

# Q2 2025

## Earnings Presentation

13<sup>th</sup> August 2025



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# 1. Key Messages

*Positive Free Cash Flow to the Firm (FCFF) for the quarter and year-to-date*



# Agile Operational Execution Driving Steady Growth

FCFF positive for the quarter and YTD; Operational and Profit performance expected to further improve in H2 2025

## Abu Dhabi Outperforming in Non-Oil Foreign Trade on CEPAs

- Abu Dhabi's non-oil foreign trade soared 35% YoY to AED 195bn in H1 2025, **outperforming the UAE's and the world's** growth of 24% and 1.75%, respectively
- Strong non-oil trade growth with existing CEPA partners: Turkey (+41%) and India (+33%)
- 28 CEPAs signed in total, 10 implemented, including Jordan and Serbia in Q2 2025. **Negotiations with the EU has started...**

## Q2 2025 Results: Maintaining Strong Growth Trajectory

- Revenue: +15% YoY to AED 4.83bn (+10% YoY LFL)
- EBITDA: +9% YoY to AED 1.17bn (+5% YoY LFL), with EBITDA margin at 24%
- Total Net Profit: +1% YoY to AED 445m
- Operational and profit performance is expected to further improve in H2 2025

## FCFF Positive in Q2 and YTD

- Operating Cash Flow almost doubled YoY to AED 1.14bn in Q2 2025
- Cash conversion of 97% for the quarter vs. 55% in Q2 2024
- CapEx of AED 928m in Q2 2025, down 21% YoY, taking the YTD outlay to AED 1.88bn, in-line with annual guidance of AED 3.5-4bn

## Stable Balance Sheet

- Stable Net Debt/EBITDA for the past 3 quarters and significantly improving YoY
- Strong liquidity position, with AED 2.9bn in cash and AED 5.4bn in undrawn bank facilities
- No upcoming debt maturity in 2025/26
- No changes in investment grade credit ratings

## Revenue Mix Optimization and Operational Flexibility in Shipping

- Ro-Ro shipping (through UGR) is picking up, resulting in the dilution of the container feeder shipping business
- Flexibility in our container shipping network has enabled us to respond swiftly to shifting cargo flows and capitalize on new market opportunities in geographies of focus
- Outside the US, demand remains strong for container feeder shipping: +34% YoY volume growth for ADPG in Q2 2025

## Impact of US Tariffs Remains Immaterial

- US tariffs are creating new export and transshipment opportunities for the UAE
- US tariffs are one more reason for companies to consider the UAE as a base to serve not only the US, but also the European, African, and Asian markets
- The UAE is increasingly turning into a pivotal transshipment hub for the rerouting of products to global markets



## 2. Resilient Growth Equity Story

*Resilient business model built on a foundation of LT secured cash flows with triple play growth drivers*



# Resilient Growth Equity Story

Investment case is at an inflection point: Continued double-digit growth, declining Capex, plateauing debt, and increasing cash flow generation

## Stable Balance Sheet

- Net Debt/EBITDA improving YoY and stable for 3 quarters in a row
- Continued strong liquidity position: Cash balance of AED 2.9bn as of Q2 2025, with additional liquidity of AED 5.4bn available in the form undrawn bank facilities
- No upcoming debt maturity in 2025/26

**Investment grade credit ratings of “AA-” with a stable outlook by Fitch, and “A1” with a stable outlook by Moody’s Ratings**



## Supportive Top-Down Story

- Strong UAE non-oil GDP and trade growth
- Strong alignment with Abu Dhabi economic diversification and industrial/manufacturing strategies locally and internationally
- Increased global supply chain disruptions because of geoeconomic and geopolitical tensions, creating opportunities in regions of focus for ADPG
- **ADPG is Abu Dhabi’s exclusive master developer and regulator of ports, industrial cities and related infrastructure**

AD Ports Group is a key beneficiary of this favorable top-down story



## Pivoting Towards FCF Positive

- Free Cash Flow to the Firm (FCFF) positive in Q2 and H1 2025
- Operating Cash Flow (OCF) almost doubled YoY in Q2 2025 on the back of strong operating performance and improved cash conversion to 97%
- Capex spend reducing in both absolute terms and intensity, with a capital allocation strategy focused on higher margin infrastructure assets

Target to be sustainably Free Cash Flow positive from 2026 onwards



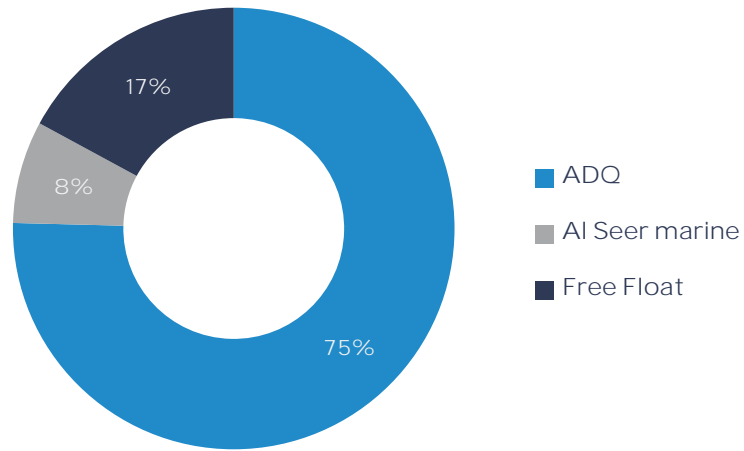
## Triple Play Growth

- 1st lever is the operational ramp-up of existing assets and the widening of the service offering
- 2nd lever is organic CapEx spending of AED 3.5-4bn annually in FY 2025-26
- 3rd lever is M&A opportunities domestically and internationally

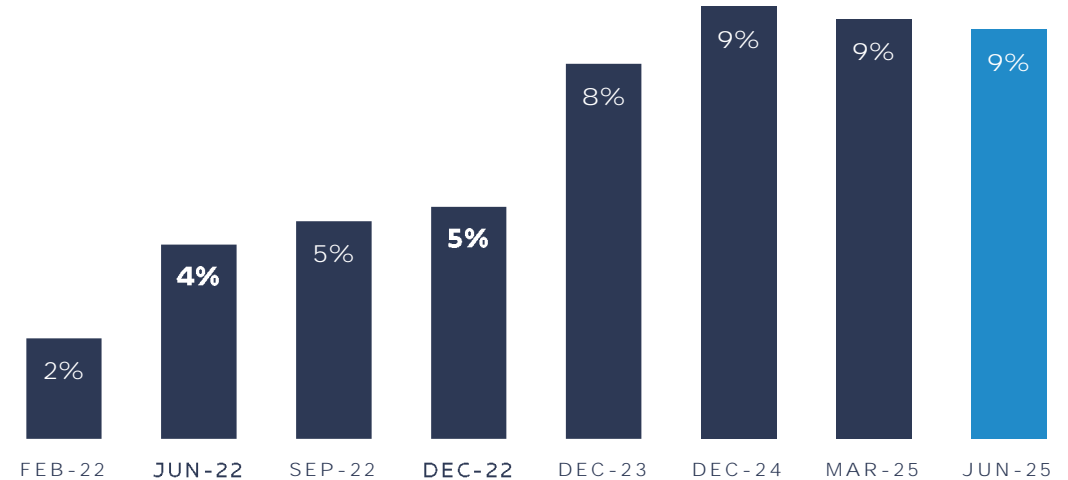
Complementary growth drivers to ensure strong growth delivery through the cycles

# Institutionalizing and Diversifying the Shareholder Base

Raised **AED 4.0bn** of **primary proceeds** through a direct listing on **ADX** on **8th Feb 2022**



**Increased foreign ownership** and **institutional participation** on the back of **intense investor education and engagement**

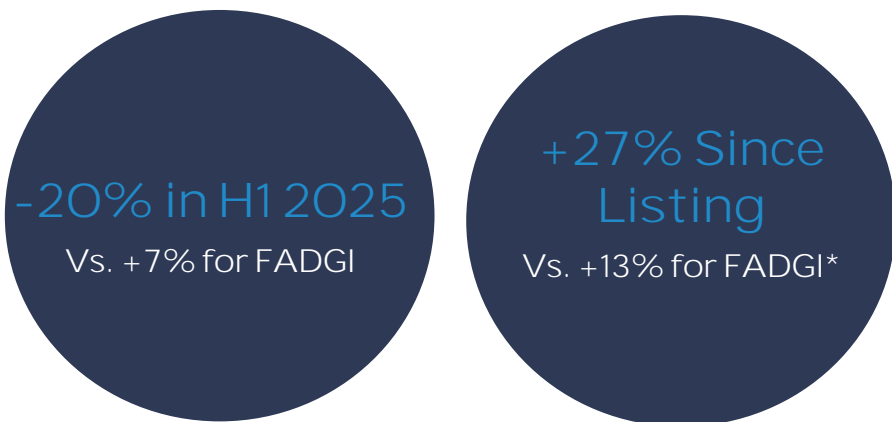






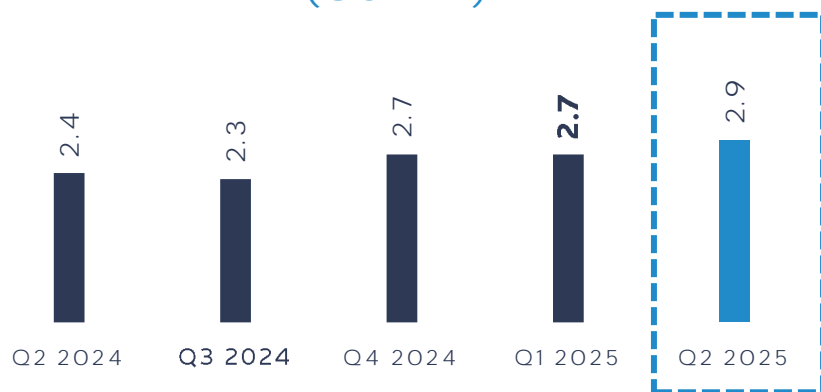
# Disconnect Between Stock Performance and Financial Performance

## AD Ports Group Stock Performance

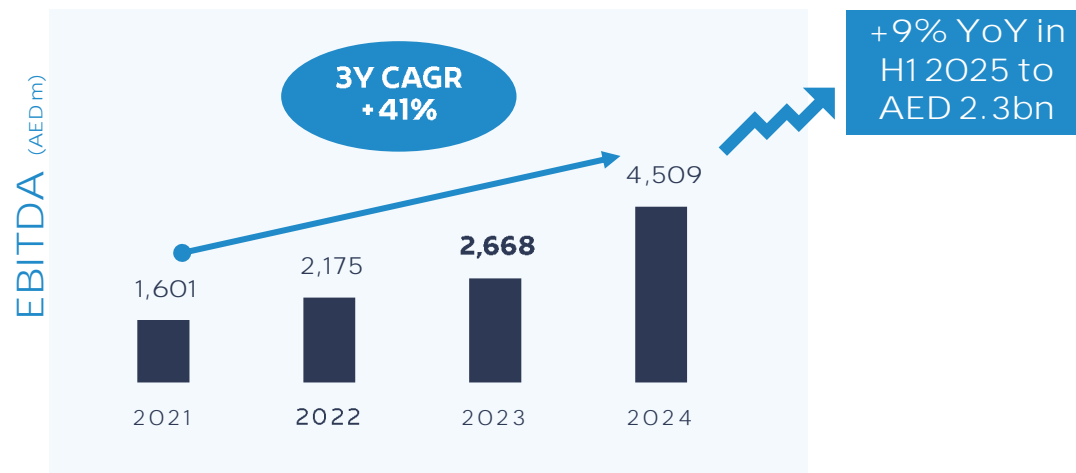
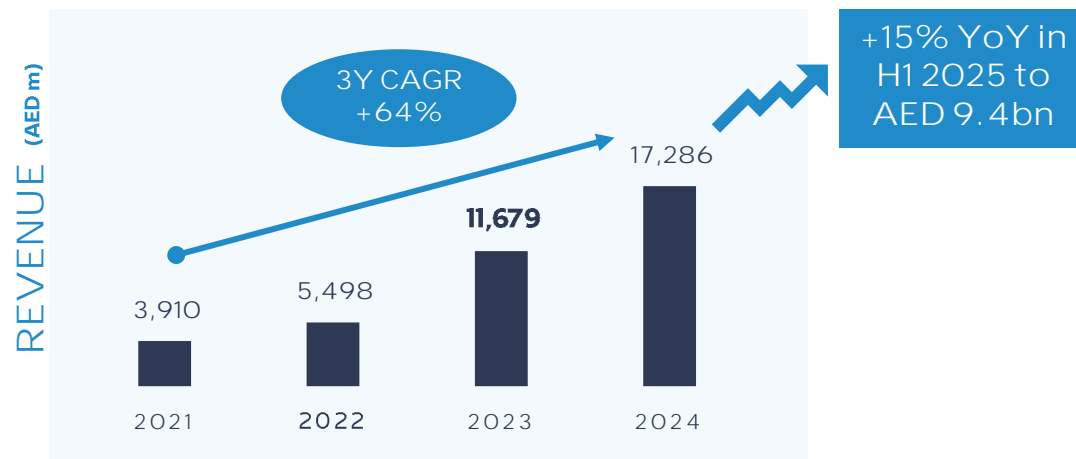


\*Since ADPG's listing on 8<sup>th</sup> Feb 2022 up until 30<sup>th</sup> June 2025

## 6M Avg Daily Traded Value - ADTV (USD m)



## AD Ports Group Financial Performance Not Well Reflected In Stock Price



### 3. Five Vertically Integrated Clusters

*Building an ecosystem with cross selling opportunities and synergies*

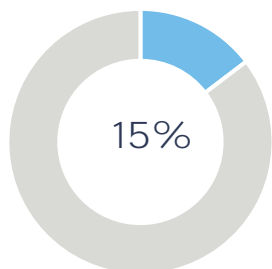




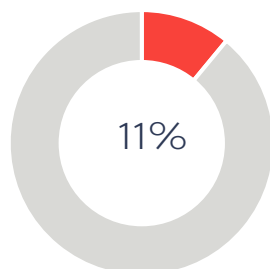
# Five Vertically Integrated Clusters: Revenue and EBITDA Distribution

 <b>PORTS</b>	 <b>ECONOMIC CITIES &amp; FREE ZONES</b>	 <b>MARITIME &amp; SHIPPING</b>	 <b>LOGISTICS</b>	 <b>DIGITAL</b>
34 Terminals (28 operational)  UAE - 7, Egypt - 5, Jordan - 1, Congo Brazzaville - 1, Pakistan - 2, Spain - 15, Angola - 1, Tanzania - 1, Kazakhstan - 1	Industrial, economic, and free zones with a total land bank of 550 km <sup>2</sup> and multimodal connectivity in Abu Dhabi. 20 km <sup>2</sup> of Industrial and Logistics Park under development in Egypt	Marine, offshore & subsea, and shipping – container, bulk, Ro-Ro and transshipment - commercial representation, port agency, drydock, ship and specialized services	Holistic, fully-integrated, and technologically innovative logistics solutions, including contract logistics, freight forwarding, and overland transportation. Global logistics platform in 38 countries	Advanced, smart, and innovative solutions for all maritime, trade and logistics stakeholders in Abu Dhabi and Aqaba (Jordan)

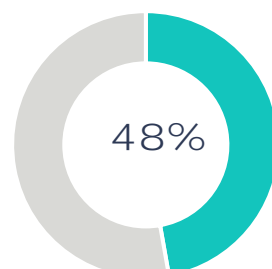
H1 2025 Revenue\*



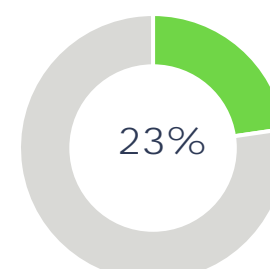
H1 2025 Revenue\*



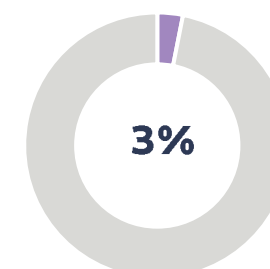
H1 2025 Revenue\*



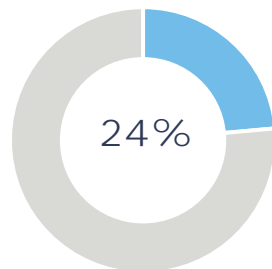
H1 2025 Revenue\*



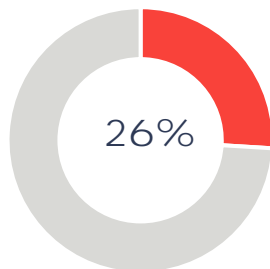
H1 2025 Revenue\*



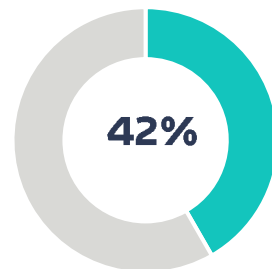
H1 2025 EBITDA\*\*



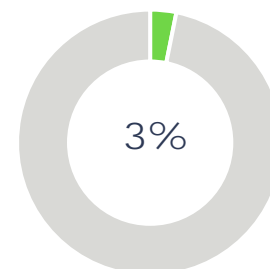
H1 2025 EBITDA\*\*



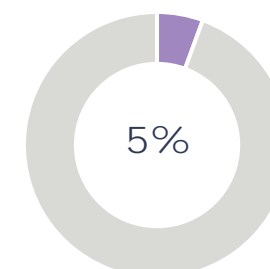
H1 2025 EBITDA\*\*



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H1 2025 EBITDA\*\*

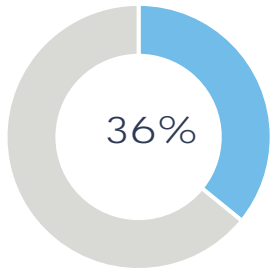




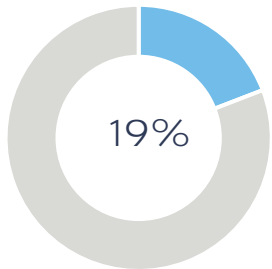
# Five Vertically Integrated Clusters: Assets and CapEx Distribution

 PORTS	 ECONOMIC CITIES & FREE ZONES	 MARITIME & SHIPPING	 LOGISTICS	 DIGITAL
34 Terminals (28 operational)  UAE - 7, Egypt - 5, Jordan - 1, Congo Brazzaville - 1, Pakistan - 2, Spain - 15, Angola - 1, Tanzania - 1, Kazakhstan - 1	Industrial, economic, and free zones with a total land bank of 550 km <sup>2</sup> and multimodal connectivity in Abu Dhabi. 20 km <sup>2</sup> of Industrial and Logistics Park under development in Egypt	Marine, offshore & subsea, and shipping – container, bulk, Ro-Ro and transshipment – commercial representation, port agency, drydock, ship and specialized services	Holistic, fully-integrated, and technologically innovative logistics solutions, including contract logistics, freight forwarding, and overland transportation. Global logistics platform in 38 countries	Advanced, smart, and innovative solutions for all maritime, trade and logistics stakeholders in Abu Dhabi and Aqaba (Jordan)

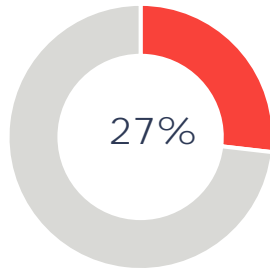
H1 2025 Total Assets\*



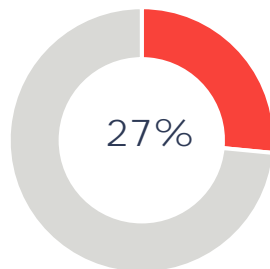
H1 2025 Capex\*\*



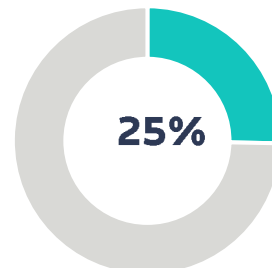
H1 2025 Total Assets\*



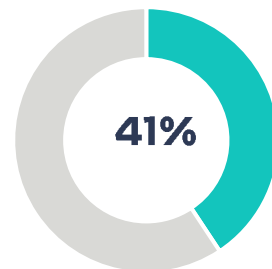
H1 2025 Capex\*\*



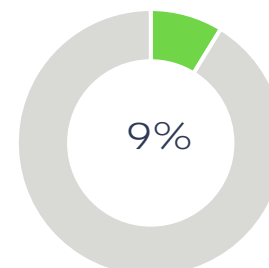
H1 2025 Total Assets\*



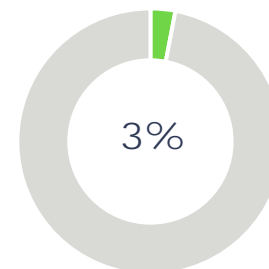
H1 2025 Capex\*\*



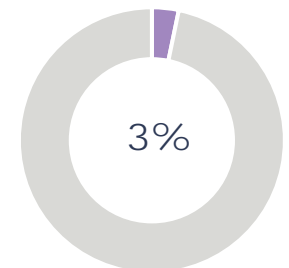
H1 2025 Total Assets\*



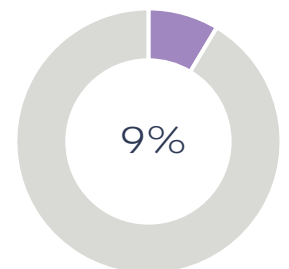
H1 2025 Capex\*\*



H1 2025 Total Assets\*



H1 2025 Capex\*\*







# ADPG Scale of Operations



50+ Countries  
across 5 continents



LTM Q2 2025

## PORTS



**11.8m**

Container Capacity  
(TEUs)



**6.9m**

Container Volumes  
(TEUs)



**59.1m**

General Cargo Volumes  
(Tons)



**1.5m**

RoRo Volumes  
(Units)

## ECONOMIC CITIES & FREE ZONES



**72**

EC&FZ Land Leased  
(sq km)



**111K**

Sdeira Group Staff  
Accommodation Bed  
Leased



**724K**

Warehouses Leased  
(sqm)



**23m**

Gas Volumes  
(MMBTU)

## MARITIME & SHIPPING



**26**

Container Feeder  
Services



**52**

Container  
Vessels



**2.9m**

Container Feeder  
Volumes (TEUs)



**34**

Bulk, Ro-Ro, &  
Multipurpose Vessels



**107**

Offshore & Subsea  
Vessels



**74**

Marine Services  
Vessels

## LOGISTICS



**4.7m**

Polymer Volumes  
(Tons)



**43,278**

Air Freight Volumes  
(Tons)



**387K**

Ocean Freight Volumes  
(TEUs)

## 4. Market Update

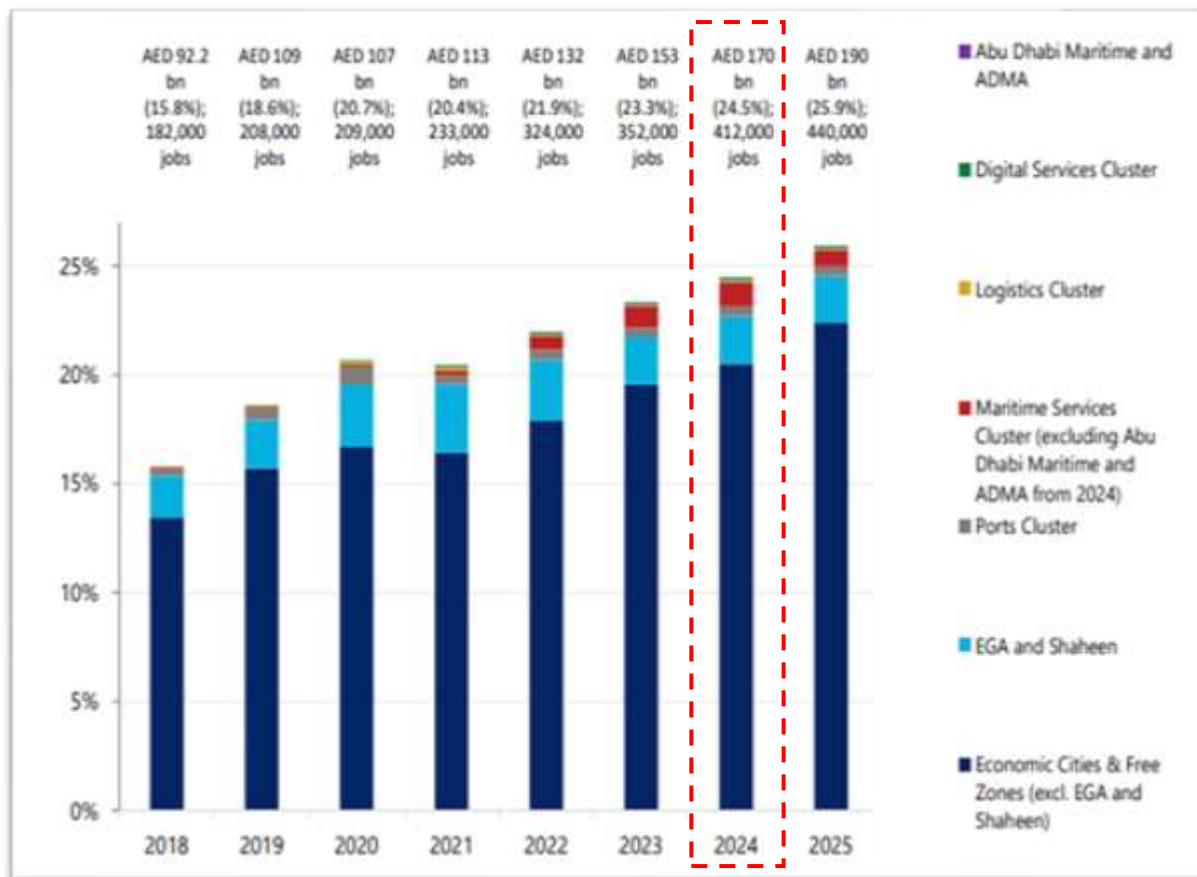
*Demand and rates holding up...Short term outlook unlikely to change while medium term outlook remains uncertain*





# AD Ports Group - **24.5% Contribution to Abu Dhabi's Non-Oil GDP;** **The Engine of Economic Diversification in Abu Dhabi...And the UAE**

## ADPG's Contribution to Abu Dhabi's Non-Oil GDP (%)



Source: Oxford Economics

## ADPG's Contribution to Abu Dhabi's Non-Oil GDP

- ✓ AD Ports Group generated an estimated AED 170 billion in total GVA at 2024 prices, reflecting its substantial economic footprint in the emirate
- ✓ This contribution represented ~24.5% of Abu **Dhabi's** non-oil GDP
- ✓ AD Ports **Group's** operations enabled employment for over 412,000 individuals across the emirate, highlighting its socio-economic impact

## ADPG's Contribution to the UAE's Non-Oil GDP

- ✓ AD Ports Group contributed an estimated AED 191 billion to the **UAE's** GDP at 2024 prices, reflecting its national economic significance
- ✓ This contribution represented 12.7% of the **country's** non-oil GDP, reinforcing AD Ports **Group's** role in supporting national diversification efforts
- ✓ AD Ports **Group's** operations supported approximately 580,000 jobs across the UAE, underscoring its impact on employment and livelihoods





# Drewry Global Container Ports Ranking – AD Ports Group Moves Up the Ladder to 19<sup>th</sup> Spot for 2024

## Global Container Port Operator Ranking

Ranking			T'put including 'indirect influence' *			
2024	2023	Operator	T'put (mteu)	Share (%)	T'put (mteu)	Share (%)
1	1	China COSCO SHIPPING	110.3	11.9%	202.8	105.5 12.2%
2	3	APM Terminals	101.1	10.9%		92.9 10.7%
3	2	PSA International	100.2	10.8%	185.9	94.7 10.9%
4	5	DP World	85.8	9.2%		79.5 9.2%
5	4	Hutchison Ports	85.7	9.2%		80.6 9.3%
6	6	MSC Group	74.0	8.0%	75.1	70.4 8.1%
7	7	China Merchants Port	53.9	5.8%	191.3	49.6 5.7%
8	8	CMA CGM	42.5	4.6%		35.4 4.1%
9	10	SSA Marine	14.5	1.6%		12.0 1.4%
10	9	ICTSI	13.8	1.5%		13.4 1.6%
11	11	Eurogate	11.9	1.3%		10.7 1.2%
12	12	HMM	10.7	1.2%		10.1 1.2%
13	14	Adani	10.4	1.1%		8.9 1.0%
14	13	Evergreen	10.3	1.1%		9.2 1.1%
15	-	ONE	9.7	1.0%		4.4 0.5%
16	17	Wan Hai	7.7	0.8%		7.4 0.9%
17	16	Yildirim/Yilport	7.6	0.8%	50.1	7.1 0.8%
18	20	Hanseatic Global Terminals (incl. SAAMI)	6.1	0.7%	8.8	3.6 0.4%
19	21	AD Ports Group	4.7	0.5%	4.8	3.5 0.4%
Global/international operators total			760.9	82.0%	699.0	80.7%

## AD Ports Group Equity-Adjusted Total Throughput



## Strategic Implications

- AD Ports Group is well-positioned to capture growth in high-potential emerging markets
- Its greenfield-led strategy offers long-term capacity control and operational flexibility
- Partnerships with global carriers (e.g., CMA CGM), enhancing volume flows and network integration
- Continued focus on sustainability and digitalization will be critical to maintaining competitive advantage

Source: Drewry



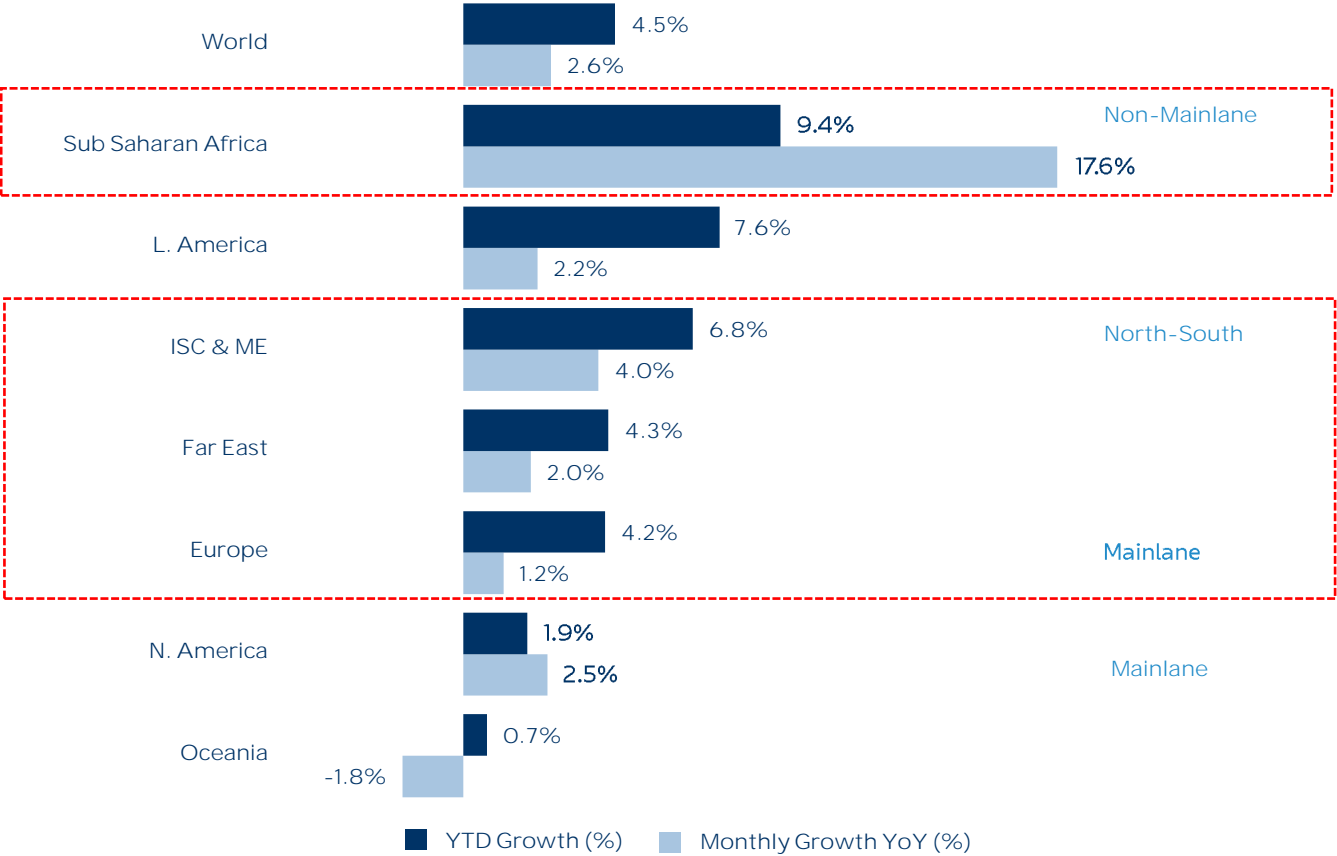
# Container Volumes in AD Ports Group Focus Geographies Outperforming

## Global Container Volume Growth



Source: Clarksons

## Global and Regional Trade Container Volume Growth (June 2025)



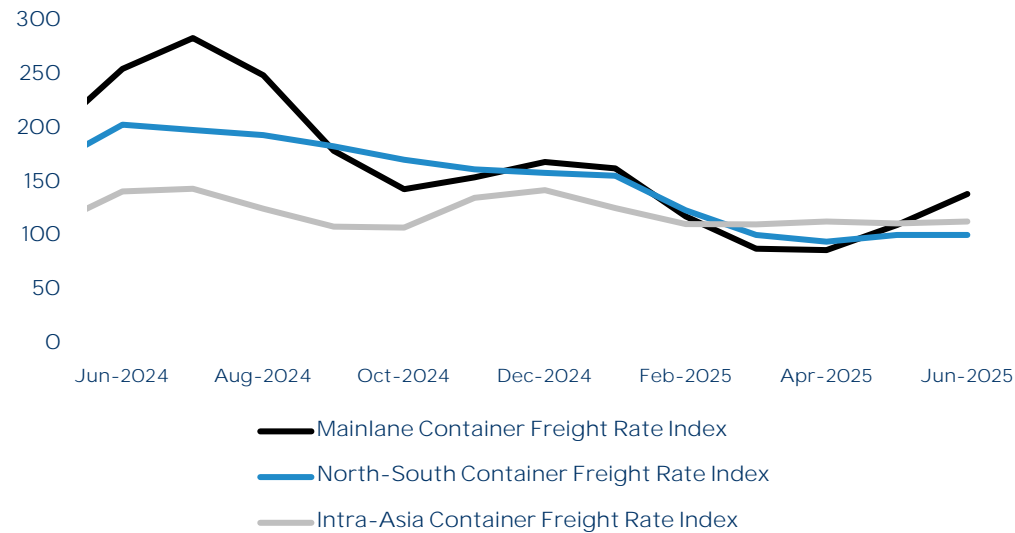
Source: Container Trades Statistics (CTS)





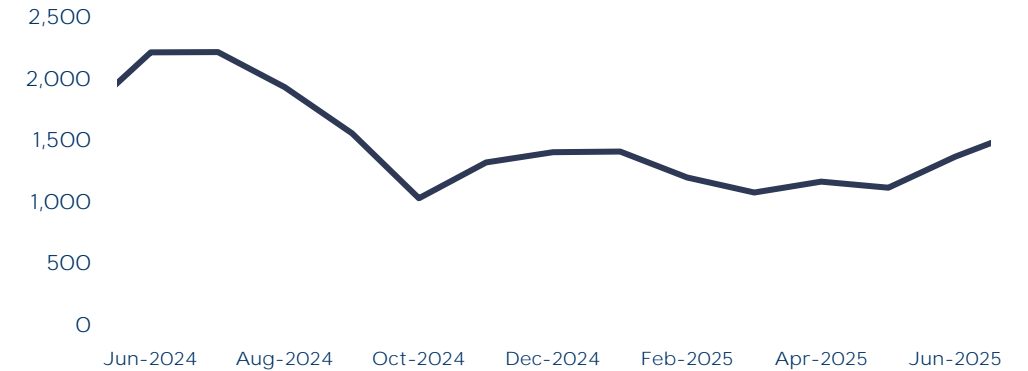
# Container Freight Rates Are Holding Up, But Remain Influenced By Geoeconomic and Geopolitical Factors

## Container Freight Rate Index - CFRI

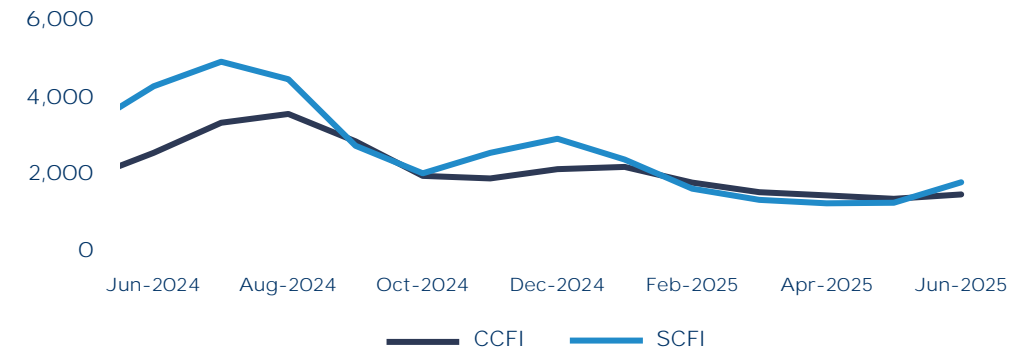


Source: Clarksons

## China - Gulf/Red Sea CCFI



## China - Europe



CCFI - China Container Freight Index, SCFI - Shanghai Container Freight Index  
Source: Clarksons



# Bulk Market Volumes & Rates: Demand Stagnation and Softer Rates Outlook in Dry Bulk; Stable Market Dynamics in Liquid Bulk

## Global Dry Bulk Volume Growth



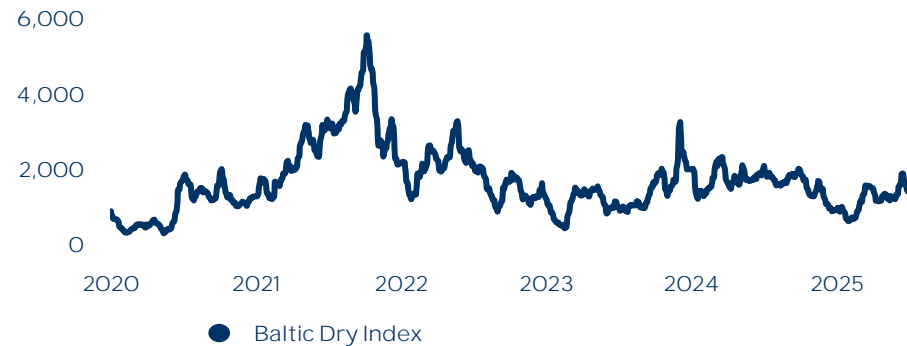
Source: Baltic Exchange

## Global Liquid Bulk Volume Growth



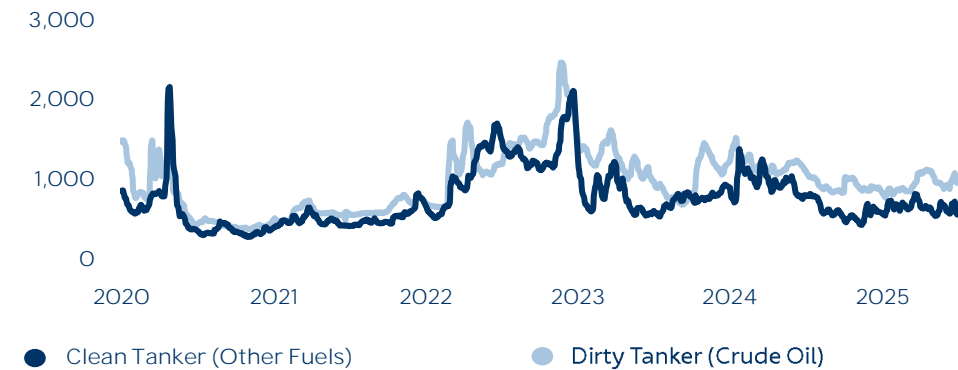
Source: Baltic Exchange

## Dry Bulk Freight Index



Source: Baltic Exchange

## Liquid Bulk Freight Index



Source: Baltic Exchange



# Ro-Ro Shipping: Improved Demand Over the Past 12 Months, But US Tariffs and Upcoming Supply Pose a Risk

## Global Seaborne Car Trade Volume Growth



Source: Clarksons

## Positive Outlook Driven by

### ✓ Auto Industry Expansion

The increasing production of vehicles, particularly electric and hybrid models, has led to higher shipments, boosting the Ro-Ro shipping industry

### ✓ Infrastructure Investments

Ongoing investments in port infrastructure and new port developments, especially in emerging markets, are facilitating the growth of Ro-Ro shipping

## Challenges & Risks

### ✓ **Fragmented market** prone to higher competitive pressures

### ✓ **Fleet expansion and oversupply** situation that could impact rates in the medium term

### ✓ **Alternative shipping methods** - Some vehicle manufacturers are considering container shipping as a viable alternative to Ro-Ro

### ✓ **Regulatory & environmental risks** - Stricter environmental regulations and concerns about carbon emissions may result in increased operational costs and the need for investment in greener technologies/assets

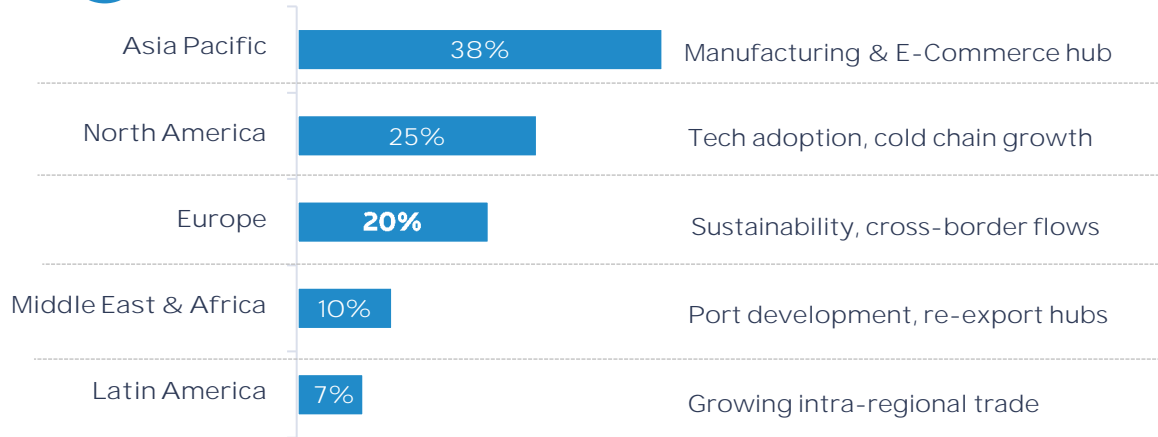




# Logistics – Global Market Undergoing a Geographic Realignment Driven by Tariffs, Regionalization and Digital Transformation



## Global Market Share Breakdown



## Trends to Watch

Trend	Region Most Affected	Strategic Implication
Nearshoring & Reshoring	North America, Europe	More regional DCs, shorter lead times
Green Corridors	Europe, APAC	Investment in clean fuels & green warehousing
Digital Freight Matching	Global	Faster capacity optimization, SME onboarding



## Tariff & Trade Policy Impacts

### ✓ Cargo Volume Shift

- Decline in China-US freight; growth in ASEAN & Mexico trade corridors

### ✓ Supply Chain Reconfiguration

- "China +1" strategies: Vietnam, India, Middle East?

### ✓ Delays & Cost Volatility

- Higher customs compliance times
- Increased fuel surcharge pass-through



## Key Takeaways

### 🌐 Regionalization

Global shift toward regionalized logistics networks

### ⚠️ Tariffs are reshaping the sector

Tariffs are driving diversification & compliance complexity

### 👛 Winners

Agile operators with tech-enabled, multi-country reach



# 5. Projects and Transactions Update

*First regional foray for EC&FZ cluster*







# Adding On To Our Synergistic Footprint in Egypt and Commencing Operations in Georgia

● — **Q3 2024** — — — — — Q4 2024 — — — — — Q1 2025 — — — — — Q2 2025 — — ●

## ✓ Safina Shipping Services

Acquisition of 70% ownership via Noatum Maritime. Safina is a leading a provider of maritime agency and cargo services in Egypt offering comprehensive agency services and maritime logistics to shippers serving the metals, minerals, and fertilizers sectors

## ✓ Inauguration of CMA Terminals Khalifa Port

Quay wall of 800 meters in length, 18.5 meters of depth, and 8 STS Cranes, adding a total capacity of 2.6 million TEUs or +33% to Khalifa Port total container capacity

## ✓ Restructuring of Noatum Group Assets

Noatum's HQ in Spain integrated into AD Ports Group's existing and new business verticals - Noatum Maritime, Noatum Ports and Noatum Logistics

## ✓ Sarzha Grain Terminal

ADPG (51%) and Semurg (49%) will jointly develop and operate a greenfield grain terminal at Kuryk Port, Kazakhstan

## ✓ Partnership with CMA-CGM in Congo Brazzaville

ADPG (51%) and CMA-CGM (49%) will jointly develop and operate the East Mole multipurpose terminal at Pointe Noire Ports, Congo Brazzaville that was secured by ADPG in June 2023

## ✓ Al Faya Dry Port Facility

Anchored by CMA CGM, the cargo handling transit terminal is strategically located at the border of Dubai, linking overland Khalifa Port and the final inland destination – a key driver facility for O&D volumes in the UAE

## ✓ United Global Ro-Ro (UGR)

60% stake in JV with Erkport, expanding shipping operations into Ro-Ro. JV has started operations with a mix of ConRo, PCTC vessels deployed on 5 services

## ✓ Marine Services in Bahrain

Noatum Maritime and ASRY (Arab Shipbuilding & Repair Yard) formed a JV for towage and mooring operations to target external clients in Bahrain

## ✓ KEZAD East Port Said Economic Zone in Egypt

50-year renewable usufruct agreement signed between AD Ports Group and Suez Canal Economic Zone to develop, finance and operate a 20 km<sup>2</sup> industrial and logistics park near Port Said, Egypt. Development of phase 1 expected to start by year end covering 2.8 km<sup>2</sup> with an investment of \$120m over the next three years

## ✓ Tbilisi Intermodal Hub

Tbilisi Intermodal Hub (60% held by ADPG) inaugurated and received its first shipment via rail link from an MSC ship docked at **Georgia's Black Sea Port of Batumi**. The intermodal logistics center connects the Caspian and Black seas through Georgia, forming a vital part of the Middle Corridor, the shortest trade route between Asia and Europe

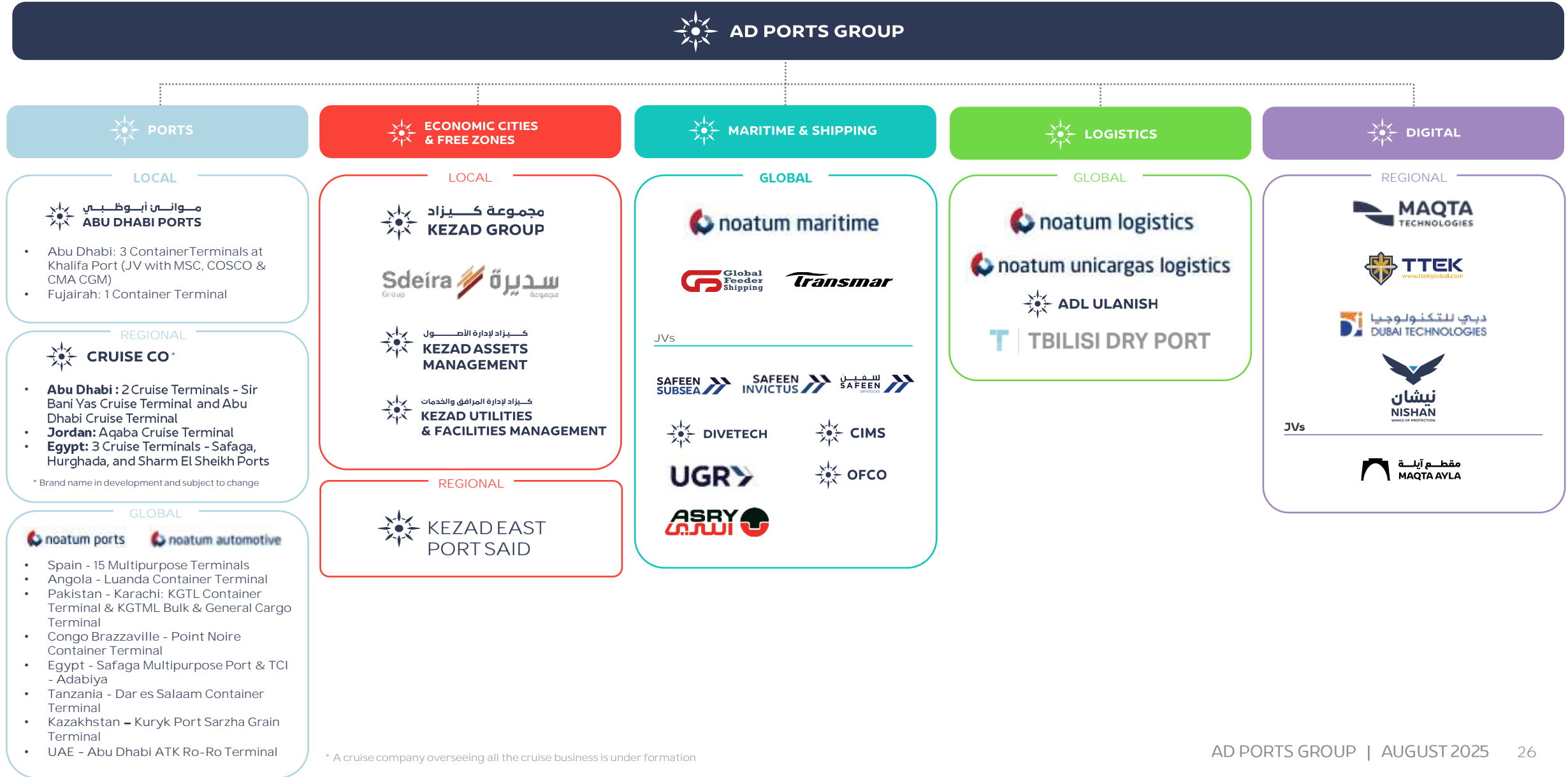


# Negligible M&A Contribution in Q2 2025

AED 219m or 5% of Group Revenue and AED 48m or 4% of Group EBITDA coming from M&A effect in Q2 2025

	Luanda Multipurpose Terminal	United Global Ro-Ro (UGR)
Ownership	81%	60%
Purchase Consideration	USD 250m (AED918m) of committed CapEx	-
Consolidation Date	1 <sup>st</sup> Feb 2025	1 <sup>st</sup> March 2025
Q2 2025 M&A Effect	3 months	3 months
Q2 2025 Revenue Effect	AED 17 m	AED 202 m
Q2 2025 EBITDA Effect	AED 6 m	AED 42 m

# AD Ports Group Structure After Full Integration of Noatum





# 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 to 42-year concessions of 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

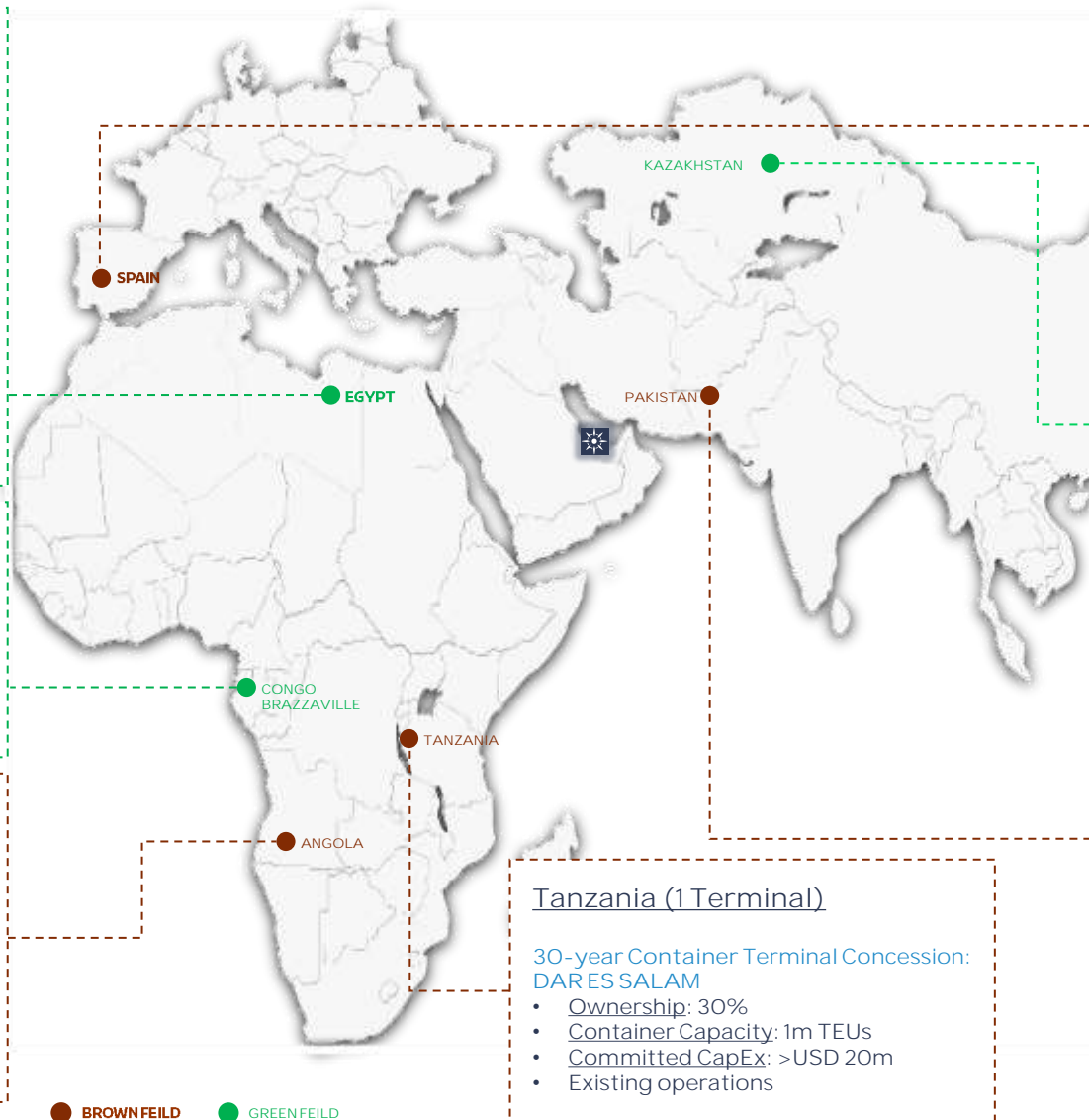
## Pakistan (2 Terminals)

### 50-year Container Terminal Concession: KARACHI

- Ownership: 60%
- Container Capacity: 750K TEUs
- Utilization: 58% as of H1 2025
- 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



● BROWN FIELD ● GREEN FIELD



# Leveraging CEPAs When Expanding Internationally

Backed by CEPAs, UAEs non-oil foreign trade grew +24% in H1 vs avg world growth in single digits

28 CEPAs signed in total, 10 of them already implemented

- ✓ CEPA with Jordan and Serbia came in force in Q2 2025
- ✓ CEPA with Azerbaijan signed in Q2 2025
- ✓ Launched CEPA negotiations with the European Union
- ✓ The UAE's non-oil foreign trade with countries with CEPAs accounted for 25% of the country's imports and 40% of its exports in H1 2025
- ✓ Non-Oil Foreign Trade grew 33% with India and 41% with Turkey in H1 2025



-  SIGNED & IMPLEMENTED CEPAs
-  AGREED ON OR SIGNED CEPAs
-  UNDER NEGOTIATIONS
-  AD PORTS GROUP OPERATIONS





# EC&FZ - Four Key New Land Leases in Renewable Energy, Recycling, F&B, and Green Logistics Industries

**New 50-year land leases unlock AED 645m in investments**



## Broaden Energy

Renewable Energy Solutions

- 50-year land lease for an 80K sqm plant
- Investment of AED 455m. The facility will be used in designing and manufacturing of EPC projects and turnkey solutions for Hydrogen, Solar and Wind Power projects.

May 2025



## Witthal Gulf Industries

Lithium Battery Recycling

- 50-year land lease for a 15K sqm plant
- Investment of AED 40m. The facility will recycle end-of-phase batteries used in electric vehicles, solar farms and other renewable energy systems to recover valuable materials such as black mass, copper and aluminum, and produce sustainable alternatives.

June 2025



## Axione Development x Stock Space

F&B and FMCG Warehousing

- 50-year land lease for a 14K sqm plant
- Investment of AED 50m. The facility will provide prime quality warehousing space and operations catering to the F&B and FMCG industries.

June 2025



## Sing Auto

Smart Mobility

- 50-year land lease for a 100K sqm plant
- Investment of AED 100m. The facility will focus on the development of green logistics solutions like intelligent refrigerated vehicles designed to enhance the efficiency of cold chain logistics in the region.

June 2025

## 6. Operational and Financial Performance

*Demonstrating operational agility and strong financial performance amidst evolving trade patterns*



# Q2 & H1 2025 Financial Performance at a Glance

Operational and profit performance is expected to further improve in the second half of the year

H1 2025

Revenue (AED)

9.42 bn

+17%

YoY

EBITDA (AED)

2.30 bn

+9%

YoY

Total Net Profit (AED)

908 m

+8%

YoY

Q2 2025

Revenue (AED)

4.83 bn

+15%

YoY

EBITDA (AED)

1.17 bn

+9%

YoY

Total Net Profit (AED)

445 m

+1%

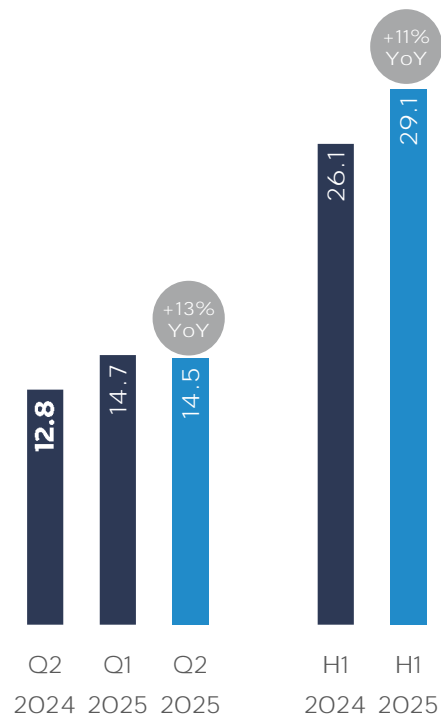
YoY



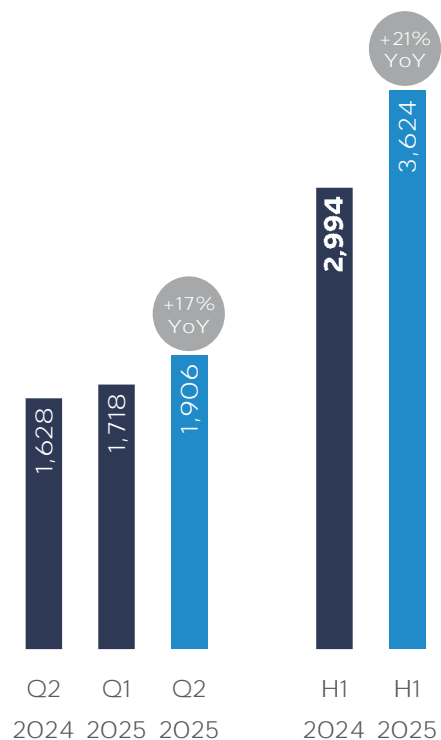
# Ports Cluster Operational KPIs

Rapid ramp-up of CMA Terminal driving container volume growth

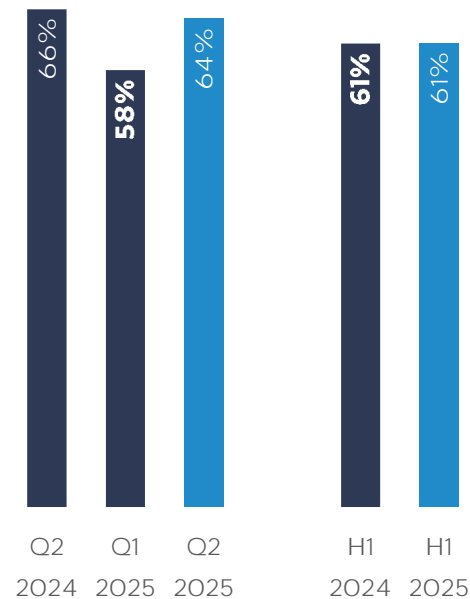
General Cargo (m Tons)



Containers ('000 TEUs)



Container Capacity Utilisation Rate (%)



## Q2 2025 Operational Highlights

### General Cargo Volumes: +13% YoY

- UAE volumes grew 17% YoY backed by a robust 37% YoY growth in high yield steel cargo and 17% YoY growth in EGA volumes. Strong growth in paper pulp, lay-by and anchorage cargo volumes further supported the growth in domestic volumes
- Internationally, Noatum Ports' volume growth was** driven by Pakistan (+27% YoY) and Egypt (+17% YoY). Angola showed some good momentum while Spain reported a 26% YoY decline

### Container Volumes: +17% YoY

- Container volumes at Khalifa Port grew 17% YoY, mainly driven by the new CMA Terminal. Container capacity utilization at KP stood at 68% vs. 71% in Q2 2024 despite the addition of 1.8m TEUs capacity. CMA Terminal Khalifa Port recorded an impressive 80% utilization in its second quarter of operations. Transshipment/O&D volume mix in the UAE stood steady at 63%/37%
- International operations (Noatum Ports) - Spain (+25% YoY), Pakistan (+13% YoY), and newly launched Angola supported overall volume growth while Egypt reported a 6% YoY decline

### Ro-Ro Volumes: +4% YoY

- International Ro-Ro volumes handled through Noatum Ports (Spain, Pakistan and Angola) grew 10% YoY, more than offsetting the 12% YoY decline in the UAE volumes

### Cruise Passengers: 33K Pax

- Pax volumes supported by the Aqaba Cruise Terminal which resumed operations in Q1 2025 while the UAE volumes grew 13% YoY

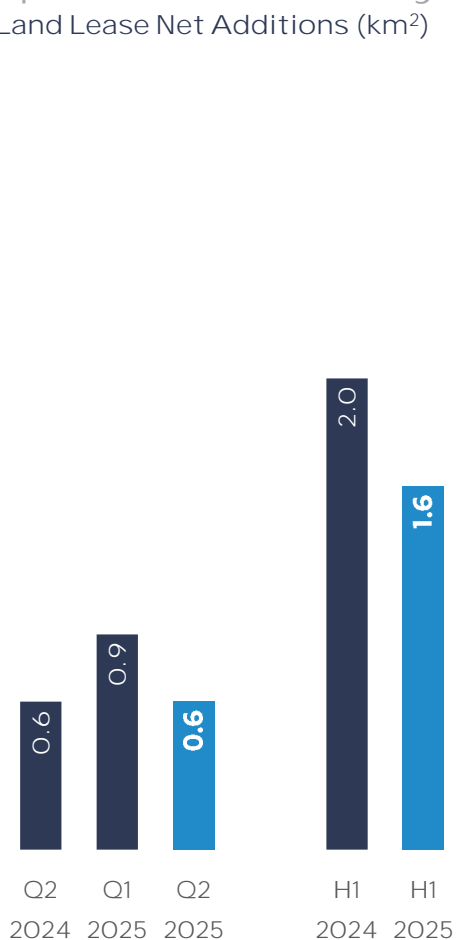




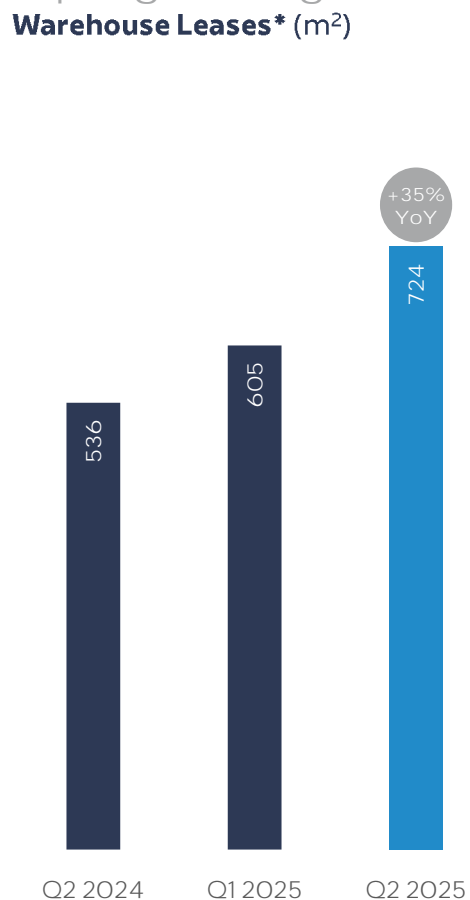
# EC&FZ Cluster Operational KPIs

Steady growth in new land leases, strong demand for warehouses, specialized industry hubs progressing well

Land Lease Net Additions (km<sup>2</sup>)

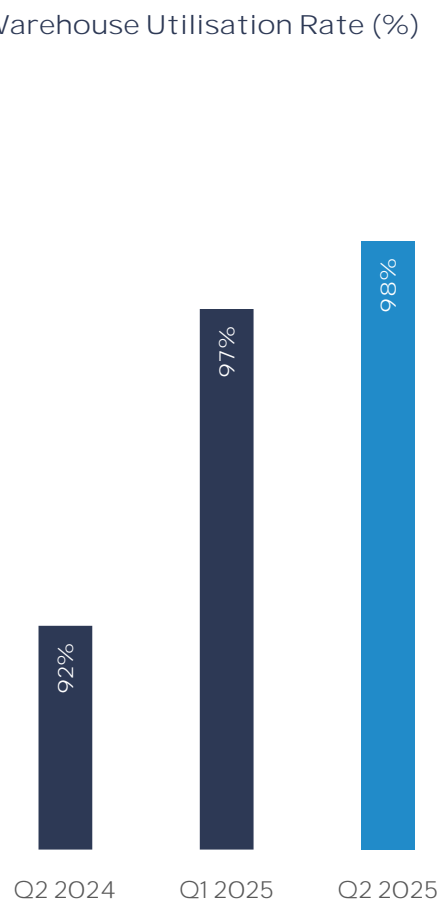


Warehouse Leases\* (m<sup>2</sup>)



\* Includes built-to-suit (BTS) assets delivered during the quarter

Warehouse Utilisation Rate (%)



## Q2 2025 Operational Highlights

### Land Leases (Net): +0.6 km<sup>2</sup> for Q2 2025

- 4 key new 50-year land leases signed during the quarter in renewable energy, recycling, F&B, and green logistics industries
- Industrial and manufacturing projects account for ~70% of overall land leases
- Specialized industry hubs like the Metal Park (Phase 1 of 93K sqm operational in Q1 2025, with an additional 90K sqm coming online by end of 2025), Agtech Park, Food hub, and Auto hub are progressing well, on track to come online in phases between H2 2025 and end of 2026
- Fast-growing industries include metals, auto, food processing and distribution, Agtech, (green) technology, renewable energy, recycling, pharmaceutical, retail/e-commerce, polymers, and building materials
- Annual guidance remains to sign 3.5-4.0 km<sup>2</sup> of new land leases (net) going forward

### Warehouse Leases: +35% YoY

- 115K m<sup>2</sup> of BTS assets were delivered in Q2 2025. Utilization of warehouses peaked at 98% during the quarter
- An additional 157K m<sup>2</sup> of warehouse capacity is expected to come online in H2 2025, taking the total warehouse capacity to 897K m<sup>2</sup> by the end of the year

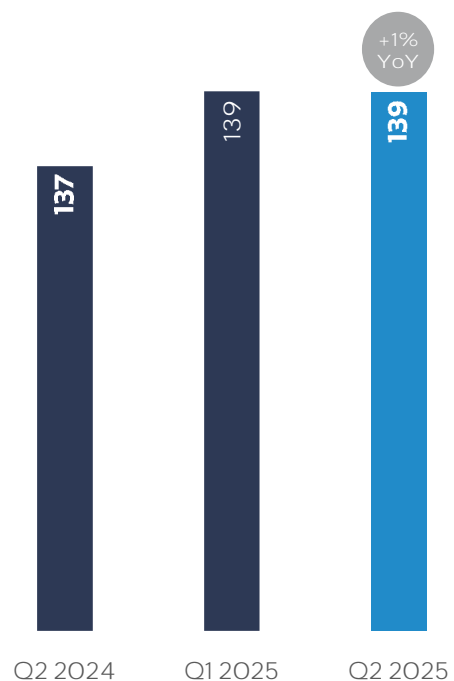




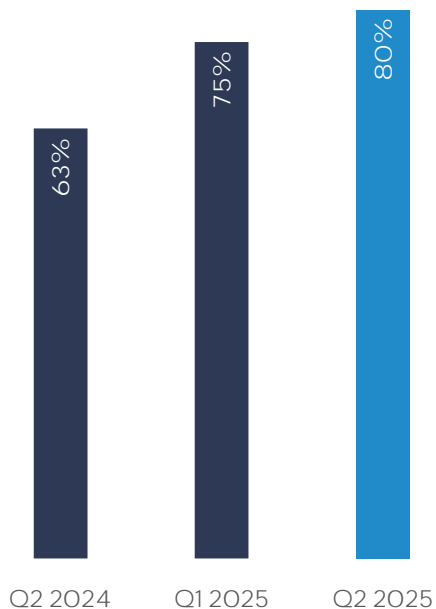
## EC&FZ Cluster Operational KPIs (Cont'd)

Sdeira Group bed occupancy at all-time high, Gas volumes steady

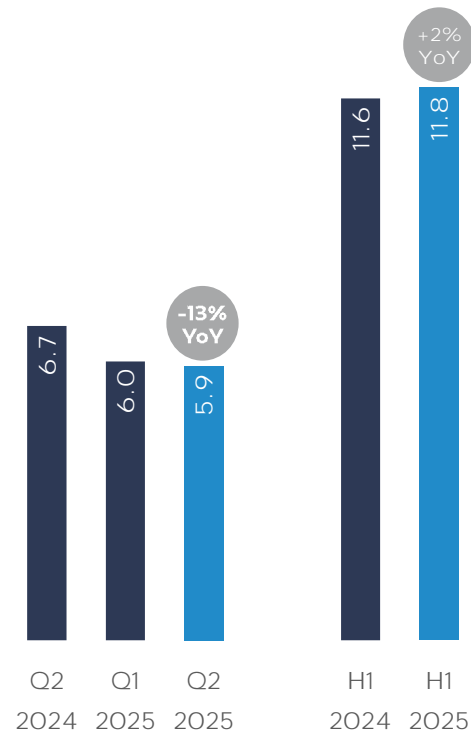
Sdeira Group Bed Capacity ('000)



Sdeira Group Bed Occupancy (%)



Gas Volumes (m MMBTU)



Sdeira Group Staff Accommodation Bed Leases: +29% YoY

- Strong demand at Razeen facilities drove utilization levels to an all-time high of 80% during the quarter. Bed capacity stood at 139K beds with 111K beds leased as of Q2 2025

Gas Volumes: -13% YoY

- Quarterly gas volumes impacted by the temporary halt in operations of a customer
- Gas network at KEZAD stood at 100 km in Q2 2025, up from 84 km in Q2 2024



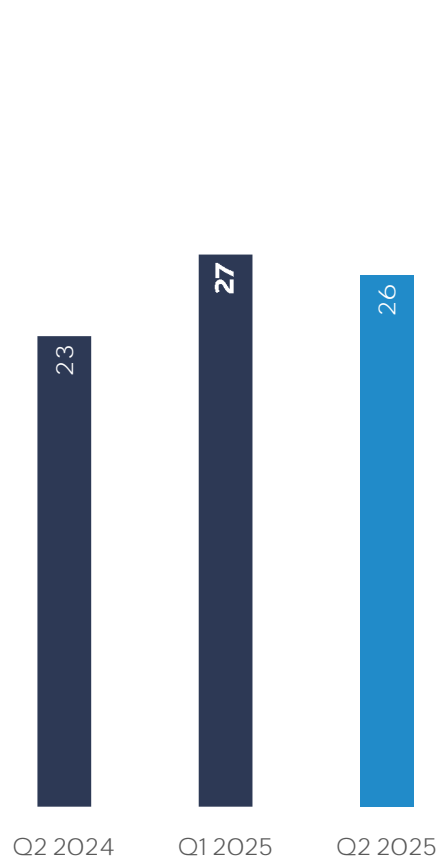




# Maritime & Shipping Cluster Operational KPIs

Capitalizing on market opportunities and strong UAE macro while efficiently managing networks and service offering

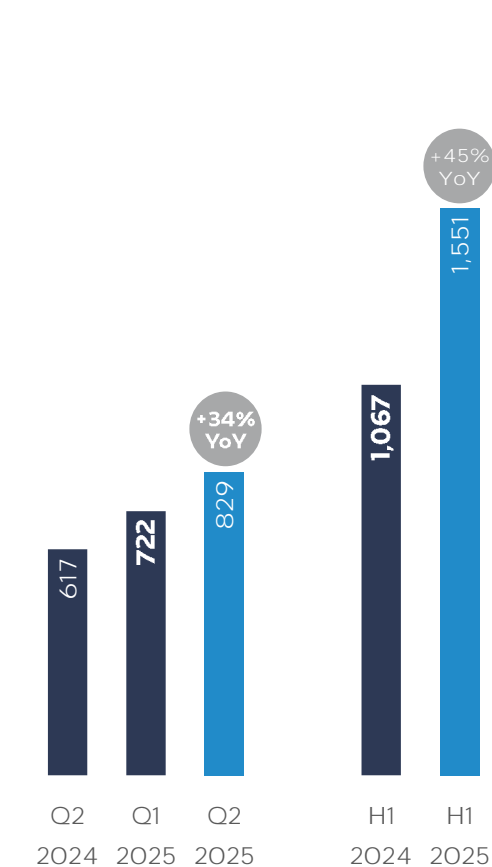
Container Feeder Services (Nos.)



Container Feeder Vessel Fleet (Owned & Chartered-in)



Container Feeder Shipping Volumes ('000 TEUs)



## Q2 2025 Operational Highlights

### Container Feeder Shipping Services: 26

- Connecting to 81 ports across 28 countries. Strengthened ports connectivity in Africa, Egypt, Indian Subcontinent (ISC) and Turkey during the quarter
- 65% of H1 2025 container feeder shipping volumes came in from the Gulf/ Indian Subcontinent and Red Sea regions

### Container Feeder Shipping Vessel Fleet : 52

- 46 container vessels on service with 235 voyages completed in Q2 2025 vs. 40 vessels and 188 voyages in Q2 2024
- Container feeder shipping vessel fleet nominal capacity stood at 140K TEUs
- 35 owned container vessel fleet. Actively managing the chartered-in container vessel fleet based on demand-supply dynamics and developments

### Container Feeder Shipping Volumes: +34% YoY

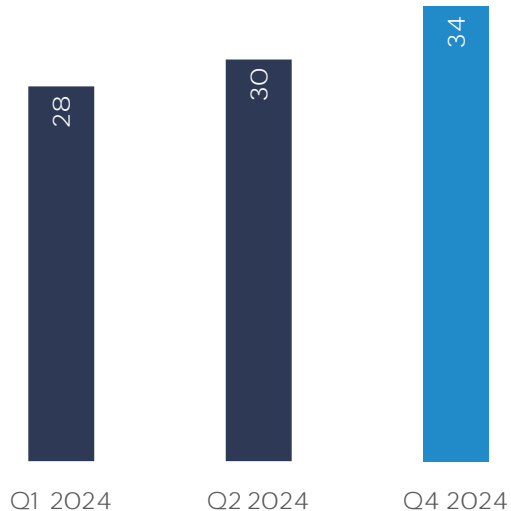
- Loaded one TEU every 9 seconds in Q2 2025
- Gulf/ISC, Europe , Far East and Ad-hoc services driving the growth in container feeder shipping volumes
- 25% of H1 2025 container feeder shipping volumes came from 14 vessels deployed on 7 active services in the Red Sea, diluted by faster growth in other regions



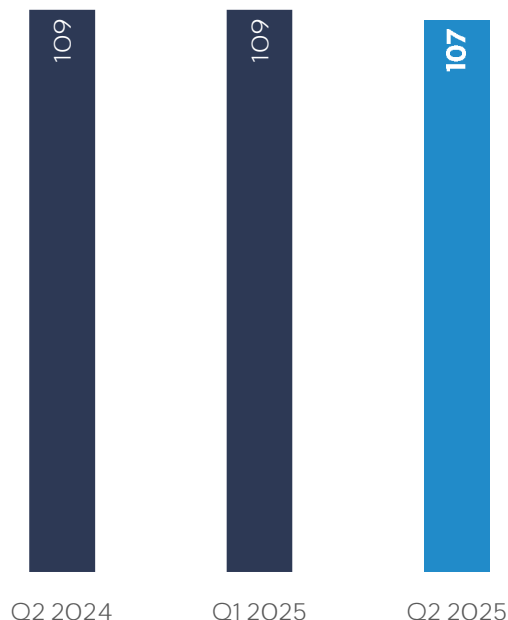
# Maritime & Shipping Cluster Operational KPIs **(Cont'd)**

## Continued diversified strategy for the cluster

### Dry & Liquid Bulk, Ro-Ro, and Multipurpose Vessel Fleet (Owned & Chartered-in)



### Offshore & Subsea Fleet (Owned & Chartered-in)



### Balanced Synergistic Portfolio of Maritime Businesses

- Total vessel fleet of 270 as of Q2 2025 vs. 247 at the end 2024
- **Continued to diversify the cluster's portfolio** with the launch of UGR in March 2025, adding Ro-Ro shipping capabilities with 12 owned and chartered-in vessels deployed on 4 (deep and short-sea) services connecting to 25 ports across 17 countries in Asia, Arabian Gulf, Africa, and Europe
- UGR transported 42K CEUs (Car Equivalent Units) and 170 CBM (Cubic Meters) of High & Heavy cargo in Q2 2025

### Marine Services

- 74 vessels as of Q2 2025
- Growth in drydocking services and increased vessel traffic in the UAE were key operational drivers of Marine services

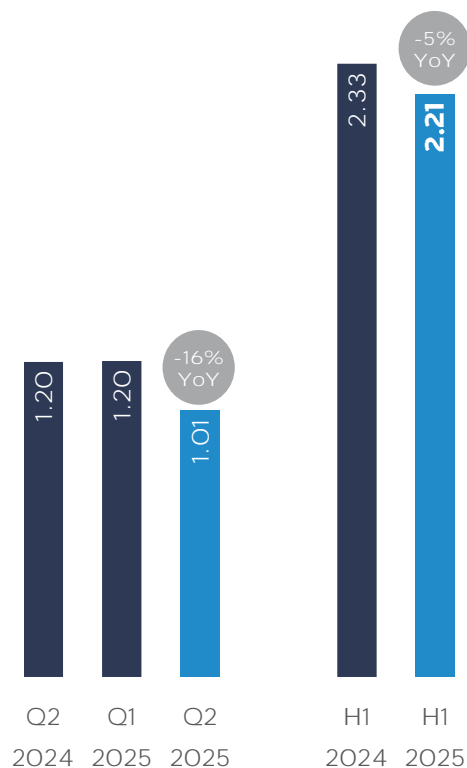




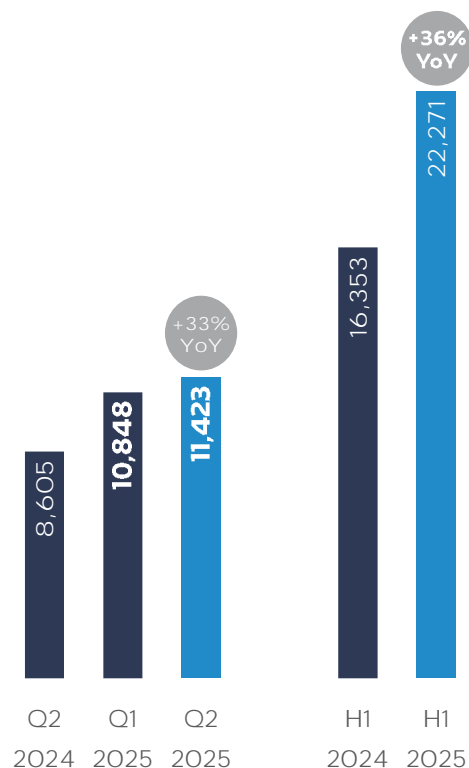
# Logistics & Digital Clusters Operational KPIs

Strong air freight volumes and increasing demand for project logistics

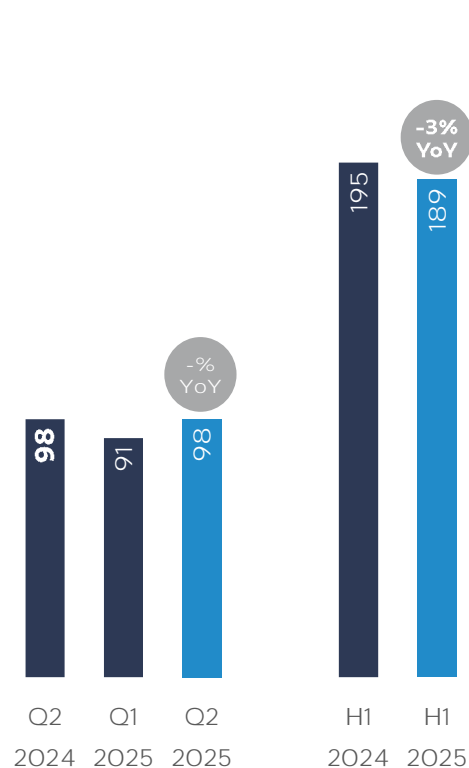
**Polymer Volumes** (m tons)



**Air Freight Volumes** (tons)



**Ocean Freight Volumes** ('000 TEUs)



## Q2 2025 Operational Highlights

### Polymer Volumes: -16% YoY

- Periodic maintenance shutdown at one of **Borouge's** plants led to the drop in polymer volumes

### Air Freight Volumes: +33% YoY

- Ocean-to-Air shift with clients seeing more surety in the transport of cargo in a timely manner via Air vs. Ocean amidst the macro backdrop

### Ocean Freight Volumes: Flat YoY

- Volumes holding up despite the ongoing volatility in the ocean freight segment. Good demand trends in Turkey's import volumes

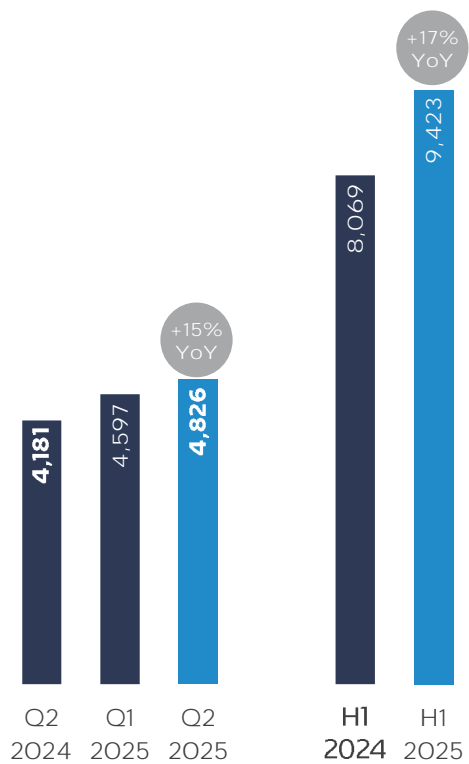
### Digital Cluster: 42K FLS transactions, Flat YoY

- External projects, single-window transactions, and security services driving the overall operational performance for the cluster

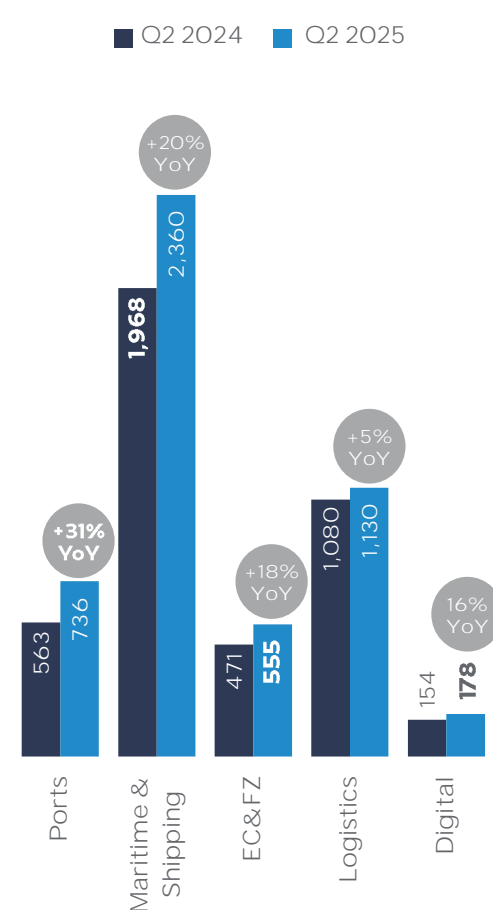


## Ports, Maritime & Shipping, and EC&FZ clusters driving top-line growth

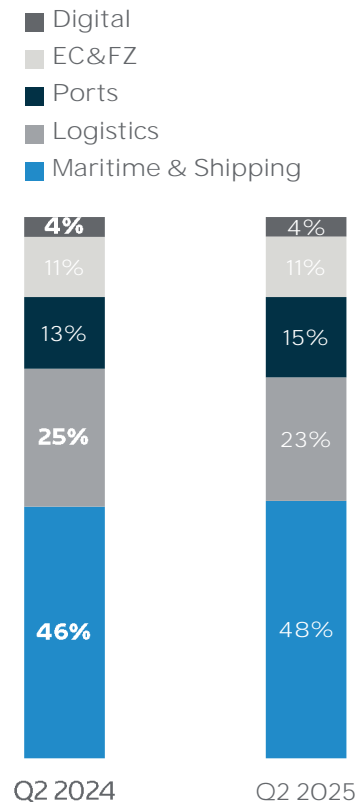
Revenue Performance  
(AED m)



Revenue Performance by Cluster  
(AED m)



Revenue Contribution by Cluster\*  
(%)



\*1% of Revenue contribution coming from the Corporate Segment, primarily related to Abu Dhabi Maritime Academy. Excluding corporate segment and eliminations

## Q2 2025 Financial Highlights

**Maritime & Shipping Cluster: +20% YoY to AED 2,360m, +10% YoY LFL**

- Strong growth in Marine Services (+37% YoY) and Shipping (+30% YoY) business segments. Offshore and Subsea (-2% YoY) due to dry-docking impact
- Ramp-up of Ro-Ro shipping operations (UGR) were a key component in Shipping revenue growth
- Container shipping contributed to 30% of the clusters topline YTD, diluted by faster growth in other business segments

**EC&FZ Cluster: +18% YoY to AED 555m**

- Strong organic revenue growth led by Sdeira Group (+33% YoY), warehouse leases (+51% YoY), and land leases (+8% YoY)

**Ports Cluster: +31% YoY to AED 736m, +28% YoY LFL**

- Strong growth in general cargo (+27% YoY), international container operations (+47% YoY) and concession revenues in the UAE (+20% YoY)

**Logistics Cluster: +5% YoY to AED 1,130m**

- Driven by project logistics (+53% YoY), air freight (+42% YoY) and warehouses (+14% YoY). Polymer revenues (-24% YoY) were impacted by Borouge's plant maintenance during the quarter

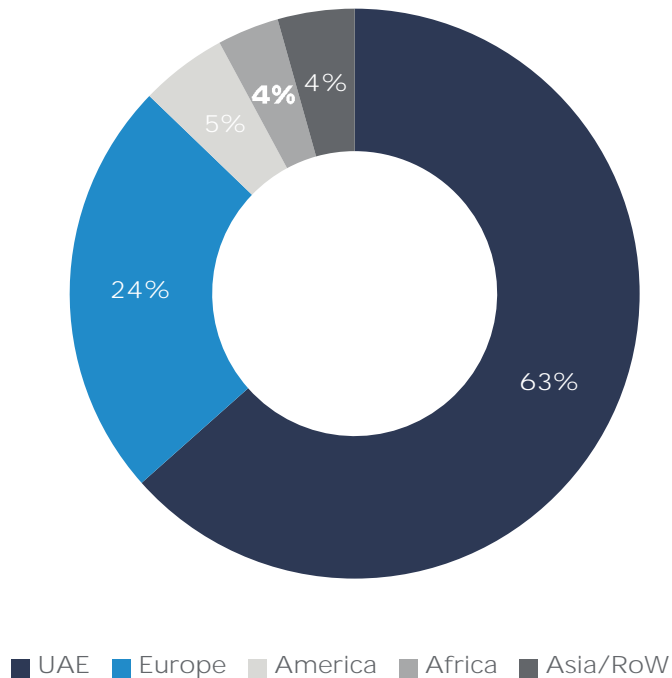
**Digital Cluster: 16% YoY to AED 178m**

- Driven by external projects, maintenance & services for external customers, FLS and security services

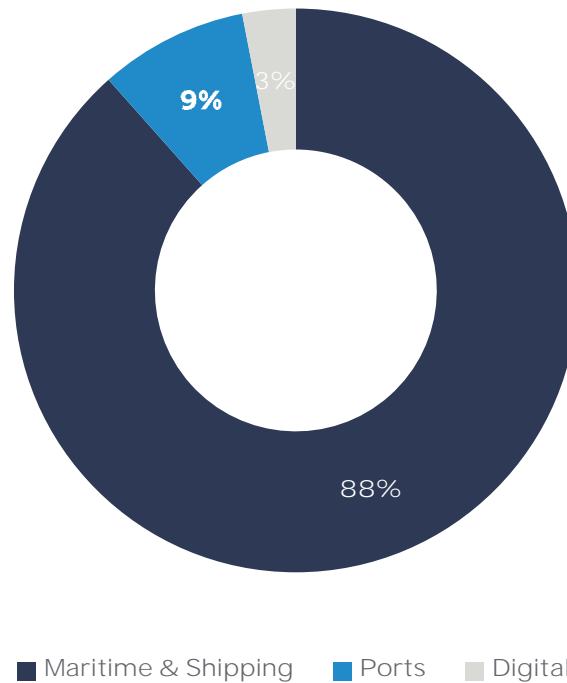
# Revenue (Cont'd)

Limited M&A effect in H1 2025, largely coming from UGR

Revenue Split by Geography in H1 2025 (%)



M&A Revenue Contribution by Cluster in H1 2025 (%)



## Revenue Contribution by Geography

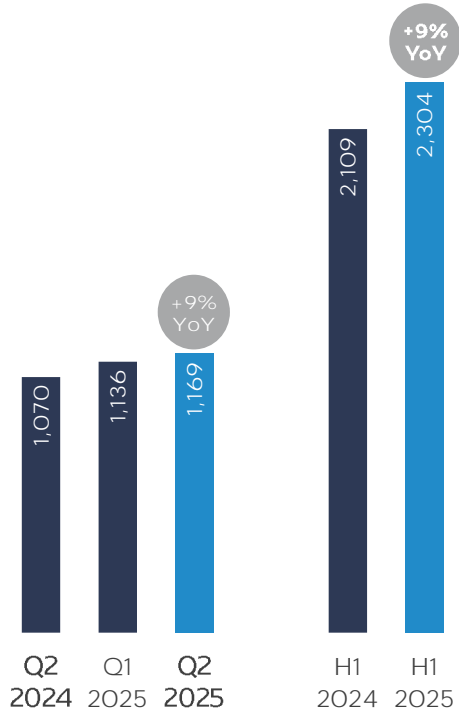
- Revenue from International operations (37% of H1 2025), primarily coming from operations in Spain, Pakistan, Egypt, and Angola

## Revenue Contribution from M&A Activity

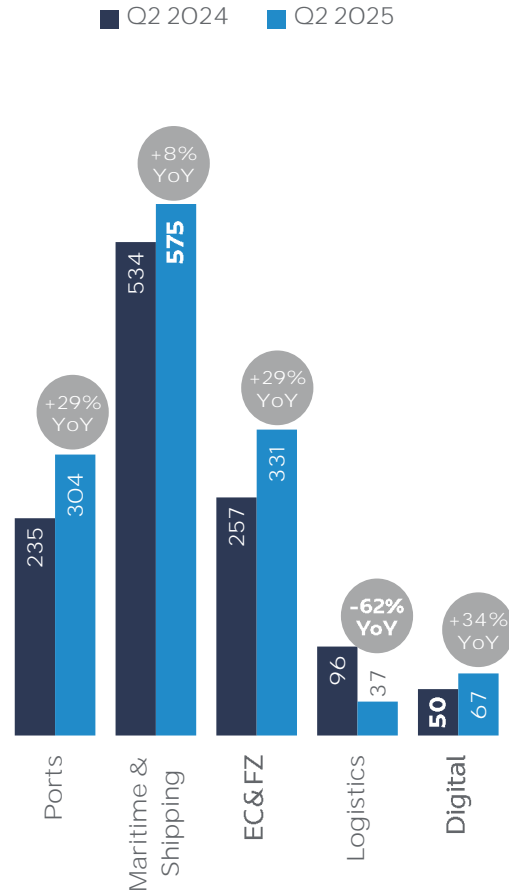
- AED 625m or 7% of H1 2025 Group revenue came in from M&A activity
- UGR was the main contributor to M&A Revenue

## EC&FZ and Ports clusters driving EBITDA growth, Logistics cluster weighing on it

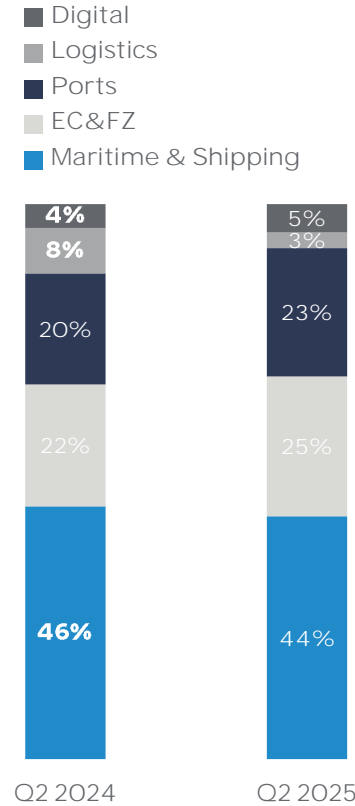
EBITDA Performance  
(AED m)



EBITDA Performance by Cluster  
(AED m)



EBITDA Contribution by Cluster\*  
(%)



\*Excluding corporate segment, eliminations

## Q2 2025 Financial Highlights

Maritime & Shipping Cluster: +8% YoY to AED 575m, flat YoY LFL

- Strong growth in Marine Services and Shipping with the addition of UGR while container shipping EBITDA was relatively stable

EC&FZ Cluster: +29% YoY to AED 331m

- Higher utilization rates and operating leverage supported profitability

Ports Cluster: +29% YoY to AED 304m, 27% YoY LFL

- Revenue-led with relatively stable profitability

Logistics Cluster: -62% YoY to AED 37m

- Impacted by the one-off effects in polymer business, bad debt provision, and lower ocean freight rates

Digital Cluster: +34% YoY to AED 67m

- Revenue-led and higher component of income related to external projects

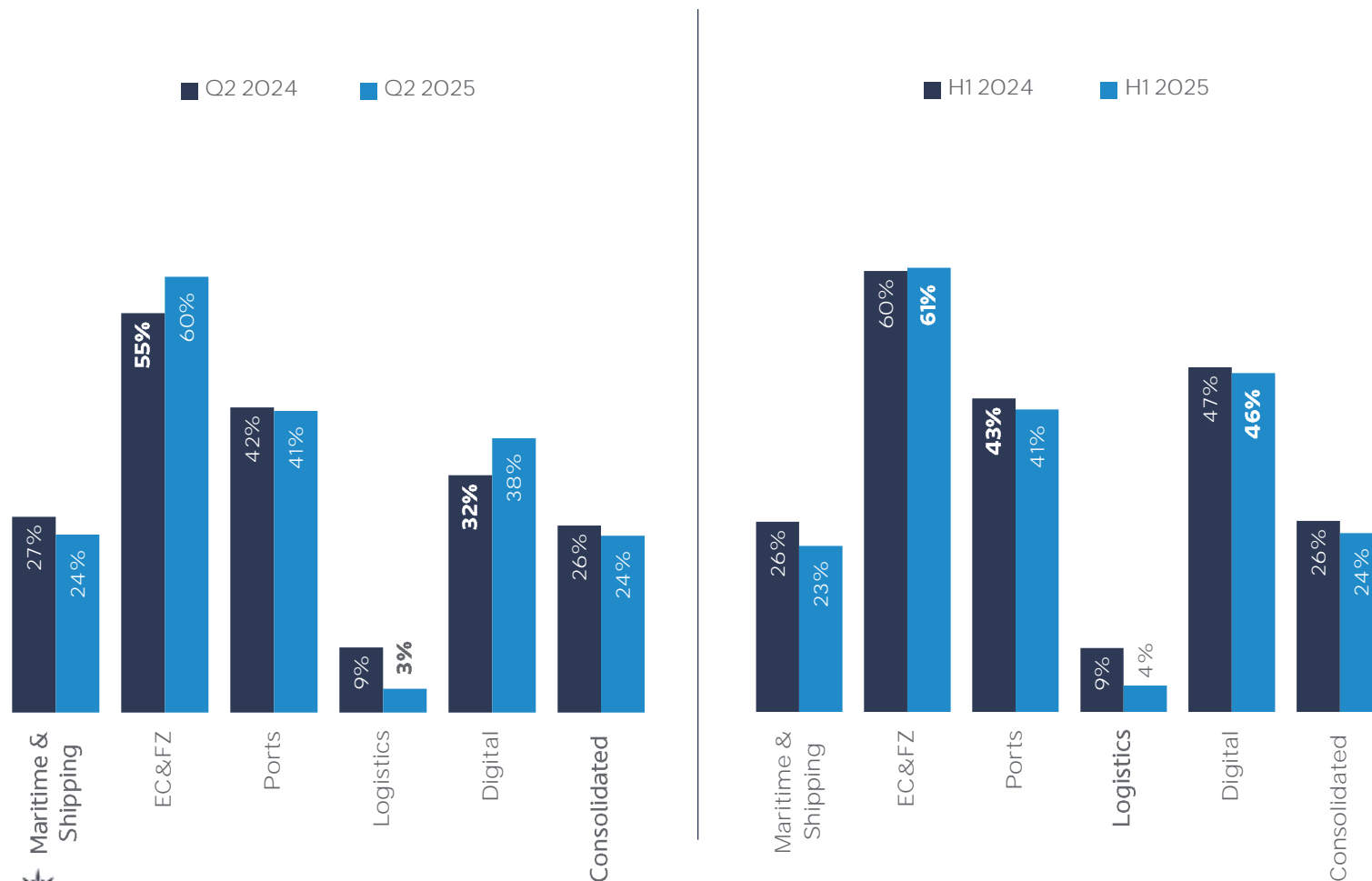




# EBITDA (Cont'd)

## EBITDA Margin guidance of 25-30% maintained in the medium-term

EBITDA Margin by Cluster (%)



## Q2 2025 Financial Highlights

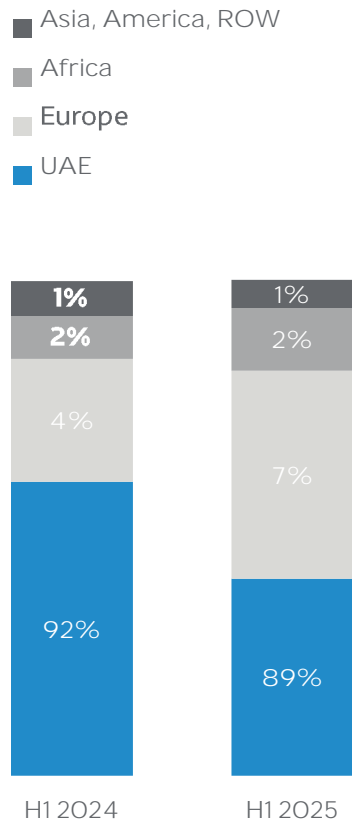
### EBITDA margin stood at 24% in Q2 2025

- Temporarily negatively impacted by the Logistics cluster
- Although down YoY Maritime & Shipping EBITDA margin improved sequentially (from 21% in Q1 2025 to 24% in Q2 2025)
- EBITDA margin in the near term will be influenced by the revenue mix, margin profile of the clusters, and international operations
- AD Ports Group's overall portfolio aims to balance complementary, synergistic trade enabling assets, with a target of more than 60% (and a minimum of 50%) of equity weighted proportionate EBITDA attributed to its infrastructure business of Ports and EC&FZ

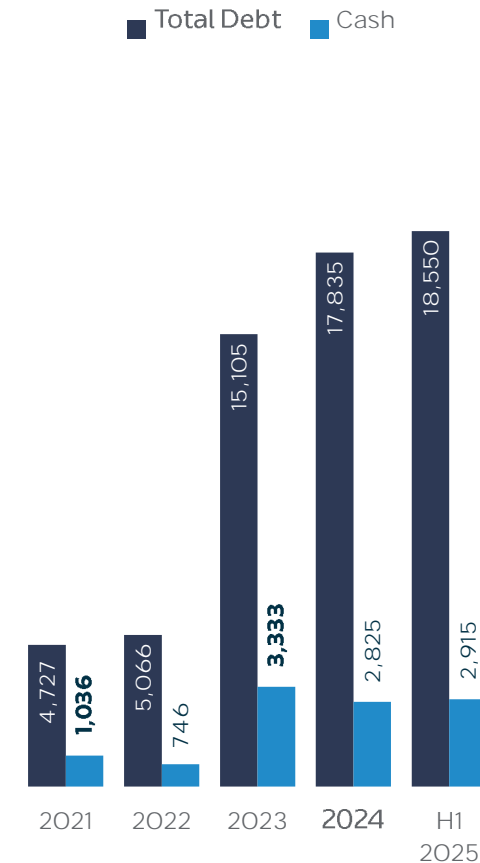
# Balance Sheet

## Stable balance sheet, with improving leverage and a strong liquidity position

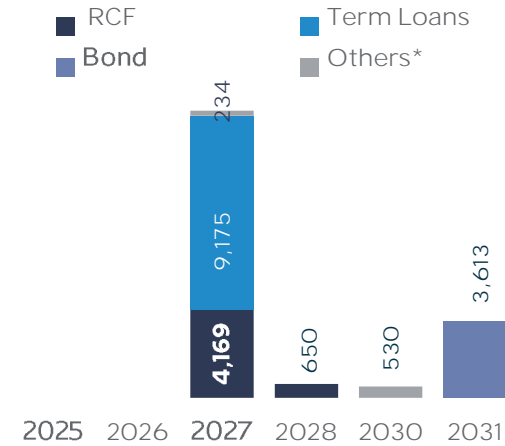
### Assets by Geography (%)



### Historical Total Debt & Cash Positions (AED m)



### Total Debt Maturity Profile\* (AED m)



\* AED 179m worth of loans related to Noatum, Transmar & Dubai Technologies with small maturities spread between 2027 and 2031 not captured in the graph

\*\* Others include Loans related to EAJ, ADP Luanda & Tbilisi Dry Port

### Historical Net Leverage<sup>1</sup> (x)



Notes: (1) Net leverage is calculated as total borrowings, including lease liabilities and payables to the project companies, less cash and bank balances divided by LTM EBITDA

## Q2 2025 Financial Highlights

- Strong liquidity position with AED 2.9bn in cash and AED 5.4bn in undrawn bank facilities as of Q2 2025
- Due to limited increase in Net Debt and strong operating profit performance, Net Debt/EBITDA has been relatively stable over the past 3 quarters and improved significantly YoY
- The strategy is to utilize bonds as the predominant long-term funding vehicle with ST bank borrowings serving as a liquidity backstop
- Fitch Ratings upgraded rating to 'AA-' from 'A+' in March 2024 and Moody's Ratings assigned an initial 'A1' rating with a stable outlook in December 2024

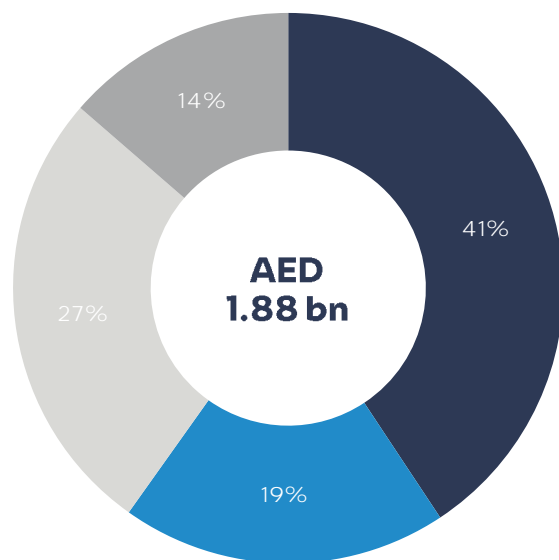


# AED 3.5-4bn Organic CapEx Annually in FY 2025-26

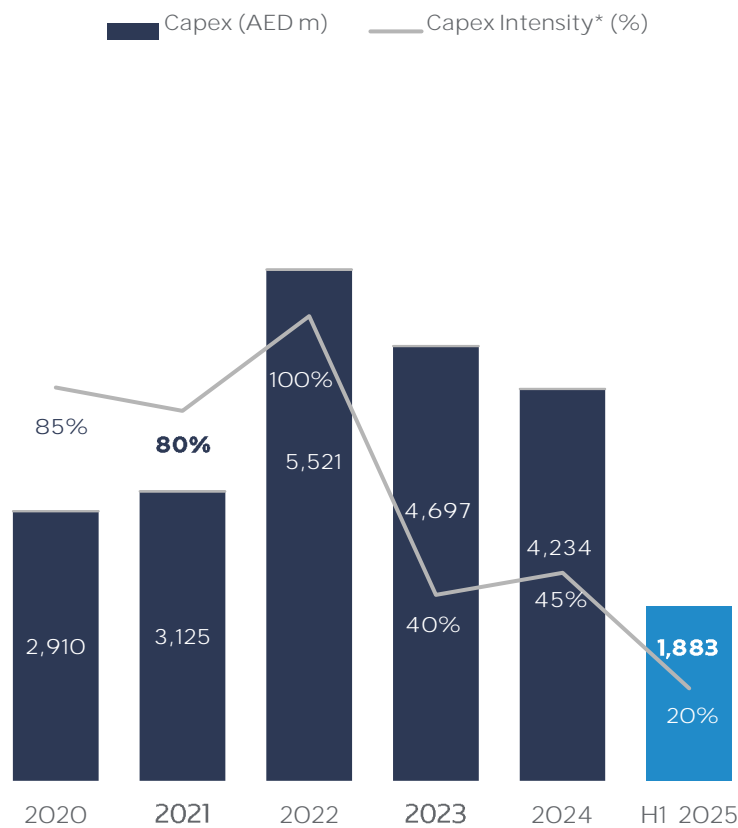
Focus is on long-term investments in infrastructure assets of Ports and EC&FZ

H1 2025 CapEx Distribution by Cluster (%)

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



Historical CapEx Spending and CapEx Intensity (AED m)



\* Capex intensity is defined as Capex amount spent divided by Revenue generated over the same period

## Q2 2025 Financial Highlights

### Majority of CapEx going into Maritime & Shipping, EC&FZ, and Ports assets

- CapEx declined 21% YoY to AED 928m in Q2 2025 taking the year-to-date CapEx outlay to AED 1.88bn, down 23% in H1 2025
- CapEx intensity followed the same downward trend, reaching 20% of Group revenue as of H1 2025
- 46% of H1 2025 CapEx was spent into infrastructure assets
- ~65% of 2025-2029 CapEx has been allocated to infrastructure assets (Ports and EC&FZ)

### AED 3.5-4bn annual CapEx in FY 2025-26

#### Ports

- Greenfield and upgrade of brownfield ports and terminals - Safaga Port (Egypt), Pointe Noire Terminal (Republic of the Congo), KGTL & KGTML in Karachi (Pakistan), Luanda Terminal (Angola), and Sarzha Terminal at Kuryk Port (Kazakhstan)

#### EC&FZ

- Warehouses, primary infrastructure for specialized industrial clusters (Metal Park / Food Hub / Auto Hub), and unlocking of land in the UAE and Egypt

#### Maritime & Shipping

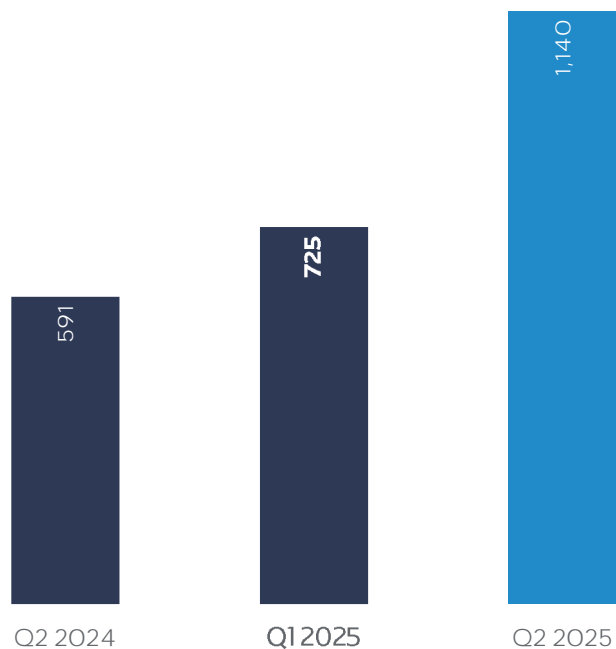
- Marine Services vessel fleet, upgrade of container vessel fleet, drydocking maintenance and repairs, and opportunistic acquisitions of vessels



# FCFF Positive in Q2 and H1 2025

Strong growth in OCF and disciplined CapEx spend led to positive FCFF performance

Operating Cash Flow Performance - OCF  
(AED m)



Free Cash Flow to the Firm Performance - FCFF  
(AED m)



## Q2 2025 Financial Highlights

- Cash Flow from Operations virtually doubled YoY to AED 1.14 billion led by EBITDA growth and a higher cash conversion of 97% for the quarter, vs. 55% in Q2 2024
- As a result, Free Cash Flow to the Firm (FCFF) was positive for the quarter and year-to-date
- On track to be sustainably FCF positive from 2026 onwards



## 7. Outlook / Guidance

*Strong medium-term growth outlook  
despite turbulent macro environment and  
geopolitical tensions*



# Unchanged Medium-Term Guidance Despite Current Challenges

Guidance for existing and already approved projects/acquisitions



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 3.5-4bn p.a**

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



## 8. Appendices



# Clusters Deep Dive





# PORTS

## LOCAL



- Abu Dhabi: 3 Container Terminals at Khalifa Port (JVs with MSC, COSCO & CMA CGM)
- Fujairah: 1 Container Terminal

## REGIONAL



- Abu Dhabi : 2 Cruise Terminals - Sir Bani Yas Cruise Terminal and Abu Dhabi Cruise Terminal
- Jordan: Aqaba Cruise Terminal
- Egypt: 3 Cruise Terminals - Safaga, Hurghada, and Sharm El Sheikh Ports

## GLOBAL



- **Spain** - 15 Multipurpose Terminals
- **Angola - Luanda** Multipurpose Terminal
- **Pakistan - Karachi:** KGTL Container Terminal & KGTL Bulk & General Cargo Terminal
- **Congo Brazzaville - Pointe Noire** Multipurpose Terminal
- **Egypt - Safaga** Multipurpose Port & **TCI - Adabiya** Multipurpose Port
- **Tanzania - Dar es Salaam** Container Terminal
- **Kazakhstan** - Kuryk Port Sarzha Grain Terminal
- **UAE - Abu Dhabi** ATK Ro-Ro Terminal

## Landlord business model with commercially-backed expansion in Abu Dhabi; International expansion under way

### Main Business Operations

#### 34 Terminals (28 Operational)

**UAE** - 10 ports and 7 terminals

- **3 Container Terminals** at Khalifa Port: **JVs with MSC (51/49) - ADT, COSCO (10/90) - CSP, and CMA CGM (30/70) - CMAT.** Contractual obligation for the partner shipping lines to bring in the majority of their regional volumes. 30-35 years concession agreements, with fixed/variable concession fees and built-in inflation escalator

- **1 Ro-Ro Terminal** at Khalifa Port: **JV with Autoterminal (51/49).** 15-year concession agreement, with variable concession fee

- **General Cargo & Bulk**

- **2 Cruise Terminals**

**Jordan** - Aqaba cruise terminal

**Egypt** - Adabiya, TCI multipurpose port

**Pakistan** - Karachi, KGTL & KGTM

**Spain, Noatum Terminals** - 15 multi-purpose terminals across the country

**Tanzania:** 30% stake in Dar es Salam container terminal

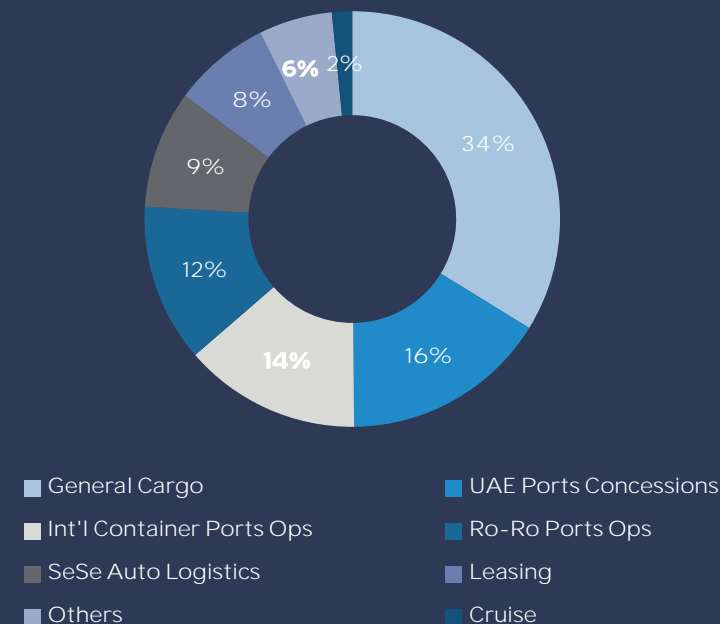
### Key Ops. Metrics / M&A

- 11.8m TEUs total container capacity as of H1-25. 9.6m at Khalifa Port, 0.7m at Fujairah, 0.8m at KGTL, 0.6m in Spain, 0.2m in Egypt and 0.03m in Luanda
- Total container throughput in H1-25 of 3.6m TEUs, +21% YoY, implying blended utilization of 61%
- Container throughput at Khalifa Port (KP) grew 19% YoY to 3.1m TEUs, translating into a utilization of 64%. **KP accounted for 85% of the Group's total container throughput**
- 63%/37% transshipment/O&D volume split in the UAE in Q2-25, unchanged YoY
- Container throughput for Noatum Ports (Pakistan, Egypt, Spain and Angola) grew 34% YoY in H1-25
- 29.1m tons of bulk and general cargo handled in H1-25, +11% YoY
- 754,000 Ro-Ro units handled in H1-25, +9% YoY
- 344K cruise passengers handled in H1-25, -13% YoY

### Outlook

- Khalifa Port container capacity to reach 11.8m TEUs by 2027 (+23% from existing capacity) driven by CSP and CMAT's options to increase capacity by a combined 2.2m TEUs
- Egypt - Safaga: 30-year concession to operate a greenfield multipurpose port. Target launch in Q3-26
- Egypt: 15-year concessions for 3 cruise terminals at Safaga, Hurghada and Sharm El Sheikh to be operational by end of 2026
- Congo Brazzaville – Pointe Noire: 30-year (extendable) concession to operate a greenfield multipurpose ports. Formed a JV with CMA CGM (51% owned by ADPG) in Feb-25. Target launch in Q3-27
- Pakistan - Karachi: Upgrade of the two container and bulk terminals by end of 2026
- Angola - Luanda: 20-year concession to operate and upgrade the existing multipurpose terminal. Upgrades to be completed in Q1-27
- Kazakhstan - Kuryk: 51%-owned JV to operate a greenfield grain terminal. Phase 1 target launch in H2-26

### H1 2025 Revenue Breakdown



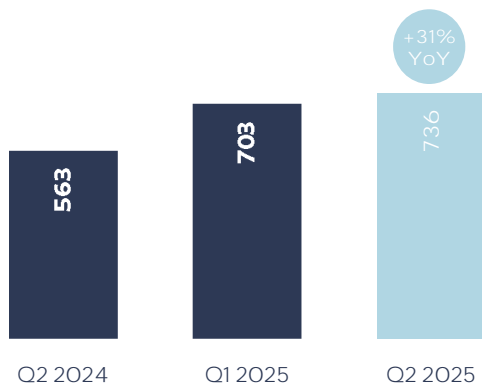
\*Others include Revenues from Port dues and Port passes

\*\*Sese Auto Logistics reclassified under Ports cluster starting Q1 2025

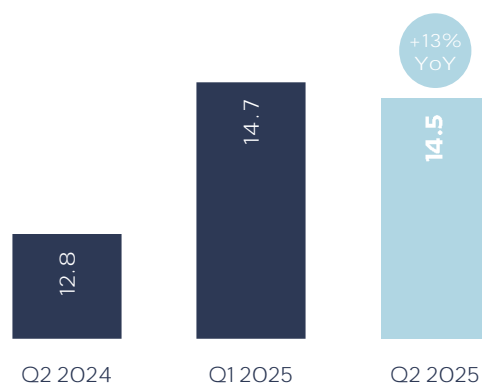


# Ports Cluster in Figures

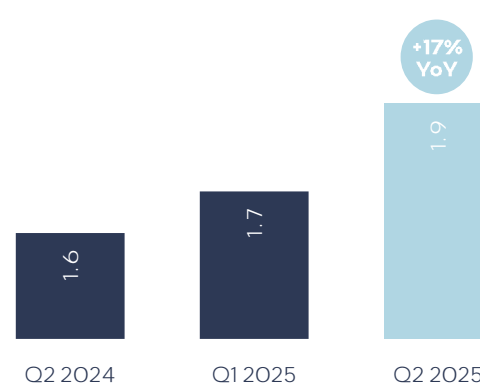
Revenue (AED m)



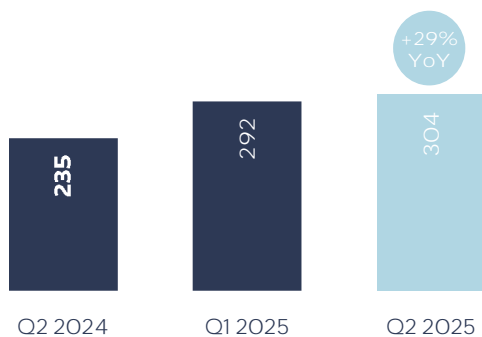
General Cargo Volumes (m tons)



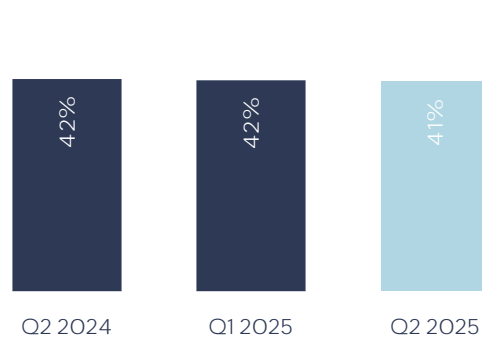
Container Volumes (m TEUs)



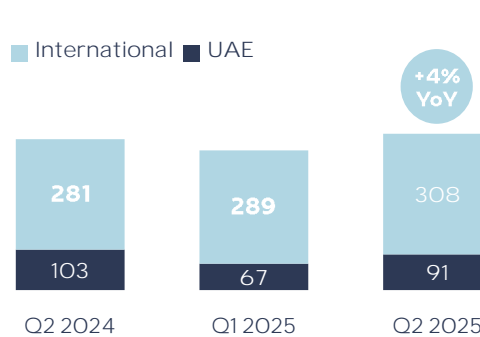
EBITDA (AED m)



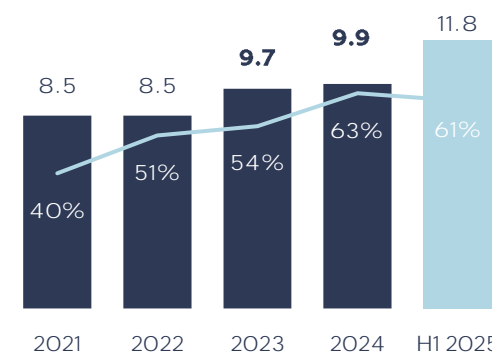
EBITDA Margin (%)



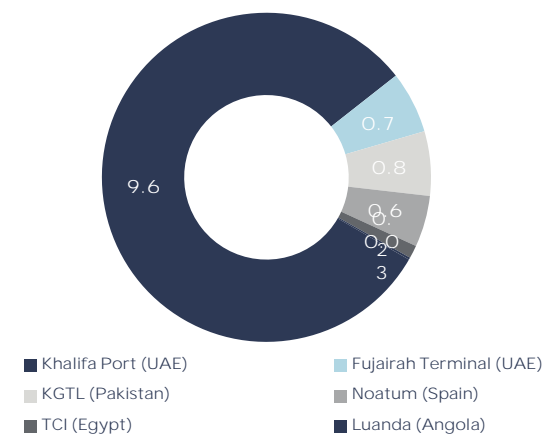
Ro-Ro Volumes ('000 units)



Container Capacity and Utilization (m TEUs)



Container Capacity Split: H1 2025 (m TEUs)



# Ports - ESG Initiatives



## Installation of Solar PV systems:

850 kWp : Zayed Port  
1,000 kWp : Safaga Port  
1,200 kWp : South Quay warehouse 1 & 2  
400 kWp : Malaga Port  
120 kWp : Tarragona Port Terminal  
20 kWp : CMAT Khalifa Port Admin Building



## First net-zero carbon administration building in the region:

CMAT Terminals Khalifa Port



## Ship-to-Ship LNG bunkering at Khalifa Port and exploring the development of green methanol storage and export facility in Egypt



## Electrification of existing diesel terminal equipment:

Electric Rubber Tyre  
Gantries (RTGs) in  
operations at Khalifa Port



## Installation of EV charging stations:

Zayed Port and Khalifa Port





# ECONOMIC CITIES & FREE ZONES

## LOCAL



مجموعة كيزاد  
KEZAD GROUP

Sdeira سديرة  
Group مجموعة



كيزاد لإدارة الأصول  
KEZAD ASSETS  
MANAGEMENT



كيزاد لإدارة المرافق والخدمات  
KEZAD UTILITIES  
& FACILITIES MANAGEMENT

## REGIONAL



KEZAD EAST PORT SAID



# Economic Cities & Free Zones (EC&FZ) Cluster

Landlord business model with highly visible and predictable revenues

## Main Business Operations

- Total land bank of 550 km<sup>2</sup> in UAE, Abu Dhabi
- 104 km<sup>2</sup> of leasable land
- 740K m<sup>2</sup> of warehouses under management (includes ambient warehouses, light industrial units, cold stores, showrooms and BTS facilities)
- 2 Build-to-Suit (BTS) agreements: Noon and Emtelle
- Sdeira Group (formerly KEZAD Communities): Managed staff accommodation capacity of 139K beds through a 52%-owned JV with Al Eskan Al Jamae, and regulatory oversight over 420K beds in total
- Gas distribution network of 100 km, with 394K MMBTU capacity/day
- 17 industrial and economic sectors, with key sectors being Building Materials, Metals, Automotive, Plastic & Polymers, Specialty Chemicals, Food & Agtech, Pharma, and High-Tech/Green Energy

## Key Ops. Metrics / M&A

- 71.8 km<sup>2</sup> of leased land, translating into leasable land occupancy of 69% as of H1-25
- 1.6 km<sup>2</sup> of new land leases (net) additions in H1-25, notably in the renewable energy, recycling, F&B, and green logistics industries
- All-time high occupancy rate of 80% at Sdeira Group in H1-25, vs. 63% in H1-24
- Occupancy rate of warehouses inched up to 98% in H1-25 led by 115K m<sup>2</sup> of BTS assets delivered during the quarter, vs. 92% in H1-24
- 11.8m MMBTU gas volumes in H1-25, +2% YoY
- 2,225 customers with 67% of leased land being for industrial and manufacturing purposes
- 25-50 years land lease agreements: 38 years average length of lease
- 8.6 years average length of lease for warehouses (including BTS assets)

## Outlook

- **KEZAD Abu Dhabi:** Target of 3.5-4 km<sup>2</sup> of additional new leases (net) per year
- **KEZAD East Port Said Zone** in Egypt, 1<sup>st</sup> phase of development of 2.8 km<sup>2</sup> to start in Q4-25
- Expansion of warehouse capacity by 157K m<sup>2</sup> (+21%) to 897K m<sup>2</sup> by the end of 2025

### Specialized industry clusters :

**Metal Park**, 450K m<sup>2</sup> purpose-built development. 1<sup>st</sup> phase of 93K m<sup>2</sup> launched in Q1 2025, with another 90K m<sup>2</sup> to come online by end of 2025

**Rahayel Auto and Mobility City**, 1.4m m<sup>2</sup> of dedicated areas for the auto industry. 19K m<sup>2</sup> Phase 1 of commercial and retail assets are operational

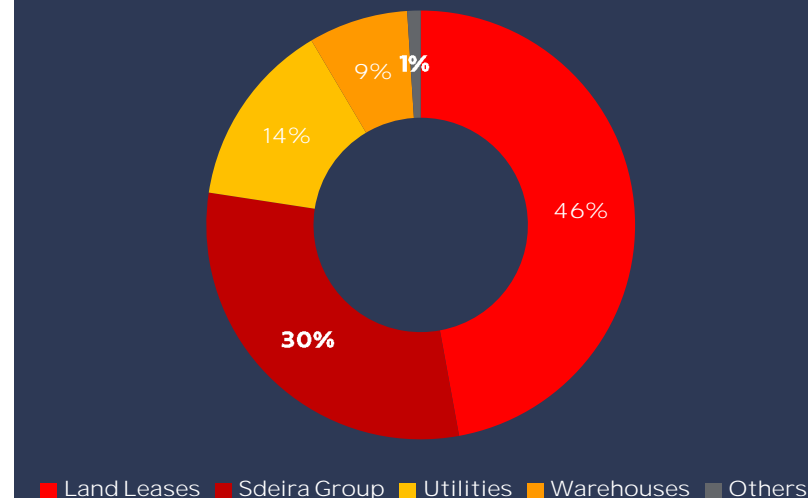
**Agtech Park**, 2m m<sup>2</sup> of vertical farming hub. Phase 1 target launch in Q4-25

**Food Hub**, 3.3m m<sup>2</sup> marketplace. Phase 1 target launch in Q3-26

**Global Auto Hub**, 3.3m m<sup>2</sup>. Phase 1 target launch in 2027

**KEZAD Business District**, 3m m<sup>2</sup> mixed-use commercial project to be developed in phases

## H1 2025 Revenue Breakdown

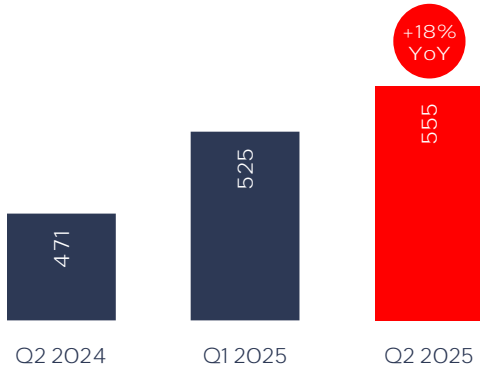


\*Others include excavation work, cooling services, facility management, etc.

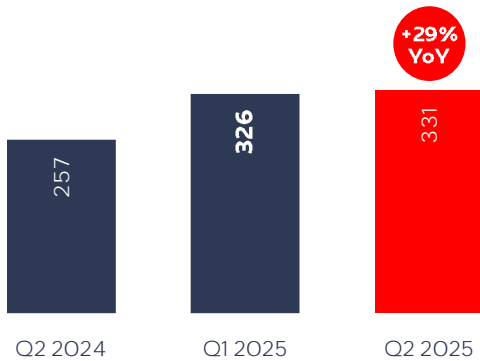


# Economic Cities & Free Zones Cluster in Figures

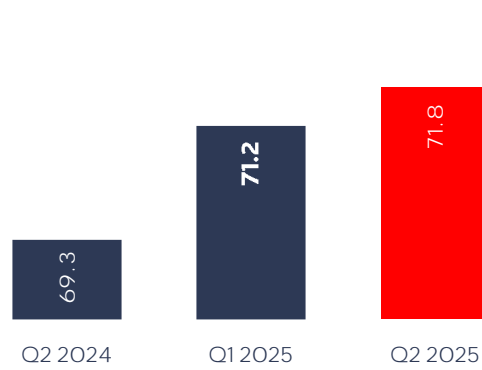
Revenue (AED m)



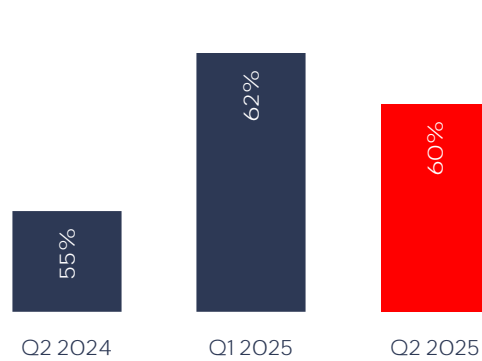
EBITDA (AED m)



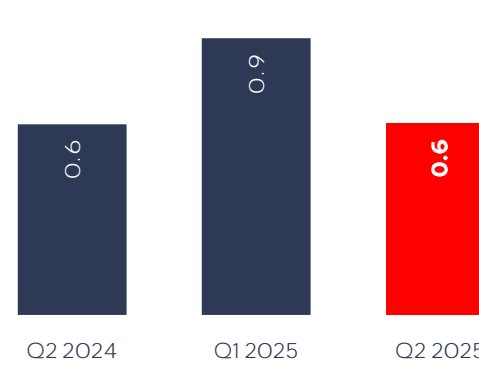
Total Leased Land (km<sup>2</sup>)



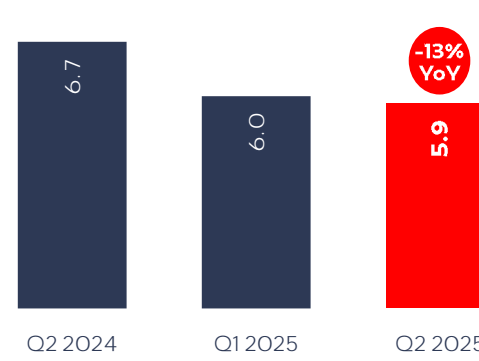
EBITDA Margin (%)



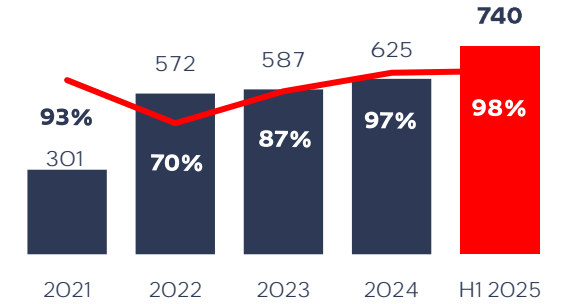
Land Lease Net Additions (km<sup>2</sup>)



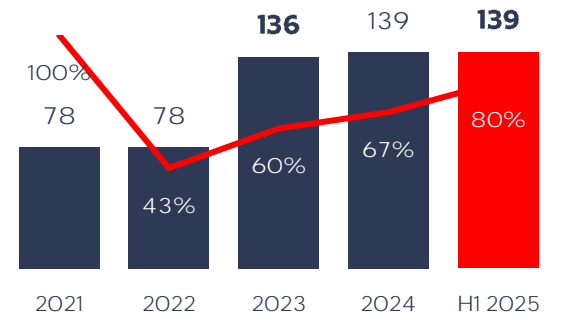
Gas Volumes (m MMBTU)



Warehouse Capacity ('000 m<sup>2</sup>) & Utilization (%)



Sdeira Group Staff Accommodation Bed Capacity ('000) & Utilization (%)



# EC&FZ - ESG Initiatives



## Biodiversity Conservation:

Designated a 3.35 sq km conservation area in KEZAD



## Water Rationalisation:

Partnership with Sustainable Water Solutions Holding Co. to develop polished water from recycled sewage



## Sustainability Minded Tenants:

- 22K sqm Compostable Polymer Facility
- 38K sqm plant producing micro-algae using carbon produced from local industries
- 27K sqm plant manufacturing solar panels and integrated photovoltaic module
- 290K sqm plant processing battery-grade Lithium for EVs



## Reduced energy consumption:

Eliminated re-melting process through hot metal road delivering aluminium from EGA





# MARITIME & SHIPPING

## GLOBAL



## JVs





# Maritime & Shipping Cluster

## Balanced synergistic portfolio of Shipping, Offshore & Subsea, and Marine services

### Main Business Operations

- **Shipping & Transshipment:** Container feeder (Noatum Maritime, GFS & Transmar), NVOCC, Dry/Liquid Bulk, Ro-Ro (United Global Ro-Ro), and general cargo LT transshipment contract with Emirates Steel
- **Offshore & Subsea:** Primarily serving the O&G and energy sectors in the Middle East and Southeast Asia - JV with Allianz Logistics Middle East (OFCO), JV with NMDC (SAFEEN Surveys and Subsea), and Divetech
- **Marine Services:** Port & marine services, including tug and towing services, vessel traffic services, bunkering, etc. Noatum Maritime's commercial representation and ship services. **SAFEEN Drydocks** JV (51% ADPG, 49% Premier Marine): ship building and repair services to marine and offshore industries. JV with **ASRY** for maritime services in Bahrain.

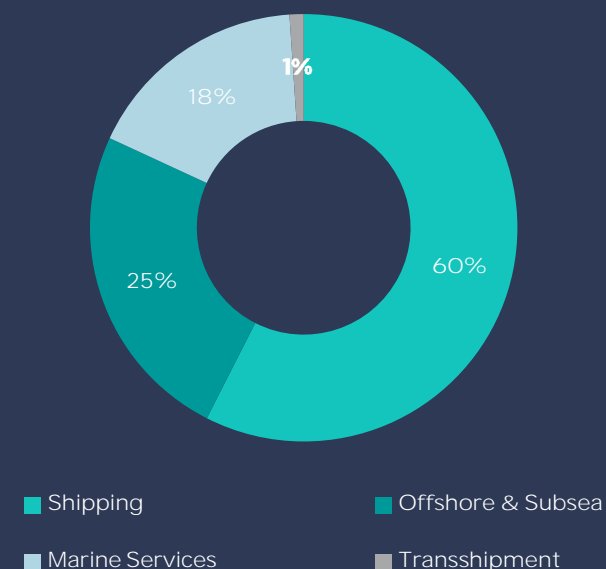
### Key Ops. Metrics / M&A

- Total vessel fleet of 270, 52 container vessels, 34 dry & liquid bulk, Ro-Ro, and multipurpose; 3 transshipment; 107 offshore & subsea and 74 marine services vessels
- Container shipping vessel fleet nominal capacity of 140K TEUs as of H1-25. Container shipping volumes grew 45% YoY to 1.6m TEUs in H1-25
- 26 container feeder services connecting to 81 ports in 28 countries across the Gulf, Red Sea, Indian Subcontinent (ISC), Far East, Europe and Africa. 65% of container feeder shipping volumes were conducted in the Gulf/ISC and Red Sea in H1-25
- United Global Ro-Ro (UGR), 60/40 JV owned by ADPG and Erkport: 71K Car Equivalent Units and 411 m<sup>3</sup> of High & Heavy cargo handled in H1-25. 12 vessels deployed on 4 services, connecting to 25 ports across 17 countries
- Acquisition of GFS in Feb-24, 70% stake in Safina Shipping, maritime agency and cargo services provider in Egypt, in Aug-24, 70% stake in Transmar in Sep-22, 51% stake in SAFEEN Surveys and Subsea in Jun-22, and Divetech, a topside-subsea solutions provider, in Q1 2022

### Outlook

- Active management of vessel fleet depending on market dynamics and opportunities
- Organic and inorganic growth in relevant geographies (key maritime trade routes for the UAE) across all business segments
- Demand and rates in the container shipping market have been more resilient than expected in H1-25 and we do not anticipate drastic changes in market dynamics in **ADPG's geographies for the remainder of the year.**
- **The cluster's well-diversified portfolio of businesses also provides a natural hedge, with the container shipping business getting diluted. Bulk and Ro-Ro shipping, Offshore & Subsea, and Marine services are mostly contracted businesses with supportive market dynamics in the short to medium-term.**

### H1 2025 Revenue Breakdown

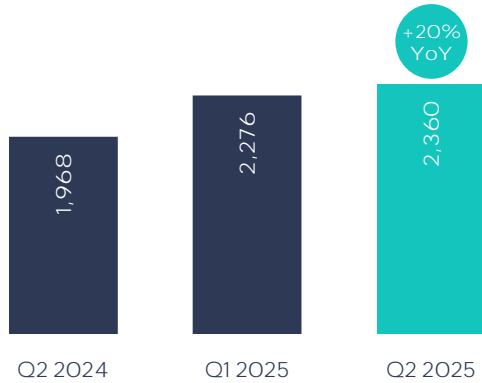


\*(-4%) of Revenue attributed to Loss under Others

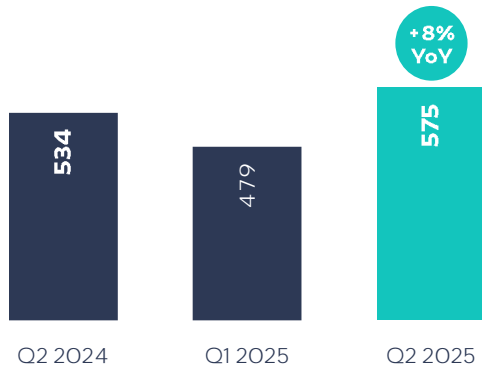


# Maritime & Shipping Cluster in Figures

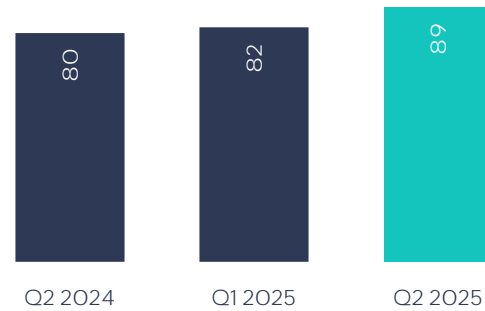
Revenue (AED m)



EBITDA (AED m)



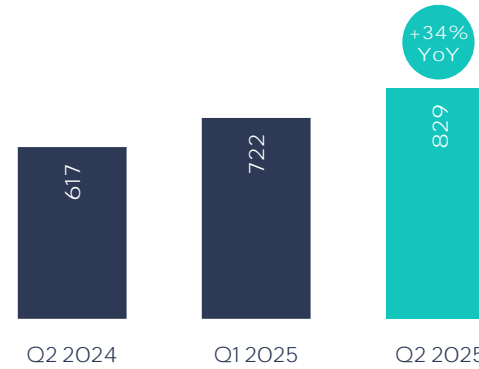
Shipping & Transshipment Vessel Fleet (Owned & Chartered-in)



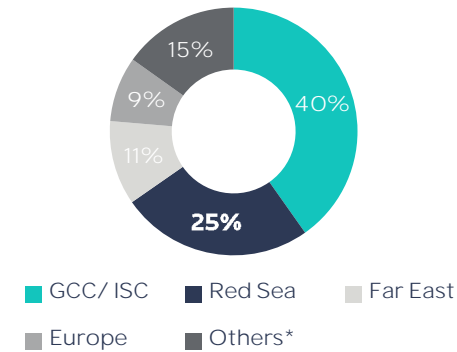
EBITDA Margin (%)



Container Shipping Volumes ('000 TEUs)

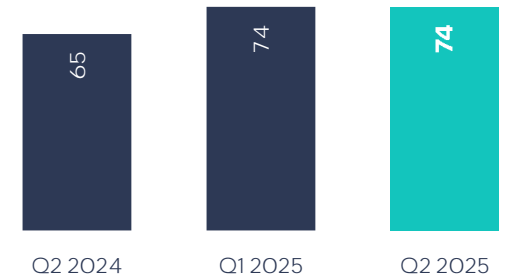


H1 2025 Container Volumes Breakdown by Geography (%)

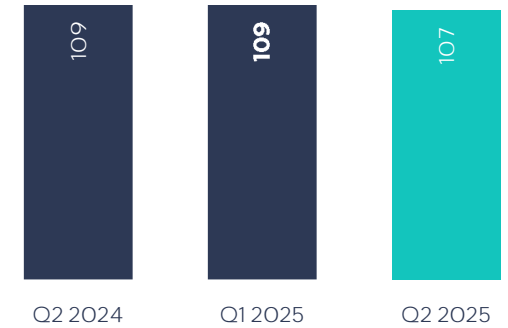


\*Others include Ad-Hoc and third-party volumes

Marine Services Vessel Fleet (Owned & Chartered-in)



Offshore & Subsea Vessel Fleet (Owned & Chartered-in)





# Maritime & Shipping — ESG Initiatives



## RSD-E Tug 2513:

Reduced carbon footprint through fleet electrification and sustainable towage operations at Khalifa Port.

Operating since April 2025



## Artemis EF-12 Pilot boat:

100% electric pilot boat, cuts energy consumption by up to 85% while increasing speed and efficiency.

Operating since April 2025



## LNG-powered PCTC:

Pure Car and Truck Carrier, a LNG powered vessel with capacity of 7,000 CEU's (car equivalent units) deployed for Ro-Ro shipping. Made its first maiden call at Khalifa Port in April 2025



# LOGISTICS

GLOBAL

 **noatum logistics**  
PART OF AD PORTS GROUP

 **noatum unicargas logistics**

 **ADL ULANISH**

 **TBILISI DRY PORT**



# Logistics Cluster

## Turning into a global logistics platform with Noatum

### Main Business Operations

- Core logistics services, including transportation, distribution, contract logistics, project logistics, and freight forwarding
- LT contract with Borouge for transport, warehousing, and value-added services in the UAE
- Pharmaceutical distribution business in the UAE
- Noatum Logistics: Ocean and air freight forwarding, warehousing, contract and project logistics, customs and trade compliance
- Noatum Logistics Middle East took over MICCO Logistics in the UAE, which was in turn acquired in 2019
- Tbilisi Intermodal Hub: Bonded container intermodal terminal in Georgia, a key logistics link in the Group's emerging Central Asian transport strategy

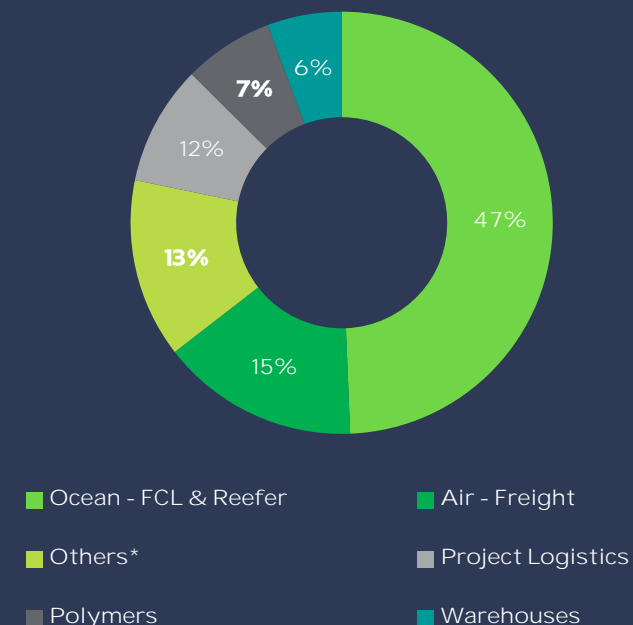
### Key Ops. Metrics / M&A

- Handling around 5m tons annually of polymers cargo operations and warehousing for Borouge. Handled 2.2m tons in H1-25, -5% YoY
- Air Freight: 22,271 tons, +36% YoY in H1-25
- Ocean Freight: 189K TEUs, -3% YoY in H1-25
- Warehouse capacity of 260K m<sup>2</sup> across North and South America, North Europe, West Med, Asia, and Middle East: 63% utilized as of H1-25
- ADL-Ulanish: 51%-owned JV in Uzbekistan started operations in Q1 2024: End-to-end global logistics services for customers in the country
- Aramex: 22.69% ownership
- Gulf Link: 51% owned JV with KTZ express (a multimodal transport and logistics subsidiary of Kazakhstan Railways), offering connectivity through Central Asia, and globally, through Pakistan, Türkiye, the Arabian Gulf, and the Indian subcontinent

### Growth Outlook

- Additional polymer volumes from Borouge 4 project in 2025
- Exploit the complimentary footprint of Noatum to extend services to new and existing geographies/clients
- Further bolt-on acquisitions to strengthen the Group's logistics supply chain capabilities in specific geographies or industries

### H1 2025 Revenue Breakdown

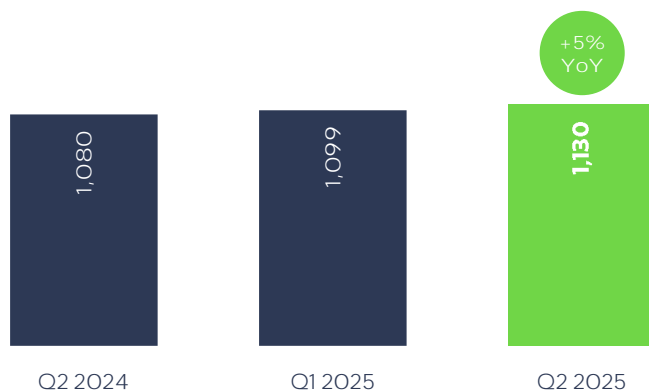


\*Others include the UAE non-polymer operations, contract logistics, LCL, overland, etc.

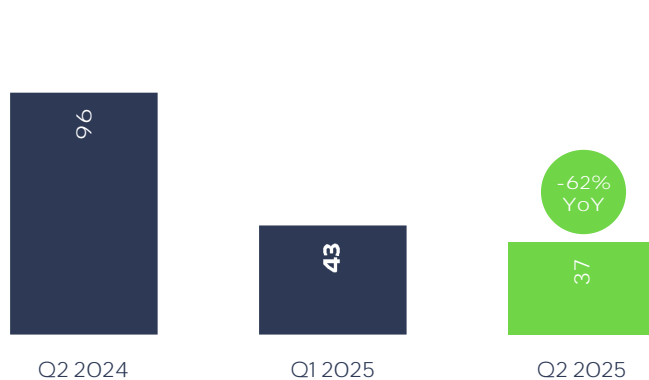


# Logistics Cluster in Figures

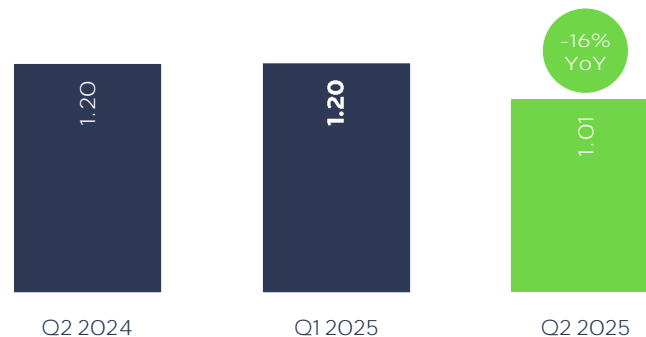
Revenue (AED m)



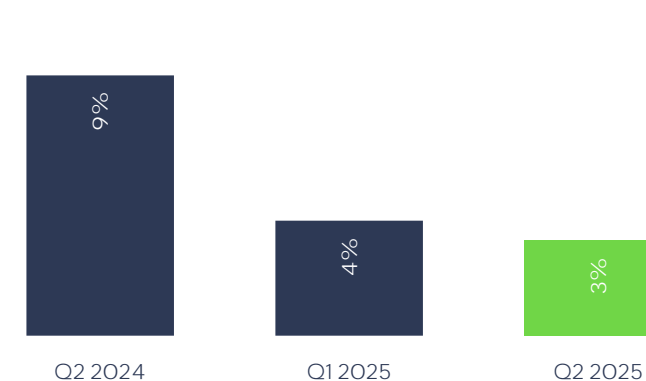
EBITDA (AED m)



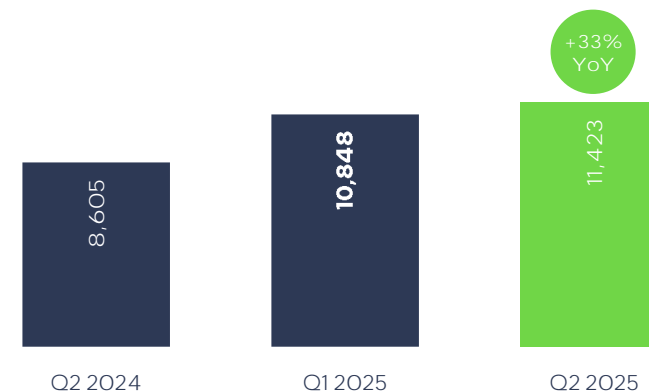
Polymers Volumes (m Tons)



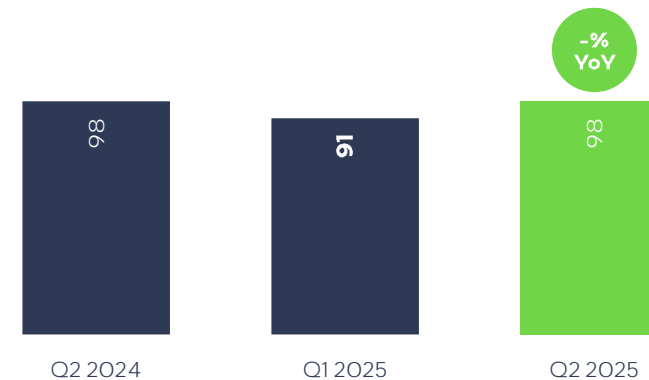
EBITDA Margin (%)



Air Freight Volumes (Tons)



Ocean Freight Volumes ('000 TEUs)



# Logistics - ESG Initiatives



## Electrification of vehicle fleet:

26% of Noatum's current fleet consisting of electric and hybrid vehicles



## Zero Carbon Warehouse:

Processed up to 3 million items under a five-year retail contract in a zero-carbon 230K sq ft warehouse in Central Bedfordshire



Installed a 20kW photovoltaic system at Autoterminal Barcelona with 400kW plants planned for Noatum Terminals at Malaga and Tarragona



Eliminated excess paper waste through iPad use in operations and job-related tasks





# DIGITAL

## REGIONAL



## JVs







# Digital Cluster

## Inducing and optimising trade as well as enhancing productivity

### Main Business Operations

Digital capabilities are consolidated under Maqta Technologies Group

In-house Solutions:

- Maqta Gateway, a 100% subsidiary of the Digital Cluster, was established in 2016. Maqta Gateway developed and operates our Port Community System (PCS) and the emirate-wide Advanced Trade & Logistics Platform (ATLP). ATLP is a single-window solution designed to unify trade and logistics services across Abu Dhabi, including sea, land, air, industrial & free zones, which aims at reducing costs and speeding up the movement of goods through the supply chain for our customers.

Acquired Solutions:

- Acquisition of TTEK in May-23: AI-powered border control solutions and customs systems
- Acquisition of a 60% stake in Dubai Technologies in March-24: Trade and transportation solutions' developer headquartered in Dubai

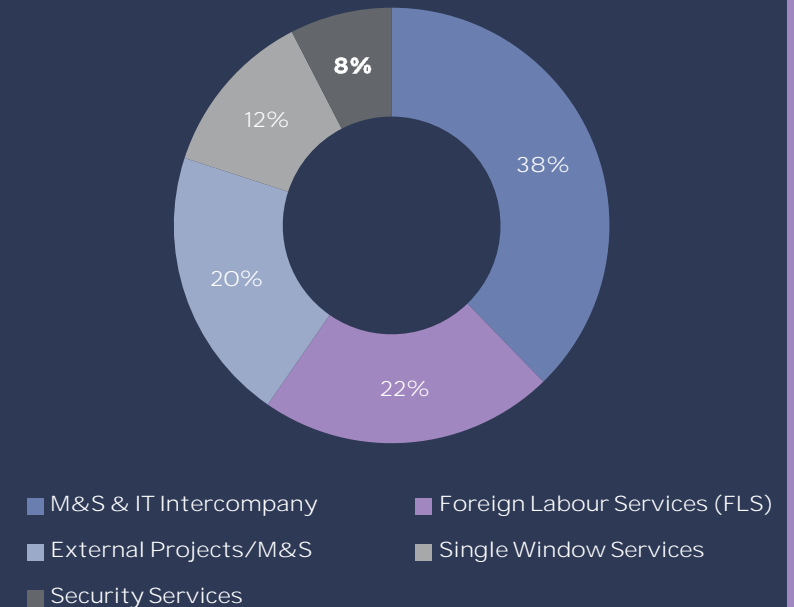
### Key Ops. Metrics / M&A

- 79K Foreign Labour Services (FLS) transactions in H1-25, -5% YoY
- 17.8m single-window transactions conducted through the ATLP in H1-25, +31% YoY
- Total of 130 digital initiatives aimed at Group-wide digital enablement
- Over 90 dashboards developed across clusters for enabling data intelligence and insights for informed decision making
- 40 government clients in the UAE

### Growth Outlook

- Continued investments in technology across AD Ports Group clusters to further enable their digital transformation
- First international venture in Aqaba (Jordan) to deploy a Port Community System (PCS) digital solution through Maqta Ayla, established as a 51/49 joint venture (JV) between Maqta Gateway and Aqaba Development Corporation (ADC). Expected to start operations in Q4 2025
- Management contract secured in Feb-25 to operate Al Madouneh Customs Center in Amman, Jordan
- Multiple international single-window and PCS implementation projects in the pipeline at various stages of scoping and contracting

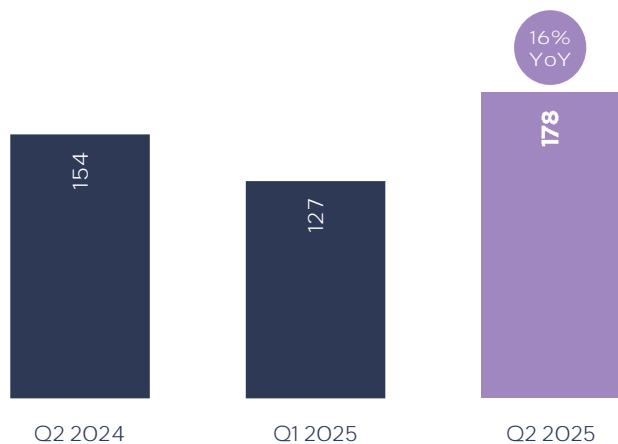
### H12025 Revenue Breakdown



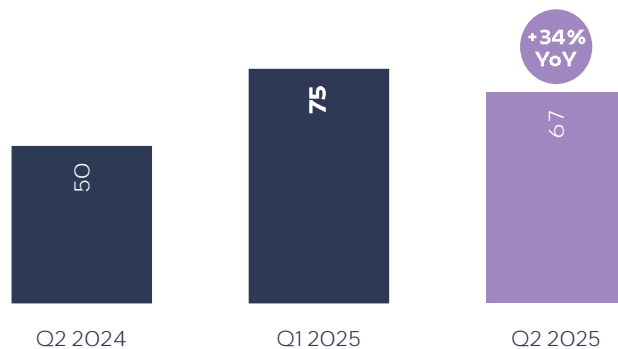


# Digital Cluster in Figures

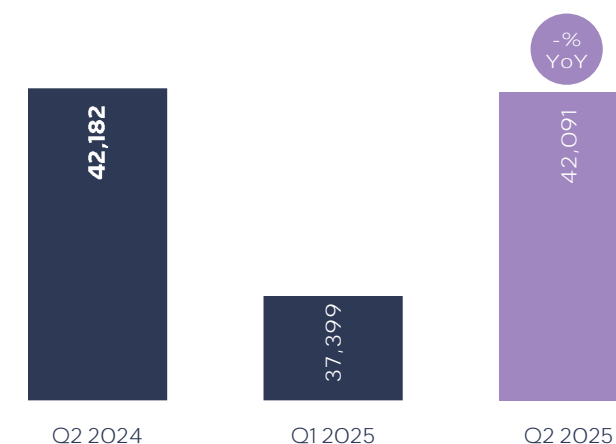
Revenue (AED m)



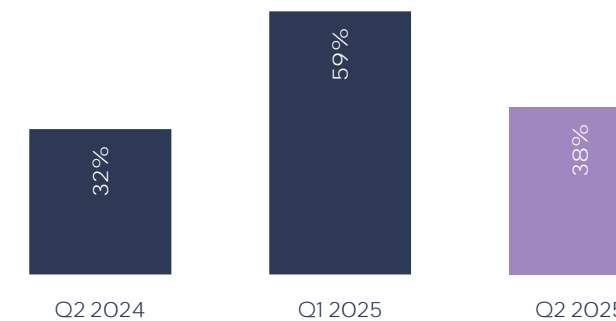
EBITDA (AED m)



Foreign Labour Services Transactions (Nos)



EBITDA Margin (%)



# Digital - ESG Initiatives



Saved 138 million sheets of paper and avoided 677k tonnes of CO2 through ATLP



## ATLG: Graduate Program

Aimed at developing diverse range of capabilities and technical skills including Full Stack Developers, Technical Writers, Graphic Designers, Data Scientists, Business Analysts, Application Security Specialists, Artificial Intelligence Specialists, Scrum Masters, Account Managers, and Application and Data Engineers



# Strategy

*Accelerating strategy to build supply chain density and resilience along key trade routes*

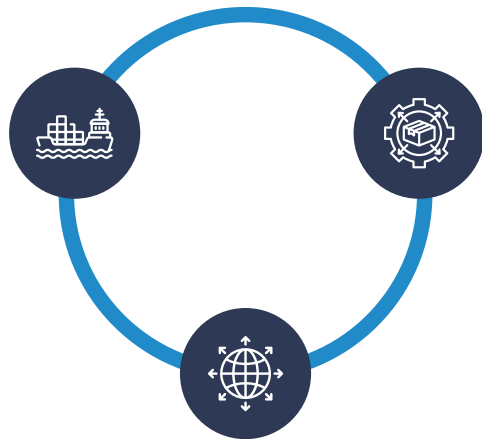


# A Three-Stage Growth Strategy With Clear Outcomes And Objectives

01

Consolidate position in Abu Dhabi and the UAE

Regional champion in Abu Dhabi to scale up to world class capabilities and become the **regional 'go-to' logistics and trade service provider**



02 Focused regional expansion

Customer-led regional expansion: Accompanying our customers by focusing on specific trade routes, specific supply chains, and specific products & services

**Critical trade maritime** routes for the UAE are MENA, Africa, Red Sea, Mediterranean region, Indian Subcontinent, Central Asia, and Southeast Asia

03

Expand globally to become a leading logistics and trade services player

Presence across major maritime and inland supply chains to drive network effects

**Priority industrial supply** chains include Machinery & Equipment, Processed F&B, Metals, Chemicals & Plastics, Raw Construction Materials, Commodity Food, Automotive & Spares, and Healthcare & Pharma

## KEY OUTCOMES



Maximum Returns And Portfolio Synergies



Maximum Customer "Stickiness"



Superior Supply Chain Outcomes



SCALE AND GEOGRAPHIC SCALE



FOCUSED PORTFOLIO DIVERSIFICATION



VERTICAL INTEGRATION

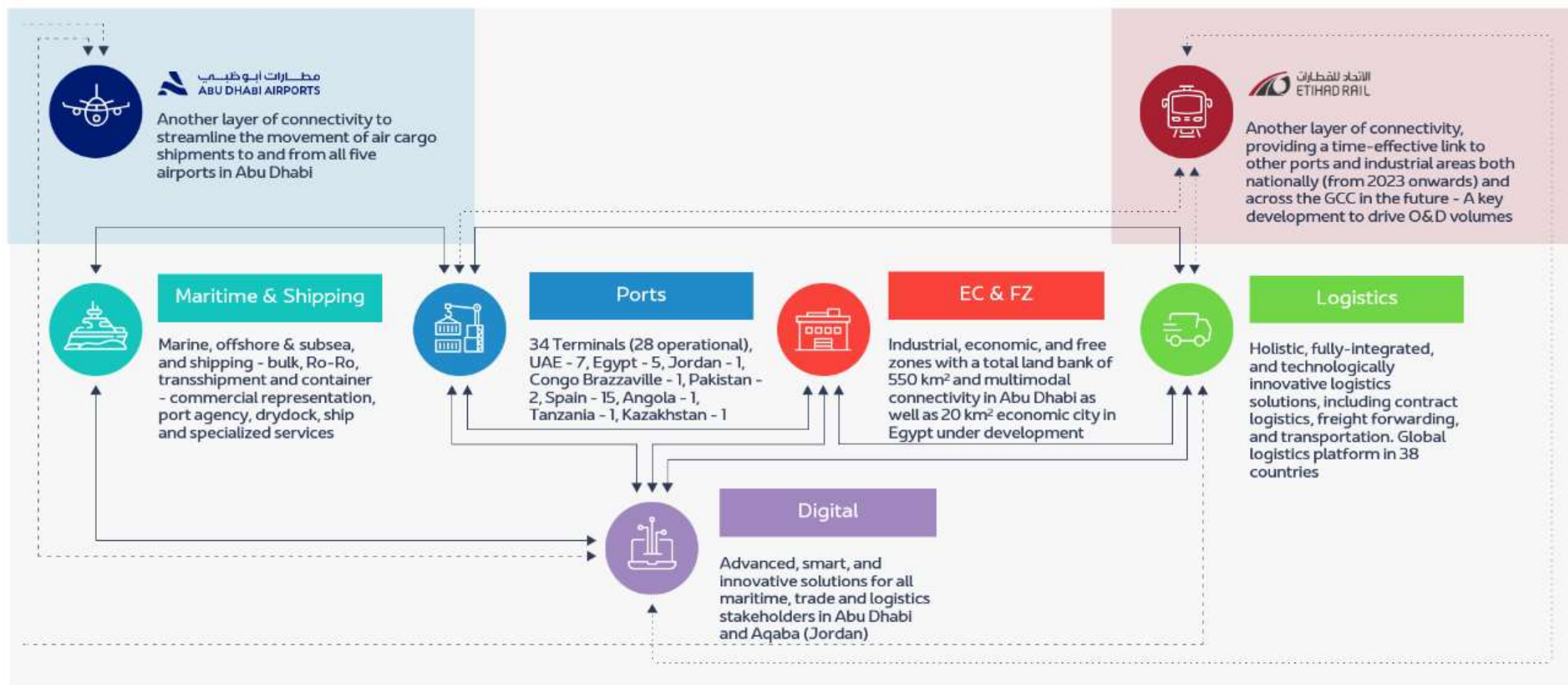


INNOVATION & TECHNOLOGY



# Regional Growth 'Integrated Ecosystem'

## Integrated Business Model With Clear Revenue Synergies And Cross-Selling Opportunities





# A Remarkable Transformation Journey

Significantly scaling up operations in Phase 4

## Phase 1 Project Company

Established by  
Emiri Decree

50% stake in  
Abu Dhabi  
Terminals  
(ADT)  
acquired

2006

2008

2012

Khalifa Port  
(KP) launched

2010

KIZAD launched

## Phase 2 Commercialization

2014

- **Zayed Port** operations taken over

2015

- **Abu Dhabi Cruise Terminal** inaugurated
- **Al Mirfa Port** inaugurated

2016

- COSCO-ADPG JV for container terminal at KP signed
- Maqta Gateway PCS launched

2017

- 50-year lease agreement signed with JOCIC
- Delma Port inaugurated
- 35-year concession agreement to operate Port of Fujairah announced

2019

- MICCO acquired
- KP South Quay, KPL, and ADT expansion announced
- Mugharraq Port expansion announced

2018

- COSCO-ADPG JV started container terminal operations at KP
- JV with Louis Dreyfus for EGA transshipment contract
- JV with Autoterminal (part of Noatum) for Ro-Ro terminal at KP announced
- MSC-ADT JV for container terminal at KP launched
- Borouge Logistics contract signed



# Densifying Existing Trade Corridors and Expanding Geographic Presence and Reach

## Phase 3 Strategic Growth

2020

- Agreement with **ACT** to build bulk liquid at KP announced
- **SAFEEN Feeders** launched
- Transfer of **ZonesCorp** to ADPG
- **Maqta Gateway ATLP** inaugurated
- **OFCO** launched
- **Autoterminal** at KP launched

2021

- CMA CGM-ADPG JV for container terminal at KP announced
- AED500m expansion of container terminal at Port of Fujairah completed
- USD1bn 10Y bond issued with listing in LSE and ADX
- Agreements with the Aqaba Development Corporation to develop a Cruise Terminal and implement a PCS at the port of Aqaba (Jordan) announced

2023

- Strategic agreements with KazMunay **Gas and Kazakhstan's Ministry** of Industry & Infrastructural Development
- Aqaba Cruise Terminal in Jordan inaugurated
- Formation of SEG ENERA-ADPG JV (ADL-Ulanish) in Uzbekistan for logistics services
- 30-year concession agreement to operate Safaga Port in Egypt announced

2022

- 10% and 22% ownership stakes in **NMDC** and **Aramex**, respectively, transferred to ADPG
- USD1.1bn primary proceeds raised through **direct listing on ADX**
- First international acquisition in Egypt - **IACC (Transmar and TCI)**
- Merger of KIZAD and Zones Corp to form **KEZAD Group**
- **GFS** acquisition announced
- **Noatum** acquisition announced
- Merger of **KEZAD Communities and Al Eskan Jamae** announced

- Merger of KEZAD Communities and Al Eskan Jamae completed
- USD2bn corporate syndicated loan closed
- TTEK acquisition announced on 24 April and completed on 22 May
- ADPG and Aramex form JV to start NVOCC operations
- 30-year concession for Pointe Noire Port multipurpose terminal in Republic of Congo
- 50-year concession for Karachi Port container terminal in Pakistan
- Noatum acquisition completed, and divestment of BCDS
- AED 330m primary infrastructure development for Food and Auto Hubs
- Acquisition of 10 offshore vessels from E-NAV
- Acquisition of 2 oil tankers under the KMTF agreement, 5 in total under this agreement
- Concession agreement with RSPA for multi-purpose terminal at Safaga Sea Port

2024

- **Noatum's** acquisition of **APM Terminals Castellón** in Spain
- **15-year concessions** for **3 cruise terminals in Egypt** at Safaga, Hurgada, and Sharm El Sheikh ports
- **Maqta Ayla**, established as a 51/49 (JV) between Maqta Gateway and Aqaba Development Corporation (ADC).
- **AED 621m** Investment for new **warehousing capacity** in the UAE
- Closed the acquisition of 100% equity ownership of **Sesé Auto Logistics**
- **25-year concession** agreement for a Bulk and General Cargo terminal at **Karachi Port in Pakistan**
- Acquisition of majority stake in **Dubai Technologies**
- Acquisition of a 60% stake in **Tbilisi dry port in Georgia**
- **20-year concession** agreement for a multipurpose terminal at **Luanda Port in Angola**
- 30% stake in JV with Adani Ports to operate a container terminal at **Dar es Salam port in Tanzania**
- Acquisition of a 70% stake in **Safina** in Egypt
- **Re-financed** debt facilities at more favorable terms extending maturity to FY26 & beyond
- Inaugurated **CMA Terminals Khalifa Port**
- **Noatum** Fully Integrated within ADPG







# Accelerating Growth, Ramping Up Operations and Extracting Synergies

## Phase 4 Scaling up Operations

2025

- Announced investment in Greenfield Sarzha Grain Terminal in Kazakhstan
- HoT with KMTF to expand operations in the Caspian Sea, working to expand tanker fleet for crude oil transportation
- Start of Logistics and Port operations in Luanda Port, Angola
- Partnered with CMA-CGM to jointly develop, manage and operate the New East Mole multipurpose terminal in Pointe Noire, Congo-Brazzaville
- JV with ASRY for provision of Maritime Services in Bahrain
- United Global Ro-Ro, a JV with ERK Port to start Ro-Ro shipping operations under Noatum Maritime
- Launched Al Faya Dry Port – Inland Container Depot aimed at driving O&D volumes in UAE with CMA-CGM as its key client
- Launched the first phase of Metal Park Storage Hub in KEZAD
- JV with **Columbia Group** to optimize third party vessel operations through advanced fleet management systems and AI-driven performance analytics
- First regional foray announced for the EC&FZ Cluster – **KEZAD East Port Said** in Egypt
- Inauguration of **Tbilisi Intermodal Hub**
- Preliminary agreements signed to **expand presence in Kazakhstan:**  
1) To develop and operate a multipurpose terminal at Kuryk port and 2) to expand current oil tanker fleet and commission 4 new shallow draft container ships for the Caspian Sea
- Commencement of the Central Asian logistics **JV Gulf Link**
- Commencement of the **JV with ASRY** and additional agreements to explore opportunities in the broader region and to create a **green ship recycling** facility with JM Baxi



# Committed to ESG





# Board Of Directors

Overseeing the conduct of business and supervision of management



**H.E. Mohamed Hassan Alsuwaidi**  
**Chairman**

UAE's Minister of Investment,  
Managing Director & Group Chief  
Executive Officer of Abu Dhabi  
Developmental Holding Company  
PJSC (ADQ)



**Mr. Khalifa Sultan Sultan Hazim Alsuwaidi**  
**Vice-Chairman**

Managing Partner at Lunate,  
Chairman of Agthia Group,  
Vice-Chairman of Abu Dhabi  
National Energy Company (TAQA)



**Mr. Mohamed Juma Al Shamisi**  
**Managing Director & AD Ports Group CEO**

Chairman of Aramex & Mair Group.  
Board member of Etihad Aviation  
Group, Abu Dhabi Airports and Make  
A Wish Foundation



**Mr. Jasim Husain Ahmed Thabet**  
**Board Member**

Managing Director & Group Chief  
Executive Officer of Abu Dhabi  
National Energy Company (TAQA)



**Mr. Mansour Mohamed Abdulqader Mohamed Almula**  
**Board Member**

Deputy Group Chief Executive Officer  
of Abu Dhabi Developmental Holding  
Company PJSC (ADQ). Board of  
Directors of Etihad Aviation Group, Abu  
Dhabi National Energy Company  
(TAQA), Abu Dhabi Global Market  
(ADGM), Etihad Rail and Abu Dhabi  
Aviation



**Mr. Mohamed Ibrahim Mohamed Ibrahim Alhammad**  
**Board Member**

Managing Director & Chief Executive  
Officer of Emirates Nuclear Energy  
Corporation



**Ms. Najeeba Hassan Mubarak Khudaim Aljabri**  
**Board Member**

Vice President - EHS Sustainability,  
ESG & Sustainability at Emirates  
Global Aluminium (EGA). Board  
Member of ICSOBA, Board Member  
of EGA Europe AG, Member-Abu  
Dhabi Sustainability Group (ADSG)  
Advisory Committee



**Mr. Renzo Bravo Calambrogio**  
**Board Member**

Director of Logistics at ADQ



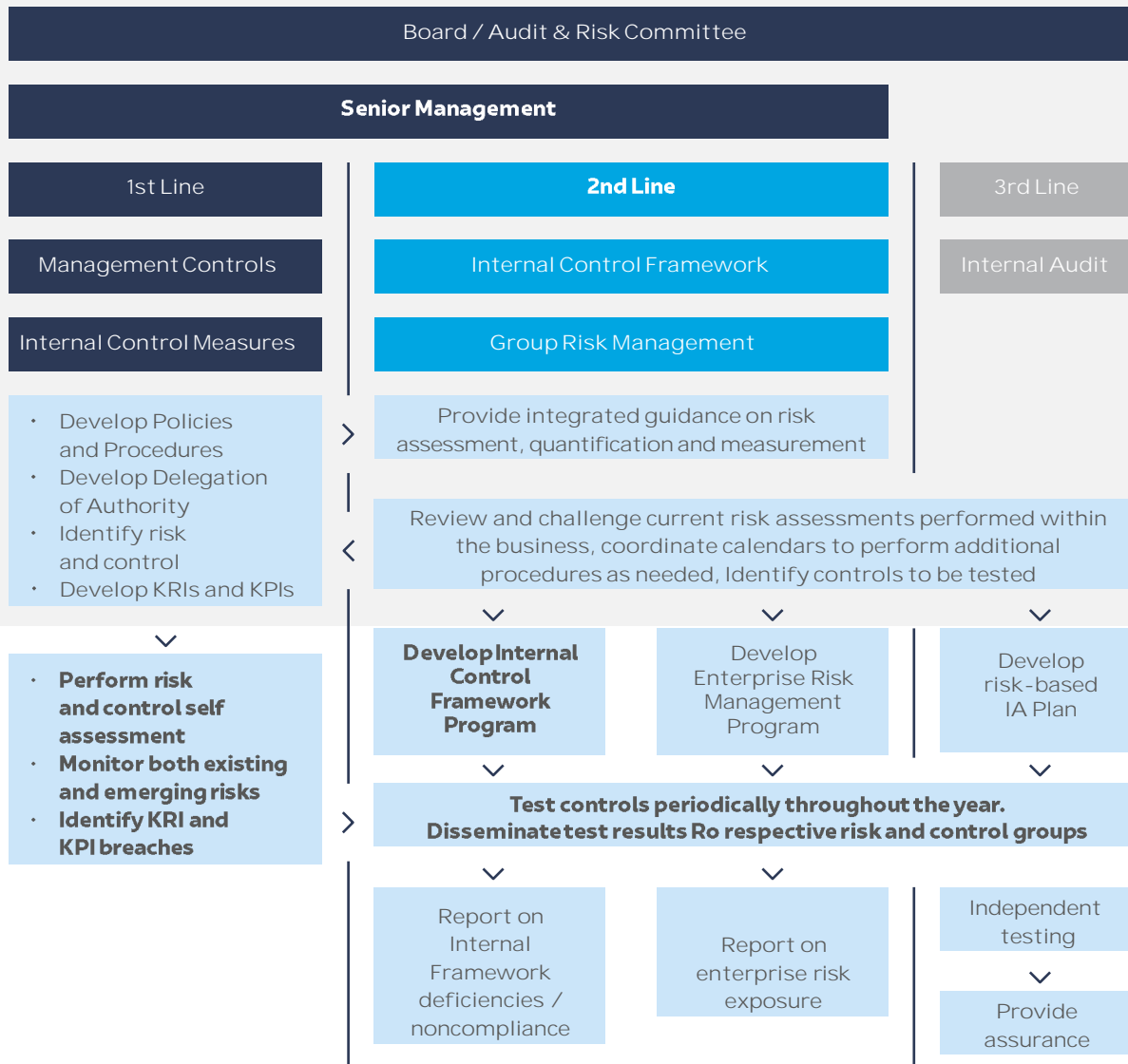
**Mr. Gil Adotevi**  
**Board Member**

Group Chief Investment Officer,  
ADQ



# Comprehensive Governance Structure

a20



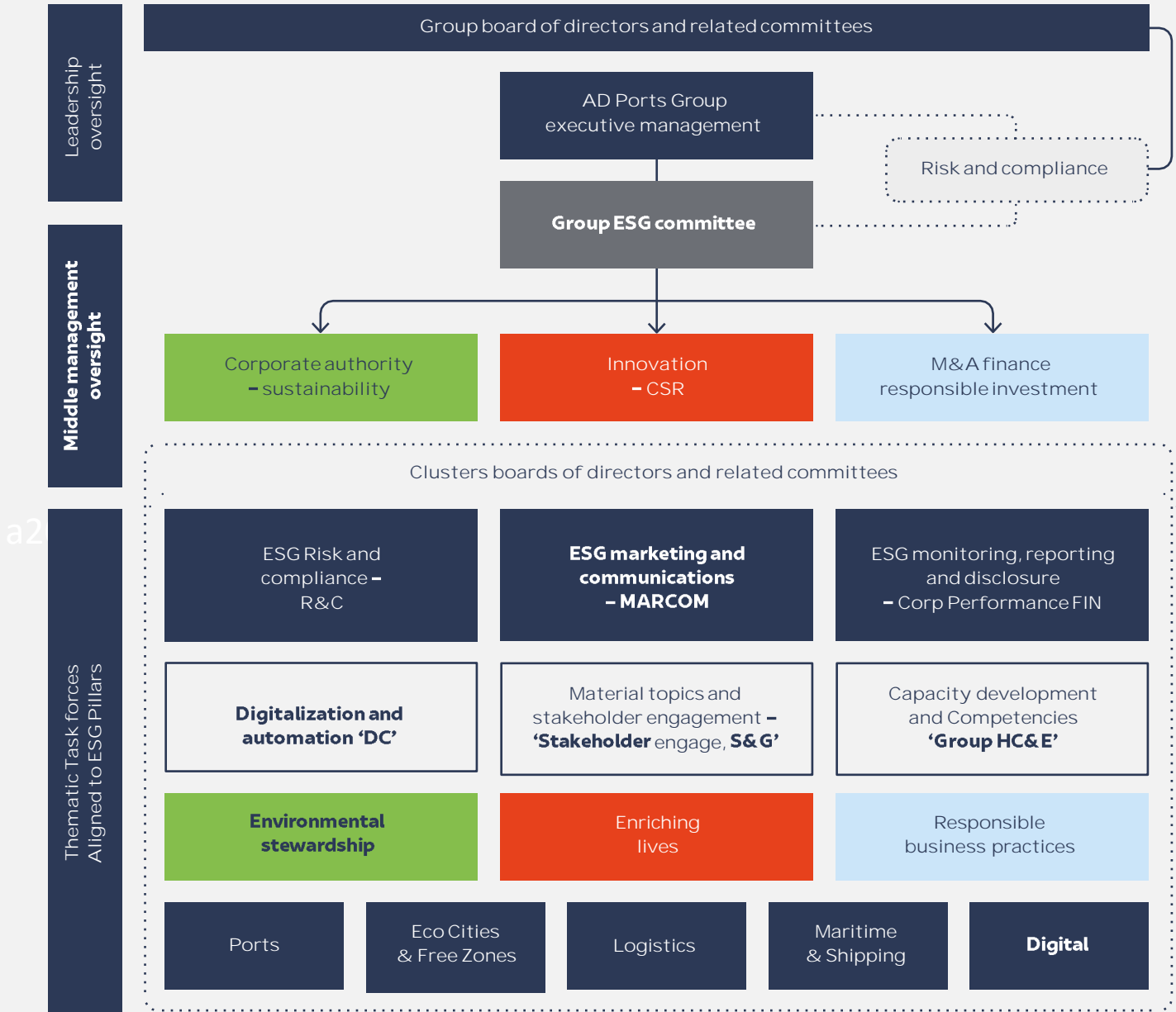
External Auditors

Regulator

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



# Group ESG Operating Model





# ESG is Embedded in the Business and Linked to Abu Dhabi's Targets

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

Five Abu Dhabi  
ESG initiatives  
by 2030



**50%**  
Renewable  
and clean energy

**22%**  
Power savings

**15%**  
Waste Savings

**32%**  
Water savings

**Abu Dhabi  
Plan Maritime**

Five key policy  
actions taken by  
AD Ports Group



Sustainability  
framework  
developed inline  
with UN SDGs

Adopting  
sustainable building  
standards and  
installing renewable  
energy technologies  
(solar PV)

Investments into  
on-site sewerage  
treatment projects

Sustainable reed  
bed technology  
trials to treat  
waste-water

Khalifa Port coral  
relocation project

Results(2024)



**3,590**  
kWp

Solar PV integration  
installed at 7 sites

**150**  
**Metric Tonnes**

Marine Diesel Oil saved  
annually

**39%**  
Recycled Solid waste  
generated from operations

Partnership with Sustainable  
Water Solutions Holding  
Company for development of  
polished water, a product  
made from recycled sewage  
water

Sustainable reed bed  
technology trials to treat  
waste-water

Completed and  
ongoing monitoring  
for next 3 years

# GROUP WIDE ESG INITIATIVES



Contributed to the community and social causes, including making cruise terminal accessible for people of determination



Invested in workforce development, Junior Captain Programme and CSR Representative workshop



Encouraged employee engagement to strengthen community relationships



Invested in community development such as Marsa Mina and slipways to support local small businesses



Conducted Al Shalila Underwater & Beach Cleanup



Initiated coral relocation in the Arabian Gulf, exploring best-practice recommendations for practitioners and decision-makers



Encouraged employees to participate in “Day of CommUnity” initiative



Launched donation drive initiative across two office locations with Emirates Red Crescent





# Sustainability Strategy Based on Three Key Pillars



## Planet

3,590 Solar PV systems installed capacity across 7 sites  
kWp

472 Carbon Emissions saved  
mt

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

 Sustainability Committee in place



## Profit

 17% Year-on-Year (YoY) Growth in Revenues in H1 2025


 Industrial, Logistics and Free Zones to drive diversification

 Advanced and effective transport infrastructure

 Attracting FDIs into Abu Dhabi



## People

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

100+ The Group brings together employees from over 100 nationalities

 134+ CSR Initiatives

 Talent training & Development



# GHG Inventory Management System (2024-27)

## Objectives

Comprehensive GHG emissions measurement  
Implement a robust system for measuring Scope 1, Scope 2, and Scope 3 emissions, ensuring comprehensive coverage of all greenhouse gas emissions associated with our operations

### Alignment with global standards

Ensure that our carbon accounting practices and GHG inventory management align with international standards, such as the Greenhouse Gas Protocol, to facilitate transparent and comparable reporting

### Continuous improvement

Utilize the GHG inventory to identify opportunities for emissions reduction across operations, set science-based targets, and track progress towards these targets.

### Stakeholder engagement

Engage with stakeholders, including investors, customers, and regulatory bodies, through transparent reporting of our GHG emissions and reduction efforts



## Highlights

Development of carbon footprint management strategy  
Outline strategies for managing and reducing Scope 1 and Scope 2 emissions, with a roadmap extending from 2024 to 2027, demonstrating our proactive approach to contributing to the UAE's Net-Zero commitment

Digital tools for ESG data management  
Leverage advanced digital tools to monitor, manage, and report GHG emissions and other ESG data, facilitating accurate tracking and reporting from 2024 to 2027

Scope 3 emissions reporting  
Define a methodology for Scope 3 emissions reporting to address indirect emissions and integrate it into our digital tools, ensuring a comprehensive view of our carbon footprint



**The Group's Carbon Accounting Policy and Greenhouse Gas Inventory Management System** form the backbone of our commitment to environmental stewardship and our strategy for combating climate change.

This comprehensive framework is designed to accurately measure, manage, and reduce our carbon footprint in alignment with the **UAE's Net-Zero** by 2050 strategic initiative.

# Transforming The Future Of Trade

**AD Ports Group have delivered a world-class and comprehensive portfolio of innovation activities that built internal capabilities and further connected AD Ports Group to the global ecosystem of innovation**

12,800  
Innovation Ideas

5,400  
Hours of  
Innovation Training

35  
Innovation Campaigns

23.2  
Million AED  
Innovation Ideas  
Savings

728  
Innovative Ideas  
Implemented

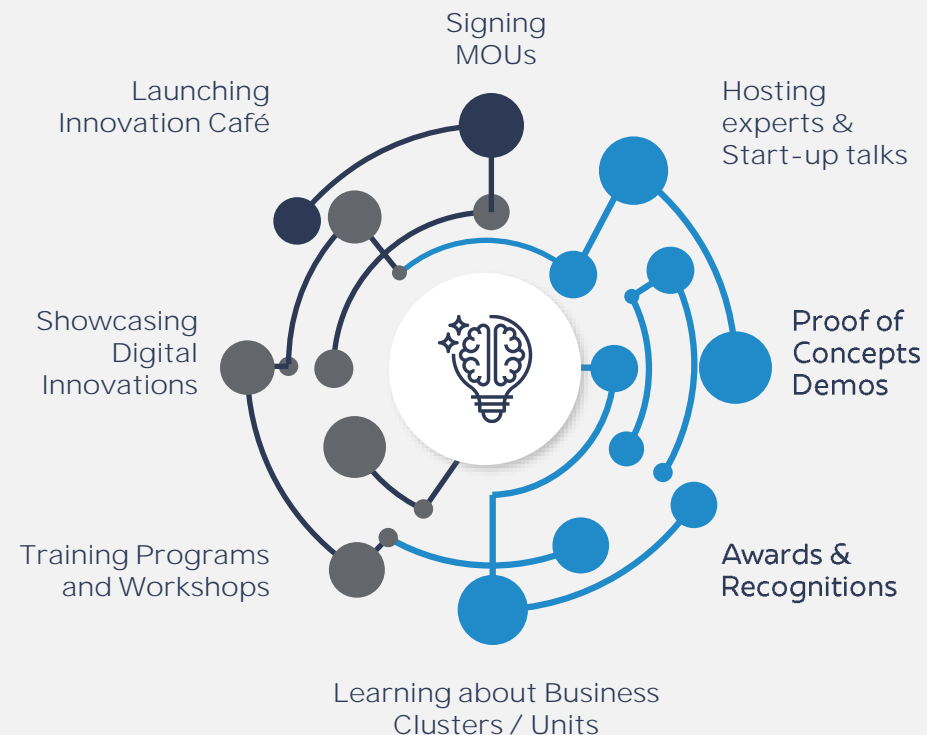
15  
Proof of Concepts and  
R&D Projects Executed

Ports  
Operational  
Innovations

Smart  
Infrastructure

Digital  
Innovations

IBTIKAR  
Programme





مجموعة موانئ أبوظبي  
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# THANK YOU

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