



Q4 & 2023 Earnings Presentation

15th February 2024





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1. Key Messages

2023 - Changing dimension with Noatum and GFS





A Good Mix of Organic and Inorganic Growth: M&A Contribution Playing a More Important Role

Positive ST outlook supported by Red Sea disruptions

UAE and regional macro outlook remains positive and top-down story supportive

2023: Record revenue, strong EBITDA performance

- Revenue: +112% YoY to AED 11.7bn (+58% YoY LFL)
- EBITDA: +23 YoY to AED 2.7bn (-1% YoY LFL)
- Total Net Profit: +6% YoY to AED 1.4bn

Strong business resilience supported by Ports and EC&FZ Clusters, with 65% of 2023 revenue being LT/sticky recurring business

2023 CapEx in line with guidance

- AED 1.6bn in Q4 2023 and AED 4.7bn in 2023
- Updated 5Y CapEx plan (2024-28) of AED 12-15bn depending on market opportunities for investing in vessels and port concessions
 - Front loaded and primarily project/contract-based

Balance Sheet continues to support investment grade credit ratings

- Well-managed debt schedule, with no upcoming maturity in FY24
- Net Debt/EBITDA of 4.4x as of Q4 2023. Adjusted for one-offs and full EBITDA contribution from acquisitions, Net Debt/EBITDA would be below 4.0x

Red Sea disruptions have significantly altered market perspectives for 2024

- Positive impact on both volumes and freight rates
 - Main beneficiaries are Transmar, Safeen Feeders, GFS, and Noatum
- Stronger tailwinds and better visibility as the situation persists in Q1 & Q2 2024

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

Good visibility on growth with incremental contribution from M&A activity

Strong Balance Sheet

- AED 3.3bn of cash as of Q4 2023, and AED 1.7bn still available under existing bank facilities
- Net Debt/EBITDA of 4.4x as of Q4 2023, below 4.0x when adjusted for one-offs and full EBITDA contribution from acquisitions
- Well-managed debt maturity
- Increase in asset base driven by consolidation of acquisitions

Balance sheet can support future organic growth aspirations

Stable and Highly Predictable Revenues

- Landlord business model in our Ports and EC&FZ clusters
- LT partners/contracts/leases in the Maritime and Digital clusters

65% of LT/sticky recurring revenue in 2023



Supportive Macro & Top-Down Story

- High oil prices and strong UAE non-oil GDP growth
- Strong alignment with Abu Dhabi economic diversification and industrial/manufacturing strategies
- **Government and SWF's supported business**
- **ADPG is Abu Dhabi's exclusive master developer and regulator of ports, industrial cities and related infrastructure**

ADPG is a key beneficiary of this favorable top-down story

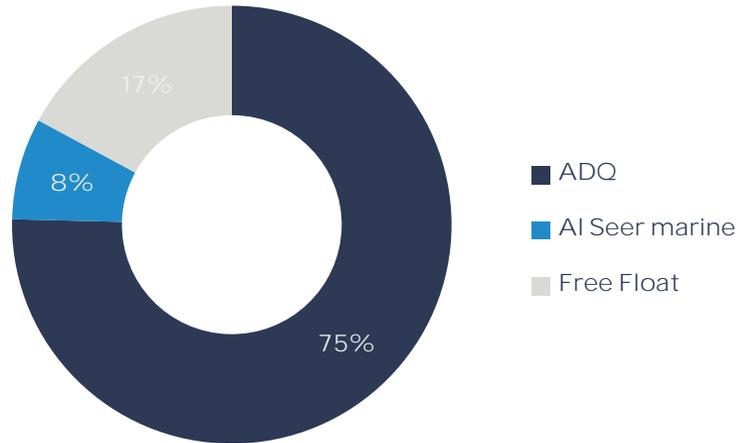
Triple Play Growth

- 1st lever is the operational ramp-up of existing assets and the widening of the service offering
- 2nd lever is the ~AED 12-15bn organic CapEx program planned for the next five years
- 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**



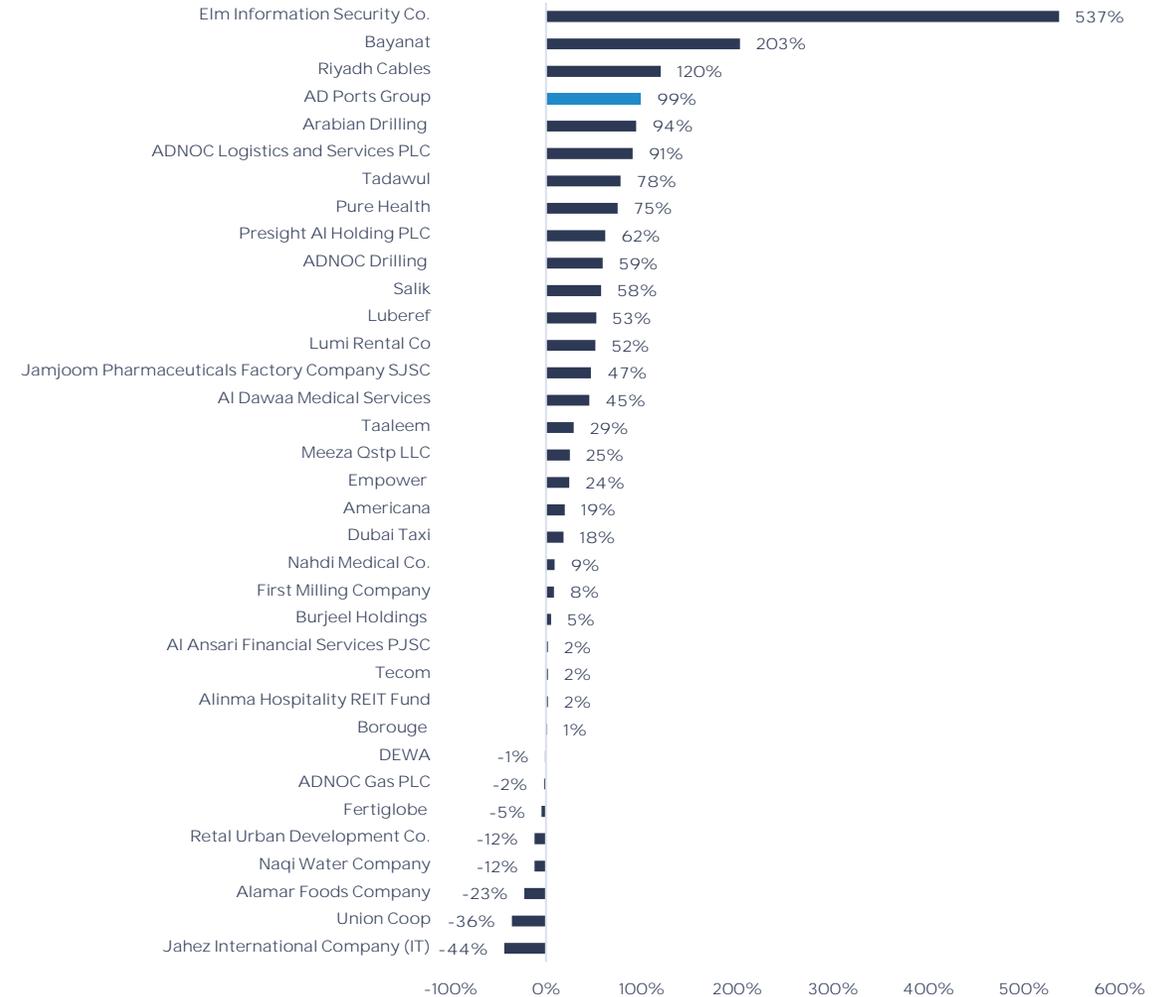
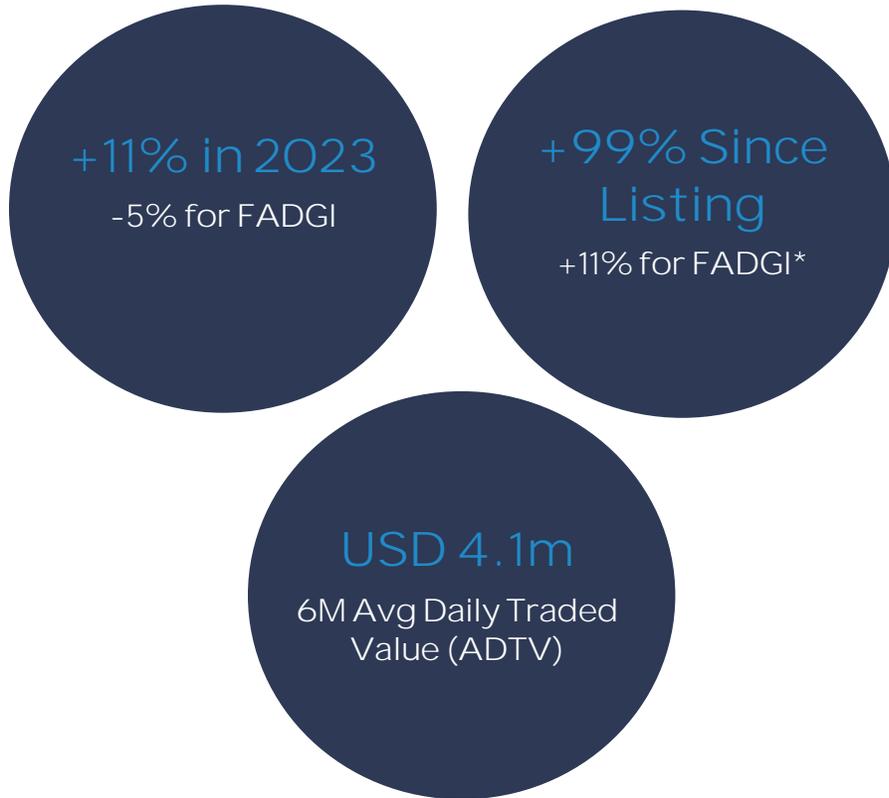
Increased foreign ownership and institutional participation on the back of intense investor education and engagement





Strong Delivery and Investor Engagement Translating Into Strong and Resilient Stock Performance

4th Best Performing Listing in MENA Since Q4 2021*



*Since ADPG's listing on 8th Feb 2022 up until 31st Dec 2023

*IPOs with >USD 100m proceeds since Q4 2021. Stock price close as of 31st Dec 2023

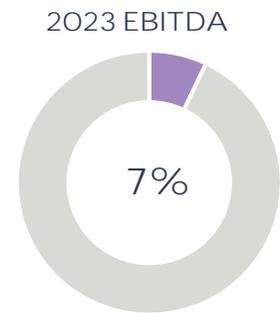
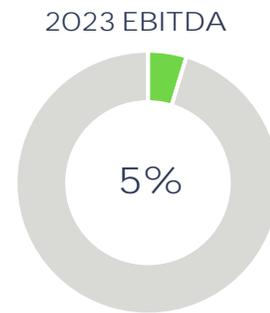
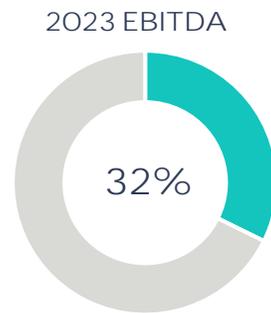
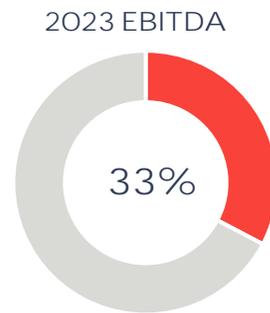
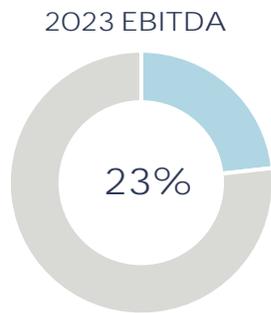
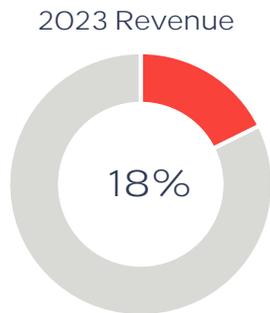
3. Five Vertically Integrated Clusters

Building an ecosystem with cross selling opportunities and synergies



Five Vertically Integrated Clusters

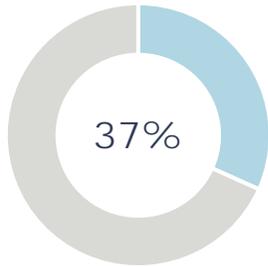
 PORTS	 ECONOMIC CITIES & FREE ZONES	 MARITIME & SHIPPING	 LOGISTICS	 DIGITAL
<p>27 terminals (24 operational) UAE - 7 Egypt - 2 Jordan - 1 Congo Brazzaville -1 Pakistan - 1 Spain - 15</p>	<p>Industrial, economic, and free zones with a total land bank of 550 km² and multimodal connectivity</p>	<p>Marine, offshore, shipping (bulk, transshipment & container feeder services), maritime trainings/consultancy services, regulation of Abu Dhabi's waterways and marine ecosystem, commercial representation, port agency, ship and specialized services</p>	<p>Holistic, fully-integrated, and technologically innovative logistics solutions, including contract logistics, freight forwarding, and transportation. Global logistics platform in 24 countries</p>	<p>Advanced, smart, and innovative solutions for all maritime, trade and logistics stakeholders in Abu Dhabi</p>



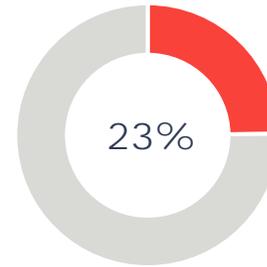
Five Vertically Integrated Clusters

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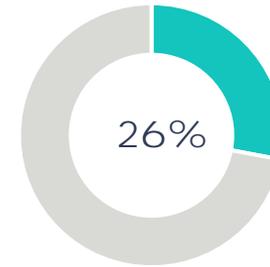
2023 Total Assets



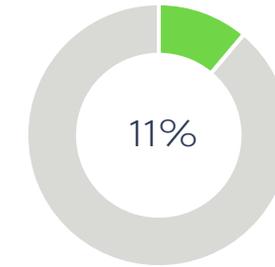
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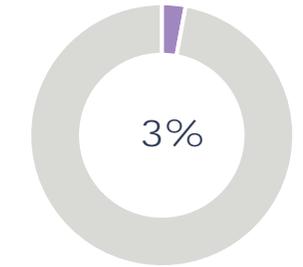
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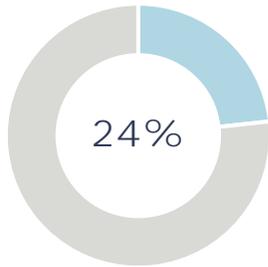
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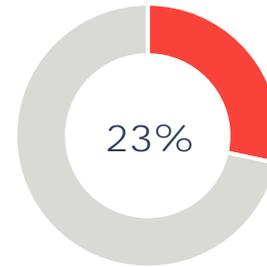
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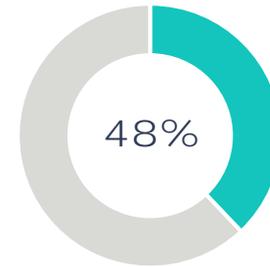
2023 Capex



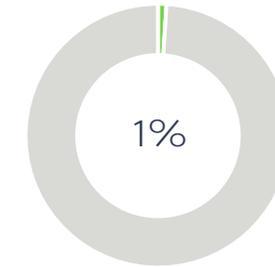
2023 Capex



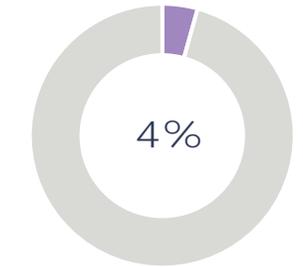
2023 Capex



2023 Capex



2023 Capex



Scale of Operations in 2023



40+ Countries
Across 5 Continents



27 Terminals
in 6 Countries



9.7m TEUs
Container
Capacity



4.9m

Ports Container
Volumes (TEUs)



40m

General Cargo
Volumes (Tons)



777,000

Ports RoRo
Volumes (units)



67

EC&FZ Land
Leases (sq km)



525,000

Feeder & NVOCC
Container
Volumes (TEUs)



82 shipping
vessels

In our Maritime &
Shipping Cluster
serving 28 countries



550 Sq Km

EC&FZ Land
Bank



136,000

KEZAD
Communities Bed
Capacity

4. Market Update

Supply chain pressures are back caused by geopolitical tensions in the Middle East and the resulting Red Sea disruptions



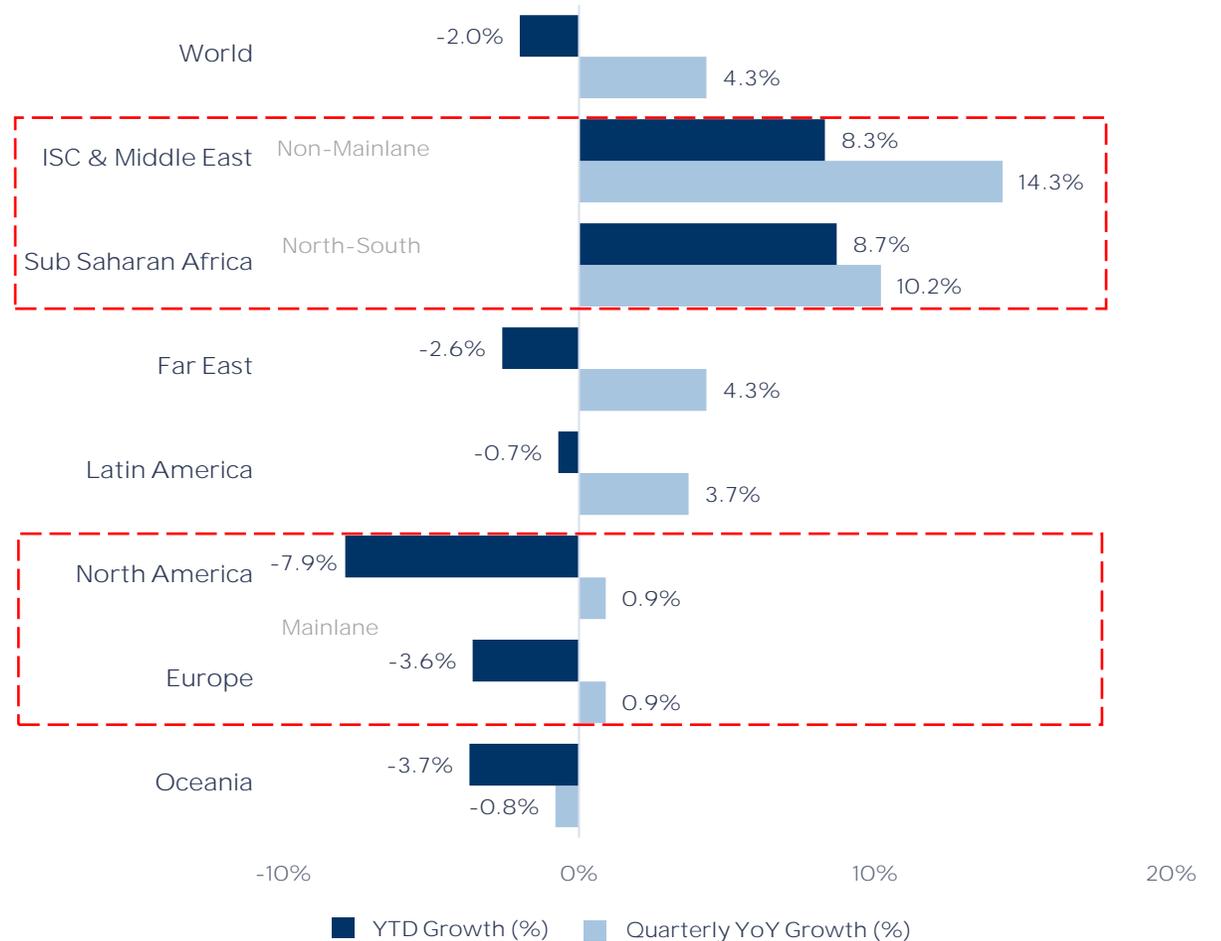
Container Market Volumes: Recovering From the Lows, Stronger in ADPG Geographies

Global Container Volume Growth



Source: Clarksons

Regional Trade Lane Container Volume Growth (Nov-23)



Source: Container Trades Statistics (CTS)

Source: Clarksons



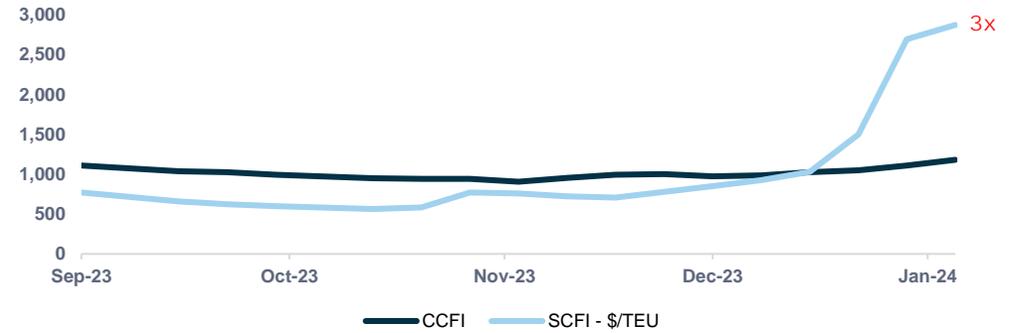
Container Market Rates: Red Sea Disruptions Caused Strong Increases in Container Freight Rates

Container Freight Rate Index (CFRI)



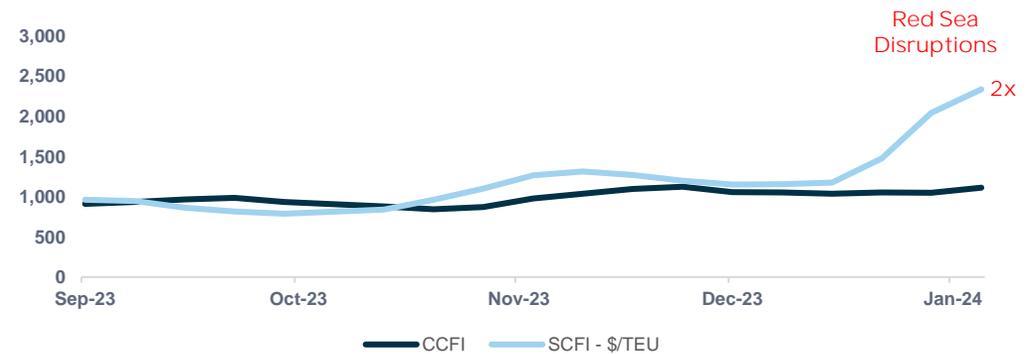
Source: Clarksons

China-Europe CFRI



Source: Clarksons

China-Middle East CFRI



Source: Clarksons



Bulk Market Volumes & Rates: Overall Positive Trends in 2023

Global Dry Bulk Volume Growth



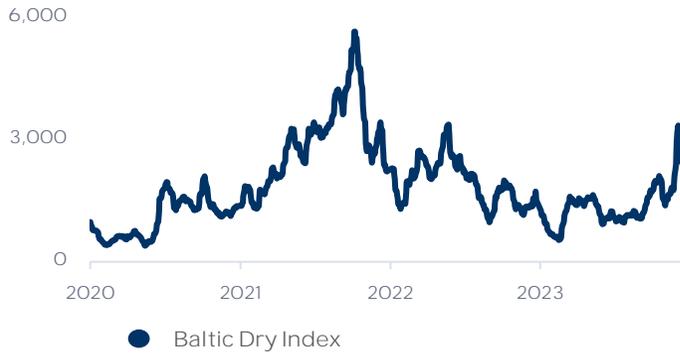
Source: Baltic Exchange

Global Liquid Bulk Volume Growth



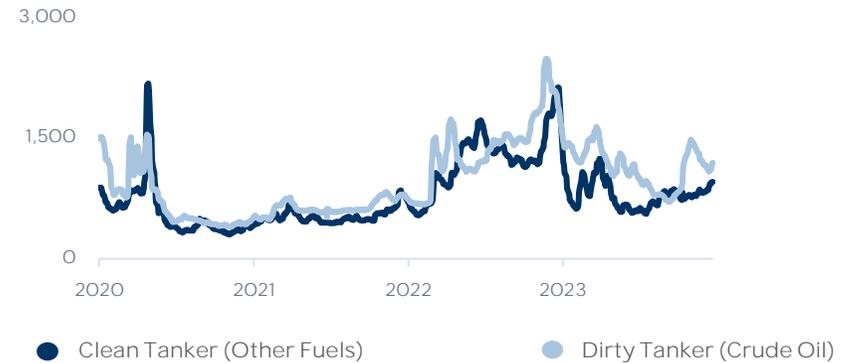
Source: Baltic Exchange

Dry Bulk Freight Index



Source: Baltic Exchange

Liquid Bulk Freight Index



Source: Baltic Exchange



Global Seaborne Car Trade Still in Double-Digit Growth Territory while Global Grain Trade Has Been on an Upward Trend

Global Seaborne Car Trade



Source: Clarksons

Global Grain Trade



Source: Clarksons

5. Projects & Transactions Update

Consolidating position in Abu Dhabi and focused regional and global expansion



Synergies From Strategic and Bolt-On Acquisitions to Start Coming Through in 2024-25

In line with strategy to densify service offerings and improve geographical reach

Q1 2023

Al Eskan Al Jamae

Merger of KEZAD Communities with Al Eskan Al Jamae to **create Abu Dhabi's largest** integrated staff accommodation owner and operator with a capacity of 135K beds

Safaga Port (Egypt) 30-Year Concession

Multipurpose Terminal

Q2 2023

TTEK

A developer of border control solutions and customs systems

Noatum

Integrated logistics operator offering end-to-end solutions to global customers, with presence in 27 countries across 5 continents. Involved in three complementary business units: Logistics, Maritime, and Port Terminals

Pointe Noire Port (Congo Brazaville) 30-Year Concession

Multipurpose Terminal

Karachi Port (Pakistan) 50-Year Container Concession

Container Terminal, KGTL

Q3 2023

Sesé Auto Logistics

Acquisition of 100% of Sesé Auto Logistics, a company specialized in road and rail transport logistics of light and heavy vehicles. Completed in January 2024, consolidation from 1st Feb-24

BCDS

Divestment of a 27.9% stake in Barcelona Container Depot Service Group (BCDS), a company specialised in storage, maintenance, repair, and cleaning services of dry and reefer containers as well as ISO tanks

Q4 2023

10 Offshore Vessels

Acquisition of 10 offshore vessels from E-NAV that will bolster operations in the Middle East and Southeast Asia regions

3 Egyptian Ports 15-Year Cruise Concessions

3 cruise terminals at Safaga, Hurghada, and Sharm El Sheikh ports

Q1 2024

APM Terminals Castellón

Acquisition of 100% of APM Terminals via Noatum. **Noatum's combined capacity** at Castellón is now 250K TEUs

Karachi Port (Pakistan) 25-Year Bulk & GC Concession

Bulk and General Cargo Terminal, Karachi Gateway Terminal Multipurpose Limited (KGTML)

Dubai Technologies

Acquisition of 60% stake in Dubai Technologies, a trade **and transportation solutions'** developer headquartered in Dubai. Consolidation from 1st March-24

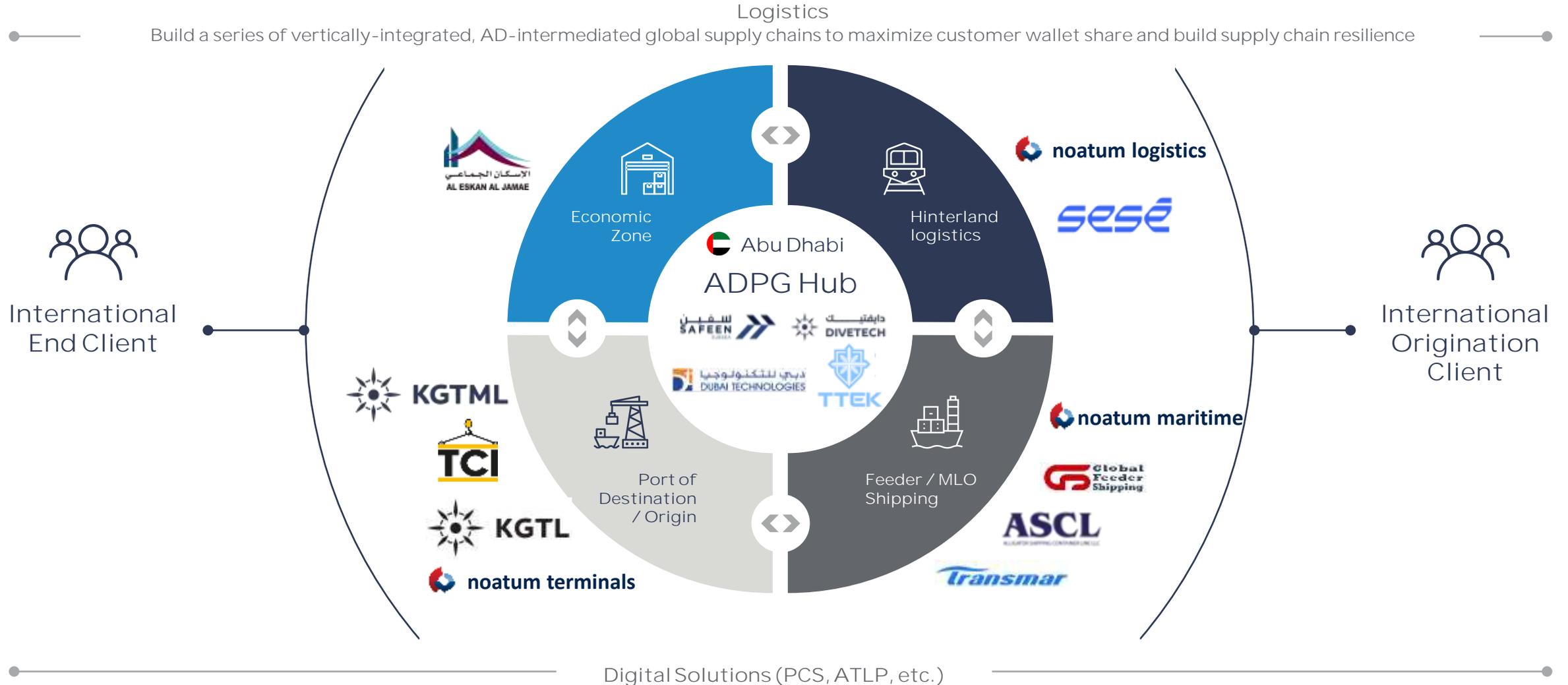


4 M&A Transactions Closed in 2023, with Closing of Sesé Auto Logistics, GFS, KGTML, and Dubai Technologies in Q1 2024

AED 3.0bn or 25% revenue contribution and AED 513m or 19% EBITDA contribution from M&A in 2023

	Al Eskan Al Jamae	TTEK	KGTL	Noatum
Ownership	52%	100%	60%	100%
Purchase Consideration	Equity Share Swap	USD 17.9m (AED 66m)	USD 81m (AED 296m) for existing assets and upfront fees	EUR 660m (AED 2.65bn)
Consolidation Date	1 st Jan 2023	22 nd May 2023	22 nd Jun 2023	30 th Jun 2023
Rationale	Widening and complementing service offering within KEZAD Communities EC&FZ cluster	Strengthening ADPG's vision to be a comprehensive Single Window solution provider	Strong political, economic, and trade ties between the UAE and Pakistan, which is also a gateway for landlocked Asia	Densifying supply chain solutions by globalizing the logistics business
Q4 2023 Rev Effect	AED 92.6m	AED 8.0m	AED 45.2m	AED 971.6m
Q4 2023 EBITDA Effect	AED 48.4m	AED 3.5m	AED 22.6m	AED 73.1m

2023 Acquisitions in Line with AD Ports Group Strategy to Build Supply Chain Density and Resilience Along Key Trade Routes



GFS Operations at a Glance

3rd Largest Feeder Container Shipping Company Globally

- 34 container vessel fleet (owned & chartered-in); 31 operated
- 19 services covering 23 countries across 5 subregions
- 91.5K TEUs feeder nominal capacity
- 53K TEUs or 39K container boxes NVOCC capacity

One TEU loaded every 18 seconds in 2023

- Feeder volumes of 1.73m TEUs in 2023 - One TEU every 18 seconds
- NVOCC volumes of 362K TEUs

Container Vessel Fleet Overview



Feeder



Vessel Owner/Operator, providing slots to regional NVOCCs, freight forwarding companies and main liners as well as chartering vessels. Servicing 3rd party cargo owners

NVOCC



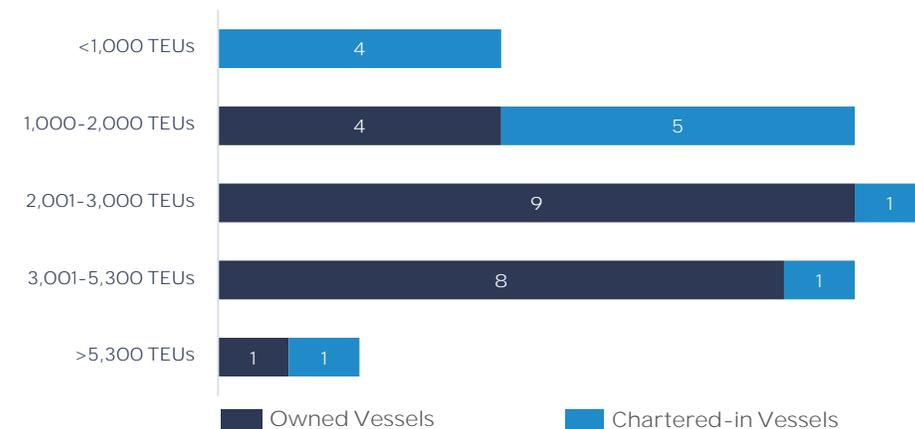
Non-vessel operating carriers providing space in containers to cargo owners

Trucking



Road transport in African countries: Kenya, Uganda, Rwanda, and Tanzania. 110 truck fleet in 2023

Container Vessel Fleet Overview



GFS Feeder Business: 19 Operated Services Covering 23 Countries

 31 operated vessels

 19 operated services

 81,500 TEUs operated vessel fleet capacity

6 Key Geographies

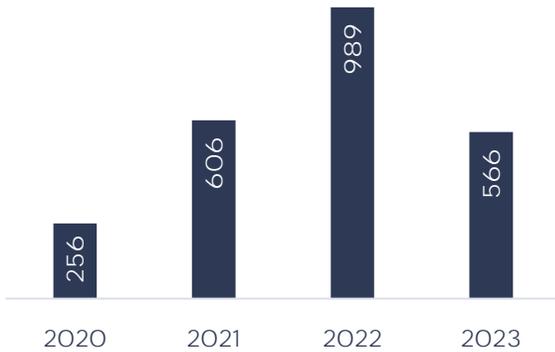


● Main Hub ● Ports Served - - - - - Service Routes

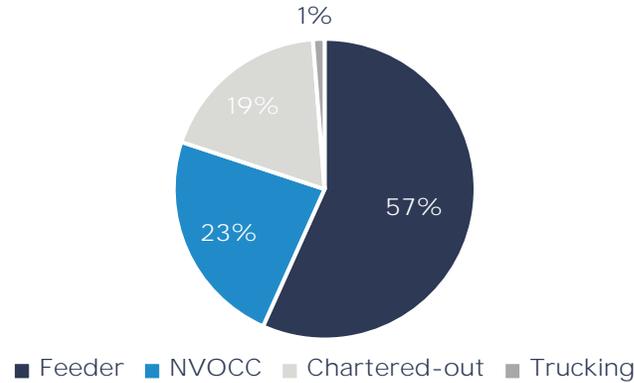
 GCC	UAE, Bahrain, Iraq, Kuwait, Oman, Qatar, KSA (Gulf Part)
 Red Sea	Egypt, Jordan, KSA (Red Sea Part), New Berbera, Yemen
 Indian Subcontinent	India, Bangladesh, Sri Lanka, Pakistan
 Southeast Asia	China, Indonesia, South Korea, Malaysia, Singapore, Thailand, Vietnam
 Mediterranean	Spain, Italy, Portugal, Turkey
 Africa	Kenya, Tanzania, Morocco, Sudan, Somalia

GFS Financial Highlights

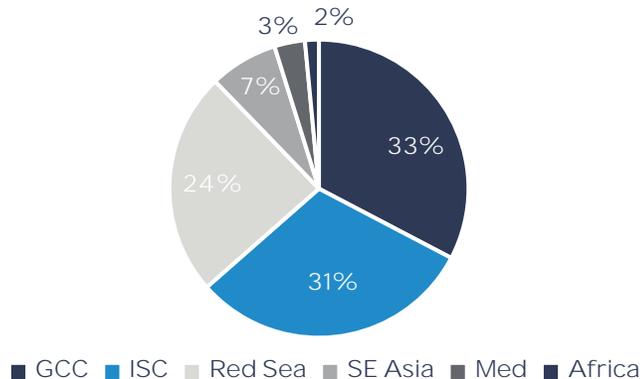
GFS Historical Revenue Performance (USD m)



GFS Revenue Breakdown by Business Segment 2023



GFS Feeder Volumes Breakdown by Geography 2023



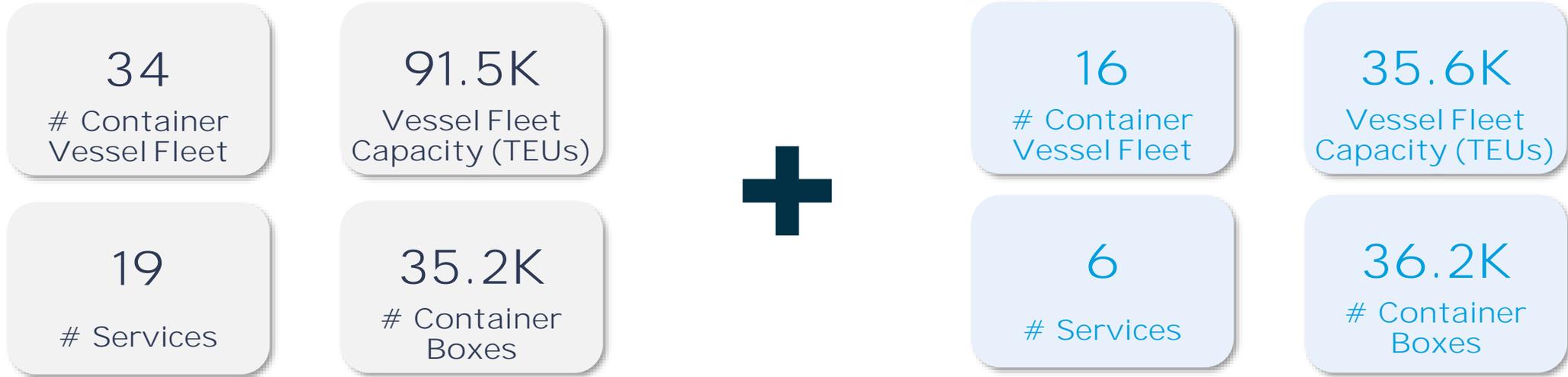
Transaction Details

- Revised ownership to 51% for an Enterprise Value of USD 1 billion (100%)
- Option to increase ownership by 20% to 71% subject to reaching certain target KPIs in 2026
- Consolidation from 1st Feb-24

Financial Performance

- 2023 revenue performance was impacted by the normalisation of **container freight rates: GFS' rates** across its 19 operated services corrected by an average of 50% in 2023
- As a result of softer demand and falling rates, the competitive situation intensified in 2023
- With the Red Sea disruptions starting towards the end of December 2023, demand has strengthened, container freight rates have been rising again and the competitive situation has been improving.
- On profitability, GFS EBITDA margin is targeting to be around 15% in 2024.
- Historically, upcycles yielded an EBITDA margin of 20-25% while downcycles yielded an EBITDA margin of 10-15%
- All billing is in USD, limiting FX exposure to credit terms. Main currency exposure is INR

Forming a Global Powerhouse in Feeder Container Shipping



Global Feeder Container Powerhouse





Synergy Initiatives

1

Optimisation of service and route network through increased cooperation and coordination between Safeen Feeders, Transmar, and GFS

2

Containers & Vessel Fleet: Purchasing instead of leasing (leveraging the Group's lower cost of capital) and Group asset pooling

3

Leveraging **Noatum's** freight forwarding and commercial representation operations to improving load factor for services into the Mediterranean region

4

Leveraging the Group's commercial relationships with main liners and suppliers

EC&FZ: AED 621m Investment for New Warehousing Capacity by 2025

250k sqm of additional capacity on the back of strong demand for pre-built industrial and logistics facilities

- Project: Development of 250k sqm of new warehousing capacity, with 97.5k sqm in Khalifa Industrial Area (KEZAD Al Ma'mourah A & B) and 153k sqm in ICAD 3 (KEZAD Musaffah) on the back of continued strong demand for pre-built industrial & logistics facilities. New capacity will boost total warehousing GLA by 43%
- Timeline: By end of 2025
- Capex: AED 621m



EC&FZ: Recent New Leases

Metals, Construction and Polymer sectors as part of the new leases

Kings Aluminum Industries (Dec-23): Metals Industry

- 50-year land lease for Aluminum manufacturing and recycling facility in KEZAD spread across 100k sqm
- Total investment of AED 750m by Kings Aluminum Industries. The facility will transform virgin aluminum and aluminum waste into high-quality reusable materials, reducing the carbon footprint associated with aluminum production



Excel Astra Engineering & Construction (Dec-23): Building Materials Industry

- A UAE-based construction contractor providing integrated solutions for Energy sector projects signed a 50-year lease agreement to set up a fabrication facility in KEZAD
- Investment of approximately AED 20m by Excel Astra to build the facility on approximately 45k sqm



Gulf Biopolymers Industries – GBI (Feb-24): Polymer Industry

- 50-year land lease for a facility spread across 135k sqm in KEZAD, with a capacity to produce 30,000 mtpa of PLA (Poly Lactic Acid)
- PLA, a fully biodegradable material derived from renewable resources is used in manufacturing of plastic film, bottles and biodegradable medical devices



6. Operational and Financial Performance

Positive impact from Noatum, KGTL and EAJ in the Ports, Maritime, Logistics, and EC&FZ Clusters



Q4 & 2023 Financial Performance at a Glance

Record Full Year 2023 Revenue

FY ▶
2023

Revenue (AED)
11,679m
+112%
YoY

EBITDA (AED)
2,668m
+23%
YoY

Total Net Profit (AED)
1,360m
+6%
YoY

Q4 ▶
2023

Revenue (AED)
3,566m
+105%
YoY

EBITDA (AED)
524m
-0%*
YoY

Total Net Profit (AED)
285m
-17%*
YoY

Ports Cluster Operational KPIs

Container throughput boosted by international operations

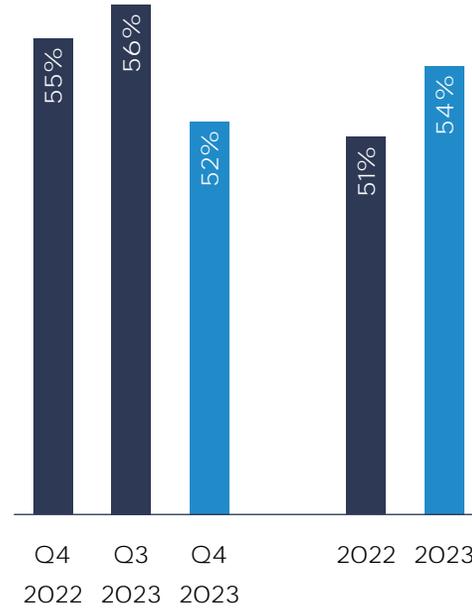
General Cargo (m tons)



Containers ('000 TEUs)



Container Capacity Utilisation Rate (%)



2023 Operational Highlights

General Cargo Volumes: +26% YoY, +13% YoY LFL

- Growth driven by bulk and layby cargo as well as consolidation of Noatum and full year impact of TCI volumes
- South Quay and Khalifa Port Logistics (KPL) inauguration in Dec-22, widening service offering

Container Volumes: +13% YoY, +6% YoY LFL

- Higher overall utilization of 54% in 2023 (vs. 51% in 2022), and 58% more specifically at Khalifa Port in 2023 vs. 55% in 2022. Partner shipping lines at KP continue to shift their regional volumes in line with their contractual obligations
- 61% transshipment volumes, 39% O&D volumes

RO-RO Volumes: +370% YoY, +48% YoY LFL

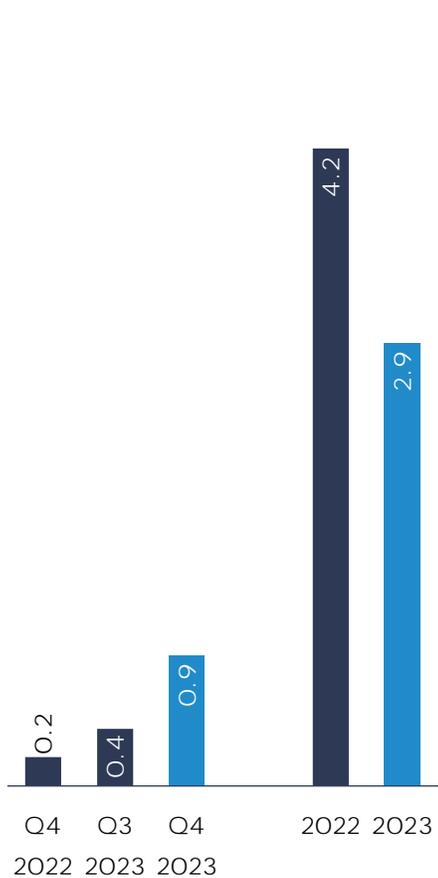
- Surge in volumes backed by Noatum as well as market rebound to pre-COVID levels

Cruise Passengers: +183% YoY

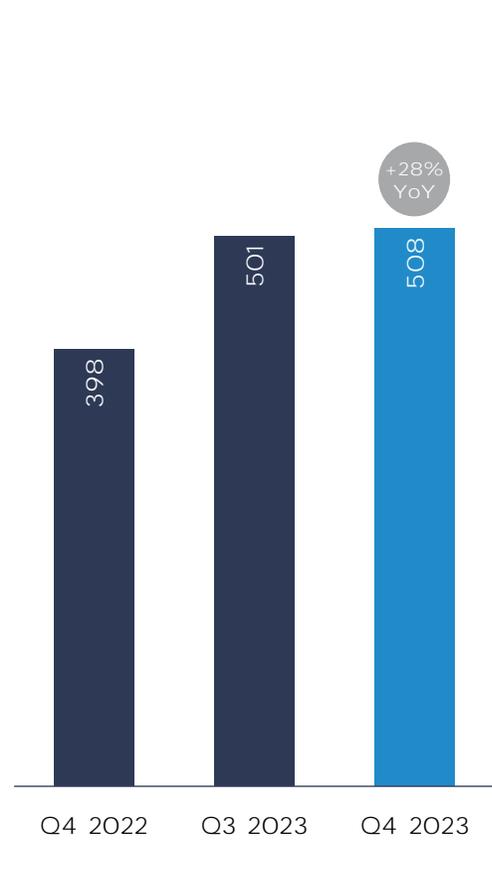
EC&FZ Cluster Operational KPIs

Strong demand for warehouses, further capacity expansion on the way

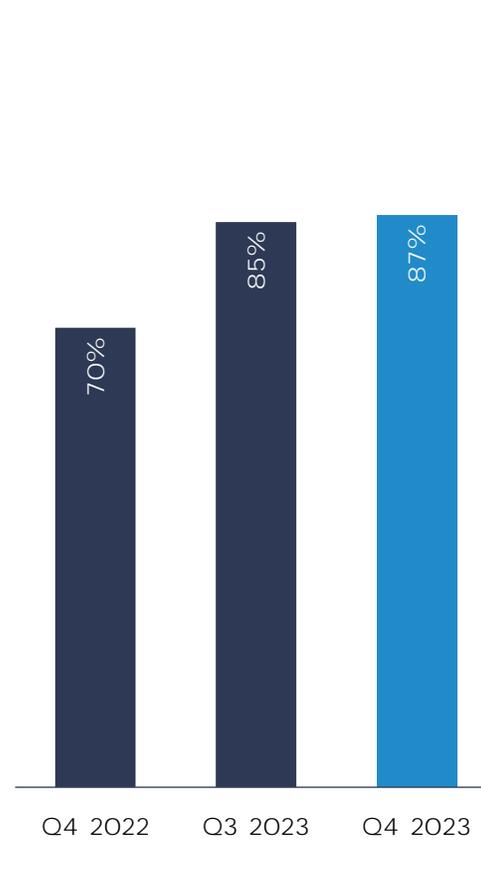
Land Lease Net Additions (km²)



Warehouse Leases (m²)



Warehouse Utilisation Rate (%)



2023 Operational Highlights

Land Leases (Net): +2.9 km², mega signing of 2 km² in 2022

- New land leases continue to be supported by the strong macro environment and the alignment with Abu Dhabi economic diversification and industrial strategies
- Fast-growing industries include metals, automotive, food processing and distribution, Agri-tech, (green) technology, pharmaceutical, retail/e-commerce, polymers, and building materials
- Annual guidance remains to sign 3.5-4.0 km² of new land leases (net) going forward

Warehouse Leases: +28% YoY

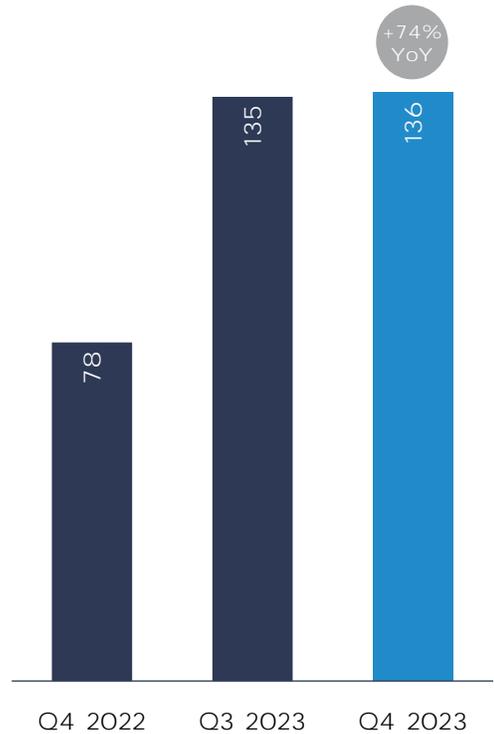
- 274K m² of additional warehouses (including cold storage) have come online since Q3 2022 (+87% in warehouse capacity), with the bulk of it completed in Q4 2022
- Improved utilization throughout 2023 on the back of continued strong demand for warehouses and industrial space
- 250K m² of additional warehouses capacity (+43% to existing capacity) recently announced to be ready by end of 2025



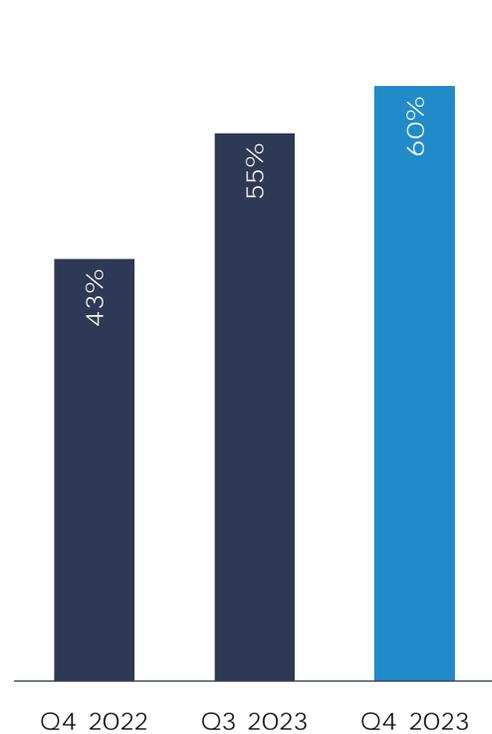
EC&FZ Cluster Operational KPIs (Cont'd)

Higher staff accommodation bed occupancy and stronger gas volumes

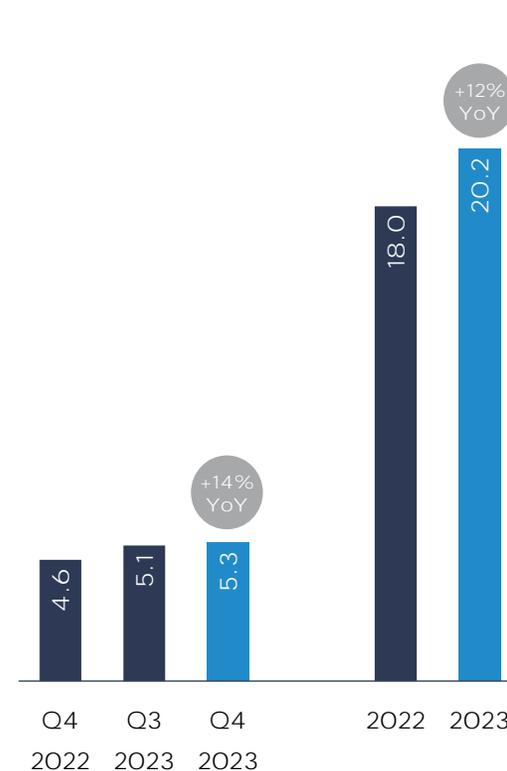
KEZAD Communities Bed Capacity ('000)



KEZAD Communities Bed Occupancy (%)



Gas Volumes (m MMBTU)



KEZAD Communities Bed Capacity: +74% YoY

- Improved occupancy on higher capacity with the addition of 58K beds coming with the merger of Al Eskan Al Jamae at the beginning of 2023

Gas Volumes: +12% YoY

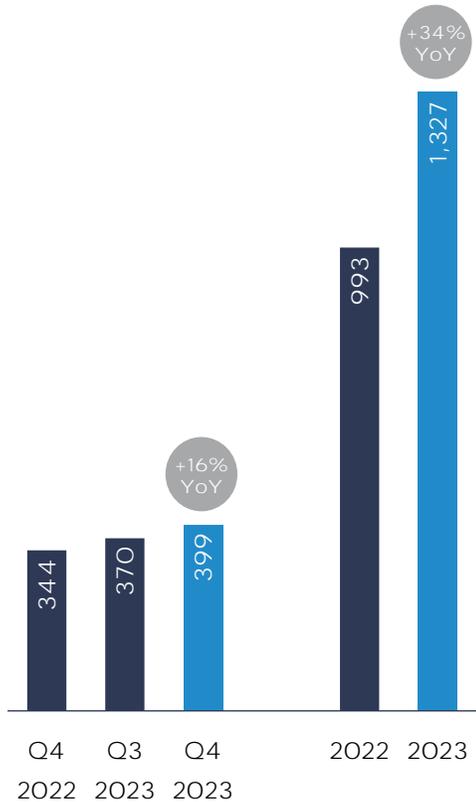
- Steady demand growth in gas volumes led by increase in industrial customer base



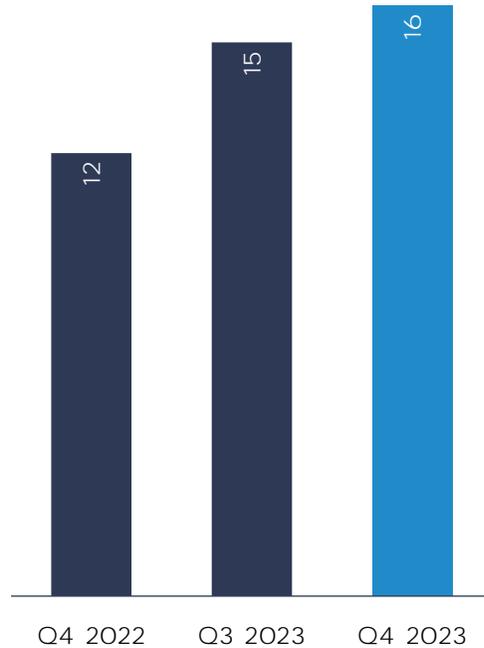
Maritime & Shipping Cluster Operational KPIs

Driven by consolidation of Noatum, expansion of fleet and services

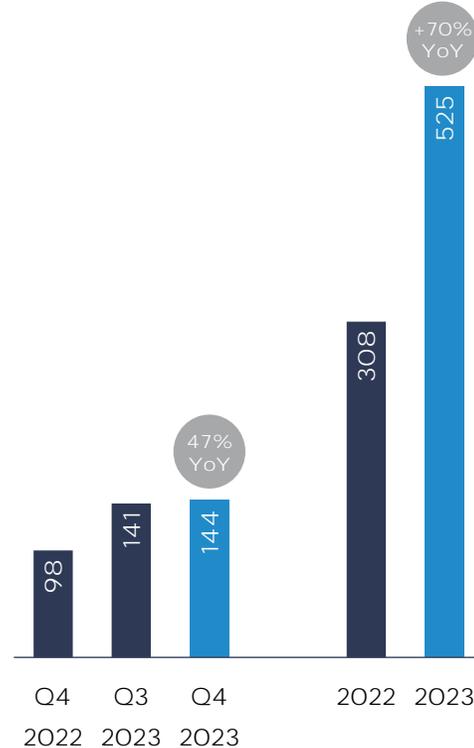
Feeder Container Port Calls



Container Vessel Fleet (Owned and Chartered-in)



Feeder Container Volumes ('000 TEUs)



2023 Operational Highlights

Feeder Container Port Calls: +34% YoY

- 6 services as of Q4 2023
- GFS to add 19 services taking the total to 25 services

Feeder Container Volumes: +70% YoY

- Driven by capacity increase and full-year impact of Transmar volumes

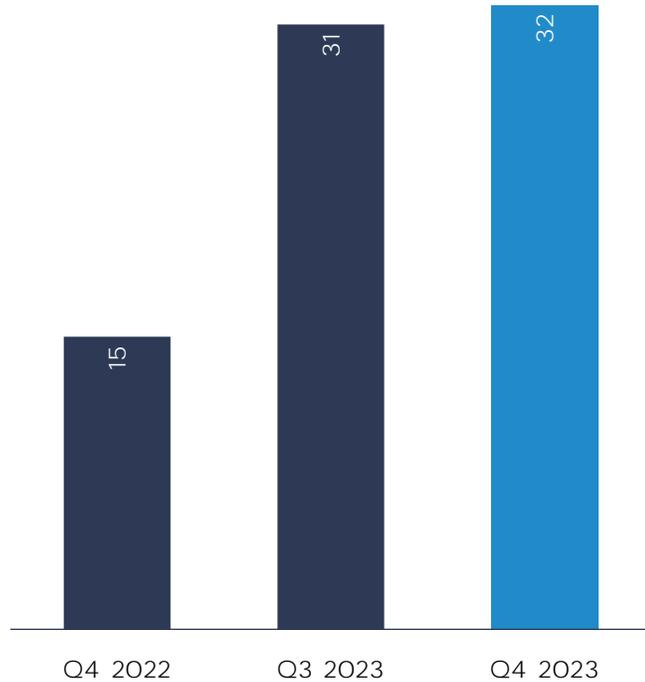
Vessel fleet of 260 in total (owned and chartered-in), up from 178 in 2022. GFS to add a container vessel fleet of 34



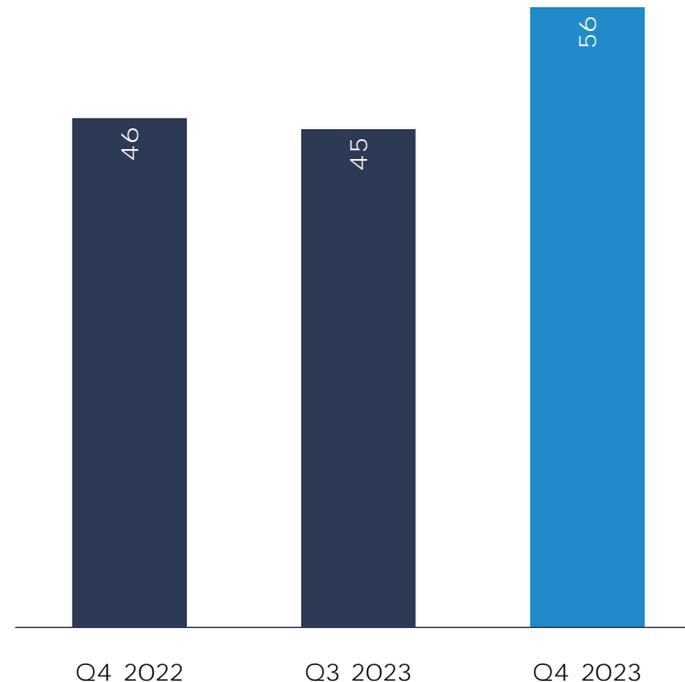
Maritime & Shipping Cluster Operational KPIs (Cont'd)

Diversifying vessel fleet into dry & liquid bulk, RoRo, and offshore & subsea

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



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



Balanced Synergistic Portfolio of Maritime Businesses

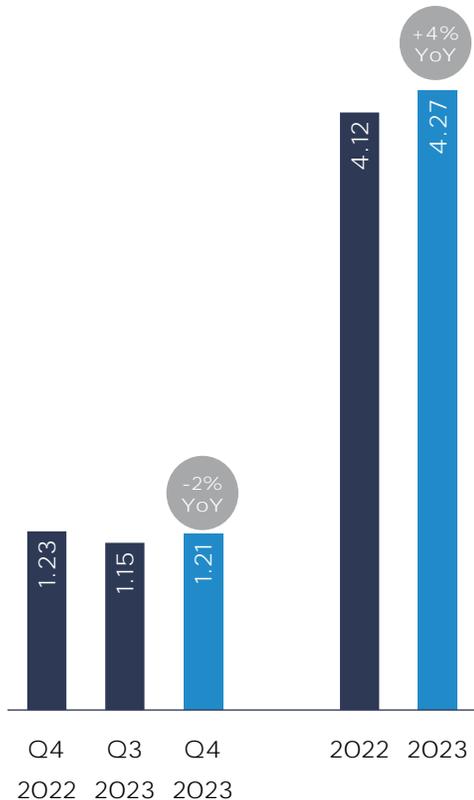
- Building a synergistic portfolio of assets with different market cycles to limit business performance volatility
- With Noatum Maritime, service offering has further widened with commercial representation services, ship and specialized services, and other outsourcing **services, complementing ADPG's existing services**



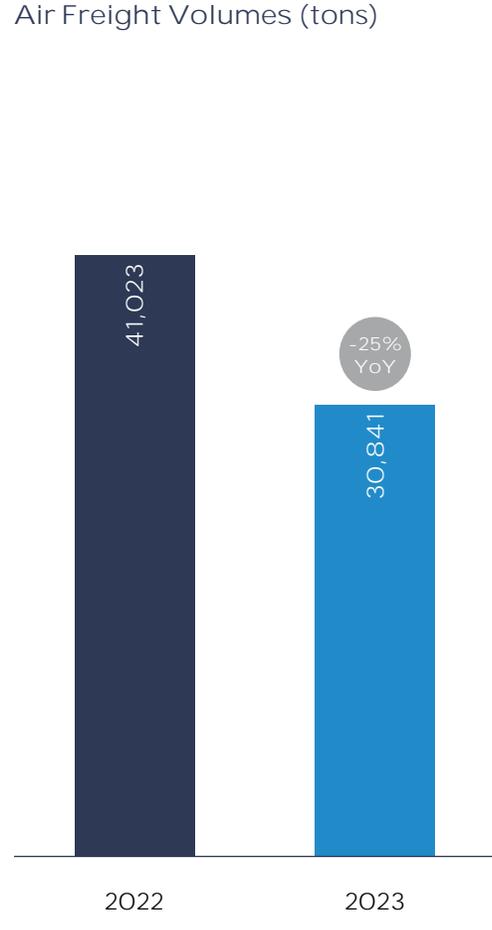
Logistics & Digital Clusters Operational KPIs

Driven by increase in Polymer volumes and Noatum consolidation

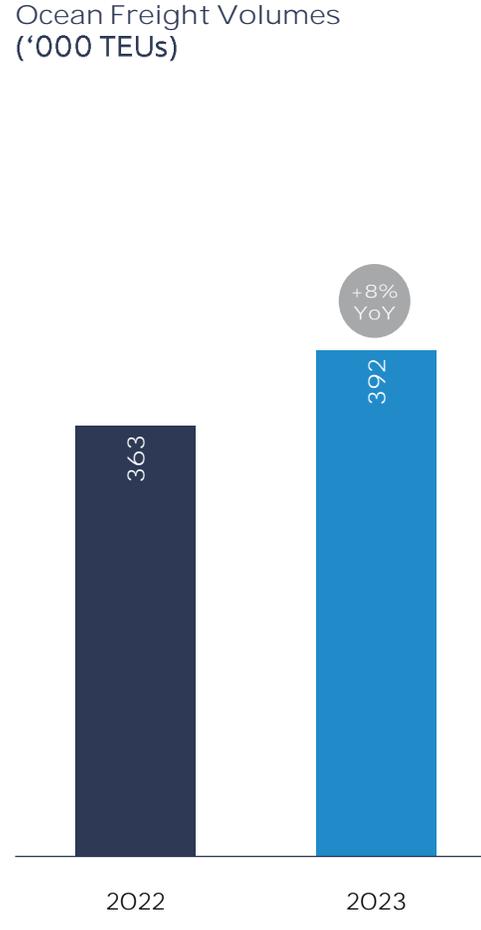
Polymer Volumes (m tons)



Air Freight Volumes (tons)



Ocean Freight Volumes ('000 TEUs)



2023 Operational Highlights

Polymer Volumes +4% YoY

- Volume growth despite Q1 2023 adversely impacted by plant shut down at Ruwais

Air Freight Volumes: -25% YoY

- Transfer of volumes to ocean freight post-COVID 19 as capacity has come back

Ocean Freight Volumes +8% YoY

- Overall softer demand but Noatum has been gaining market share

Digital Cluster Revenue-Generating Single Window Transactions: -10% YoY

- Digital transactions are facilitated through the Advanced Trade and Logistics Platform (ATLP), the single-window platform for trade in Abu Dhabi operated by Maqta Gateway
- Volumes of single-window transactions declined due to lower services to internal stakeholders, but volumes of foreign labor services (FLS) and maintenance and services related to external projects were supportive

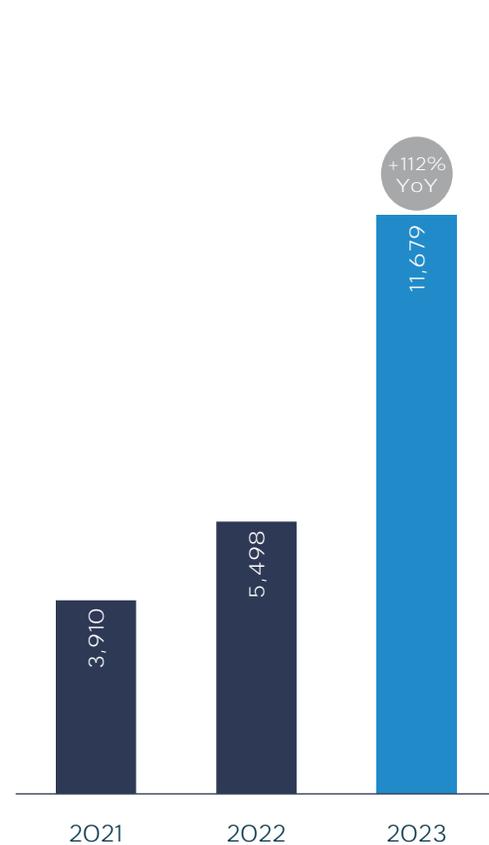
Revenue

Driven by Noatum consolidation as well as Maritime & Shipping, Logistics, and Ports Clusters

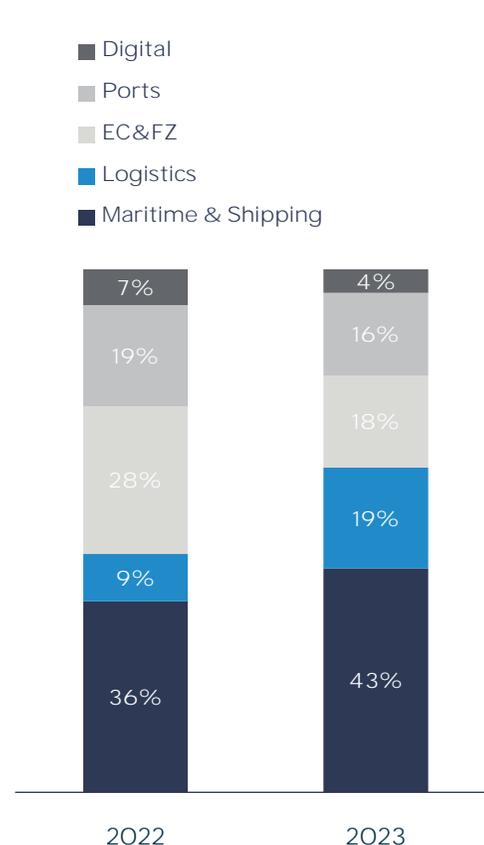
Q4 2023 Revenue Performance (AED m)



FY 2023 Revenue Performance (AED m)



Revenue Contribution by Cluster* (%)



2023 Financial Highlights

Maritime & Shipping Cluster: +194% YoY to AED 6,290m, +62% YoY after adjusting for M&A and vessel trading revenue in Q3 & Q4

- Driven by the shipping business segment, the Offshore & Subsea business segment, and the consolidation of Noatum Maritime, which accounted for 8% of the adjusted 2023 total cluster revenue

EC&FZ Cluster: +7% YoY to AED 1,780m, -13% YoY LFL

- Driven by KEZAD Communities and warehouse lease revenues. 19% contribution from EAJ to 2023 total cluster revenue
- LFL performance impacted by lower utilization of the Razeen staff accommodation as it ceased to be used for COVID-19 isolation and quarantine purposes from Q1 2023 onwards

Ports Cluster: +40% YoY to AED 1,592m, +6% YoY LFL

- Strong performance from the General Cargo, RoRo, and Cruise businesses as well as consolidation of KGTL/Noatum Terminals and full year impact of TCI

Logistics Cluster: +264% YoY to AED 1,935m, +5% YoY LFL

- Driven by the consolidation of Noatum Logistics and improved volumes from Borouge

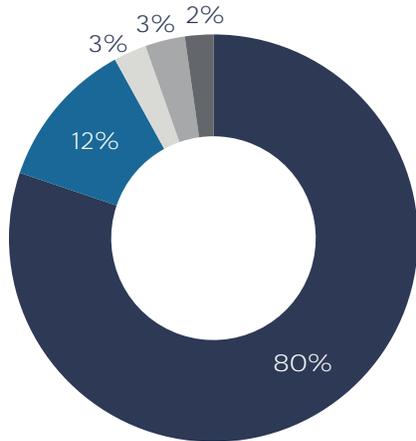
Digital Cluster: +13% YoY to AED 454m, +10% YoY LFL

- Supported by TTEK consolidation

Revenue (Cont'd)

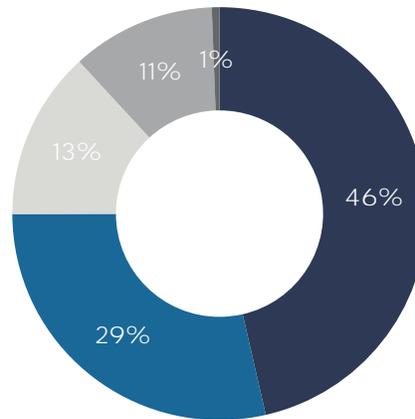
M&A revenue contribution mostly coming Noatum, and notably in the Logistics Cluster

Revenue Performance by Geography for 2023 (AED m)



■ UAE ■ Europe ■ Africa ■ America ■ Asia

Revenue Contribution from M&A Activities by Cluster in 2023 (%)



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

Revenue Performance by Geography

- Increased portion of revenue coming from outside the UAE following Noatum's acquisition

M&A Activities

- AED 2.97bn or 25% of 2023 Group revenue came from M&A activities
- Ports: KGTL, Noatum Terminals, and TCI
- EC&FZ: EAJ and KEZAD Communities merger
- Logistics: Noatum Logistics
- Maritime & Shipping: Noatum Maritime, Safeen Subsea, Transmar, Divetech, and ASCL
- Digital: TTEK

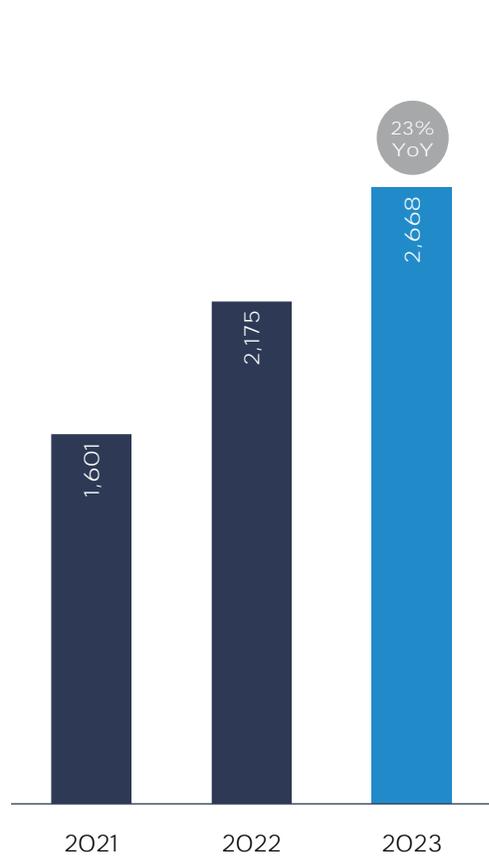
EBITDA

Driven by Maritime & Shipping and acquisitions

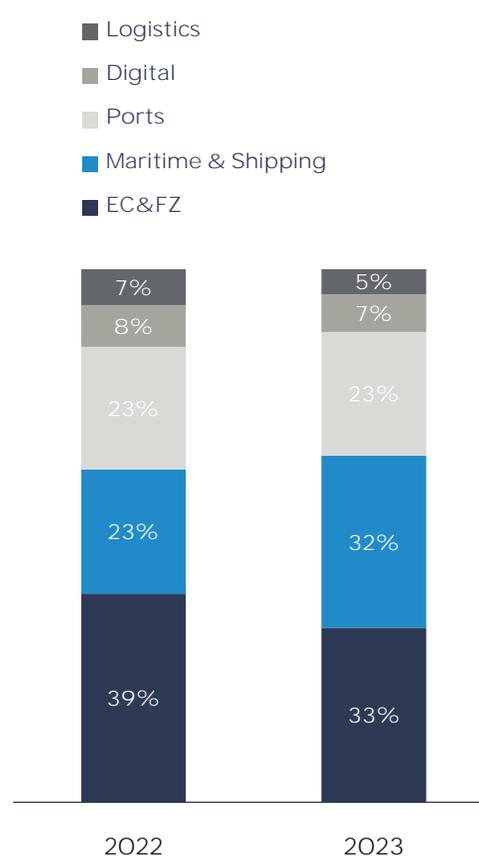
Q4 2023 EBITDA Performance (AED m)



FY 2023 EBITDA Performance (AED m)



EBITDA Contribution by Cluster* (%)



2023 Financial Highlights

Maritime Cluster: +77% YoY to AED 1,149m, +59% YoY LFL

- Consolidation of Noatum Maritime
- EBITDA impact from Q3 2023 vessel trading activities reversed in Q4 2023 and amortized over useful life of assets in line with new deal structure

EC&FZ Cluster*: +7% YoY to AED 1,165m, -10% YoY LFL

- 16% contribution from EAJ to the adjusted 2023 total cluster EBITDA

Ports Cluster: +29% YoY to AED 827m, +6% YoY LFL

- 18% contribution from KGTL, Noatum Terminals, and TCI to the 2023 total cluster EBITDA

Logistics Cluster*: -11% YoY to AED 168m, -37% YoY LFL

- In 2023, consolidation of Noatum Logistics, Noatum success fee and AED 139m impairment of investment in associate while 2022 included an AED 73 million one-off gain from the sale of a warehouse as part of a new long-term contract with a strategic customer

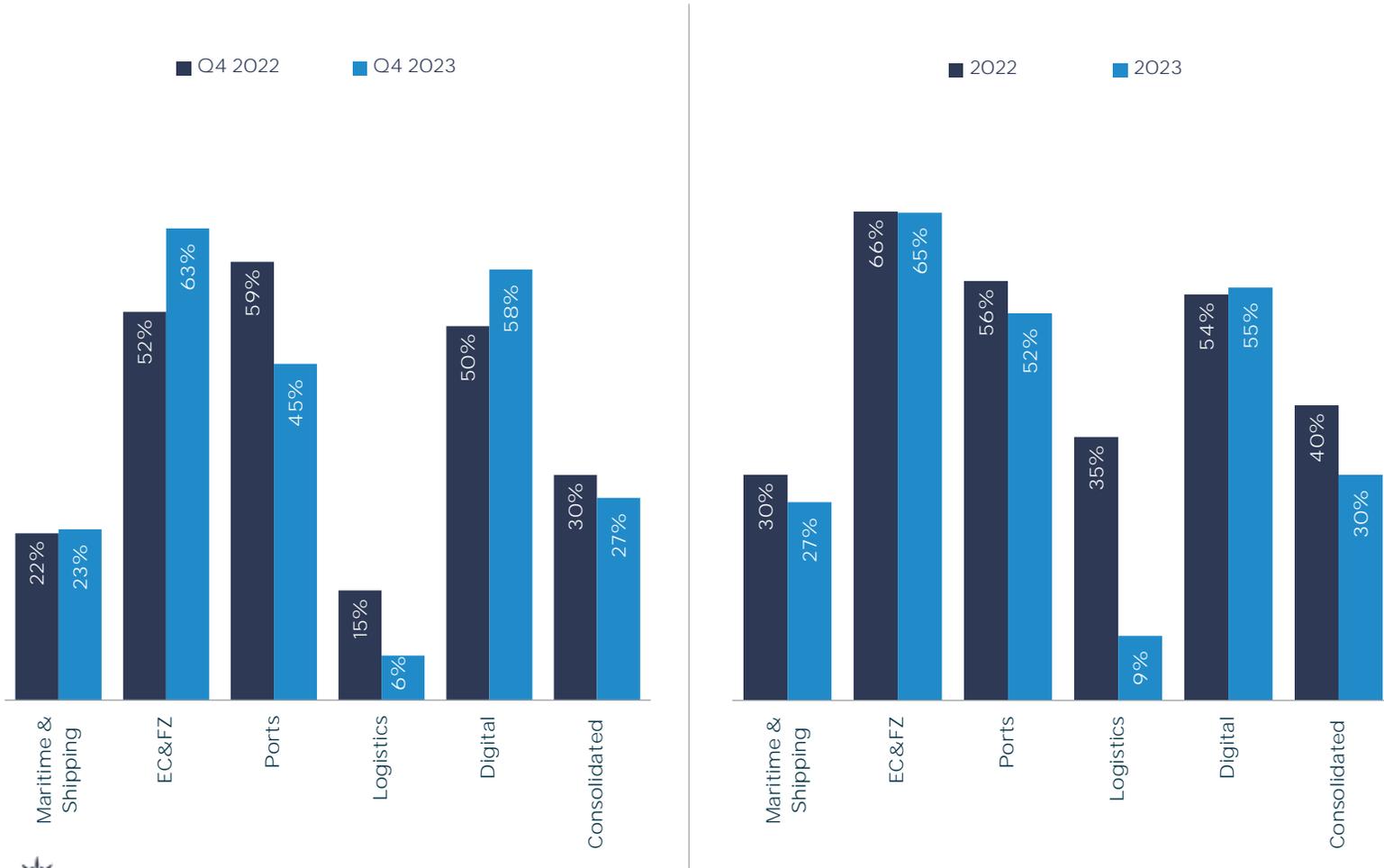
Digital Cluster: +15% YoY to AED 251m, +13% YoY LFL

- Consolidation of TTEK

EBITDA (Cont'd)

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

EBITDA Margin by Cluster* (%)



2023 Financial Highlights

Relatively higher revenue growth in the lower margin businesses resulted in a lower blended EBITDA margin

- We stick to our guidance of 25-30% EBITDA Margin in the medium term once the revenue mix becomes more stable
- EBITDA rebalancing as we gradually deliver on synergies extraction from densifying our vertically integrated ecosystem and scaling-up operations

EBITDA Margin of 30.3% in 2023 vs. 39.6% in 2022

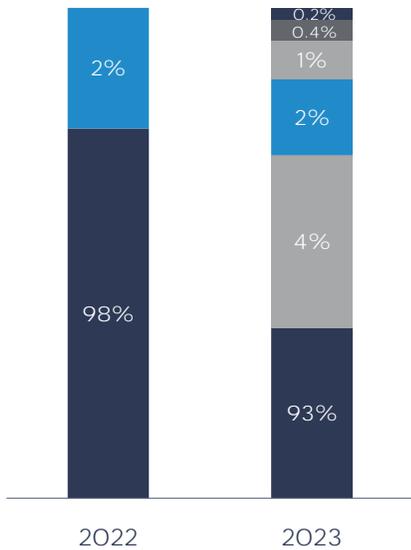
- Impacted from one-offs and timing impact of cost accruals
- Apart from KGTL and EAJ, recent acquisitions have yielded lower EBITDA margin

Balance Sheet

Increase in asset base driven by consolidation of acquisitions; higher leverage but still supporting investment grade credit ratings

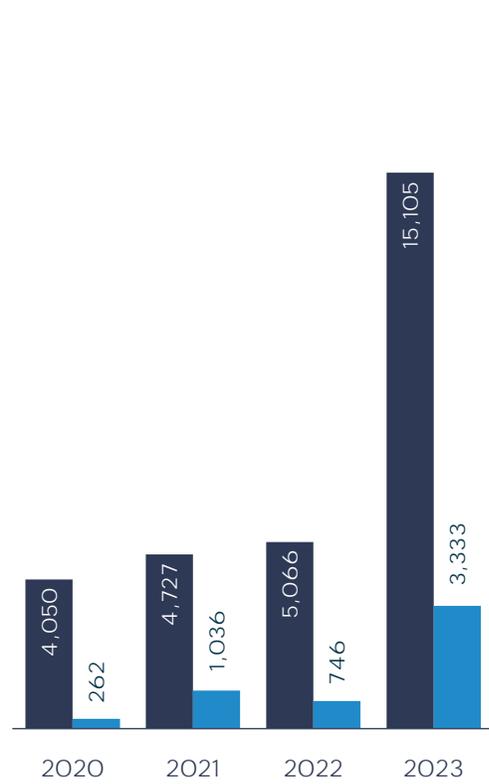
Assets by Geography (%)

- Middle East, Excl. UAE
- Americas
- Asia
- Africa
- Europe
- UAE



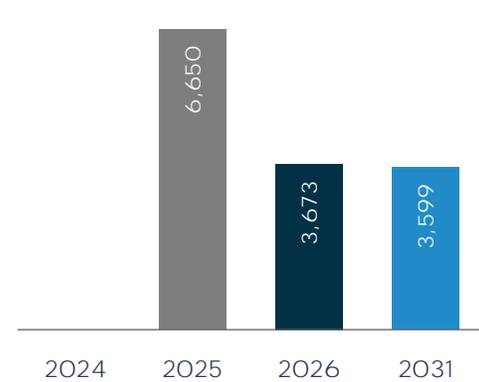
Historical Total Debt & Cash Positions (AED m)

- Total Debt
- Cash

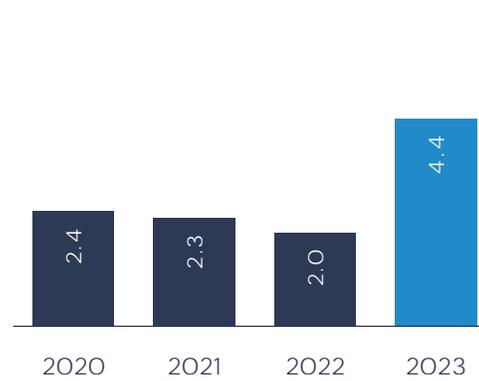


Total Debt Maturity Profile (AED m)

- RCF
- Bond
- Term Loans



Historical Net Leverage¹ (x)



2023 Financial Highlights

- Net Debt/EBITDA ratio below 4.0x when adjusting for one-offs and full EBITDA contribution from acquisitions
- Still AED 1.7bn available under existing debt facilities as of Q4 2023
- The strategy is to utilize bonds as the predominant long-term funding vehicle with RCFs serving as a liquidity backstop
- ‘A+’ credit rating by S&P Global and Fitch Ratings maintained after series of acquisitions
- Aiming at maintaining investment grade rating going forward

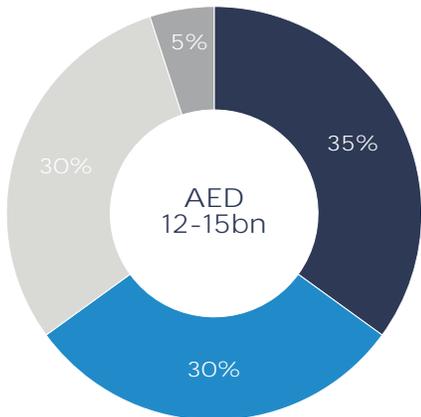


AED 12-15bn Organic CapEx Program Over the 2024-28 Period (Five Years)

AED 4.6bn spent on organic revenue-generating CapEx in 2023

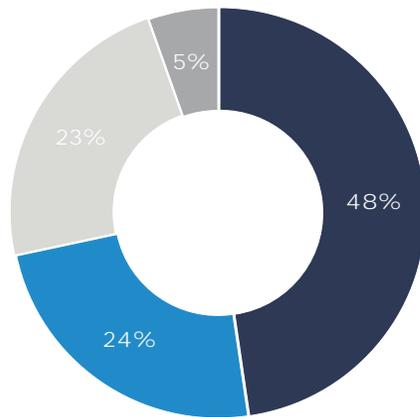
2024-28 5Y CapEx Program Distribution by Cluster (%)

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

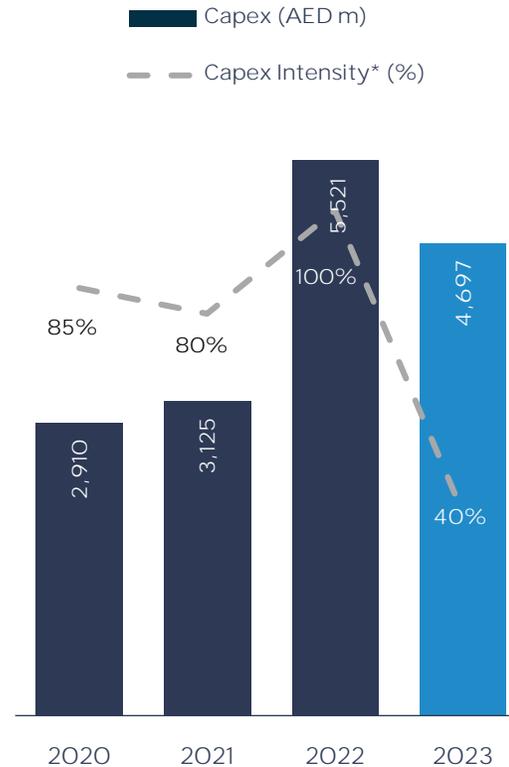


2023 CapEx Distribution by Cluster (%)

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



Historical CapEx Spending and CapEx Intensity



2023 Financial Highlights

- Group's Capital Expenditures (CapEx) reached AED 1.6bn in Q4 2023, putting the total 2023 outlay at AED 4.7bn, in line with our front-loaded AED 15bn capex program between 2023 and 2027

Ports

- Khalifa Port expansion (mainly CMAT), Etihad Rail connection, Safaga Port (Egypt), Pointe Noire Terminal (Republic of the Congo), and KGTL & KGTML (Pakistan)

EC&FZ

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

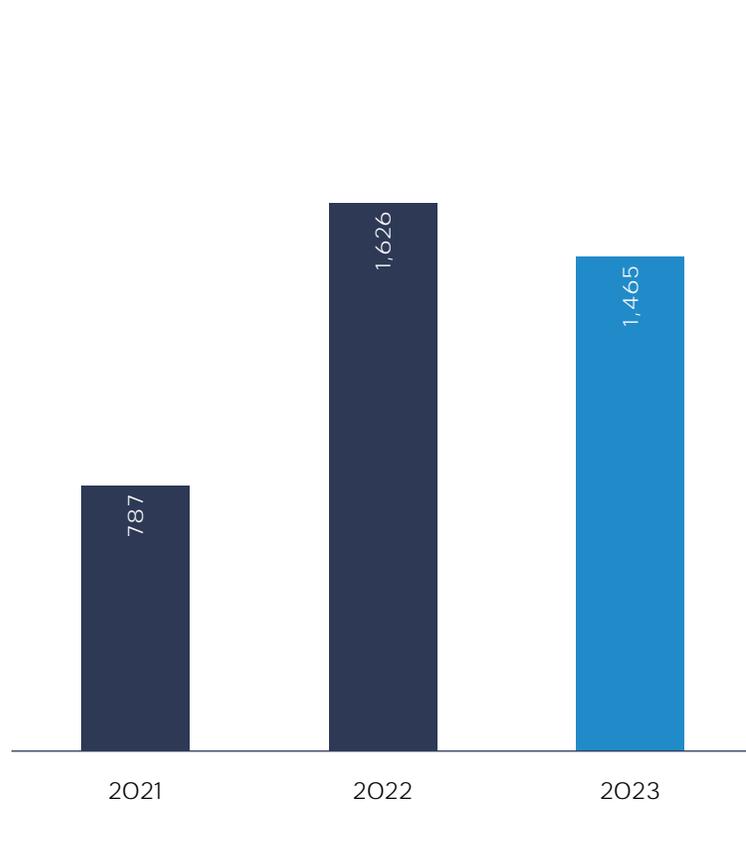
Maritime & Shipping

- Expansion of vessel fleet (mainly bulk, tanker, RoRo, and offshore)

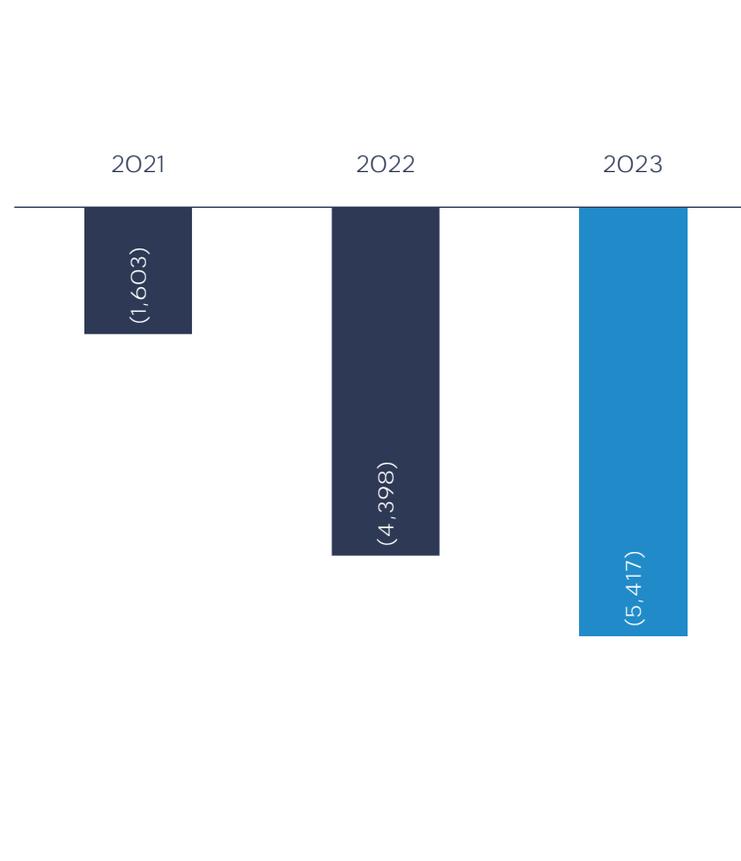
Cash Flows

CapEx still weighing on cash flow generation, with Operating Cash Flow lower due to working capital tie-up associated with growth

Operating Cash Flow Performance - OCF (AED m)



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



2023 Financial Highlights

- Guiding for FCFF positive around 2025
- Growth in operating performance offset by working capital tie-up, including AED 265m in vessel inventory, resulting in lower OCF
- Timing impact in collections reflected in the receivable balances
- Increased payables largely offset the higher collections

7. Outlook / Guidance

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



Medium Term Guidance

Updated 2023-28 guidance for existing and already approved projects/acquisitions



Revenue 5Y CAGR

2022-27 → 2023-28
25-30% → 15-20%

- Organic revenue growth will be driven by Ports, EC&FZ, and Maritime Clusters
- Including GFS, SeSe Auto Logistics, and KGTML acquisitions



EBITDA 5Y CAGR

2022-27 → 2023-28
20-25% → 20-25%

- Ports, EC&FZ, and Digital Clusters to support overall margins while Maritime and Logistics Clusters boast lower-margin profiles
- Revenue mix will determine where margins stabilize
- EBITDA Margin to normalize to 25-30% in the medium term



CapEx 5Y

2023-27 → 2024-28
AED~15bn → AED~12-15bn

- Main recipients by order of quantum: Maritime, EC&FZ, and Ports Clusters
- Ports: Khalifa Port expansion, Safaga Port (Egypt), Pointe Noire Terminal (Republic of the Congo), and KGTML & KGTML (Pakistan)
- EC&FZ: BTS assets, industry hubs, warehouses, and unlocking of land
- Maritime: Expansion of bulk, RoRo and offshore & subsea vessel fleet

8. Appendices



Clusters Deep Dive



Ports Cluster

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

Main Business Operations

27 Terminals (24 Operational)

UAE - 10 ports and 7 terminals

- 3 Container Terminals at Khalifa Port, with 2 operational and 1 under development: JVs with MSC (51/49) - ADT, COSCO (10/90) - CSP, and CMA CGM (30/70) - CMAT, **three of the world's top four shipping companies**. 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
- 1 General Cargo / 2 Cruise Passenger Terminals / Warehousing, Storage, and Dry Port Facilities

Egypt - Adabiya, TCI

Pakistan - Karachi Port, KGTL

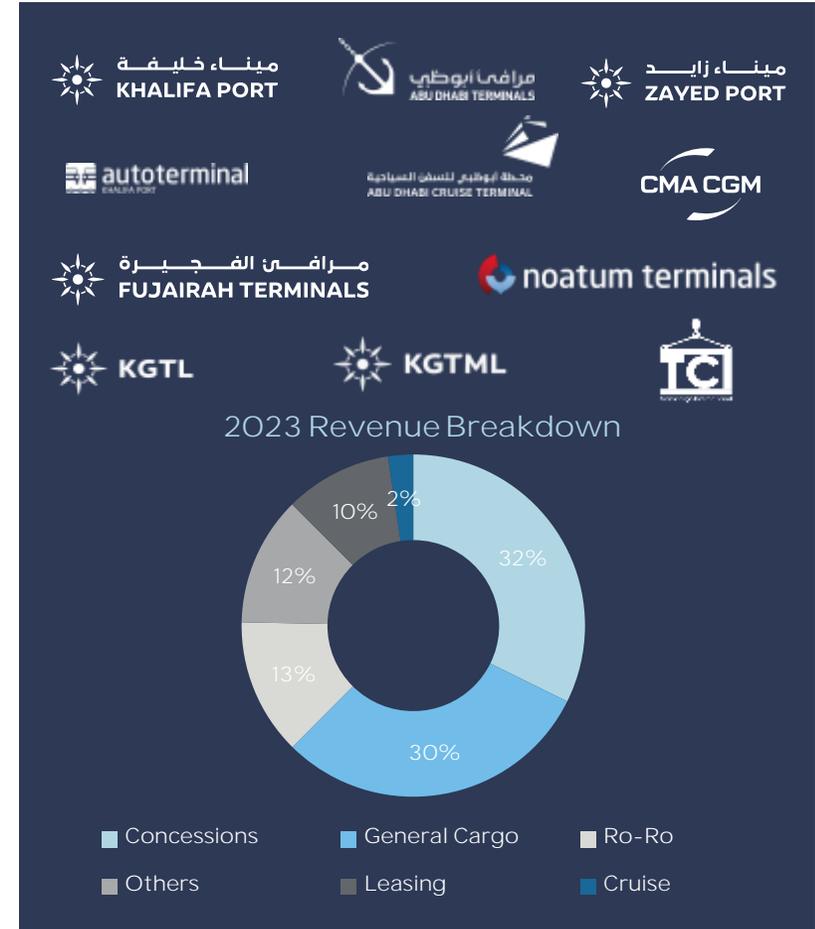
Spain, Noatum Terminals - 15 multi-purpose terminals across the country

Key Ops. Metrics / M&A

- Container capacity: 9.7m TEUs as of 2023 - 7.8m at Khalifa Port, 0.7m at Fujairah, 0.7m at KGTL, and 0.5m in Spain
- 54% container capacity utilization in 2023 (52% in Q4 2023), and 58% at Khalifa Port
- 61% transshipment and 39% O&D container volumes
- 40m tons of general cargo volumes in 2023
- Ro-Ro volumes of 777K in 2023, +370% YoY backed by Noatum volumes
- 670K cruise passengers in 2023, +183% YoY
- Acquisition of APM Terminals Castellón in Spain completed in Jan-24
- Pakistan - Karachi Port: 25-year new concession agreement for Bulk and General Cargo operations signed in Feb-24

Outlook

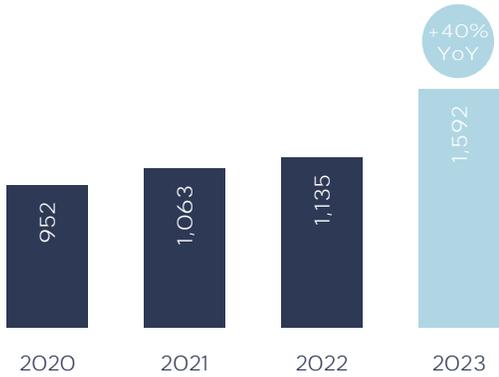
- CSP has an expansion option to add container volume capacity of 1.3m TEUs in 2024
- CMAT will start operations in 2025, with initial container volume capacity of 1.8m TEUs and expansion option of 0.8m TEUs
- Khalifa Port container volume capacity expected to reach 11.7m TEUs by 2028
- Operational ramp-up of South Quay and KPL at Khalifa Port, which were inaugurated in Dec-22
- Liquid Bulk ACT terminal commercial operations to start in Q2-24
- Egypt: 30-year concession agreement signed in March-23 to develop and operate a multi-purpose port in Safaga. Operational in Q2-25
- Congo Brazzaville: 30-year concession agreement signed in June-23 to develop and operate a multi-purpose port in Pointe Noire. Operational in H2-25
- Egypt: 15-year concessions for 3 cruise terminals at Safaga, Hurghada, and Sharm El Sheikh ports



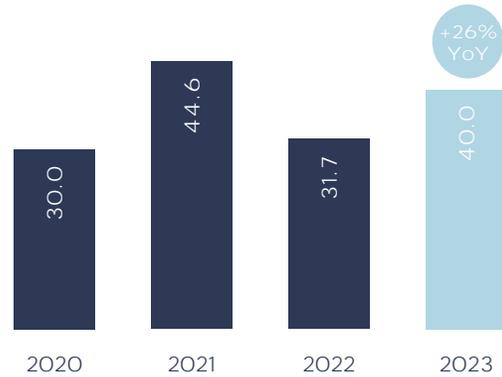


Ports Cluster in Figures

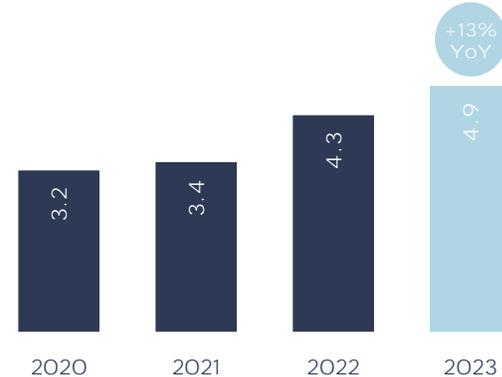
Revenue (AED m)



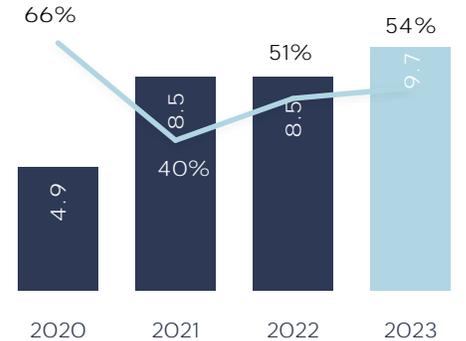
General Cargo Volumes (m tons)



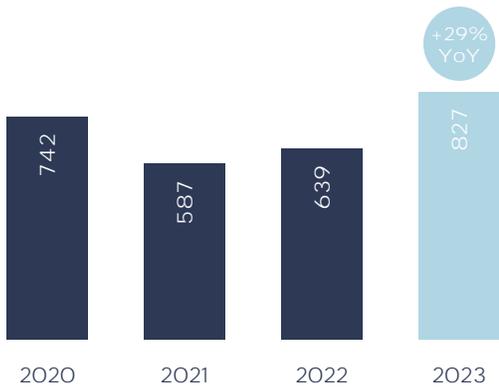
Container Volumes (m TEUs)



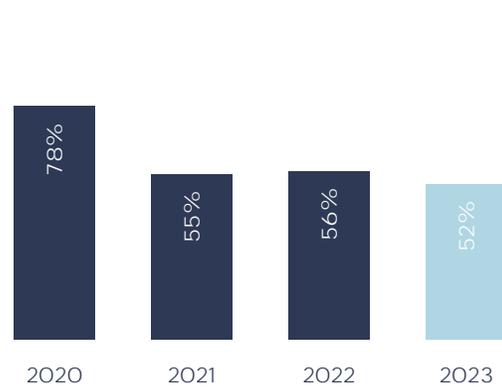
Container Capacity and Utilization (m TEUs)



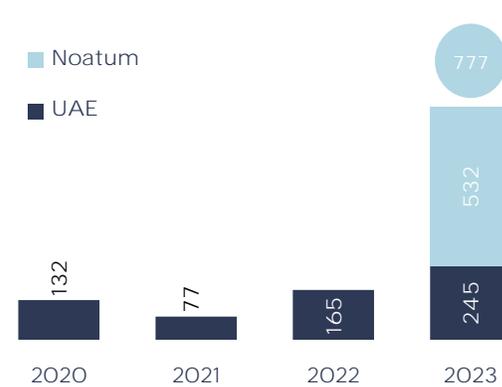
EBITDA (AED m)



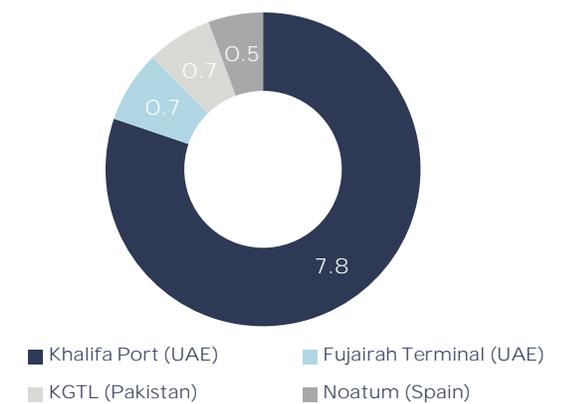
EBITDA Margin (%)



Ro-Ro Volumes ('000 units)



Container Capacity Split (m TEUs)



Economic Cities & Free Zones (EC&FZ) Cluster

Landlord business model with highly visible and predictable revenues

Main Business Operations

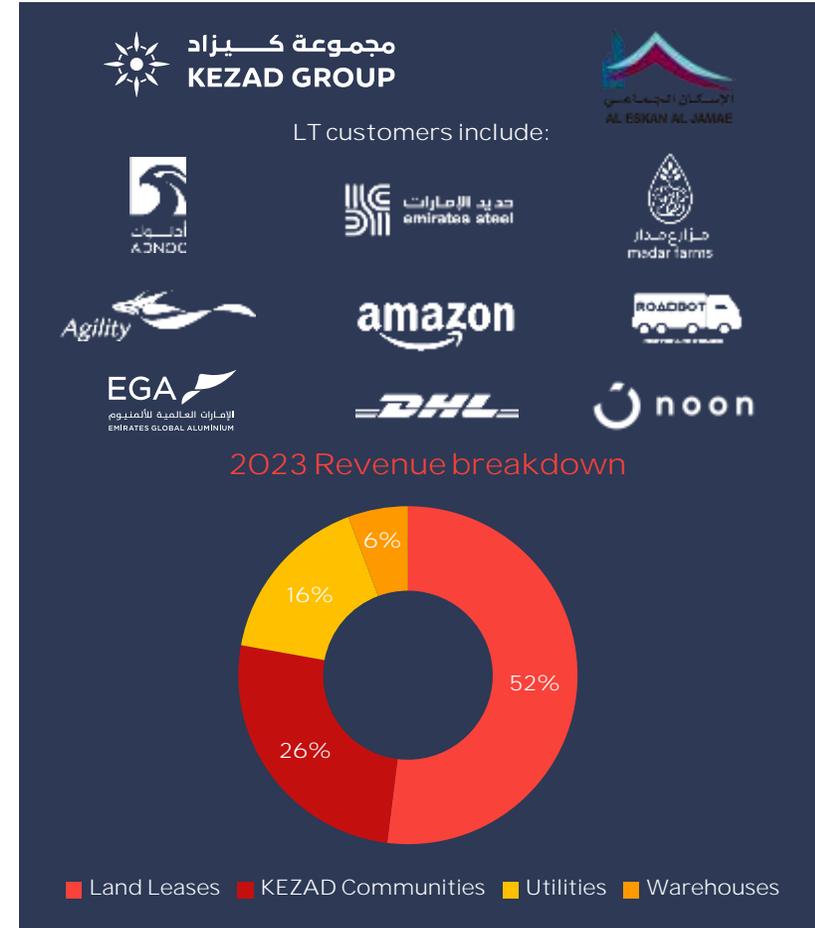
- Total land bank of 550 km²
- 110 km² of land bank developed and 98 km² of leasable land
- 587K m² of warehouses under management, including 93K m² of cold storage
- 3 Build-to-Suit (BTS) agreements: Noon, Emtelle, and Change Food
- Managed staff accommodation capacity of 136K beds, including Al Eskan Al Jamae, and regulatory oversight over 420K beds in total
- Gas distribution network of 82 km, with 300K 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

- 67.3 km² of leased land as of 2023, translating into leasable land occupancy of 69%
- 87% occupancy rate for warehouses as of 2023, after adding 15K m² of additional capacity over the past 12 months
- 19K m² of new commercial and retail areas at Rahayel Auto and Mobility City
- 20.2m MMBTU gas volumes in 2023, +12% YoY
- Close to 2,100 customers with c.70% of leases being industrial and manufacturing tenants
- 25-50 years land lease agreements: 40 years average lease length for land leases
- 5.8 years average lease length for warehouses

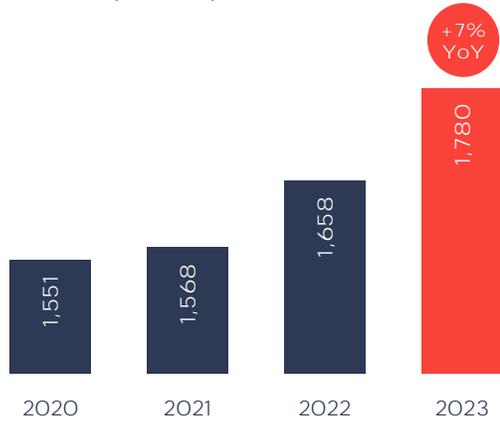
Outlook

- Target of 3.5-4.0 km² of additional new leases (net) per year going forward
- 45 km ongoing gas network expansion in the medium term
- Specialized industrial clusters: 450K m² Metal Park, 3.3 km² Wholesale Food Hub, and 3.3 km² Auto Hub currently under development, expected to start operations by the end of 2025
- Expand warehouse capacity to over 837K m² by the end of 2025. 250K m² of new warehousing capacity announced in Jan-24

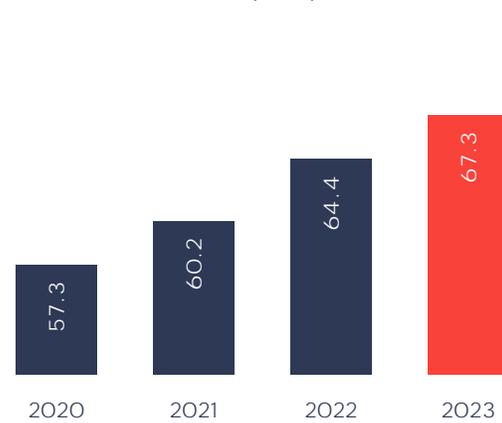


Economic Cities & Free Zones Cluster in Figures

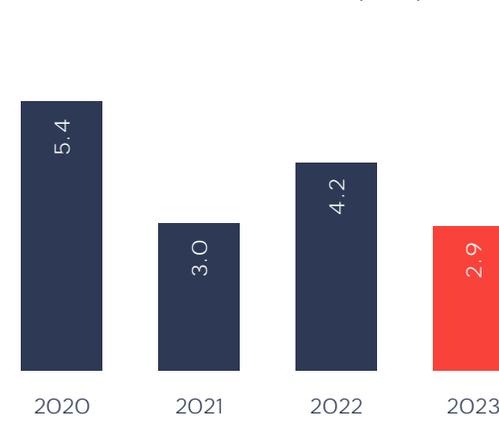
Revenue (AED m)



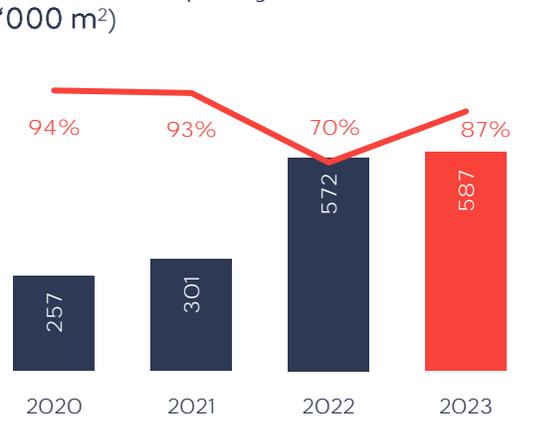
Total Leased Land (km²)



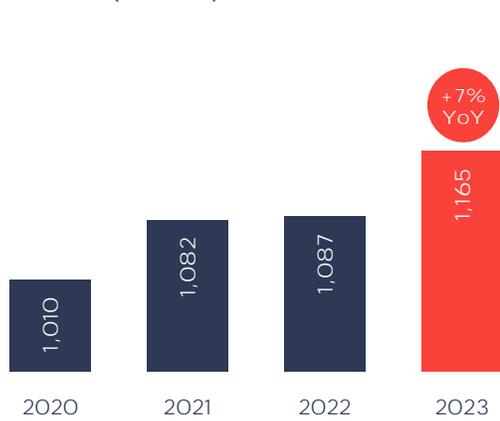
Land Lease Net Additions (km²)



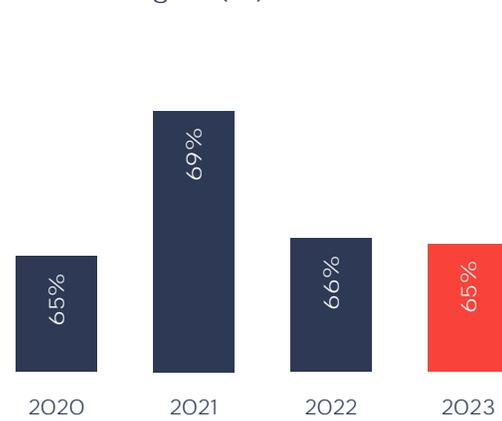
Warehouse Capacity & Utilization ('000 m²)



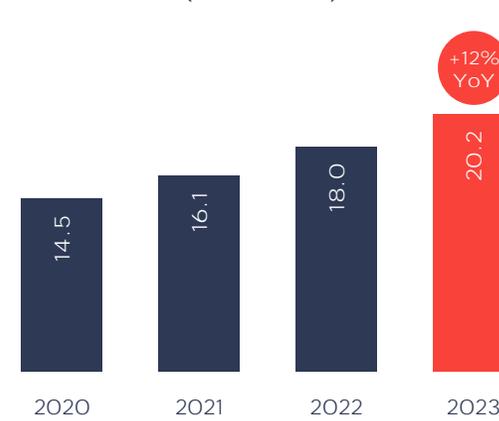
EBITDA* (AED m)



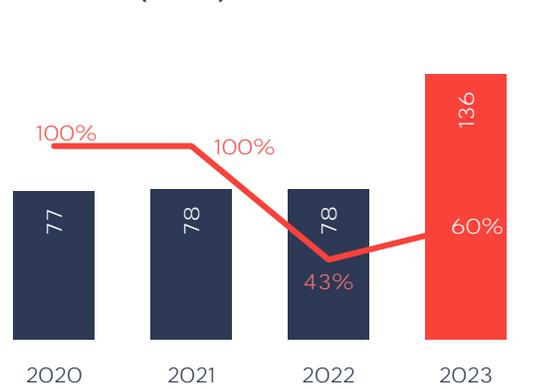
EBITDA Margin* (%)



Gas Volumes (m MMBTU)



KEZAD Communities Bed Capacity & Utilization ('000)



* 2023 EBITDA & EBITDA Margin adjusted for a AED 98m one-off

Maritime & Shipping Cluster

Balanced synergistic portfolio of Marine, Shipping, Offshore & Subsea Services

Main Business Operations

- SAFEEN Marine Services: Port & marine services, including tug and towing services, vessel traffic services, bunkering, etc.
- SAFEEN Transshipment: Emirates Steel general cargo LT transshipment contract
- SAFEEN Shipping: GFS, SAFEEN Feeders, ASCL, Transmar, NVOCC JV with Aramex. Providing enhanced international port connectivity
- SAFEEN Offshore & Subsea: JV with Allianz Logistics Middle East (OFCO), JV with NMDC (SAFEEN Surveys and Subsea), and Divetech. Primarily serving the O&G industry in the Middle East and South East Asia
- SAFEEN Drydocks: JV with Premier Marine formed in June 2023. Specialised in ship building and repair services to marine and offshore industries
- Abu Dhabi Maritime (ADM): Regulation of Abu Dhabi's waterways and marine ecosystem
- Noatum Maritime: Commercial representation and ship services

Key Ops. Metrics / M&A

- 48 container, (dry & liquid) bulk, Ro-Ro, and multi-purpose vessels as of 2023, including 5 oil tankers operating under the KMTF agreement in Kazakhstan
- 56 offshore & subsea vessels as of 2023
- Bulk vessels charter contracts with Saif Powertec and Invictus
- Cross-charter contract with Amaan Baghdad to deploy three VLCCs and one MR Tanker for fuel oil transport and storage signed in Oct-22
- JV with Aramex to start NVOCC operations signed in May-23
- Acquisition of Divetech, a topside-subsea solutions provider in Q1 2022
- Acquisition of a 51% stake in SAFEEN Surveys and Subsea in Q2 2022
- Acquisition of Transmar in Q3 2022
- Acquisition of GFS in Q1 2024

Outlook

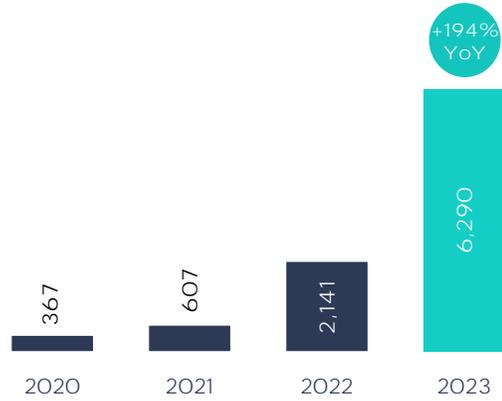
- Active management of vessel fleet depending on demand, market opportunities, and market conditions
- Organic and inorganic growth in relevant geographies (key maritime trade routes for the UAE), achieving greater scale through the expansion of capacity and service offering, in Bulk, Offshore & Subsea, Container Feeding, and RoRo.



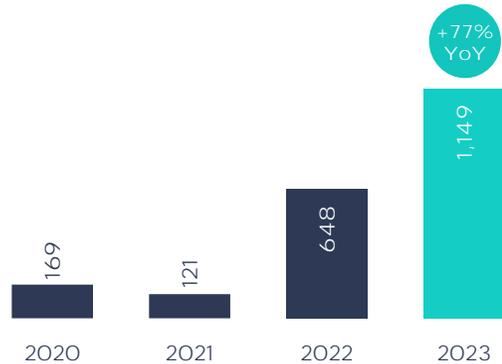


Maritime & Shipping Cluster in Figures

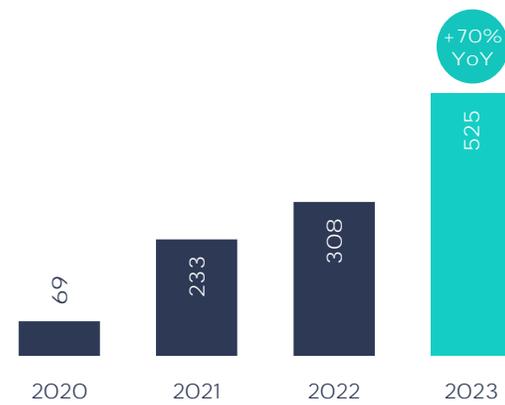
Revenue (AED m)



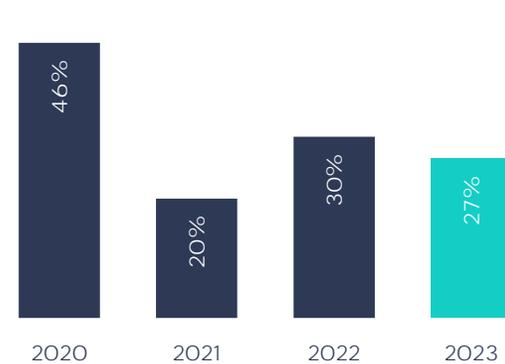
EBITDA (AED m)



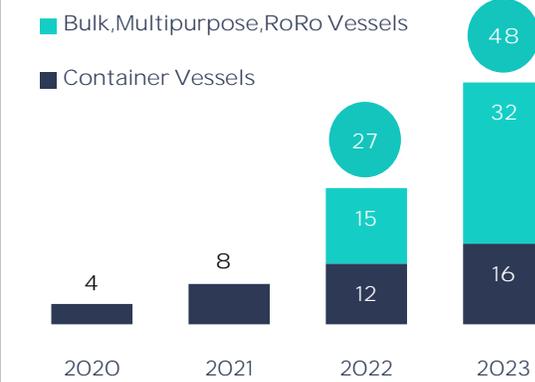
Container Volumes ('000 TEUs)



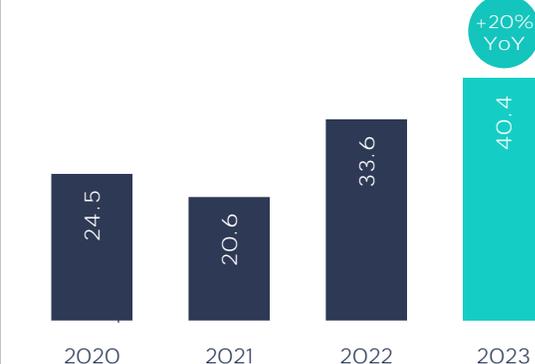
EBITDA Margin* (%)



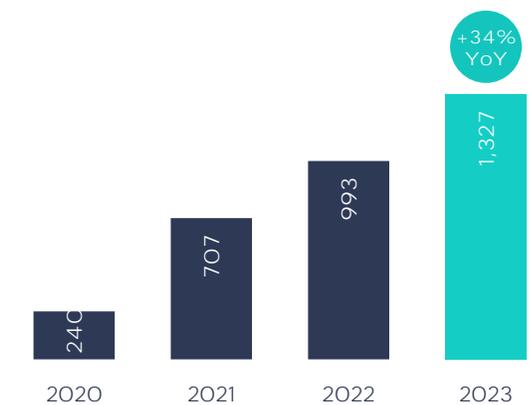
Container and Bulk Vessel Fleet (Owned & Chartered-in)



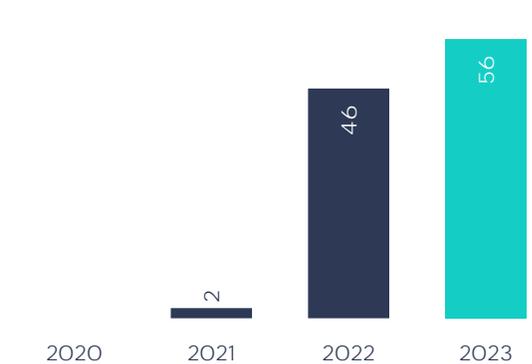
Marine Services - UAE Vessel Calls ('000)



Container Port Calls



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



* 2023 EBITDA Margin adjusted for pass-through vessel trading revenues in Q3 & Q4 2023

Logistics Cluster

Turning into a global logistics platform with Noatum

Main Business Operations

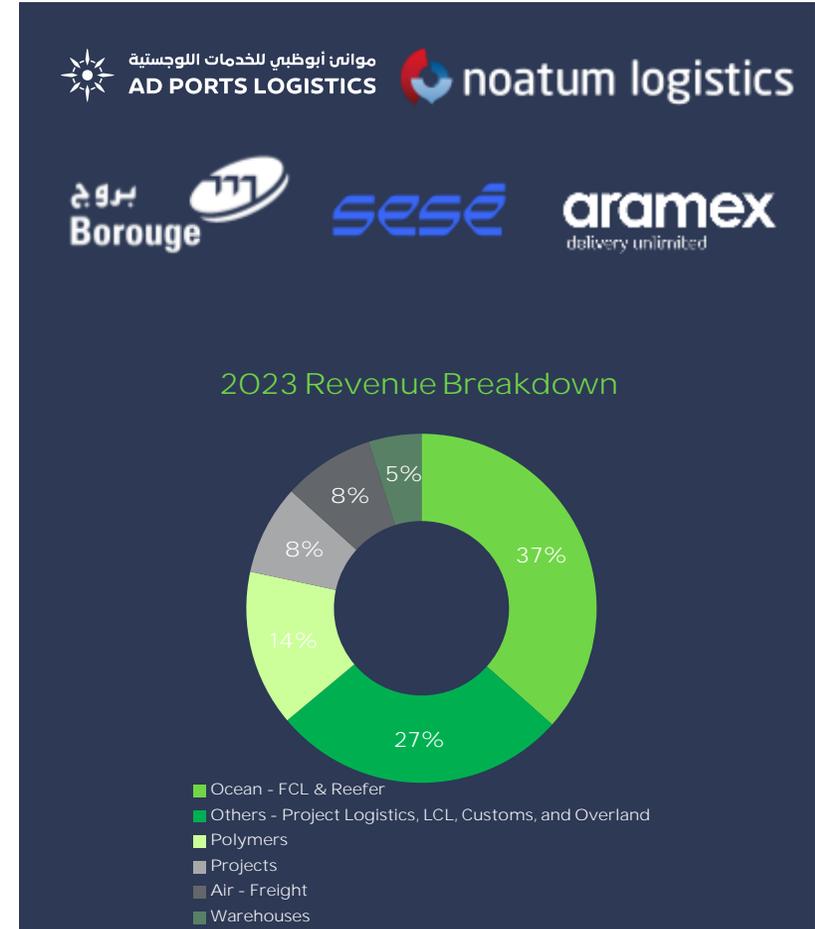
- Core logistics services, including transportation, distribution, contract logistics, project logistics, and freight forwarding
- LT contract with Borouge for transport, warehousing, and value-added services
- Pharmaceutical distribution business in the UAE
- Noatum Logistics: Ocean and Air Freight, warehousing, contract and project logistics, customs and trade compliance
- Noatum Logistics Middle East brand has replaced MICCO Logistics, which was acquired in 2019, in the UAE and GCC markets.

Key Ops. Metrics / M&A

- Handling around 4.3m tons annually of polymers cargo operations and warehousing for Borouge
- 22.32% stake in Aramex in early 2022
- Completed SeSe Auto Logistics acquisition in Jan-24: road and rail transport logistics of light and heavy vehicles across most European countries

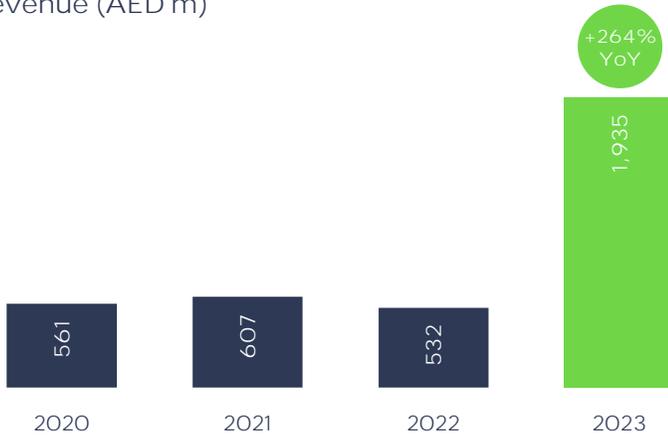
Growth Outlook

- Additional volumes from Borouge 4 project in 2025
- Further bolt-on acquisitions to strengthen our logistics supply chain capabilities in a specific geography or industry

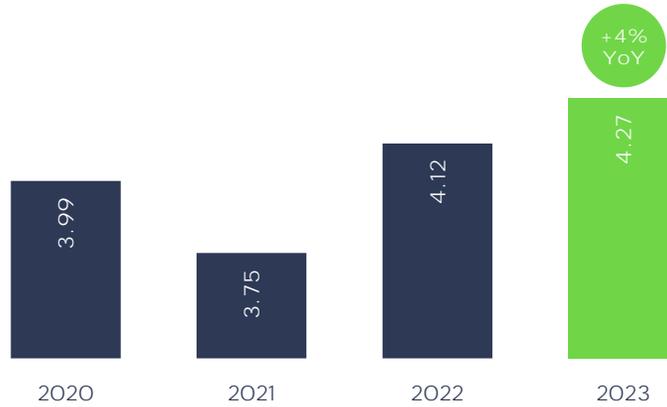


Logistics Cluster in Figures

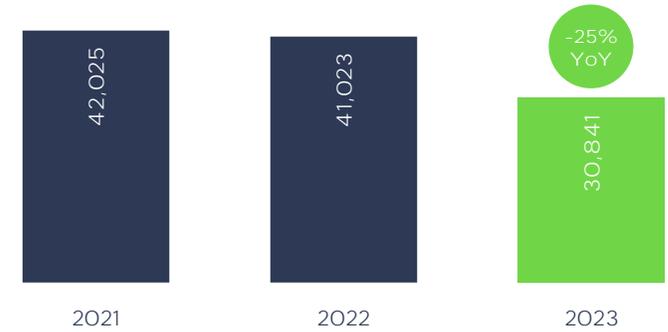
Revenue (AED m)



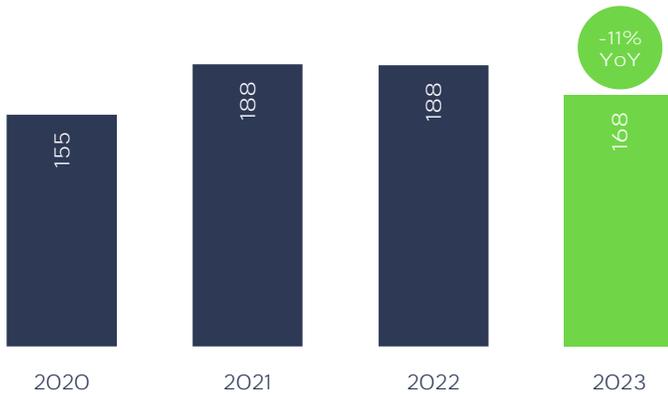
Polymers Volumes (m Tons)



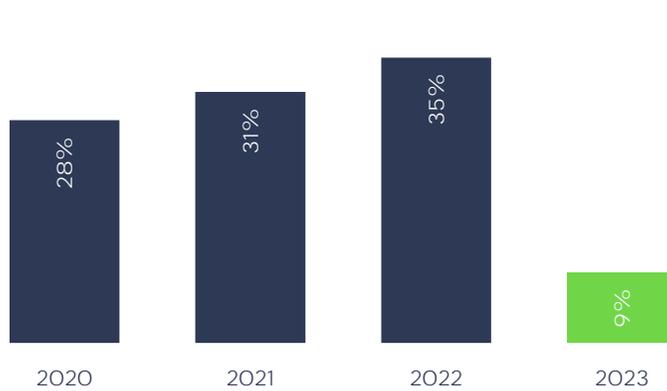
Air Freight Volumes (Tons)



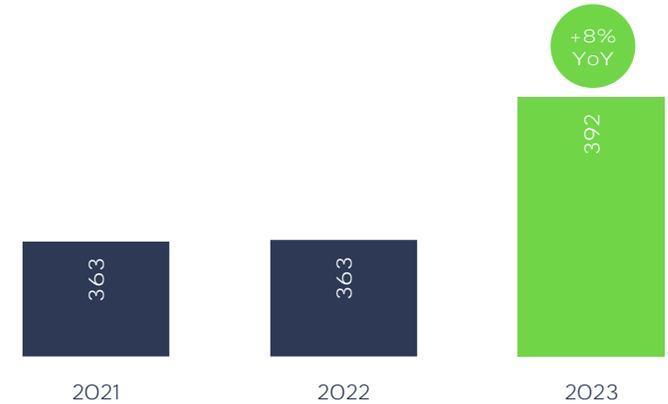
EBITDA* (AED m)



EBITDA Margin* (%)



Ocean Freight Volumes ('000 TEUs)



* 2023 EBITDA & EBITDA Margin adjusted for a total of AED 152m one-offs

Digital Cluster

Inducing and optimising trade as well as enhancing productivity

Main Business Operations

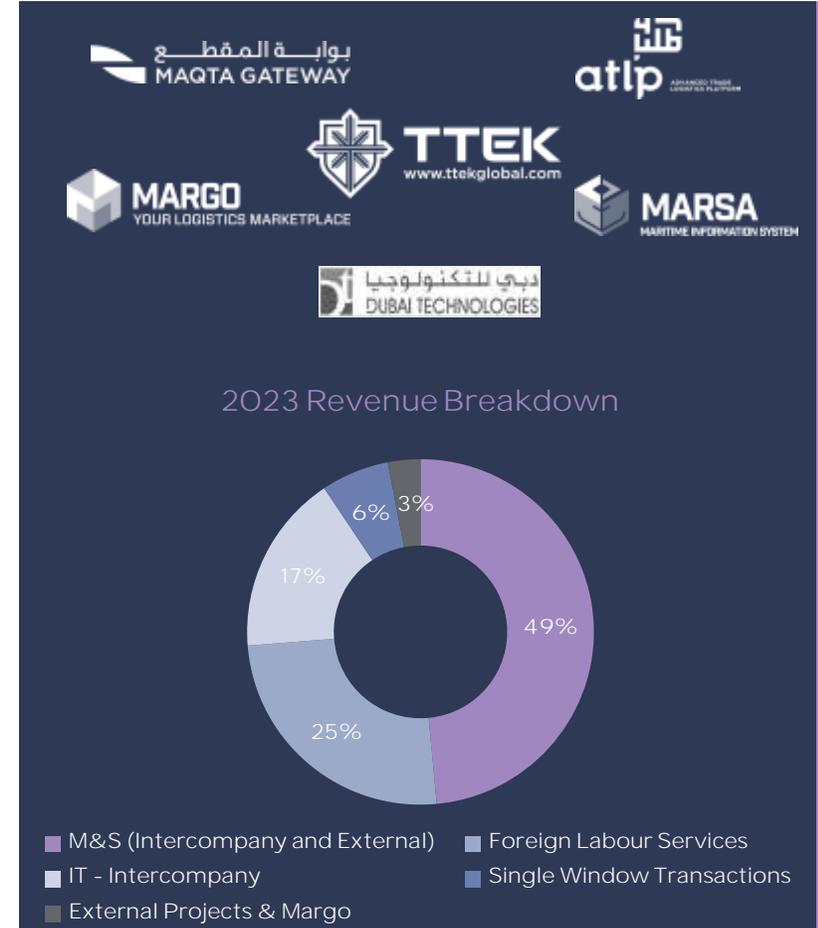
- Maqta Gateway, a 100% subsidiary of the Digital Cluster, was established in 2016
- Maqta Gateway developed and operates our Port Community System (PCS) and the emirate-wide Advanced Trade & Logistics Platform (ATLP)
- ATLP is a single-window solution designed to unify trade and logistics services across Abu Dhabi, including sea, land, air, industrial & free zones
- ATLP proprietary technology aims at reducing costs and speeding up the movement of goods through the supply chain for our customers, and increases overall transparency across the entire supply chain
- Margo Hub was established by Maqta Gateway in 2019 as a comprehensive digital logistics marketplace and aggregator. Margo Hub provides a wide range of logistics solutions, including warehousing, truck looking, air and sea freight, express parcel, and last-mile delivery

Key Ops. Metrics / M&A

- Around 33m single window transactions conducted through the ATLP in 2023
- Close 70% of revenues from intercompany services
- 40 government clients in the UAE
- Acquisition of TTEK, a developer of border control solutions and customs systems, in May-23
- Acquisition of a 60% stake in Dubai Technologies, a trade and **transportation solutions' developer** headquartered in Dubai, in Jan-24
- 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).

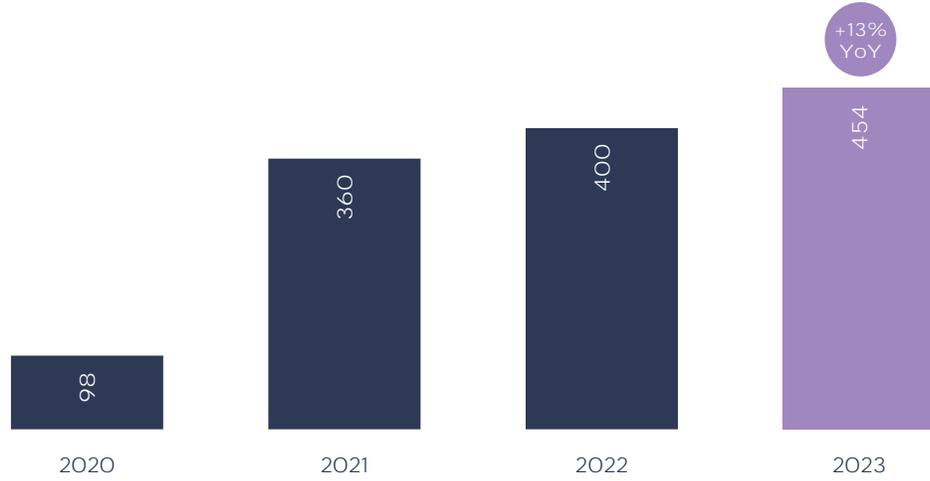
Growth Outlook

- Continued investments in technology across AD Ports Group Clusters to further enable their digital transformation
- Multiple international single-window and PCS implementation projects in the pipeline at various stages of scoping and contracting
- New growth opportunities in e-commerce fulfillment and last mile digital integration

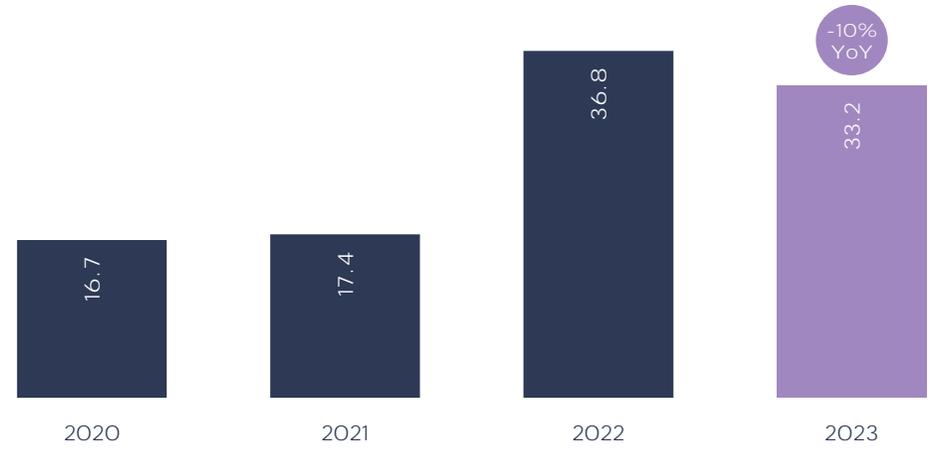


Digital Cluster in Figures

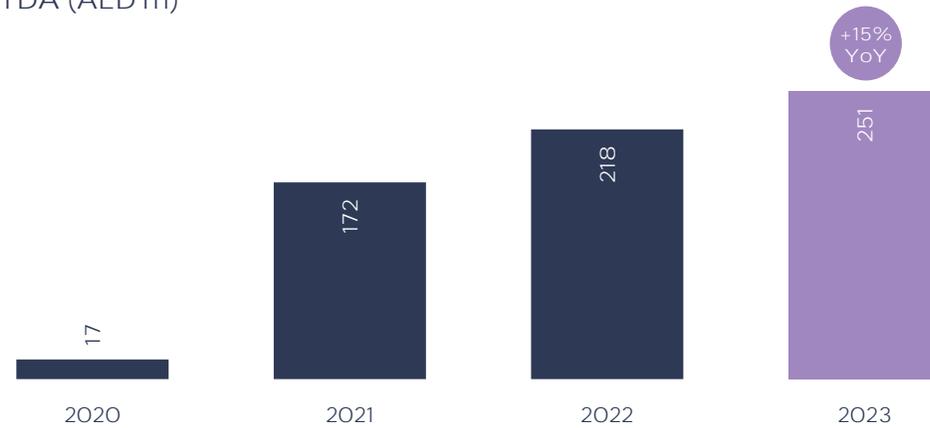
Revenue (AED m)



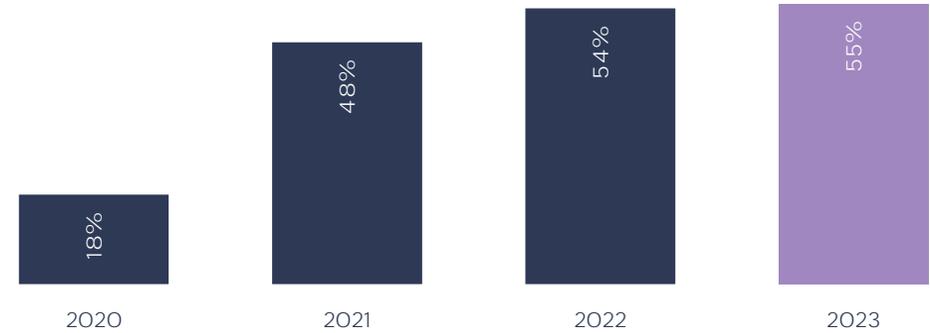
Revenue-Generating Single Window Transactions (m)



EBITDA (AED m)



EBITDA Margin (%)



Strategy

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



A Remarkable Transformation Journey

Company history can be split in 3 phases with growth accelerating from 2020 onwards

Phase 1
Project Company

Phase 2
Commercialization

Phase 3
Strategic Growth

• Khalifa Port (KP) launched

2012

• KIZAD launched

2010

• 50% stake in Abu Dhabi Terminals (ADT) acquired

2008

• Established by Emiri Decree

2006

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

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

2019

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

2023

• **Strategic agreements with KazMunayGas 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
• 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
• 15-year concessions for 3 cruise terminals in Egypt at Safaga, Hurghada, and Sharm El Sheikh ports

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 ZonesCorp to form KEZAD Group
• GFS acquisition announced
• Noatum acquisition announced
• Merger of KEZAD Communities and Al Eskan Jamae announced

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

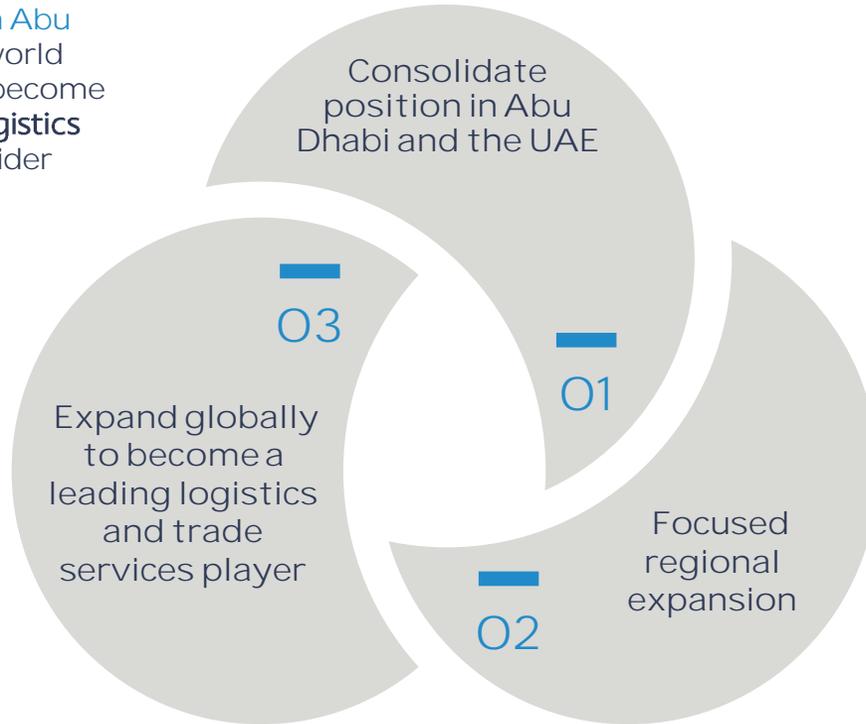
2020

• 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

A Three-Stage Growth Strategy With Clear Outcomes And Objectives

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

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



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, India, and South East Asia

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 REACH

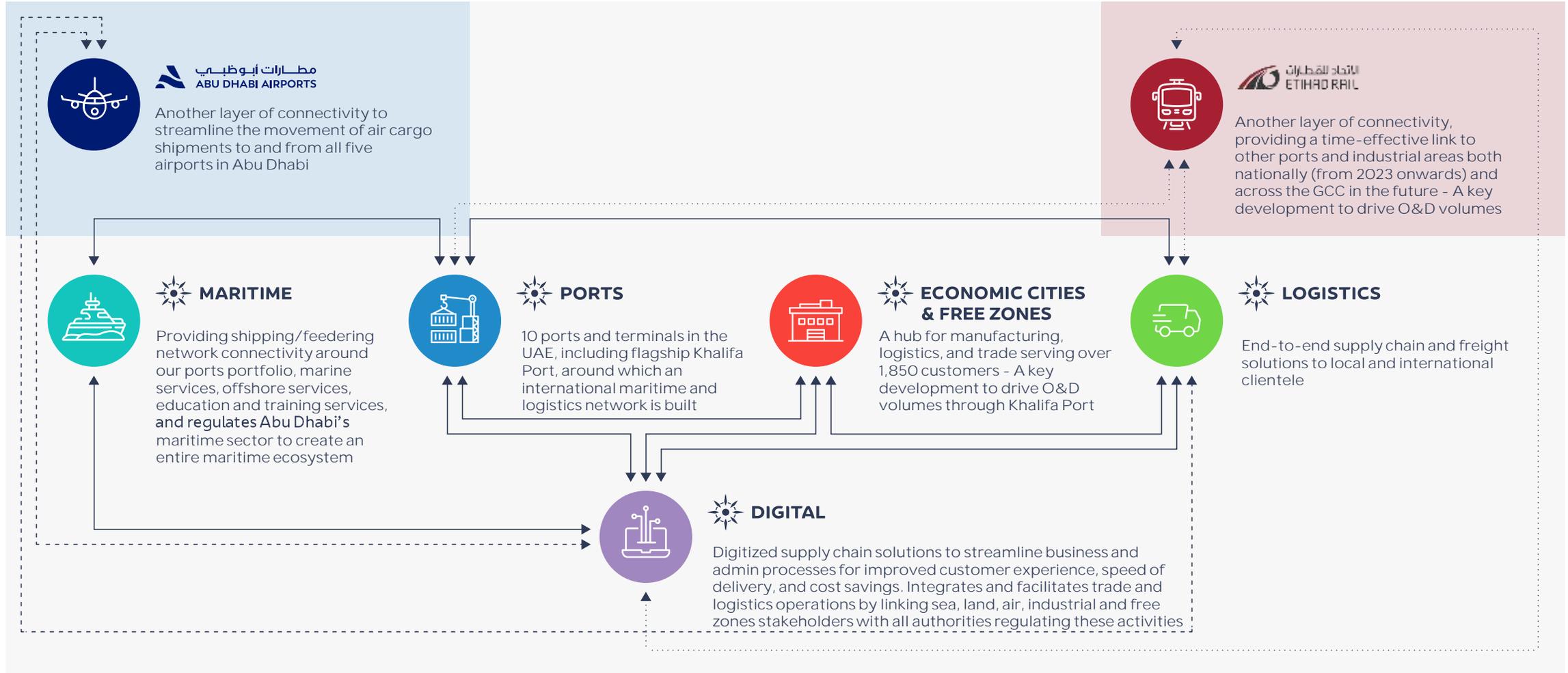
 FOCUSED PORTFOLIO DIVERSIFICATION

 VERTICAL INTEGRATION

 INNOVATION & TECHNOLOGY

Regional Growth 'Integrated Ecosystem'

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



M&A Strategy: Focused Inorganic Expansion Strategy Anchored Around Well-Defined Criteria

Opportunistic complementary, synergetic, and value-added investments will also be considered



Logistics

- Builds relationships with clients
- Dictates trade routes
- Expands logistics footprint
- Allows to enter new industries



Feederings

- Enables control of trade routes/feeder rotations
- Increases ports connectivity
- Improves AD Ports Group's relationship with main liners
- Provides access to detailed trade data



Ports

- Creates a port network in regions where economic partnerships and trade flows with the UAE are strong
- Provides greater share of wallet of trade activities with the UAE
- Allows stronger G2G relations
- Extends reach of existing Port Community System and digital solutions



Relevant Geographies

- Volumes of exports/ imports to the UAE
- FDI investments in the UAE
- Trade of strategic commodities
- G2G angle



Focus on geographies where AD Ports Group has a natural **“right to win”**



Appropriate Scale

- Optimum scale for further growth
- Optimum scale to minimize PMI
- Complementary portfolio addition for multiplier effect



Sufficient scale to provide anchor for future portfolio growth



Financial Attractiveness

- Sustainable contracted revenues
- Strong financial potentials (IRR, volume returns)
- Strong and stable management
- High growth appetite



Complimentary regional portfolios generating strong returns

Committed to ESG





Comprehensive Governance Structure

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



AD Ports Group Board of Directors

- Responsible for preserving and enhancing AD Ports Group’s long-term value for stakeholders
- Meets regularly and routinely addresses key decision-making issues



Audit & Risk Committee (“ARC”)

- Assists the Board in overseeing the effectiveness of AD Ports Group’s internal control and risk management systems, the independence and performance of the internal audit function and the consideration of matters raised by the external auditors and government auditors



Remuneration & Human Resources Committee (“RHRC”)

- Responsible for reviewing and endorsing the annual bonus scheme and payment criteria, AD Ports Group’s long-term incentive plans, the remuneration and benefit strategies for senior executives, the implementation of the Emiritisation plan, the methodology used to assess staff performance and corporate salary and grading structures



Strategy & Investment Committee (“SIC”)

- Responsible for reviewing and endorsing the long term corporate strategy, international growth plans, business plan and budget, capital projects, investments, divestments, treasury, funding and certain other financial matters



Auditors

- In 2021, Deloitte was appointed independent auditor for the business

Sustainability Strategy Based On Three Key Pillars



Planet



Profit



People

17%

Decrease in GHG¹ emission intensity per TEU in 2022



Contribution to Abu Dhabi's non-oil economy: 24% in 2021



Health & Safety: Another year with no Lost Time Incidents (LTIs) in 2022

17

Aligned with UN SDGs² and the UAE and Abu Dhabi's sustainability objectives



Aligned with Abu Dhabi's diversification/industrial strategy to create a more sustainable economy

27%

of women employees in 2022 (excl. blue collar)



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



Advanced and effective transport infrastructure



605 hours of volunteering and AED 2.5 million invested in our communities in 2022



Sustainability Committee in place



Attracting FDIs into Abu Dhabi

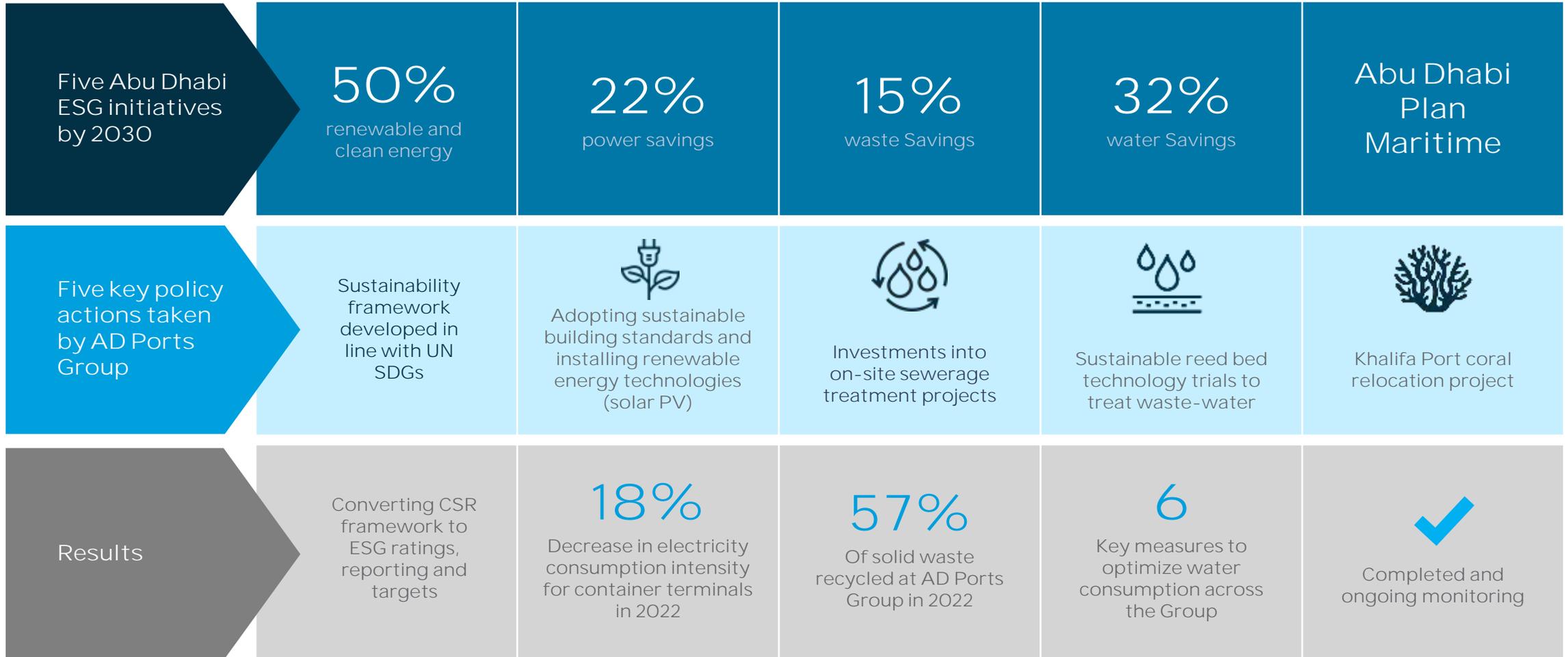


Personal Development and Training: +11% in total training hours in 2022



ESG Is Embedded In The Business And Linked To AD's Targets

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



Thank you

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