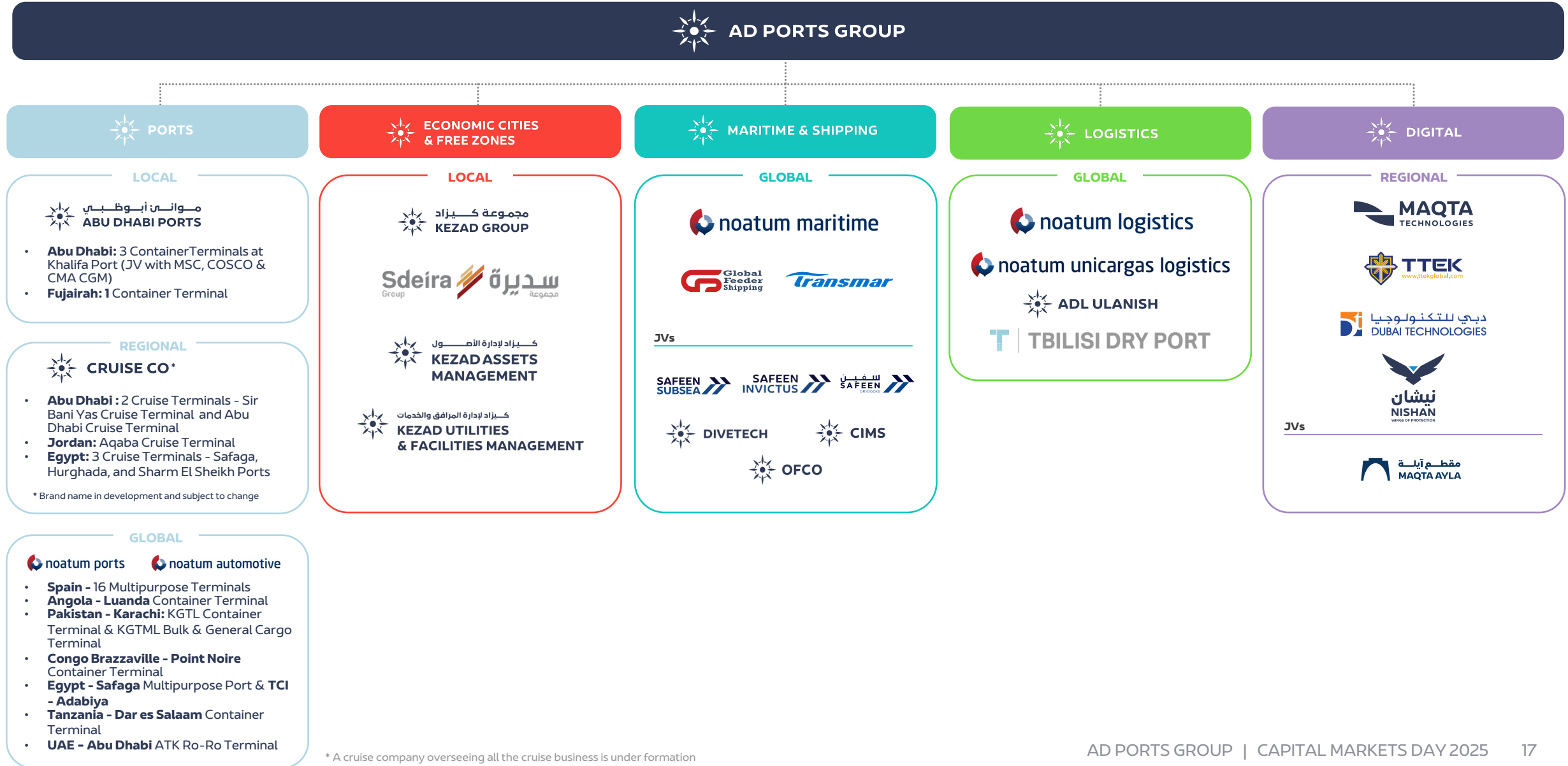


### Increasing Share of Wallet



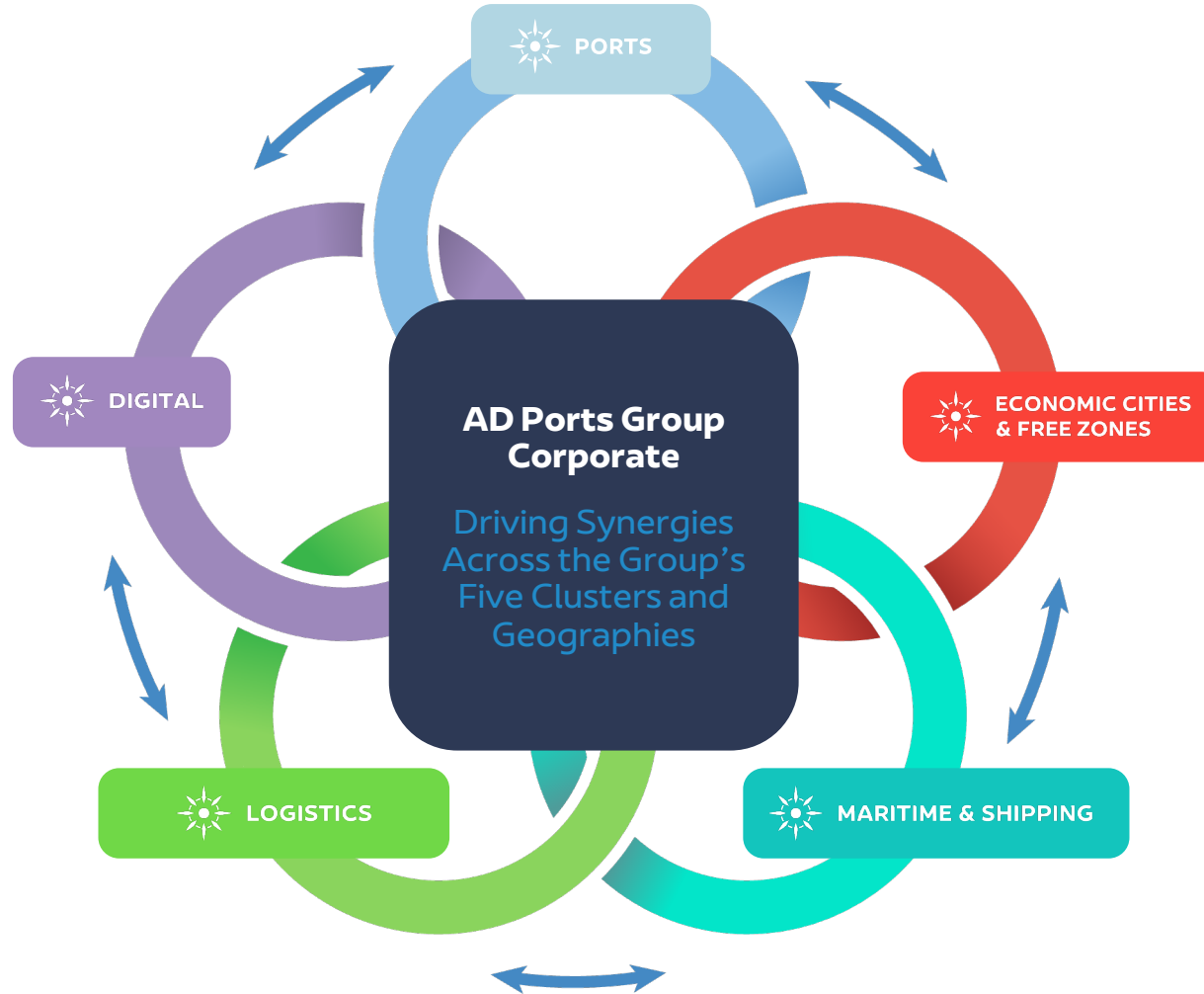
FY 2024 top 10 customers all together delivered a **4Y Revenue CAGR of 64%**

# AD Ports Group Structure – Full Integration of Noatum



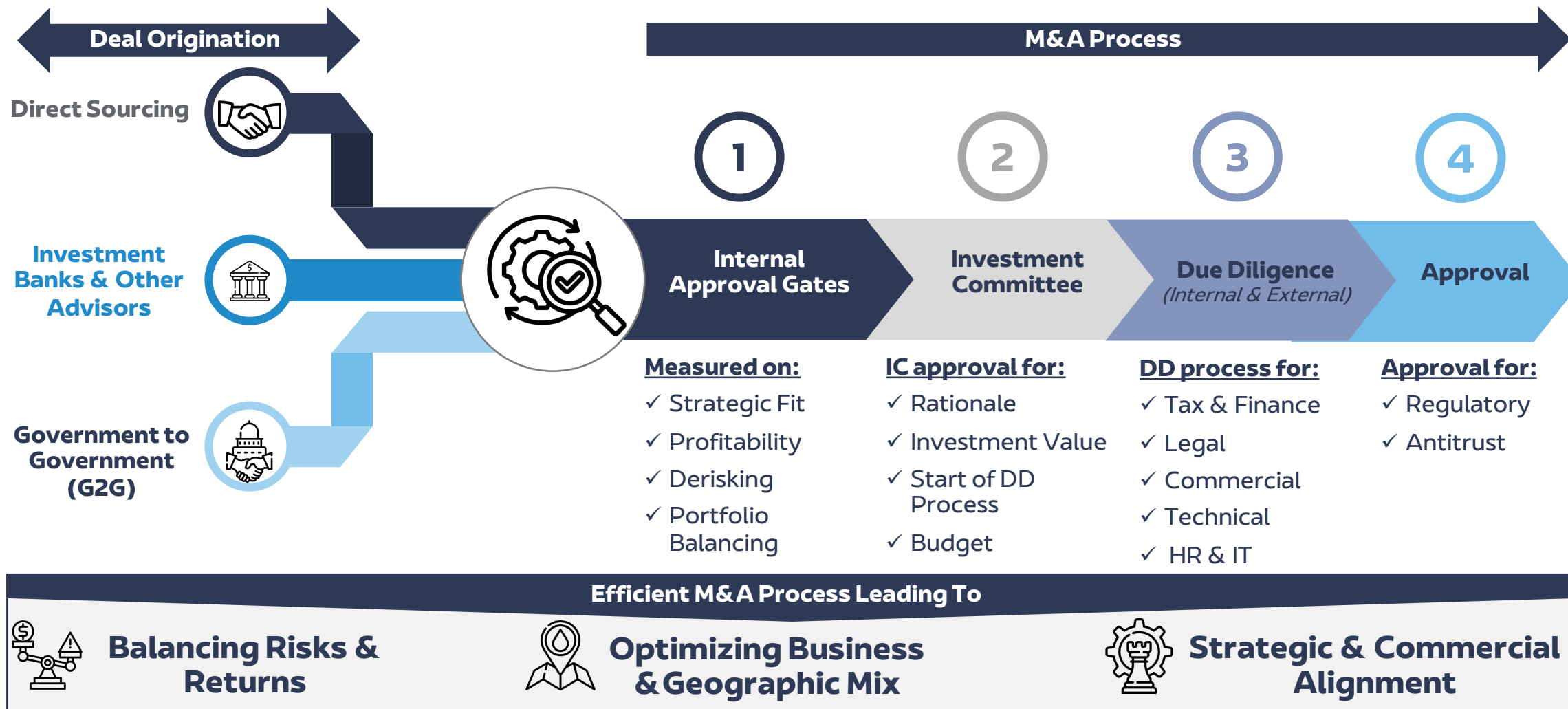


# An Effective Structure Aligning the Clusters with The Group's Strategic Objectives For Maximum Synergies



# AD Ports Group's M&A Process

Robust, well-defined internal and external assessment M&A process



# CAPITAL ALLOCATION STRATEGY



Martin Aarup  
Group Chief Financial Officer







# Infrastructure-Focused (Ports And EC&FZ) with Strategic Logistics, Maritime and Digital Investments



## Trade enabling infrastructure focused player

ADPG aspires to be an infrastructure-focused player with strategic and complementary logistics, maritime and digital investments, thereby creating a synergistic eco-system to enhance value from the integrated business model, particularly in core infrastructure



## Optimal risk and reward profile

ADPG targets an optimal portfolio level risk and reward profile by **balancing expected return potential, volatility of returns, organic growth rate, capital intensity and ratings maximization**



## > 50% EBITDA from Ports and EC&FZ

ADPG overall portfolio aims to balance complementary, synergistic trade enabling assets, **with a target of more than 60% (and minimum of 50%) of equity weighted proportionate EBITDA attributed to its infrastructure business**



## Stand-alone investment grade plus sovereign uplift

ADPG's capital structure policy is anchored on **maintaining a stand-alone investment grade credit rating plus commensurate sovereign uplift** on a long-term sustainable basis







# Actively Steering Capital Allocation Across Two Criteria in Line With the Infrastructure-Focused Corporate Strategy

## 1. Total portfolio level

## 2. Standalone revenue-generating initiative



### Objective

Ensure **conformity with portfolio-wide target asset class mix, EBITDA contribution and risk/return profile**

**Approve standalone revenue generating investment opportunities** that meet ADPG strategic priorities



### Activity

**Monitor the deployment of capital at ADPG and cluster level** against defined KPIs aligned with infrastructure-focused Group strategy

**Evaluate each opportunity against a pre-defined set of criteria** with thresholds defined at cluster / initiative type level and aligned with infrastructure-focused Group strategy





# Overall Portfolio is Monitored and Steered Using a Framework of 7 Key KPIs

## RISK

> 50%



### Volatile Sector Exposure

Portion of group proportionate EBITDA from infrastructure business (Ports and EC&FZ)

< 15%



### High Risk Country Exposure

Portion of group proportionate EBITDA driven by high-risk countries

< 15%



(on a sustainable basis)

### Capital WIP

Proportion of invested capital that is work-in-progress

## Leverage Exposure

> 12%



(on a sustainable basis)  
FFO / Debt

> 3.5X



(on a sustainable basis)  
Cash Interest Coverage

## Liquidity

> 1.2X



(on a sustainable basis)  
Liquidity inflows/outflows

## RETURN



> 4%

(on a sustainable basis)

### Excess Returns

Spread of returns vs. cost of capital (i.e., ROCE minus WACC)





# Standalone Revenue Generating Projects Are Assessed Against 4 Investment Criteria and 7 Key KPIs

A

45%



## Value Creation Potential

1. Spread standalone IRR over WACC (incl. country risk premium)
2. Spread combined IRR (incl. synergies within ADPG) over WACC (incl. country risk premium)

B

35%

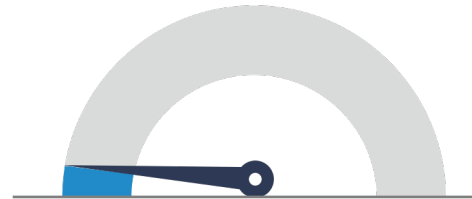


## Strategic Fit

1. Geographic fit
2. Portfolio strategy fit

C

10%

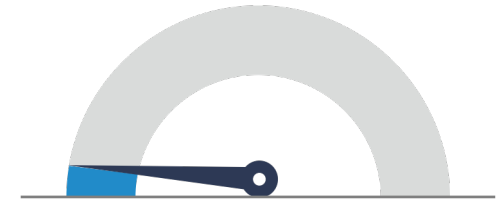


## Payback Period

- Break-even point

D

10%



## Risk

1. Project execution and/or integration
2. Day-to-day operations

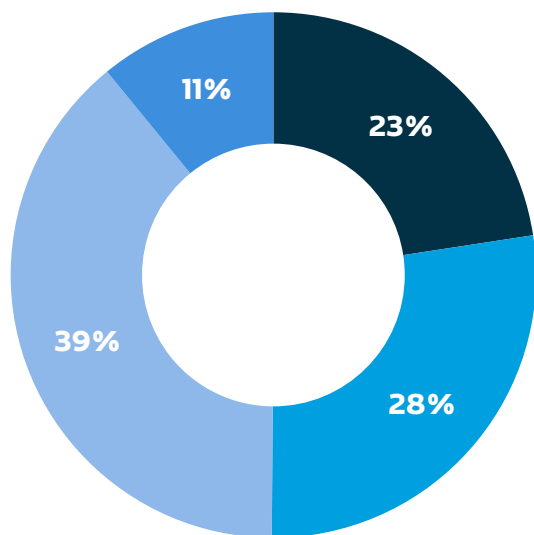




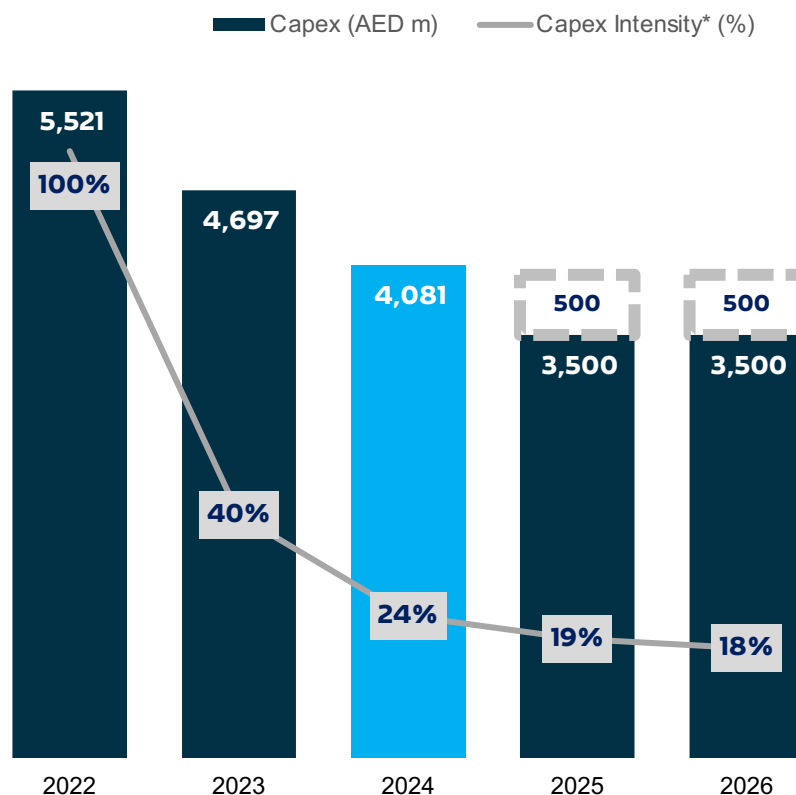
# ADPG Capital Intensity Will Continue to Gradually Decline During 2025-29

2025-29E CapEx Distribution by Cluster (%)

■ Maritime & Shipping ■ Ports  
■ EC&FZ ■ Logistics/Digital/Coporate



Historical CapEx Spending and CapEx Intensity (AED m)



\* Capex intensity is defined as Capex amount spent divided by Revenue generated over the same period (revenue for 2025-2026 is based on consensus estimates)

## CapEx spending anchored on infrastructure projects

- Around 60% of 2024 CapEx was spent on infrastructure business (Ports and EC&FZ)
- ~65% of 2025-2029 CapEx has been allocated to infrastructure business (Ports and EC&FZ)

**AED 3.5-4.0 bn p.a. CapEx in FY 2025 and 2026, respectively**

## Key 2025-29 CapEx projects

### Ports

- Greenfield and brownfield expansion ports and terminals - Safaga Port (Egypt), Pointe Noire Terminal (Congo Brazzaville), KGTL & KGTM in Karachi (Pakistan), Luanda Terminal (Angola), and Sarzha Terminal at Kuryk Port (Kazakhstan)

### EC&FZ

- Built-to-Suit (BTS) assets, warehouses, primary infrastructure for specialized industrial clusters (Metal Park / Food Hub / Auto Hub), and unlocking of land

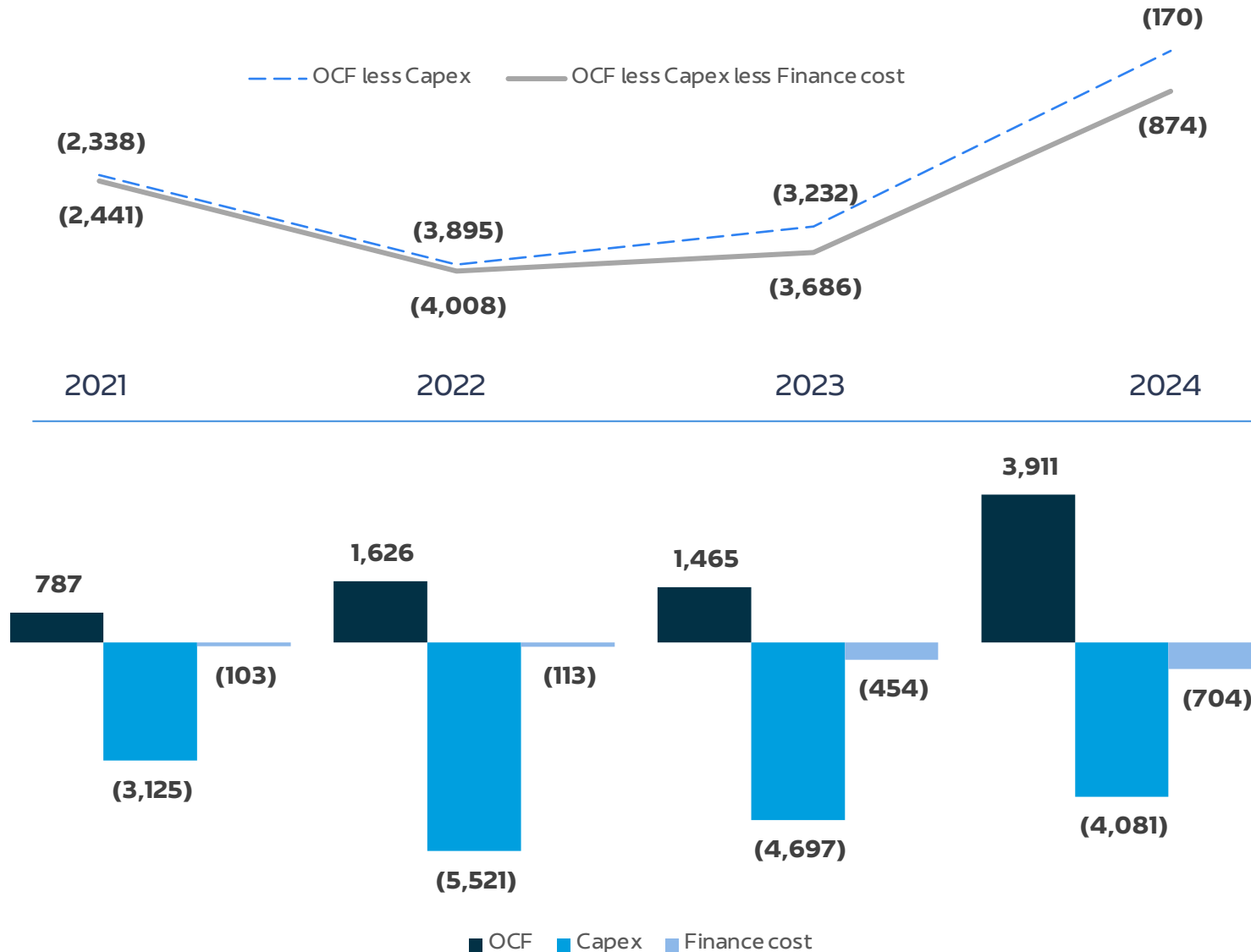
### Maritime & Shipping

- Upgrade of vessel fleet, drydocking maintenance and repairs, and opportunistic value add acquisitions of vessels





# Pivoting Towards FCF Positive



## Trajectory towards long-term assets and stable, back-ended returns

- ADPG is a relatively young company with majority of assets having long useful life with upfront investment and with back-ended returns
- This has temporarily been suppressing returns and straining cashflows until reaching asset maturity and ramp-up/utilization

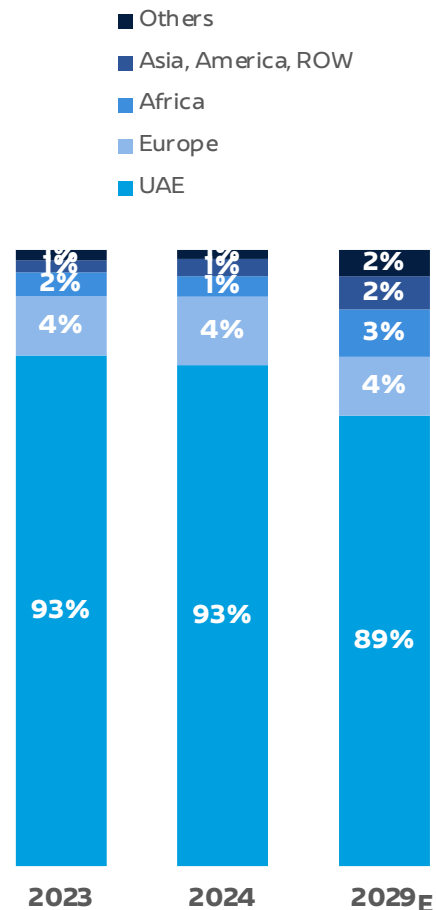
## On track for FCF positive on a sustainable basis

- ADPG was FCF positive (Ops – Capex) in both Q3 and Q4 of 2024
- As per target, ADPG is on track to becoming FCF positive on a sustainable basis within the coming years
- Exact inflection point depends timing of capex outflow, particularly new international Port concessions, and possibly new demand driven opportunities

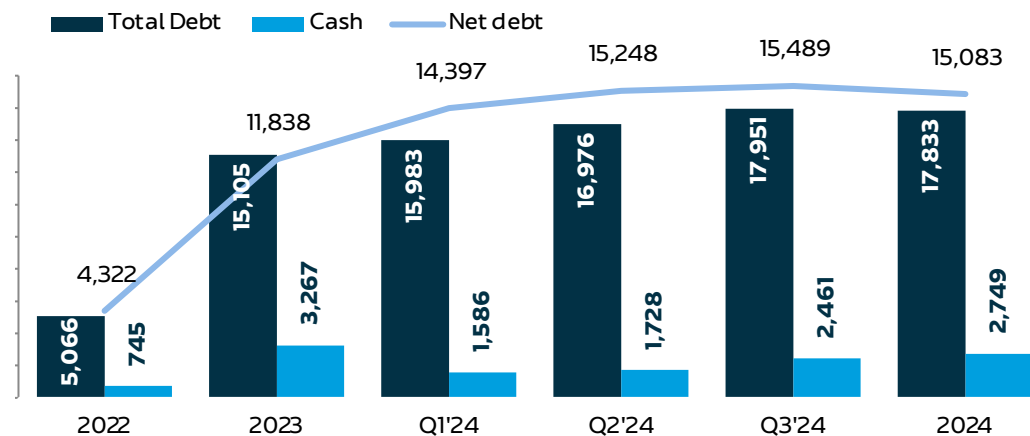


# Strong and Scalable Balance Sheet With ~90% of Assets Anchored in the UAE

## Assets by Geography (%)



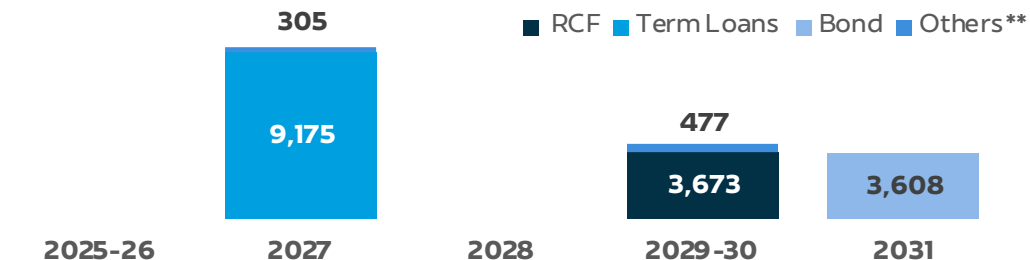
## Net Debt (AED m)



## Net Debt / EBITDA (x)



## Debt Maturities (AED m)



\* AED 467m worth of loans related to Noatum, Transmar & Dubai Technologies with small maturities spread between 2025 and 2031 not captured in the graph

\*\* Others include EAJ & GFS Loans

## Debt

- Flatlining total debt, continued deleveraging, and no upcoming debt maturities in 2025-26

## Liquidity

- Stronger liquidity position following the refinancing and upsizing of the syndicate loan and the Revolving Credit Facility

## Funding

- The strategy is to utilize bonds as the predominant long-term funding vehicle with RCF serving as a liquidity backstop

## Balance Sheet

- Balance sheet anchored on strong credit rating offers flexibility to support growth and investment plans

## Credit Rating

- Fitch Ratings upgraded rating to 'AA-' from 'A+' in March 2024 and Moody's assigned an initial 'A1' rating with stable outlook in December 2024

## Asset Deployment

- More than 90% of assets (vessels included) deployed in UAE; no material changes expected during 2025-29





# Cost and Synergy Efficiencies Reinforced Through our Value Capture Program



## Driving Transformation

To support our aggressive growth aspiration and to unlock our full potential as a leading trade enabler the **Value Capture Program** was introduced in 2023 as a catalyst to unlocking value and changing the way we think and act on cost and synergy.



## The Program

Enhances organizational performance by identifying and leveraging opportunities for **cost optimization, revenue growth, and capital efficiency**. We employ strategic planning, digital intervention, data analytics, and tailored industry approaches to tailor tangible and measurable initiatives.



## Strong Pipeline

A robust pipeline of **223 initiatives across 6 portfolios has been developed**. Project teams including **150 personnel from across the company are actively** driving initiatives from ideation to implementation.



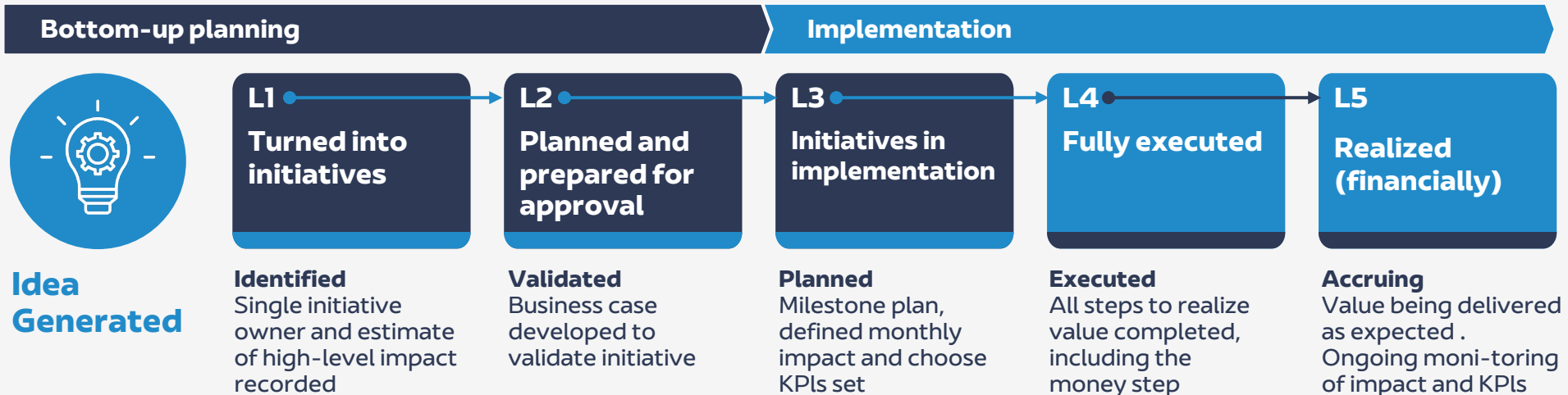
## Opportunity Space

The program helps target key opportunities in operational efficiency, revenue growth and ecosystem synergies and its impact is measured on verified EBIT generation.



## Methodology

A robust and proven **5 stage-gated process** with approvals and transformational software supports.







# Medium Term Guidance



## Revenue 5Y CAGR

FY 2024-29  
**10-15%**

- Organic revenue growth will be driven by the Ports, EC&FZ, and Logistics Clusters
- Including all existing operations and approved/announced projects and acquisitions



## EBITDA 5Y CAGR

FY 2024-29  
**10-15%**

- Ports, EC&FZ, and Digital Clusters to support overall margins while Maritime & Shipping and Logistics Clusters yield lower margins
- EBITDA margin to remain within 25-30% range in the medium term



## PBT 5Y CAGR

FY 2024-29  
**c.15%**

- EBITDA performance together with operating leverage from capacity ramp up/utilization as well as debt and interest moderation



## CapEx

FY 2025-26  
**AED 3.5-4.0bn p.a.**

- Main recipients by order of quantum: EC&FZ, Ports, and Maritime & Shipping





# Clusters Deep Dive



**Saif Al Mazrouei**  
Chief Executive  
Officer – UAE Ports



**Ferdinand  
Veldhoven**  
Chief Financial Officer  
– UAE Ports



**Jacob Larsen**  
Group Chief Strategy  
and Product Officer  
– UAE Ports



**Mohammed  
Al Tamimi**  
Chief Executive  
Officer – Noatum Ports



**Julien Krongrad**  
Chief Strategy &  
Commercial Officer  
– Noatum Ports



**Abdullah Al Hameli**  
Chief Executive  
Officer – EC&FZ



**Mohammed  
AlAhbabi**  
Chief Financial Officer  
– EC&FZ



**Fatima Mohamed  
Al Hammadi**  
Chief Commercial  
Officer – KEZAD



**Capt. Ammar  
Al Shaiba**  
Chief Executive  
Officer – M&S



**Niall Nolan**  
Chief Financial Officer  
– M&S



**Friedrich Portner**  
Chief Commercial  
Officer – M&S



**Samir  
Chaturvedi**  
Chief Executive  
Officer – Noatum  
Logistics



**Dr. Noura  
Al Dhaheri**  
Chief Executive  
Officer – Digital



**Ali Abuhijleh**  
Chief Financial  
Officer – Digital



**Rashid  
Al Hosani**  
Chief Strategy & Growth  
Officer – Digital

# AGENDA

## Morning Session 2



### **Ports Cluster**

Divisional Management  
UAE Ports | Noatum Ports



### **EC&FZ Cluster**

Divisional Management  
Guest Speaker: Power International



### **Maritime & Shipping Cluster**

Divisional Management



### **Logistics Cluster**

Divisional Management



### **Digital Cluster**

Divisional Management

# PORTS CLUSTER

## UAE PORTS



**Saif Al Mazrouei**  
Chief Executive Officer



**Ferdinand Veldhoven**  
Chief Financial Officer



**Jakob Larsen**  
Chief Strategy & Product Officer



**AD PORTS GROUP**







# Khalifa Port Container Terminals – Significant Growth Ahead

Still two options available to drive up capacity expansion



Khalifa Port – Container Terminals	ADT	CSP	CMATK	Total
Container Capacity - 2025 (m TEUs)	5.3	2.5	1.8	9.6
Container Capacity Utilization - 2024 (%)	67%	74% 79% in H2-24	--	70%
Utilization Threshold for Triggering Expansion Option (%)	--	75%	85%	--
Available Capacity for Expansion (m TEUs)	--	1.3 Expected to be called in FY25: +56% of Existing Capacity	0.9 Expected to be called in FY25: +50% of Existing Capacity	2.2 +23% of Existing Capacity
Additional Quay Wall Length (meters)	--	600	400	1,000
Additional Concession Area (m <sup>2</sup> )	--	394k	232k	626K
Fixed Concession Fee Upside (%)	--	44%	50%	20%



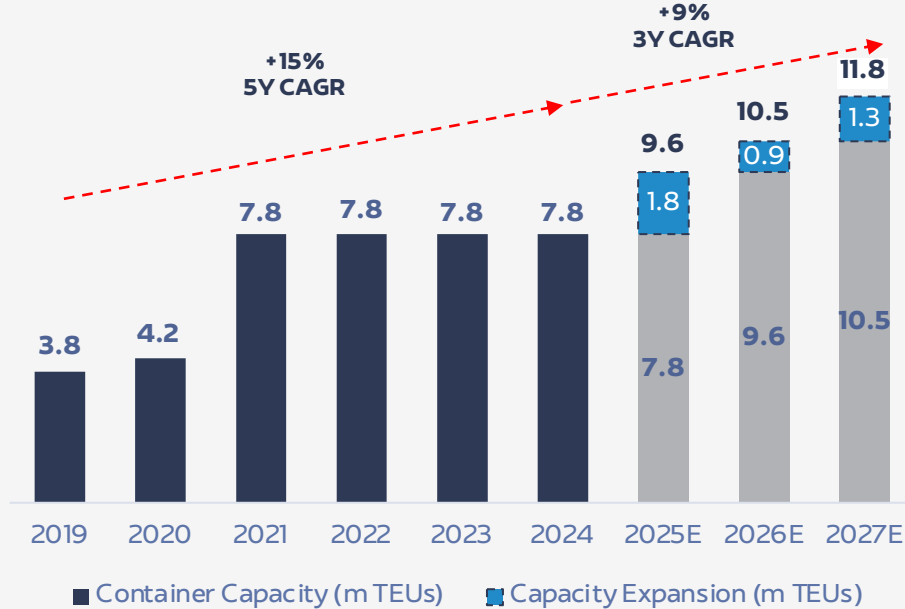




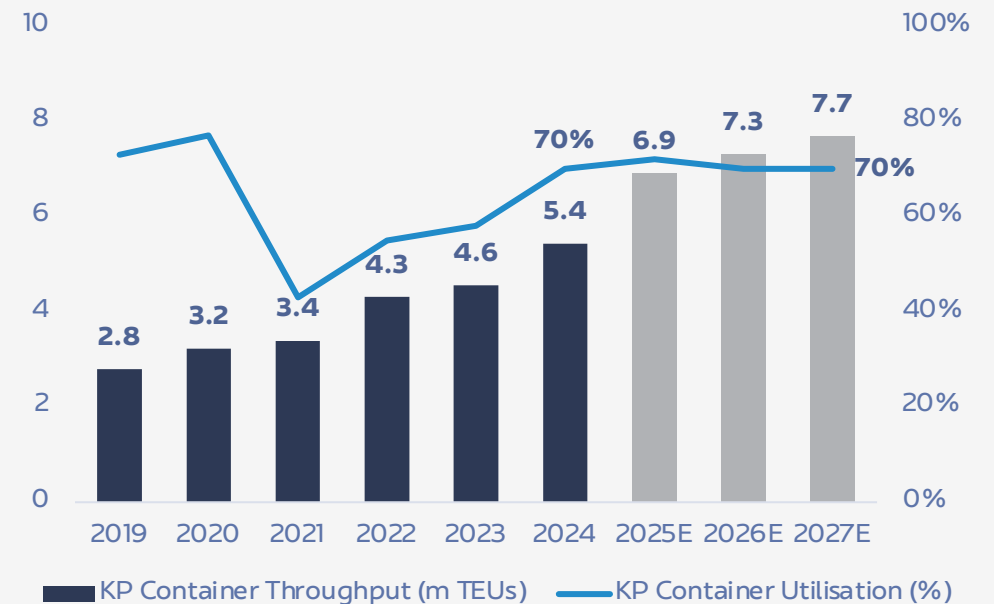
# Khalifa Port Container Terminals - Capacity and Utilization Driven Growth

Continuing container capacity growth over the next 3 years with steady utilization at around 70%

## Khalifa Port Container Capacity



## Khalifa Port Container Throughput & Utilisation

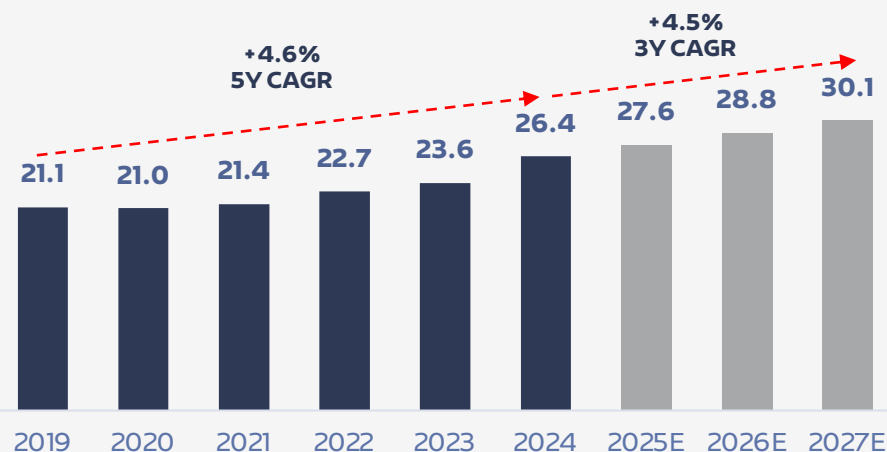




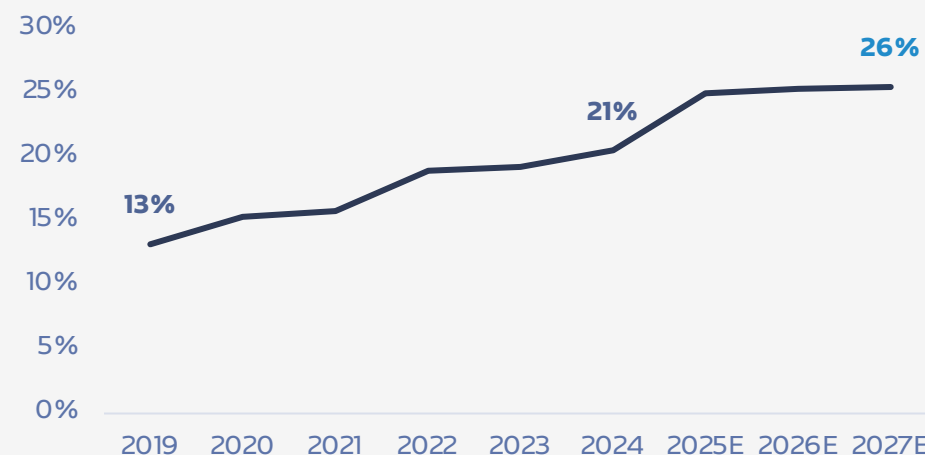
# Khalifa Port Container Terminals: Fast-Growing Market Share in a Growing Regional Market

Khalifa Port – From 13% throughput regional market share to 21% in 5 years

## Arabian Gulf Ports Container Throughput (m TEUs)



## Khalifa Port Throughput Regional Market Share (%)



## 2024 Arabian Gulf Ports Container Capacity



**7.8m TEUs**  
Khalifa Port,  
Abu Dhabi



**19.4m TEUs**  
Jebel Ali Port,  
Dubai



**3.2m TEUs**  
King Abdulaziz  
Port, Dammam



**7.5m TEUs**  
Hamad/Doha/  
Ruweis Ports,  
Qatar



**1.3m TEUs**  
Kuwait Ports,  
mainly  
Shuwaikh Port



ميناء الفاية الجاف  
AL FAYA DRY PORT

SHARJAH ■ AJMAN  
DUBAI ■

KHALIFA  
PORT  
ZAYED PORT  
& FREE PORT  
SHAHAMA  
PORT  
ABU DHABI  
MUSAFFAH  
PORT

AL FAYA  
DRY PORT

CLICK HERE TO  
PLAY THE VIDEO

70 km from  
Khalifa Port

20 km to  
Dubai South

50 km to  
Dubai North

# Inland Container Depots (ICDs) – Starting with Al Faya

A key development for Khalifa Port to drive Origin & Destination (O&D) container volumes



**Inland dry port facility integrated with Khalifa Port container terminals**, complementing their operations to better serve customers across the UAE



Bridging the gap between Khalifa Port and the final inland destination, **driving O&D volumes**



**Customs bounded**, designed for quick truck turnaround, allowing fast receiving and dispatch



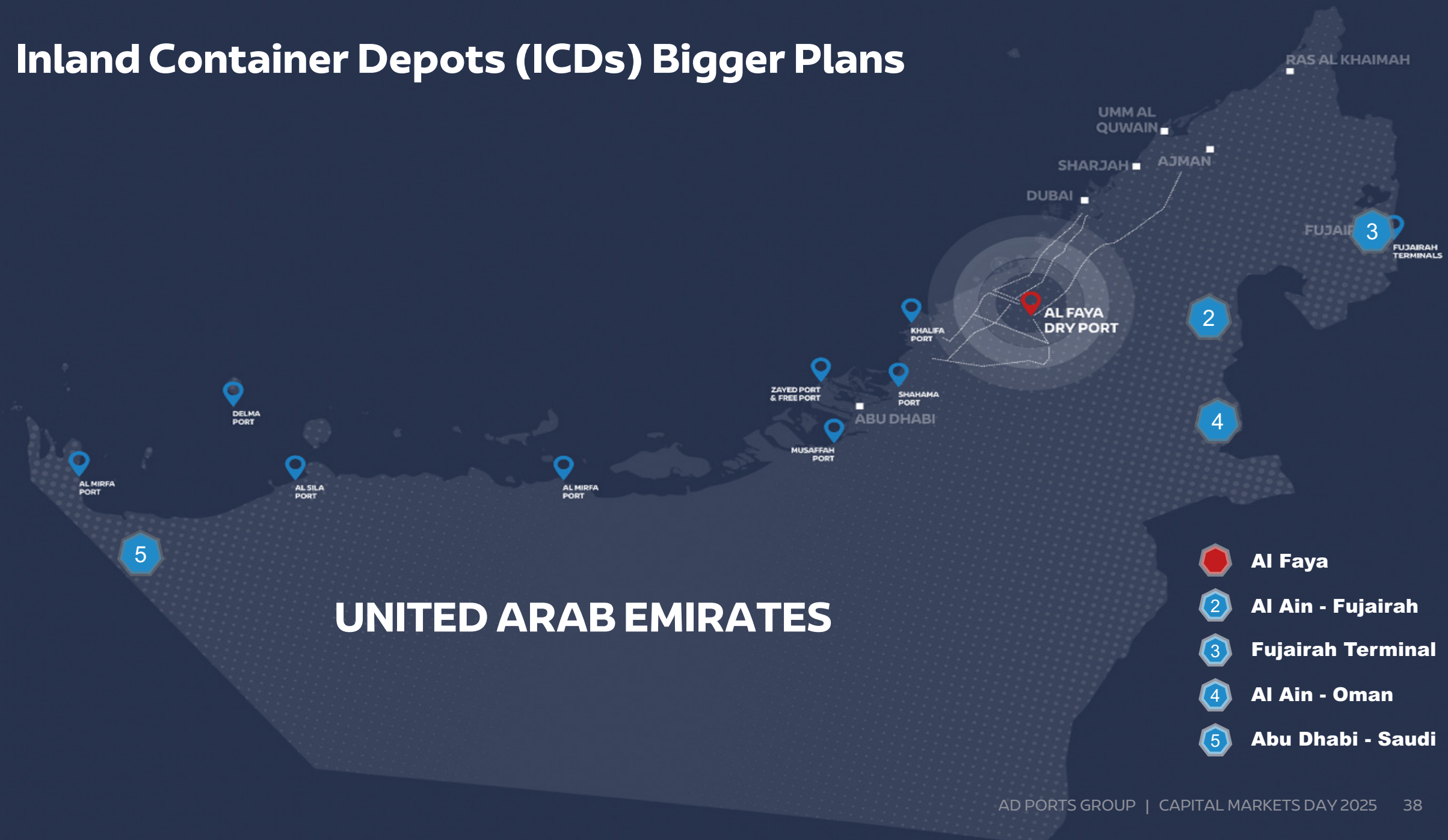
Strategically located at the 'border' of Dubai, **20km away from Dubai South**, and **50km away from Dubai North**



**Will serve CMA CGM to start with**, but **developed to scale up** as more volumes are routed through



# Inland Container Depots (ICDs) Bigger Plans





# What to Expect From the New Liner Alliances & Networks



**2024**



**2025**

## 2M Alliance



**MAERSK  
LINE**

## Ocean Alliance



## The Alliance



**Hapag-Lloyd**



## Gemini



**Hapag-Lloyd**



**MAERSK  
LINE**

## Ocean Alliance



## The Alliance



Increased focus on Middle East corridors from the Ocean Alliance & Premier Alliance

Hub & spoke principle continues

Opportunity to attract more transshipment following the changes in alliances

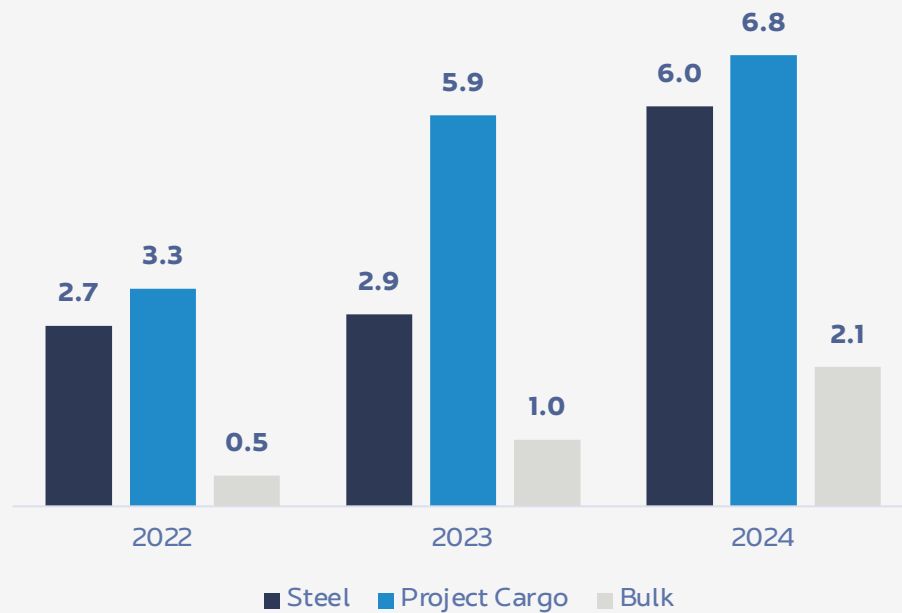
Opportunity to attract more O&D volumes with ICDs and KEZAD's projects

For Khalifa Port, opportunity to drive volume growth from CMA CGM and possibly also MSC



# Bulk and General Cargo – Demand Driven Expansion

## Key Bulk & General Cargo Volumes\* (m Tons)



\*KP South Quay, KPL (leases), Mussafah, Mugharaq, Fujairah, and Zayed Port



**Around 60% utilization**, optimum level to start looking at further expansion



Recently signed land leases in Khalifa Port include **combined volume commitments of 16.8m tons** upon completion of ramp-up phases



Ongoing discussions with customers on non-containerized cargo involve **LT volume commitments**



Going forward, O&D volumes will be mostly driven by **Abu Dhabi's strong macro outlook** and **KEZAD's strong activity growth** while transshipment volumes will be driven by the set-up of **industry specific hubs** such as the already established paper pulp hub

# PORTS CLUSTER

## NOATUM PORTS



**Mohammed Al Tamimi**  
Chief Executive Officer



**Julien Krongrad**  
Chief Strategy & Commercial Officer



**AD PORTS GROUP**



# Who We Are

## 2023

ADPG closed first major international expansion with the **acquisition of Spain-based Noatum**

## 2024

- Noatum Ports is created to operate ADPG's **international ports network - 23 port terminals under operations or development**
- Dedicated international ports team has been put in place with HQ in Abu Dhabi

## 2025-30

- Noatum Ports **targets presence** in line with the Group's strategy: **Middle East, Red Sea, Europe, Africa, Indian Subcontinent, Central Asia, Southeast Asia, and LatAm**
- It **could double its number of terminals depending on market opportunities**
- It targets both **greenfield (organic) and brownfield (M&A) opportunities**

## Our Brand

**Noatum Ports** is now AD Ports Group's international ports business with the name originating in Spain, where it successfully runs 15 multipurpose terminals, following the acquisition of Noatum Group in June 2023

## Our Operations

Noatum Ports is a leading international port operator already present on 3 continents with **23 port terminals (20 are operational)**, facilitating trade and building capacity whilst connecting Abu Dhabi to its key trade countries and regions.

Noatum Ports is a **multipurpose port operator**, handling a wide range of cargo types.

## What Makes Us Unique

- Ability to handle a wide range of cargo types through **multipurpose ports and terminals, including containers, general cargo, Ro-Ro, and (Dry & Liquid) Bulk**
- **Focused and disciplined international growth strategy**
- **Leveraging the UAE and Abu Dhabi's G2G initiatives** (CEPAs, SWFs, diplomatic relations, etc.)
- **Long-term engagement** with partners, host nations and clients
- AD Ports Group **financial firepower**
- **Operational tenacity** in both developed and emerging markets
- **Commercial independence** from shipping lines (as opposed to CMAT, APMT, TIL, AGL)
- Ability to provide **full automotive solutions to Ro-Ro clients**
- Commitment to **employees' development, training and safety**
- **Sustainable approach** with a commitment to enhance local communities and protect the environment

# Noatum Ports Geographic Footprint & Operations: 23 International Terminals

## Egypt (2 Terminals)

### 30-year Multipurpose Port Concession: SAFAGA

- Ownership: 100%
- Container Capacity: 450K TEUs
- Dry Bulk and General Cargo Capacity: 5m tons
- Liquid Bulk Capacity: 1m tons
- RoRo Capacity: 50K CEUs
- Committed CapEx: USD 200m
- Expected start of operations: Q3 2026

### Management Contract: TCI - ADABIYA

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

## Congo Brazzaville (1 Terminal)

### 30-year Multipurpose Terminal Concession: POINTE NOIRE

- Ownership: 51%
- Container Capacity: 400K TEUs
- Committed CapEx: USD 220m
- Expected start of operations: Q3 2027

## Angola (1 Terminal)

### 20-year Multipurpose Terminal Concession: LUANDA

- Ownership: 81% in the JV operating the terminal, 90% in the logistics JV
- Container Capacity: 350K TEUs
- Ro-Ro Capacity: 40K CEUs
- Committed CapEx: USD 250m
- Existing operations, with upgrades expected to be completed in Q1 2027

## Tanzania (1 Terminal)

### 30-year Container Terminal Concession: DARES SALAM

- Ownership: 30%
- Container Capacity: 1m TEUs
- Committed CapEx: > USD 20m
- Existing operations

## Spain (15 Terminals)

### 15/42-year 15 Multipurpose Terminals

- Ownership: 100%
- Container Capacity: 597K TEUs
- Ro-Ro Capacity: 1.65m CEUs
- Existing operations

## Kazakhstan (1 Terminal)

### Management Contract: Sarzha Grain Terminal - Kuryk Port

- Ownership: 51%
- Grain Cargo Capacity: 570K Tons in Phase 1
- Committed CapEx: USD 30m over 2 Phases
- Phase 1 expected to be completed in H2 2026

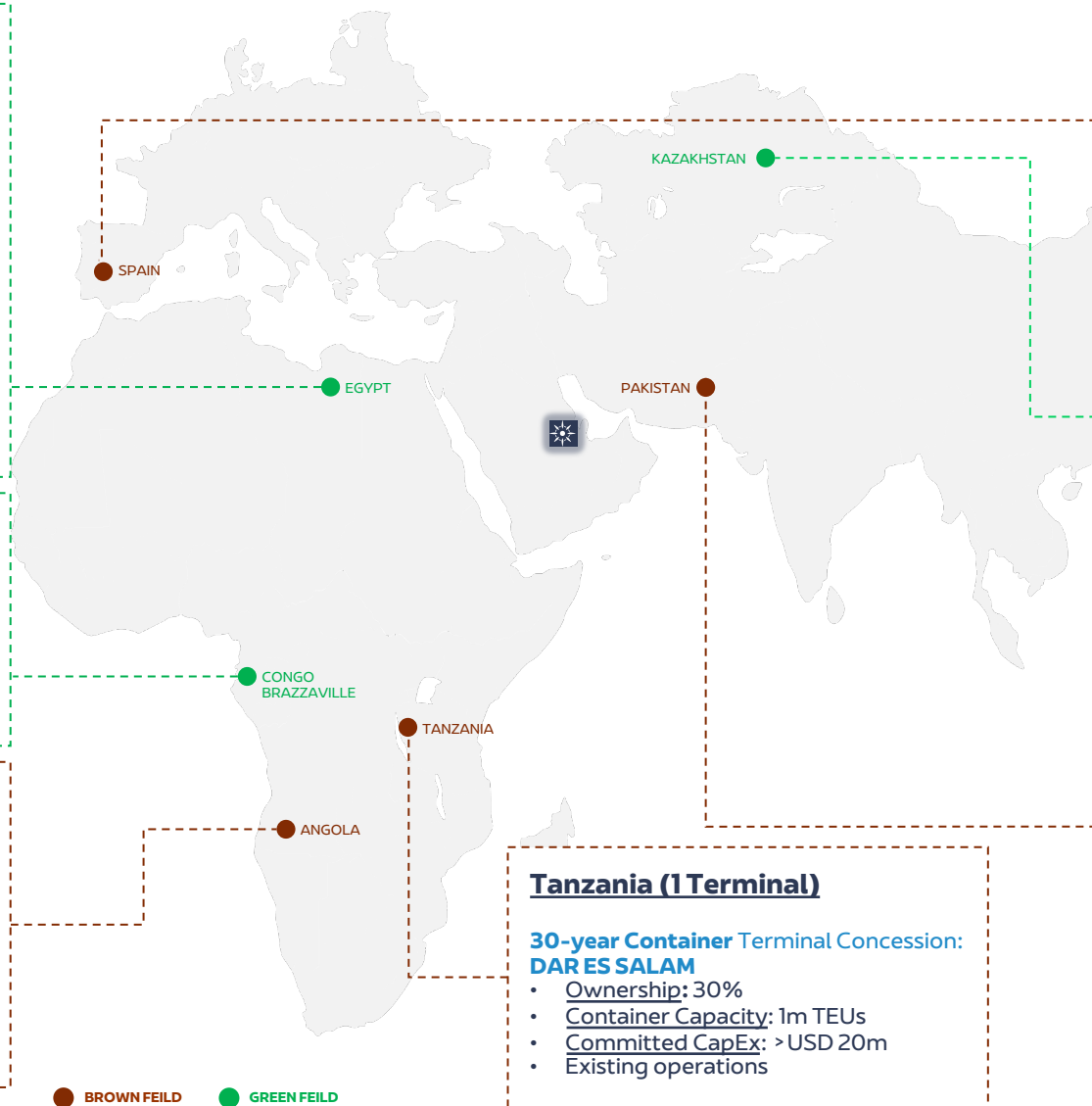
## Pakistan (2 Terminals)

### 50-year Container Terminal Concession: KARACHI

- Ownership: 60%
- Container Capacity: 750K TEUs
- Utilization: 48% as of 9M 2024
- Committed CapEx: USD 220m
- Existing operations, expected completion of upgrades: 2026

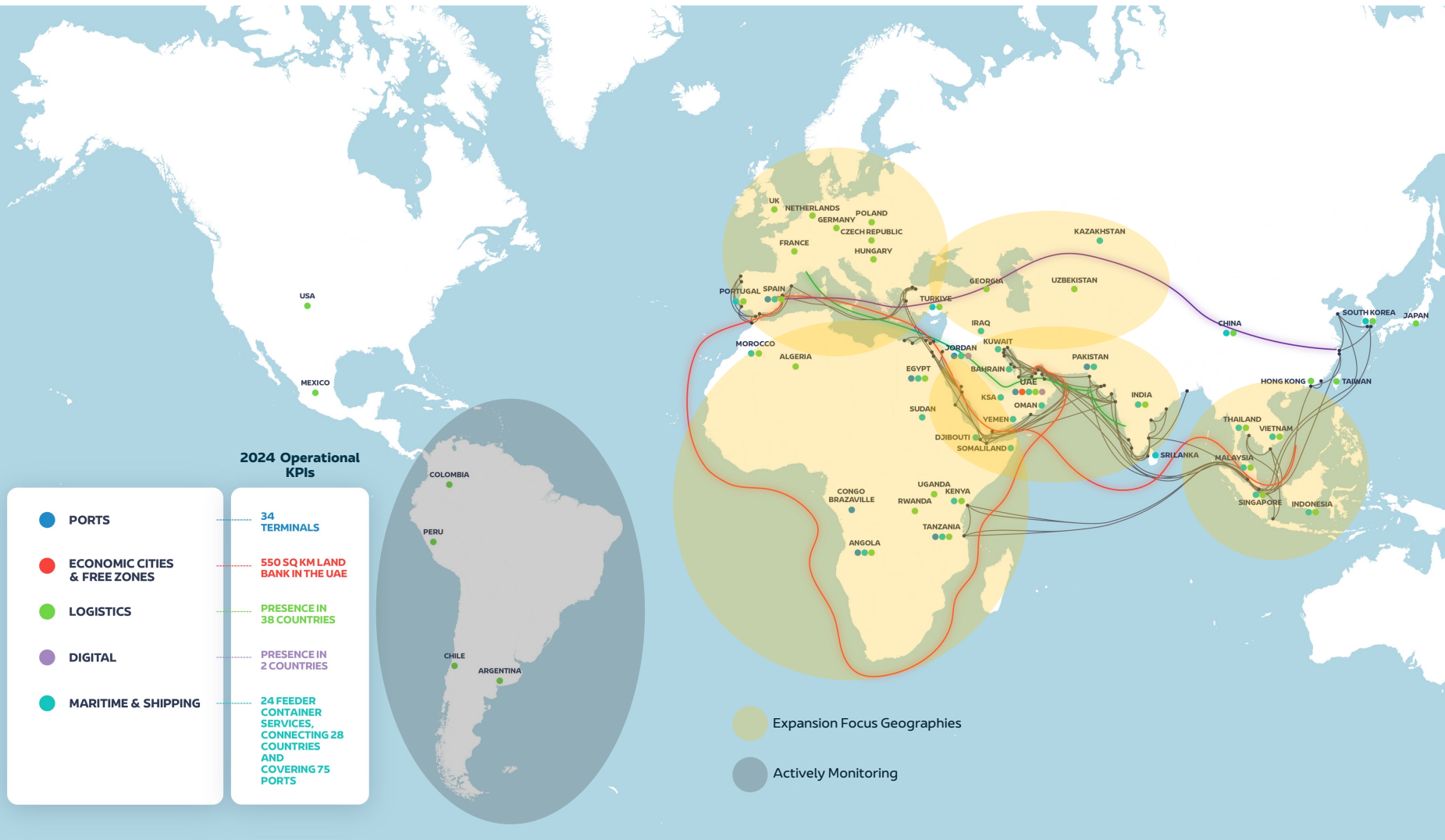
### 25-year Multipurpose Terminal Concession: KARACHI

- Ownership: 60%
- Dry Bulk & General Cargo Capacity: 14m tons
- Committed CapEx: USD 75m
- Existing operations, expected completion of first phase of upgrades: 2026





# AD Ports Group Existing and Target Geographies



AD Ports targets presence in the following regions in the short to medium-term: **Middle East, Red Sea, Europe, Africa, Indian Subcontinent, Central Asia, Southeast Asia, and LatAm**



Supporting our key customers on their **main trade routes** and in their **main markets**



Supporting **specific industry supply chains**: Ro-Ro, Commodities, Minerals and Grains



Developing a geographic footprint **alongside existing and emerging trade routes**



Infrastructure assets in strategic locations connected by a **dense maritime and logistics network**





# Growth Drivers

## Industrial Contracts

- Long-term contracts with international industrial clients
  - High-value logistics with CapEx
  - Support the supply chain requirements of our key clients worldwide
- 

## Joint Ventures

- Partnerships with local companies to fast-track growth and sustain our presence
  - Partnerships with our key clients worldwide to commercially derisk operations and replicate successful business model in Abu Dhabi (partnership with CMA CGM Group in the UAE and Republic of Congo)
- 

## M&A

- Leverage ADPG's Corporate M&A team of professionals coming from PE and Investment Banking backgrounds
- Accelerate the build-up of operational know-how and commercial outreach

## Cargo Verticals

- Agri-products and fertilizers in line with the UAE food security strategy
  - Cargo handling and infrastructure development for renewable energy projects
  - Minerals
  - Paper and pulp
  - Steel industry
  - Green hydrogen
  - Ro-Ro
- 

## Leverage G2G Initiatives

- Leverage the UAE diplomatic agenda
- Leverage SWFs investments
- Leverage CEPAs and sector priorities

## Staged Geographical Development

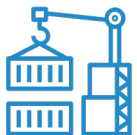
- **Stage 1:** Develop a strong and sustainable European platform
  - **Stage 2:** Leverage acquired know-how and expertise to be deployed in emerging markets where profitability levels are higher than in developed economies (Noatum)
- 

## Global Synergies

- Between ADPG's five vertically integrated clusters
- Ports / Marine Services / Local Agency Commercial Representation (liners, traders, cargo owners)
- Ports and Logistics Corridors (rail, trucking, dry ports)
- Ports and Economic Cities
- Ports and Digital Services (PCS, customs, online specialized trade marketplaces and platforms, etc.)



# Karachi Success Story



## Government to Government

- Took over the **Karachi Container Terminal (KGTL)** in June 2023
- Took over the **Karachi Gateway Terminal Multi purpose (KGTM)** in February 2024
- Commitment to grow the trade corridor



## Terminals Upgrades

- **KGTL**: Commitment to deploy CapEx of USD 220m to increase the container terminal capacity and create confidence and trust with local stakeholders
- **KGTM**: Commitment to deploy CapEx of USD 75m in the first two years, followed by USD 100m further investments within 5 years, to increase efficiency and capacity



## Partnerships

- With grain traders (for example) to develop essential modern commodities storage infrastructure
- Four MoUs signed in Nov-24 with the Government of Pakistan to explore transportation, maritime, rail, logistics and digital services opportunities



KGTL		
FULLY OPERATIONAL		
	2024	2026
Container Capacity	750K TEUs	1,000K TEUs
Container Volumes	362K TEUs	515K TEUs
Capacity Utilisation	48%	52%
Quay Length	600 meters	800 meters
Yard Space	29 hectares	
Vessel Specs	13 meters draft	15.5 meters draft
	290 meters loa	350 meters loa
Key Equipment	6 STS	8 STS
	20 RTG	24 RTG
Connectivity	<ul style="list-style-type: none"> <li>Operational rail to Lahore and other destinations</li> </ul>	
	<ul style="list-style-type: none"> <li>Road</li> </ul>	
Unique Value Proposition	<ul style="list-style-type: none"> <li>Gateway to Pakistan and Central Asia</li> </ul>	
	<ul style="list-style-type: none"> <li>High productivity STS &amp; RTG operations</li> </ul>	
	<ul style="list-style-type: none"> <li>Adjacent Bulk and General Cargo terminal providing synergy opportunities</li> </ul>	
Revenue	USD 39m	USD 68m
EBITDA	USD 18m	USD 33m

# ECONOMIC CITIES & FREE ZONES CLUSTER



**Abdullah Al Hameli**  
Chief Executive Officer



**Mohammed AlAhbabi**  
Chief Financial Officer



**Fatima Mohamed Al Hammadi**  
Chief Commercial Officer - KEZAD



**AD PORTS GROUP**







# مجموعة كيزاد KEZAD GROUP

مناطق خليفة الاقتصادية أبوظبي  
KHALIFA ECONOMIC ZONES ABU DHABI



KEZAD Al Ma'mourah A & B



KEZAD Mussafah (1 - 5)



KEZAD Al Ain (1 - 2)



KEZAD Al Faya



KEZAD Al Haffar



KEZAD Al Dhafra



**12**  
Economic Cities



**550 KM<sup>2</sup>**  
100 KM<sup>2</sup> is Free Zone



**625,000 M<sup>2</sup>**  
SQM of Warehouses



**55%**  
of UAE's Industrial Area

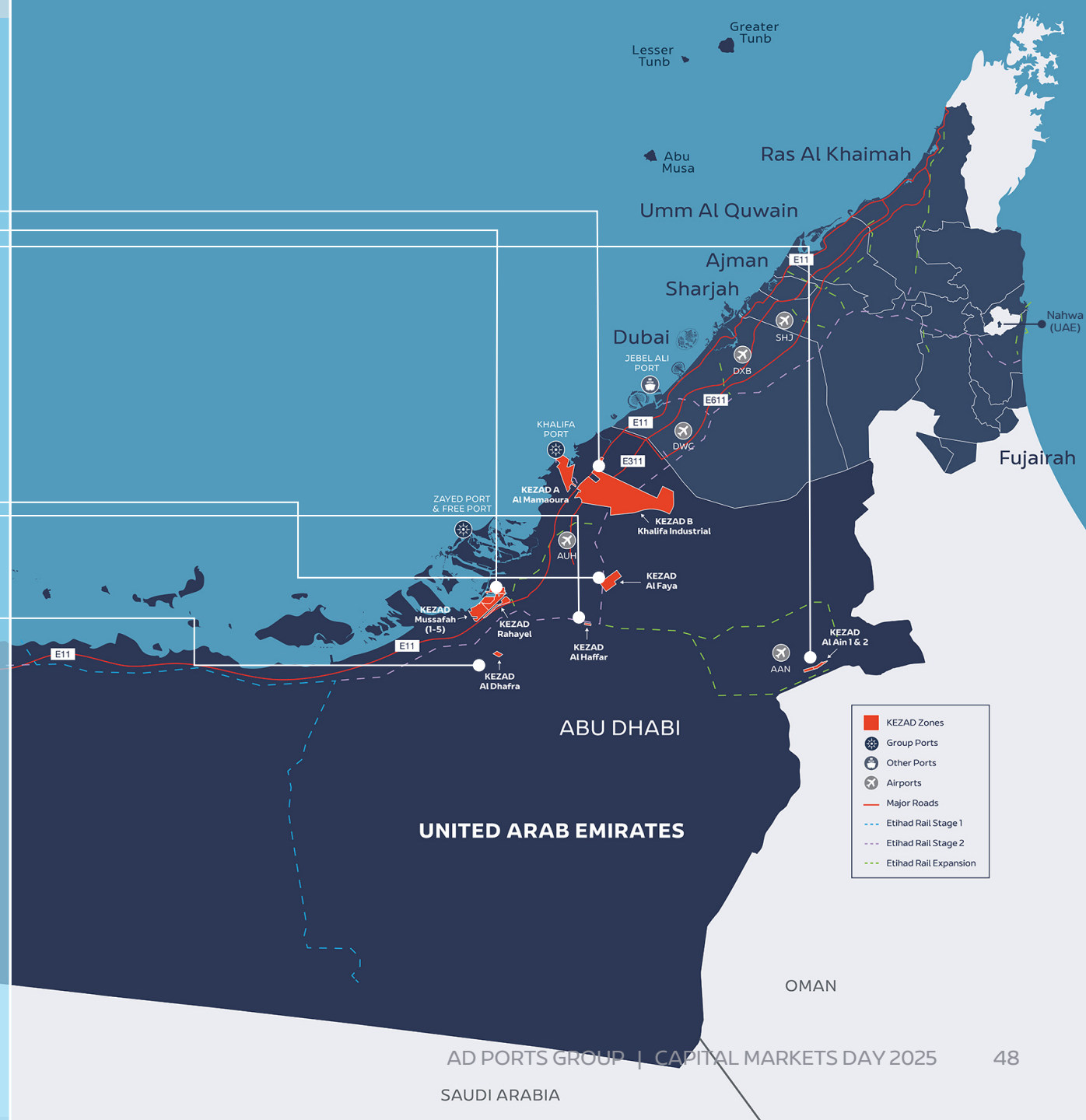


**139,000**  
Staff Accommodation  
Bed Capacity



**+2,100**  
Clients

**Developing one of the Largest  
Business Ecosystems in the World**



# KEZAD Aligned with Abu Dhabi's Economic Goals

## OUR VISION

Fully **integrated industrial and economic zones** part of a vibrant **ports, logistics, & maritime ecosystem**.

KEZAD works as an economic enabler playing a key role in Abu Dhabi's diversification and industrial development.

## OUR MISSION

Providing access to infrastructure, tailored services and shared assets.  
Focused on:

- Boosting economic and social impact
- Accelerating investor base growth
- Attracting strategic FDIs
- Maximizing shareholder value



**Working collaboratively with all stakeholders to create a world class and well-planned business cities that attract investments from domestic, regional and global players**



### Operation 300bn

Raise the industrial sector's contribution to GDP from AED 133 billion to AED 300 billion by 2031



### Abu Dhabi Economic Vision 2030

Aims to achieve effective economic transformation of the emirate's economic base



### Industrial Strategy

AED 10 billion investment by the Abu Dhabi government to double the size of the manufacturing sector to AED 172 billion and increase non-oil exports by 148% to AED 179 billion by 2031



### Abu Dhabi Falcon Strategy

USD 1 trillion target requires non-oil GDP growth of 8-12% (CAGR) and non-oil productivity growth of 5-9% (CAGR) in 2022-2040



# KEZAD Offering & Capabilities: Integrated Ecosystem and Scalable Facilities



**Serviced Land Plots**  
Industrial, logistics, etc.



**Pre-built Facilities**  
Warehouses, cold stores and LIUs



**Build-to-Suit (BTS) Solutions**  
Custom-made development



**Industrial Services & Gas**  
Gas, Waste Management, Treated water, Cooling etc



**Staff Accommodation**  
Worker communities



**Commercial Spaces**  
Offices, shared workspace, retail



**Start-up & SME Offerings**  
Accelerators and Incubation Centres







# SDEIRA: A Leading Staff Accommodation Platform



Strategic Partnerships



Modern and Fully Serviced Amenities



Capacity Expansion



Convenient Locations



High-quality Integrated Accommodation Solutions



Competitive Prices



Capability Building and Operational Excellence

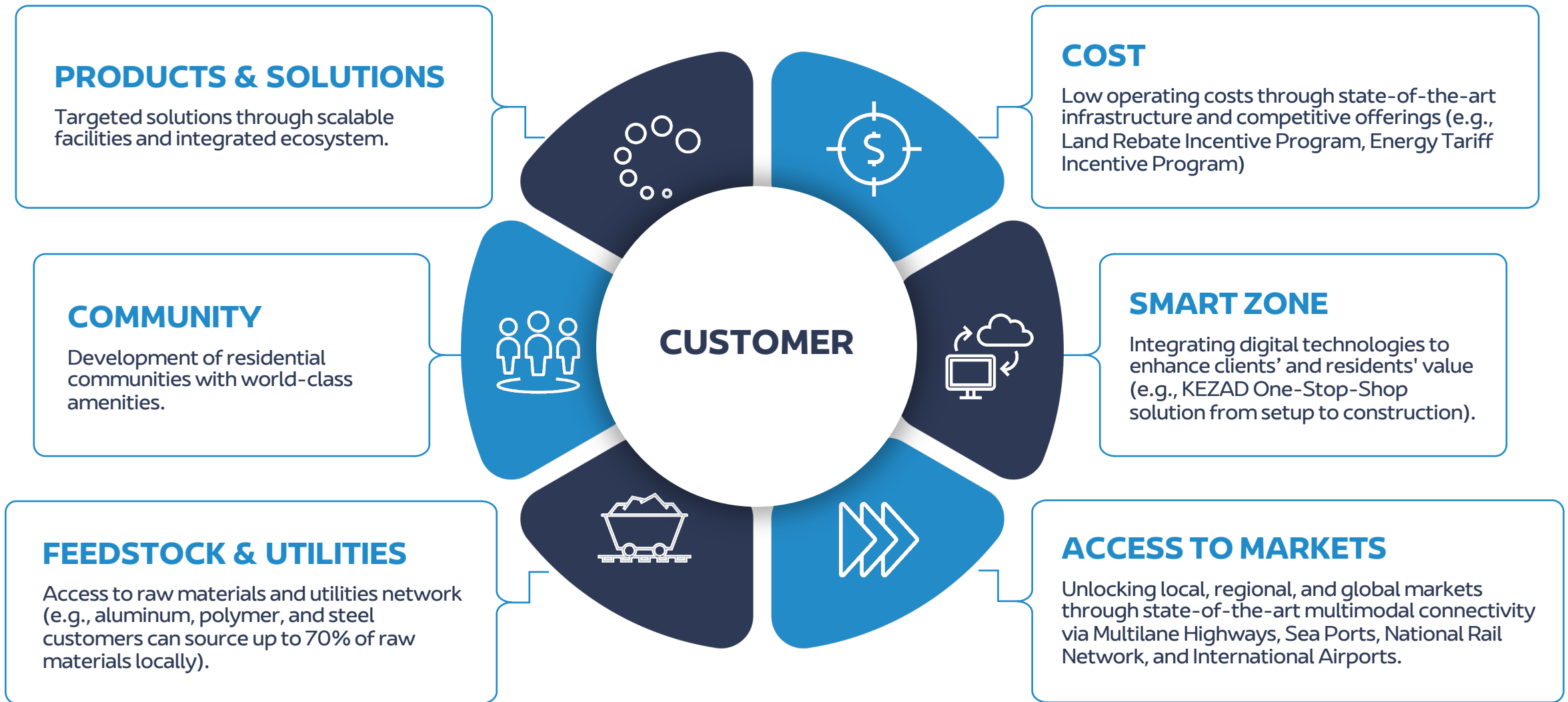


Customized Services





# KEZAD Value Proposition



# Hosting over 2,100 Clients in 17 Sectors



Metals



Automotive



Plastics & Polymers



Life Sciences



Oil & Gas



Food & Agtech



Building Materials



Speciality Chemicals



Retail & Logistics



Hi-Tech & Green Energy

## Domestic / Regional Brands



## International Brands







# Creating Dedicated Industry Hubs to Attract Players Across the Full Value Chain



## Metal & Construction Building Materials

**Metal Park** - Purpose built development for metal industries of **450K sqm**  
**Timeline: Q2 2025**



## Food & Agtech Park

**Agtech Park** in Al Ain Industrial City - the region's largest tech-enabled fresh produce vertical farming hub with **2 million sqm** at full scale  
**Timeline: Phase 1 in Q4 2025**

**Abu Dhabi Food Hub** - 3.3 million sqm of multi-commodity wholesale food marketplace at KEZAD  
**Timeline: Phase 1 in 2026**

Established food processing zone in KEZAD Area A  
KEZAD Al Haffar- Souq & livestock market



## Automotive & Mobility

**Rahayel** - Established 1.4 million sqm of dedicated areas for the auto industry, being developed as an integrated hub with a full range of auto-related businesses and supporting services: showrooms, service centers and workshops, vehicle testing, inspection facility, and registration & licensing bodies.  
**Phase 1 of commercial and retail assets in Q2 2025**

**Global Auto Hub** of 3.3 million sqm, catering for international auto trade and services  
**Timeline: Phase 1 in 2026**





# Who are we?

Our journey began in 1991 with a focus on iron ore mining in India. Over the years, we've expanded beyond our roots, diversifying operations across various geographies. In Odisha, we established the heart of our iron ore operations, while strengthening domestic capabilities in Tamil Nadu. In 2017, we took a significant global leap by commissioning a limestone mine in Fujairah, UAE, followed by the launch of a state-of-the-art Quick Lime plant. Our global footprint extended further with strategic ventures in Mozambique for key minerals.

With a focus on cutting-edge technology and innovation, we are now setting up the first Ferro Alloys production plant in the UAE, located in the Khalifa Economic Zone (KEZAD), Abu Dhabi, with a production capacity of 120,000 TPA. As demand for new-age materials continues to rise, Bathwal Corporation is well-positioned to meet these evolving needs. Guided by the philosophy of "Think Local, Be Global," we seamlessly blend local expertise with global opportunities, creating a sustainable legacy of growth and innovation.



Odisha, India



Tamil Nadu, India



UAE



Mozambique



# Business Roadmap

**1991**

Iron ore mining  
in India

**2009**

Enter the steel  
industry to  
integrate iron  
ore mine

**2017**

UAE a  
Limestone Mine  
in Fujairah

**2023**

Became 3rd  
largest  
exporters of  
limestone from  
UAE

**2024**

Commissioned  
quick lime plant  
- integrating  
limestone

**2025**

Commencement  
of ferro alloy  
plant (KEZAD),  
Abu Dhabi



# Key Features of the Project:

- **Made in UAE:** Making the UAE steel industry self-sufficient
- **Job Creation:** Approximately 200
- **From UAE to The World:** UAE to become net exporter of Ferro Alloy
- **Products:** Ferro Manganese, Silico Manganese, Ferro Chrome
- **Special Products:** Low Carbon Ferro Alloy
- **Plant Capacity:** 4 X18 MVA Submerged ARC Furnace
- **Production Capacity:** 120,000 TPA
- **Project Completion Target:** Dec 2025



## Why Abu Dhabi?



**Strategic Location:** Excellent connectivity to major transportation networks, including ports, airports, and highways.



**Access to Raw Materials:** Access to abundant sources of raw materials required for Ferro Alloys production, such as iron ore and manganese ore.



**Business-Friendly Environment:** A business-friendly environment with investor-friendly policies, transparent regulations, and ease of doing business.



**Infrastructure and Utilities:** KEZAD provides well-developed infrastructure and utilities, including reliable power supply, water resources, and advanced logistics facilities.



**Economic Diversification:** Developing the Ferro Alloys sector in Abu Dhabi aligns with the region's economic diversification goals.



**Market Access:** The UAE and the broader Gulf Cooperation Council (GCC) region serve as a significant market for Ferro Alloys products.



**Eco System:** Abu Dhabi offers a supportive ecosystem through enablers like ADP, Kezad, DED, and IDB, facilitating project approvals, operations, material procurement, logistics, and infrastructure management.



**Fiscal Benefits:** In terms of various incentives, hence it is a preferred investment destination in the Middle East.



**Lower Power Costs:** Continuous power supply



# MARITIME & SHIPPING CLUSTER



**Capt. Ammar Al Shaiba**  
Chief Executive Officer



**Niall Nolan**  
Chief Financial Officer



**Friedrich Portner**  
Chief Commercial Officer



# A Coherent and Diverse Portfolio

Creating a natural hedge and earnings resilience with exposure to different market dynamics and cycles



## Shipping & Transshipment China to Med

- Container Feeders & NVOCC
- Dry Bulk
- Ro-Ro/Multipurpose
- Transshipment
- Tankers



## Agencies & Services Africa, Med, GCC, Asia

- Port Agencies & Services
- Ship Services
- Commercial Representation
- Specialized Maritime Services



## Offshore & Subsea GCC & S.E. Asia

- Offshore Support Vessels
- Logistic Bases & Offshore Transport
- Diving & Subsea Solutions



## Repairs & Shipbuilding UAE

- Ship Repair & Drydocking
- Ship-building
- Conversion & Retrofitting

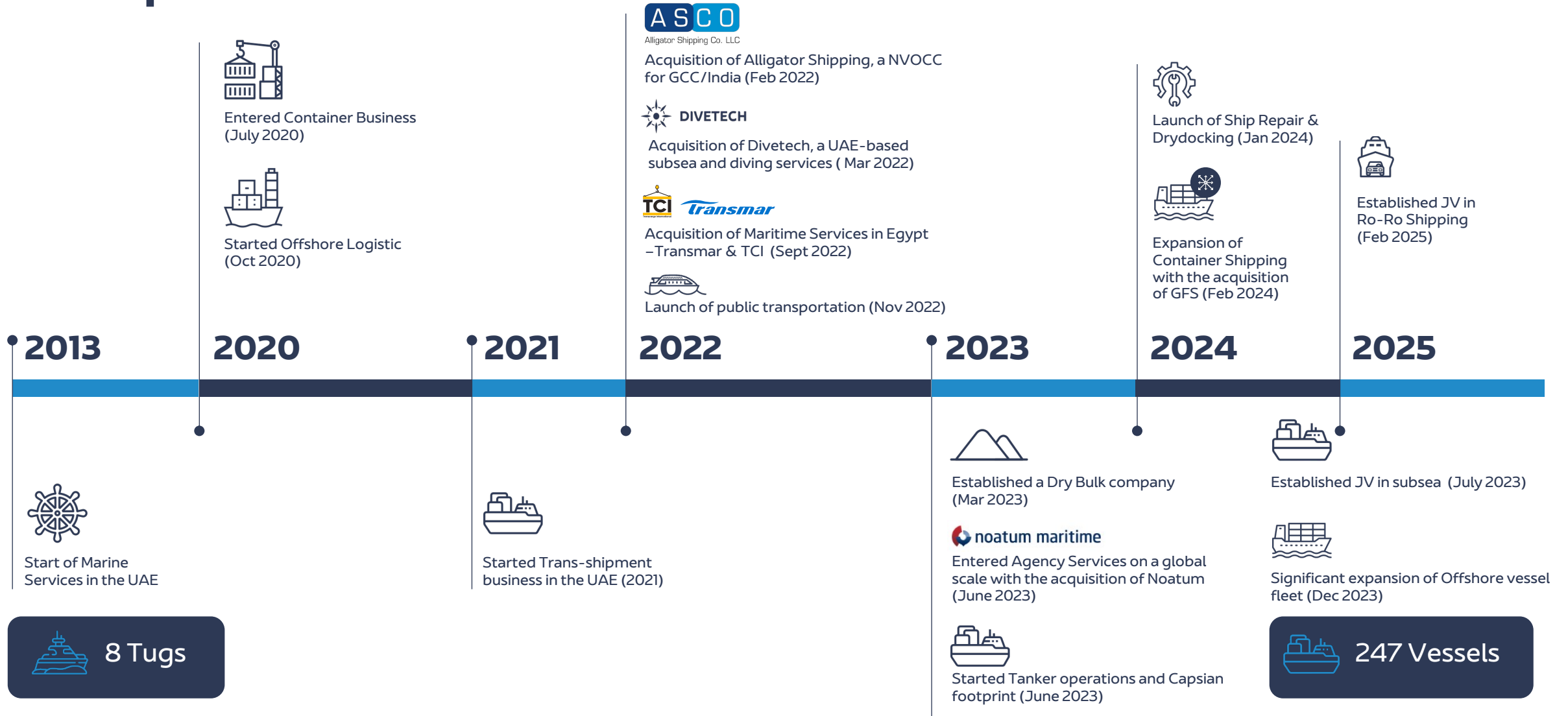


## Marine Services & Public Transportation Mainly GCC

- Marine Port Services
- Open Sea Towage
- Bunkering Solutions
- Navigational Aids
- Taxi boats & Coastal Ferries



# Built from Scratch in Four Years Through Organic and Inorganic Expansion



# 7 Key Principles to Ensure Sustainable Growth Going Forward

Well-equipped to shift with global trade dynamics and support AD Ports Group's ecosystem in its key geographies

-  **1. Business Diversity**  
Allows to benefit from market tailwinds and reduces portfolio volatility
-  **2. Scale**  
Allows to serve large accounts, access premium markets/players, and widen customer base
-  **3. Creation of Synergies**  
Within the Maritime Cluster inter-cluster across AD Ports Group
-  **4. Agility and Speed to Market**  
Allows to respond quickly to changing market trends and dynamics by doubling down in growth sectors and exiting declining business segments. Use of our expertise to build a well-balanced portfolio and create an operating model that reacts quickly to market dynamics
-  **5. Develop**  
World-class enablers incl. talent pool, processes & systems as well as operational excellence
-  **6. Support**  
The UAE and AD Ports Group's vision to be a trade enabler via world class Maritime & Shipping services
-  **7. Contracted Business**  
A more stable and resilient business through medium to long-term contracts when possible vs. spot business





# 2025 Will Focus on 5 Key Elements



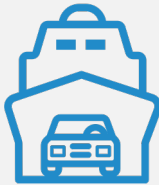
## Offshore & Subsea

Synergizing the business to ride the cycle



## Tanker Business

Strategic collaboration in multiple countries for their import/export of petroleum products



## Ro-Ro

Launch of a new platform for feeder services, serving and connecting key hubs



## Optimization

Continued work on optimization and synergies to create a lean, efficient organization



## Container

Rejuvenation of vessel fleet and expansion into Africa



# LOGISTICS



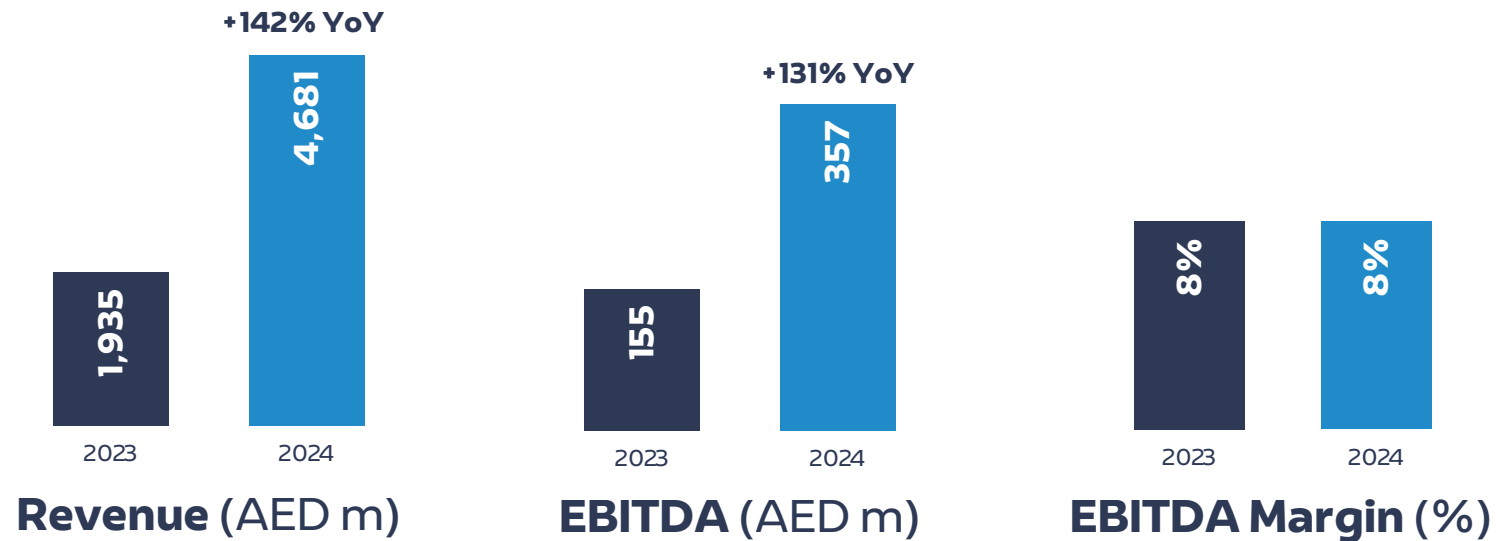
Samir Chaturvedi  
Chief Executive Officer





# Building-Up on Strong Foundations

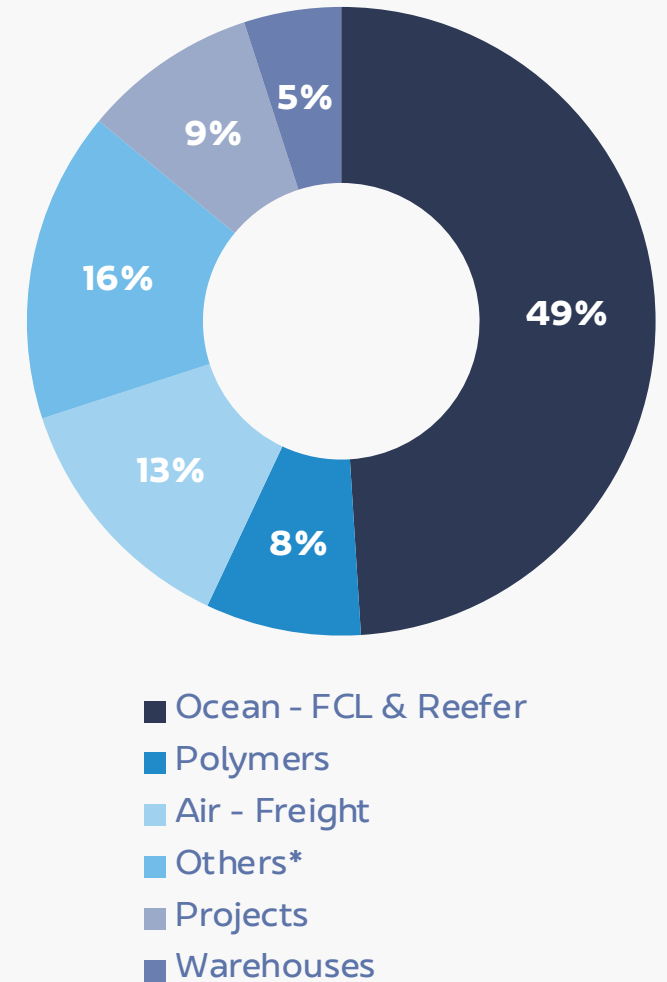
Logistics Cluster is now  **noatum logistics**  
PART OF AD PORTS GROUP



## KEY VERTICALS

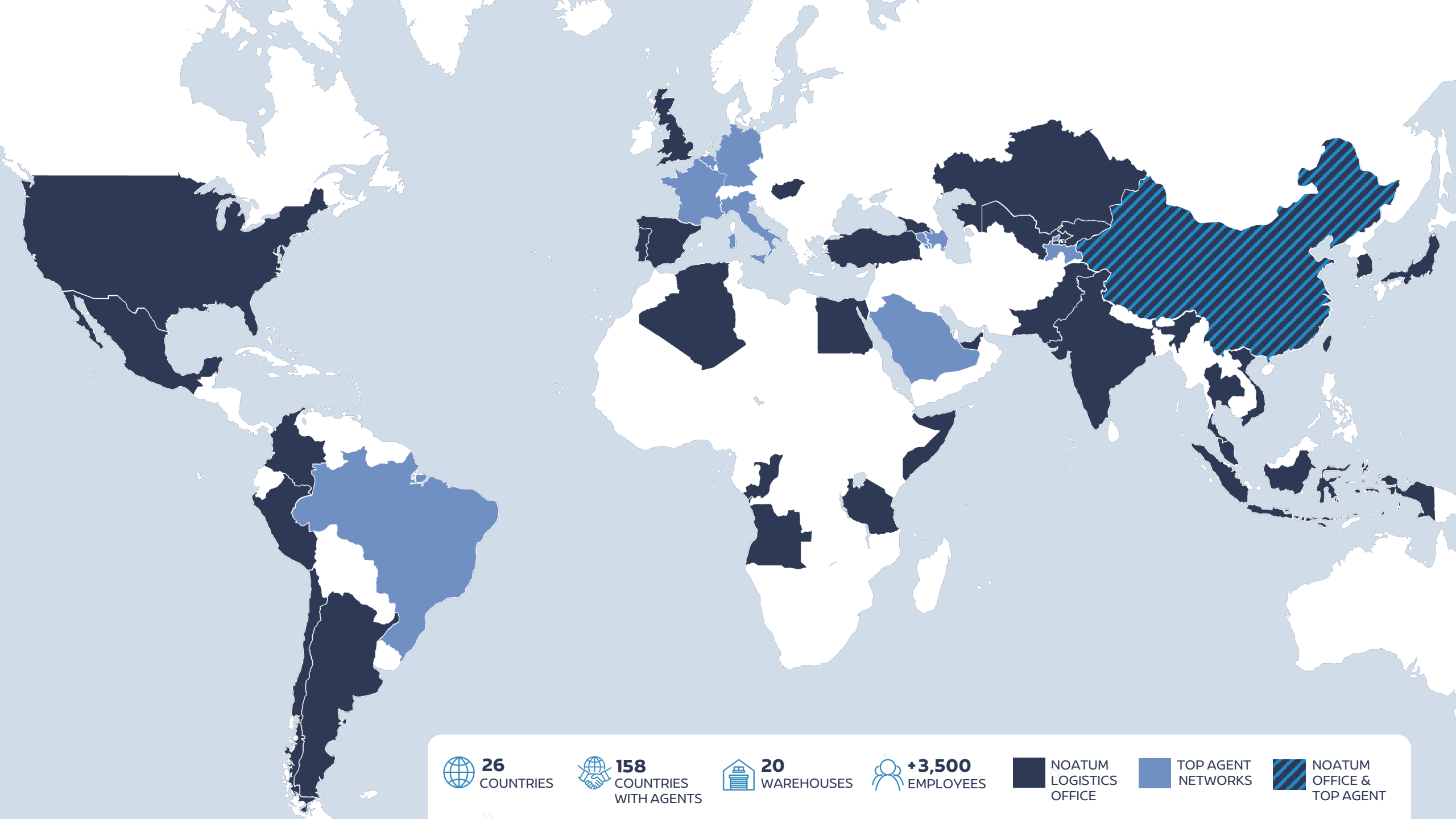
- Oil & Gas
- Energy
- Industrial
- Mining
- Fashion & Retail
- Food Industry

## 2024 Revenue Breakdown



\*Others include project logistics, LCL, overland, etc.





 **26**  
COUNTRIES

 **158**  
COUNTRIES  
WITH AGENTS

 **20**  
WAREHOUSES

 **+3,500**  
EMPLOYEES

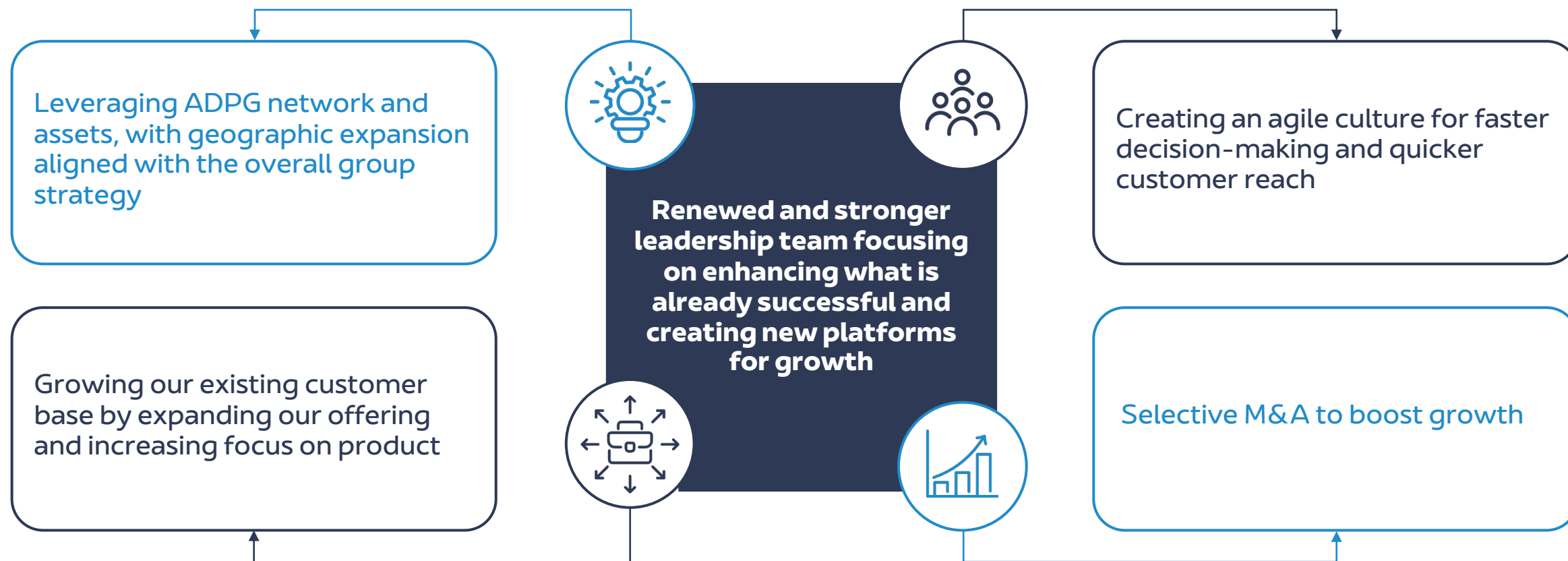
 NOATUM  
LOGISTICS  
OFFICE

 TOP AGENT  
NETWORKS

 NOATUM  
OFFICE &  
TOP AGENT

# Transforming Noatum Logistics

Embarking on a journey of growth driven by a mix of structure optimization as well as organic and inorganic growth







# Offering a Unique Value Proposition to Customers by Leveraging AD Ports Group's Capabilities and Network



**Logistics & Reverse Logistics End to End management**  
Build supply chain resilience for our customers



**Digital Solutions**

**“We grow our services and scope to serve our customers by leveraging on AD Ports ecosystem, creating a dominant position on identified trade lanes and supply chains”**



# Working from Within to Serve our Customers

For further agility and a more effective and quicker decision-making process

“We are pivoting from a rigid structure to a fast-paced **Matrix Organization**, with the **customer at the center** and creating a clear and agile **Governance & Management model**”





# Focus on Product Development and Service Offering to Grow Customer Base and Improve Yields

Spreading our capabilities and service offering across our global operations and network

Strategy to develop a **value-added solution mindset, balanced capabilities across the globe** and promoting **internal integration**, to adapt quickly to changes in the market

1

## Strengthening the volume of our core products

Immediate synergies, greater purchasing power, and position reinforcement.

2

## X-selling into other products

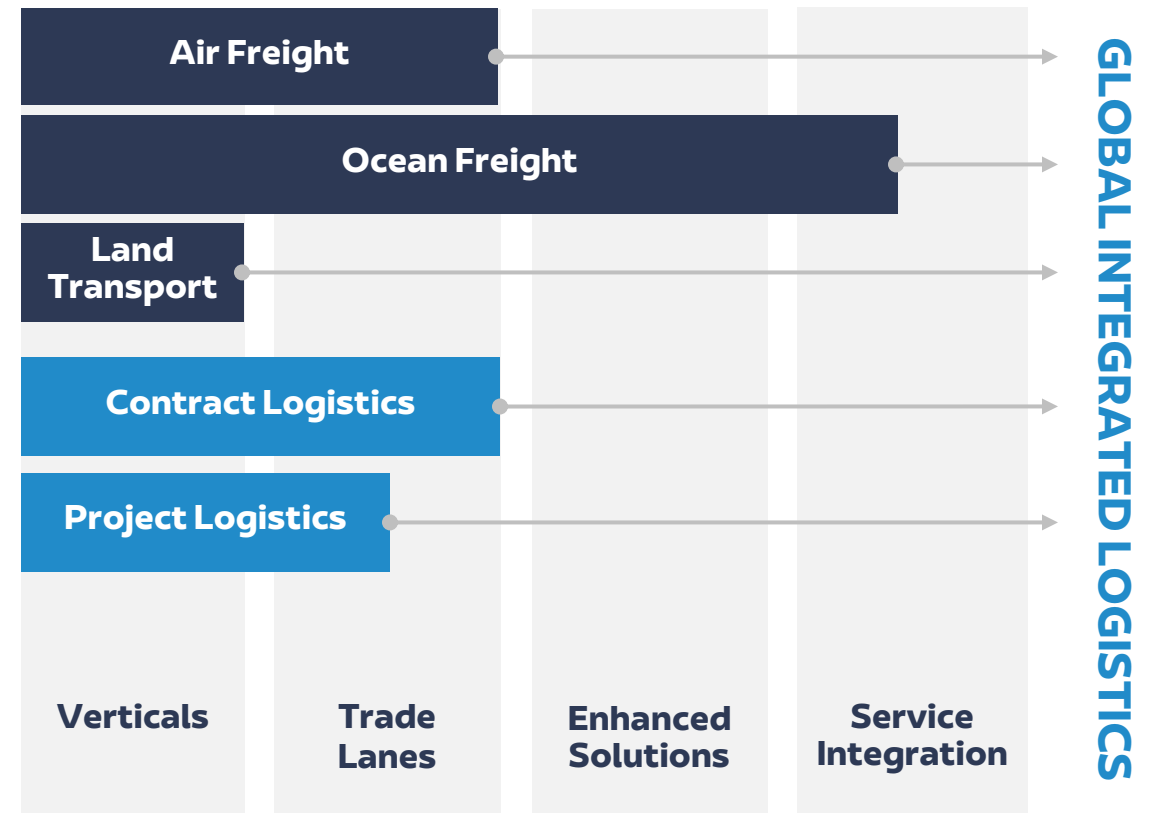
We build customer loyalty

3

## Develop core enablers

Increase our value creation to the customer

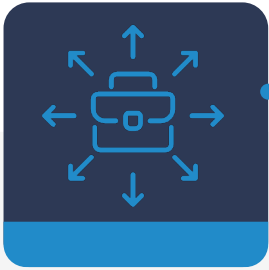
### Noatum Logistics Strength





# Customer-Led Growth Strategy While Aligned With the Group's Strategy for Geographic Expansion

Remaining adaptable to capture opportunities



To consolidate presence in existing markets by expanding our logistics supply chain capabilities  
**Products**



To expand into new geographies aligned with key trade markets and routes  
**Geographical Expansion**



To enter or strengthen our logistics supply chain capabilities in specific industries  
**Verticals and Specialization**



# Uncertainty in the Red Sea and on US Tariffs Create Challenges but also Opportunities

A combination of organic growth and bolt-on M&A

## US Tariffs

- Limited exposure to US trade - Mid single-digit revenue contribution in 2024
- Likely to accelerate Global South trade

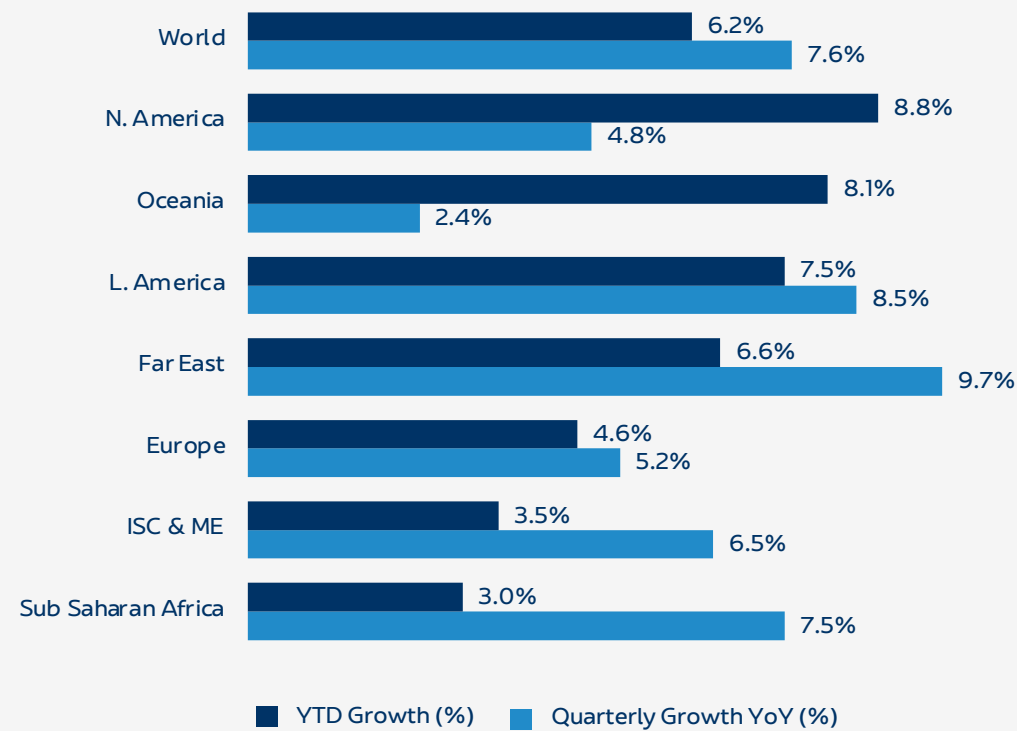
## Red Sea Disruptions

- Global shipping companies are still not ready to return to the Red Sea trade route because the situation remains uncertain with fears that attacks could intensify again
- Narrative on the conflict and thus on the Red Sea disruptions keeps on changing
- Container freight rates are likely to soften in 2025 given the unfavorable supply-demand dynamics
- Fleet renewal would be a way for global shipping lines to regulate supply and demand dynamics over the medium-term

## Noatum Logistics Plan

Focus on **tight procurement strategies** to mitigate cost fluctuations and maximize opportunities from potential volume increases without overexposing to market volatility

## Global and Regional Trade Container Volume Growth (Q4 and Full-Year 2024)





# DIGITAL



**Dr. Noura Al Dhaheer**  
Chief Executive Officer – Digital



**Ali Abuhijleh**  
Chief Financial Officer – Digital



**Rashid Al Hosani**  
Chief Strategy & Growth  
Officer – Digital



# Digitalising Trade for AD Ports Group

## Four-Fold Approach to Trade Digitalisation

- **Synergy Optimisation** - Integrate operations of the Group and deliver scalability to support its rapid growth through acquisitions, joint ventures, and investments
- **Innovation Adaption** - Explore cutting-edge technologies such as AI, robotics, autonomous solutions, etc. and promote adoption across the Group
- **International Expansion** - Support AD Ports Group's international reach with digital solutions, enhancing the Group's value proposition
- **Portfolio Expansion** - Provide a suite of modular and interoperable solutions that digitalise the end-to-end trade value chain, leveraging investments, partnerships, and inhouse capabilities



**879**

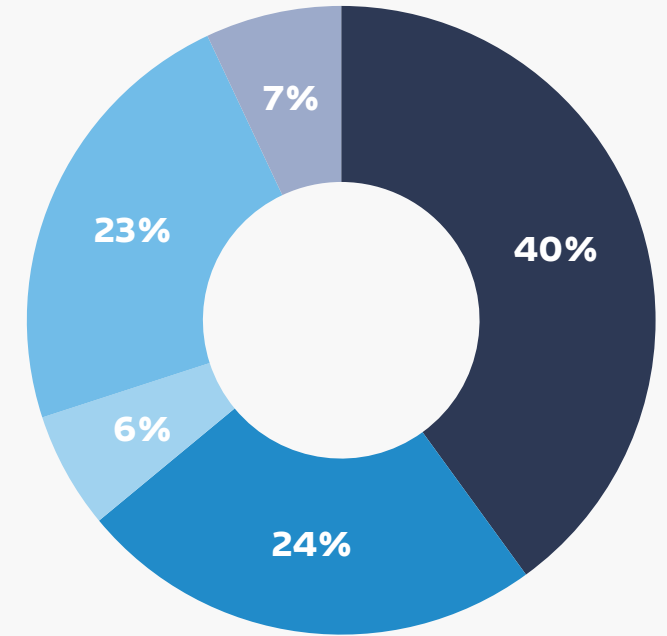
Total Employees



**35**

Nationalities

## 2024 Revenue Breakdown



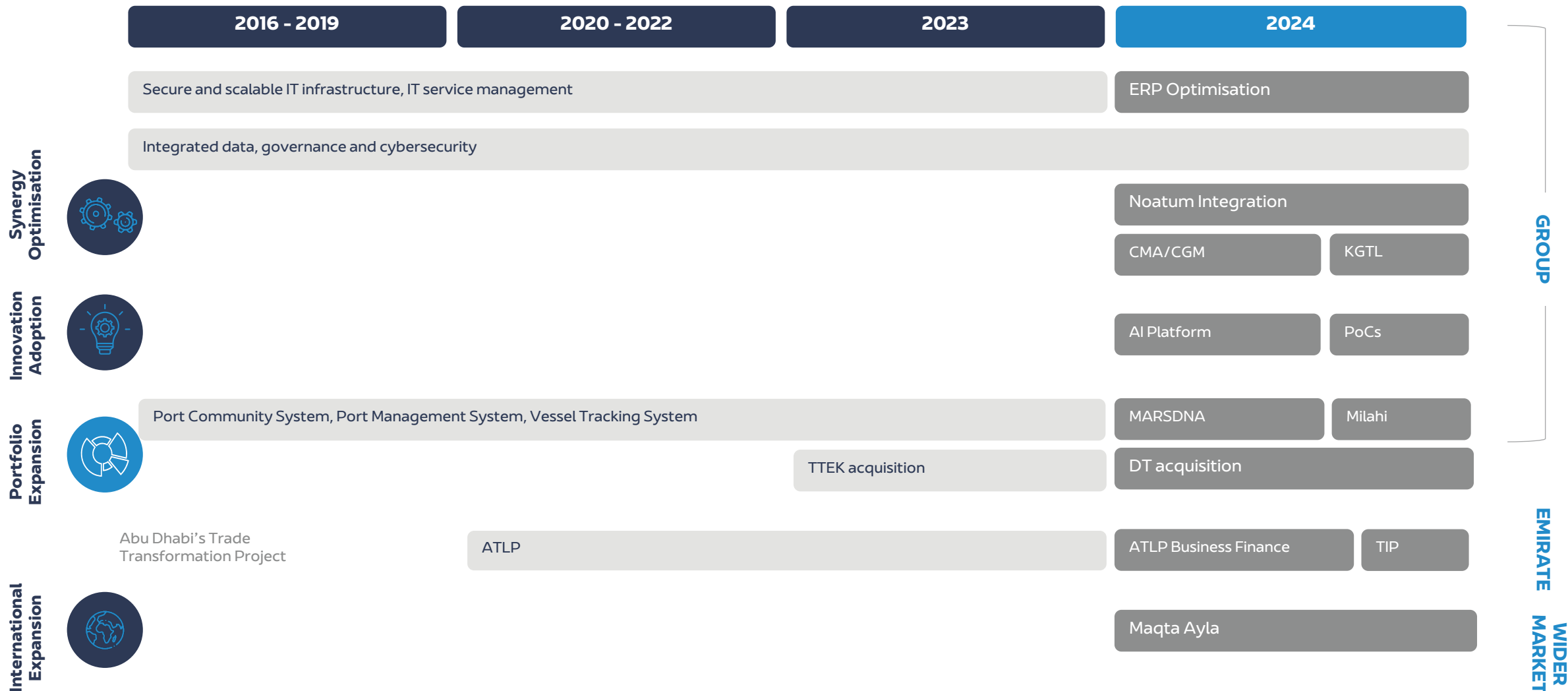
- M&S & IT Intercompany
- External Projects/M&S
- Single Window & Margo
- Foreign Labour Services (FLS)
- Security Services





# Application of the Four-Fold Approach in 2024

Leveraging new opportunities across the Group, the Emirate, and the wider market



# Internal Digital Enablement

 مجموعة موانئ أبوظبي  
 AD PORTS GROUP

## 130

### Total Digital Initiatives

In-flight or starting Mid 2024 or 2025

  
 Shift To New  
 Business Models



## 16

Initiatives

  
 Customer  
 Experience



## 23

Initiatives

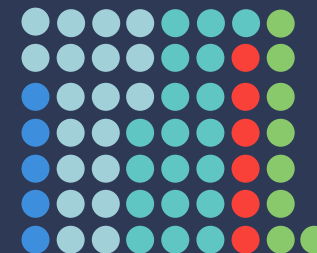
  
 Commercial  
 Effectiveness



## 22

Initiatives

  
 Operational  
 Excellence



## 57

Initiatives

  
 Employee  
 Experience



## 12

Initiatives

Enterprise IT for  
ADPG



## 24

Initiatives

Digital for  
Ports Cluster



## 28

Initiatives

Digital for  
Maritime & Shipping Cluster



## 30

Initiatives

Digital for  
EC & FZ Cluster



## 27

Initiatives

Digital for  
Logistic Cluster



## 21

Initiatives



# Our Ambition

To support AD Ports Group with digital solutions for the entire supply chain



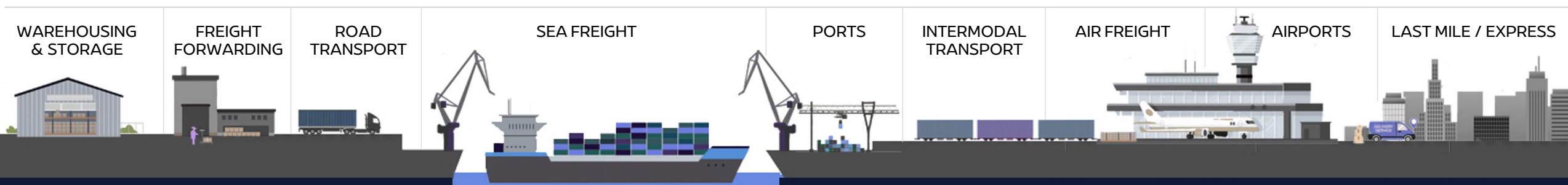
## World class in-house solutions:

- Ports Community System – PCS
- Ports Management System – MARSA
- Vessel Tracking System



## World class acquired solutions:

- **TTEK:** AI-powered customs management system
- **Dubai Technologies:** Transport and smart mobility system





# Enabling Group-Wide Offerings



## Smart Ports & Maritime

- Automated Gate Management
- Container Tracking
- Digital Port Twin
- On-Prem Mobile Data Centre
- Maritime Emissions Portal
- Port Community System
- Port Management Information System
- Terminal Operating System
- Vessel Tracking
- Vessel Traffic Management



## Trade Facilitation

- Customs Management System
- Customs Risk Assessment
- Trade Single Window
- Virtual Trade Corridor



## Intelligent Mobility

- Fleet Telematics
- Fleet Management System
- Smart Driving Analytics
- Smart Waste Transportation Management



## Integrated Logistics

- Advanced Fleet Dispatching
- Cold Chain Management
- Electronic Cargo Seal
- Fleet Management System
- Track & Trace Solutions
- Truck Management System

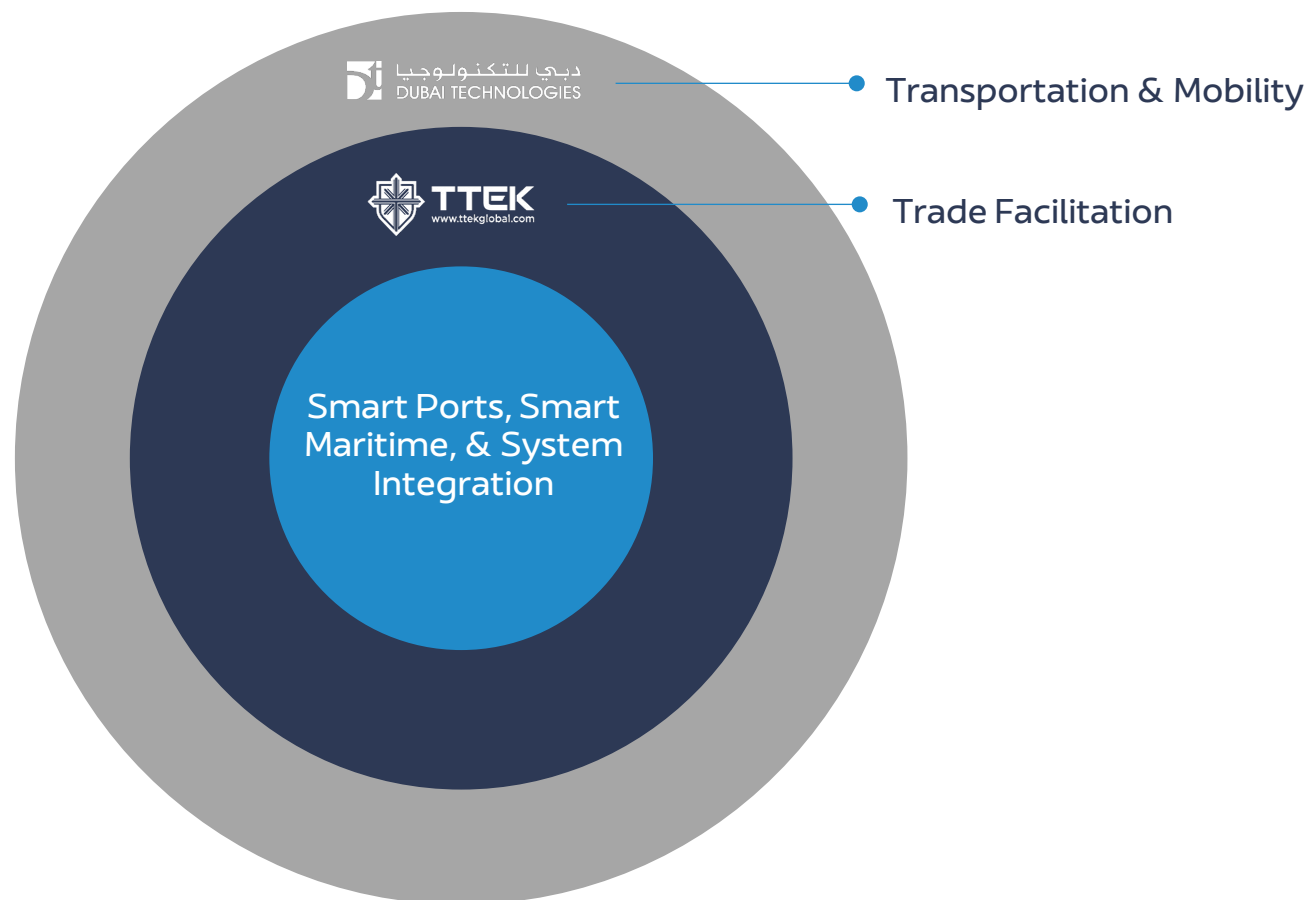
**For G2G originated opportunities, trade digitalisation solutions are a mean to enter new markets or gain more market share for the Group**

**Recent contract for the new Al Madouneh Customs Centre in Amman, Jordan includes state-of-the-art customs management solutions**





# M&A to Drive Portfolio Expansion and Enhance Value Proposition



**Digital's Core Products** included solutions for smart ports, smart maritime, and system integration

**TTEK Acquisition** enabled a more comprehensive trade digitalisation portfolio with the addition of AI-powered solutions for customs management

**Dubai Technologies Acquisition** furthered the solution portfolio expansion with the addition of transportation and mobility solutions that have the potential to enable governments and businesses to digitally connect major parts of the supply chain as well as manage the mobility segment of smart cities

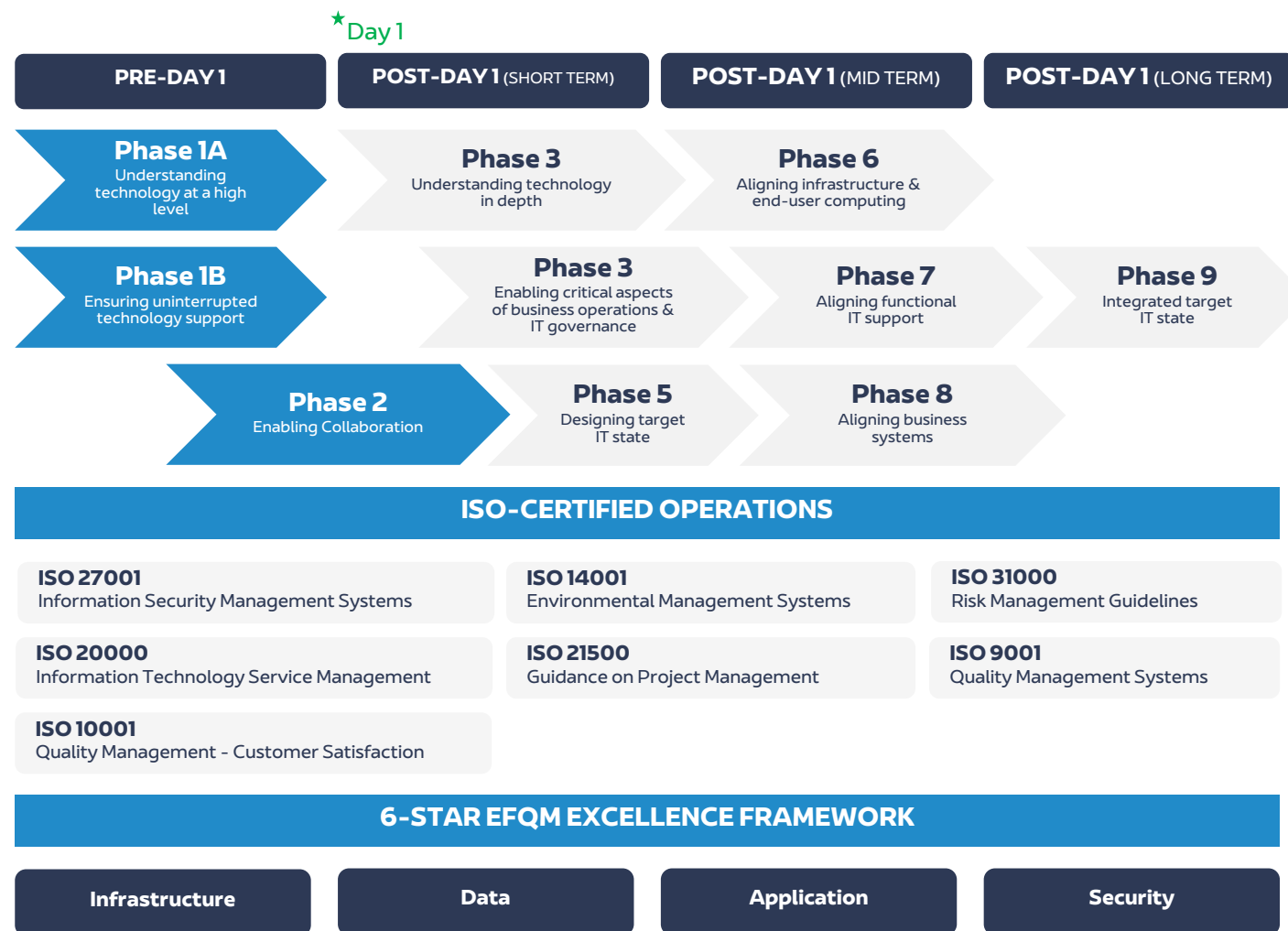




# Seamless Technology Integration of Noatum Sets a Good Precedent for Future M&A

A robust plan elevating technology at the centre of Post Merger Integration, underpinned by world-class standards and excellence frameworks, leveraging a tech integration playbook, is set to deliver at the end of the integration:

- **Enhanced Employee Experience** through unified communication and collaboration opportunities
- **Unified Customer Insights** through an integrated CRM platform for the Group
- **Robust Data Governance & Cybersecurity** with integrated Enterprise Applications, on-premise data-centers, and stringent data and cybersecurity policies
- **Integrated Business Intelligence** for decision making across the Group's expansive scale of operations

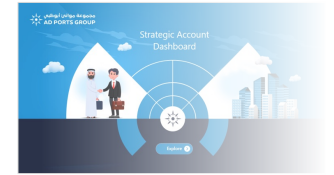
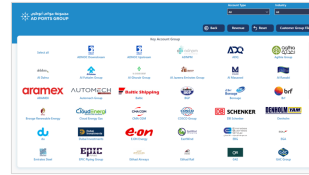




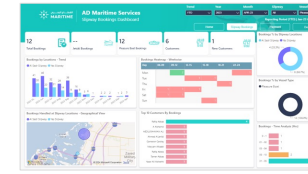
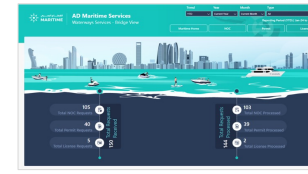
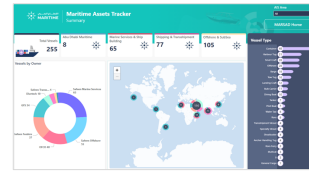


# Enabling Data Intelligence and Insights for Informed Decision

## 14 AD PORTS GROUP



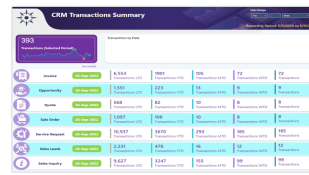
## 18 القطاع البحري MARITIME



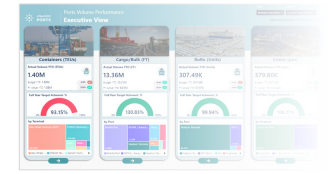
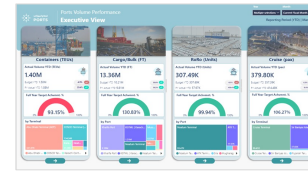
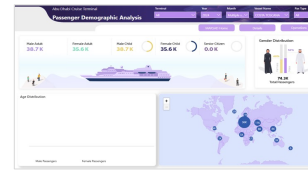
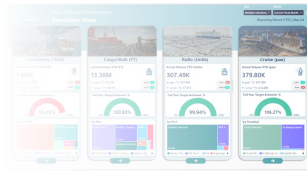
## 33 القطاع الرقمي DIGITAL



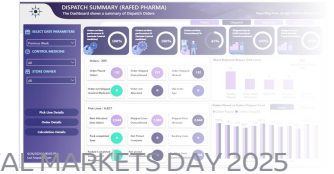
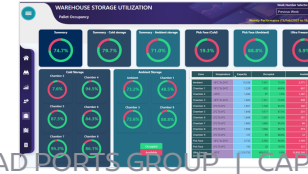
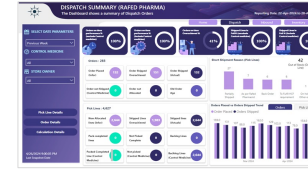
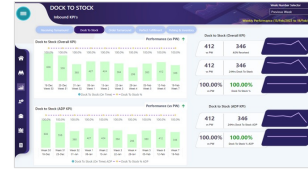
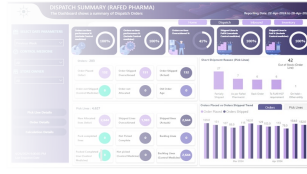
## 10 المدن الاقتصادية والمناطق الحرة ECONOMIC CITIES & FREE ZONES



## 4 قطاع الموانئ PORTS



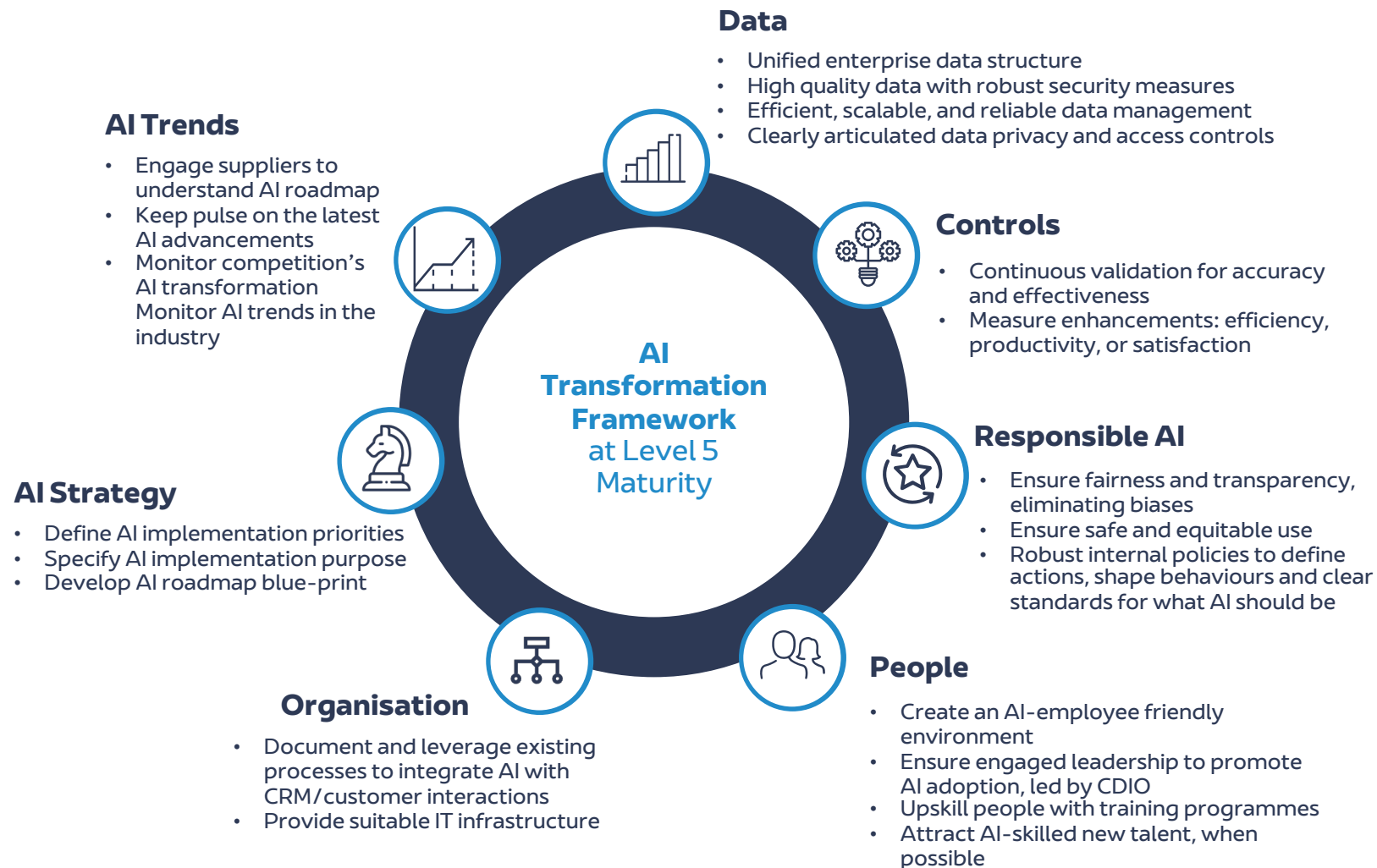
## 11 القطاع اللوجستي LOGISTICS





# Leading Enterprise-Wide AI Transformation

Nearing Level 3 maturity with robust strategic framework defining AI advancements



**Level 1 - Initial:** Organization begins to explore AI, with limited awareness and minimal AI strategy.

**Level 2 - Developing:** Growing awareness of the potential of AI, with efforts to align AI with organization's strategy, though not fully structured or integrated.

**Level 3 - Defined:** AI initiatives are operational, and a clear AI Strategy and Roadmap is rolled out.

**Level 4 - Managed:** AI is further integrated across the organization, focusing on enhancing efficiency, data use, and staff development.

**Level 5 - Optimized:** AI is central to organizational strategy, driving innovation and delivering significant added value to internal and external stakeholders.



مجموعة موانئ أبوظبي  
AD PORTS GROUP



# THANK YOU

24<sup>th</sup> February 2025