

1 FINANCIAL HORIZON

Our objective is to drive maximum financial returns for our shareholders by continually growing our portfolio and improving efficiencies.



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STRATEGIC OBJECTIVES

- Maximise shareholder value.
- Grow profits and enhance margins.
- Expand and drive sustainable growth.

2020 ACHIEVEMENTS

- Strong financial performance driven by core businesses and adjacencies.
- Appointment of Aldar by the Abu Dhabi Government on an exclusive basis as strategic delivery partner for an initial AED 40bn of key capital projects, including public housing and associated community infrastructure projects.
- Strong cash position driven by AED 4.0bn of development collections in 2020, with AED 3.3bn of free cash and AED 4.0bn of undrawn credit facilities as at year end.

KEY OUTCOMES

- **AED 8.39bn** revenue which is a 17% increase from the previous year.
- **AED 2.98bn** gross profit which is 8% increase from the previous year.
- **AED 1.93bn** total net profit which is 0.4% increase from the previous year despite economic challenges due to Covid-19.
- **AED 1.14bn** recommended cash distribution (Recommended dividend of 14.5 fils per share), showing Aldar's commitment to providing sustainable returns to shareholders.

2021 PLANS

- **Aldar Development:**
 - Target development sales to be in line with 2020.
 - Ramp-up expected from fee-based business in 2021.
- **Aldar Investment:**
 - Target single digit growth on 2020 NOI.
 - Increase AUM & continue to deliver attractive returns through accretive investments, active asset management and capital recycling.
- Maintain gross debt levels in line with financial policies.
- Continued commitment to shareholder returns underpinned by performance-based dividend policy.

2 OPERATIONAL EXCELLENCE

Aims to achieve agility through optimising operational processes and supply chain efficiency to ensure that we deliver our developments on time and within budget, and manage our assets and investments in an effective and efficient manner.

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STRATEGIC OBJECTIVES

- Ensure our projects are delivered on time, within budget and agreed quality.
- Maximise and unlock the potential of our assets.
- Optimise our processes and strengthen our value chain.
- Embed environment and quality in all aspects of the business.
- Drive value and synergy through investment.

2020 ACHIEVEMENTS

- Launched our In-Country Value (ICV) programme and workers welfare policy.
- Implemented process efficiency through Robotic Process Automation across the business.
- Established a dedicated function to oversee process improvements and implementation of excellence practices across the organisation.
- Adopted a new operating model to deliver on next phase of growth, aligned with Aldar's strategy and in line with Abu Dhabi's plans for investment and economic diversification.

KEY OUTCOMES

- **88%** occupancy rate across our portfolio (retail, office and commercial) despite the impact of Covid-19.
- **AED 1.2bn** divestment value which includes energy, residential and hospitality assets.
- **1,282** development units handed over in 2020.
- **1.9bn** Achievement of development collections for 2020.
- **50%** of Aldar Academies students attending top 100 universities worldwide.
- **Outstanding** – Highest percentage of outstanding schools out of all private operators in the region.

2021 PLANS

- Introducing & integrating centre of excellence to drive agility and efficiency.
- Dedicating and implementing a delivery excellence engine for future pipeline of projects.
- Increase digitisation and robotic process automation across the business.

3 CUSTOMER CENTRICITY

Encompasses our corporate customer value proposition that creates trust through engaging our customers and delivering exceptional customer experience.

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STRATEGIC OBJECTIVES

- Engage customers and end users in all aspects of the business.
- Deliver exceptional customer experiences.
- Create customer intimacy through loyalty programmes and unified marketing.
- Integrate and promote social and environmental sustainability.

2020 ACHIEVEMENTS

- Launched Aldar's Loyalty Programme (Darna) across our portfolio.
- Implemented our Energy Monitoring Programme.
- Drove insights from our customers and delivered more centric services and products.
- Embedded Sustainability practices across the Group through development of a comprehensive Sustainability Strategy and roadmap.

KEY OUTCOMES

- **36.5k** customers engaged to receive design preference, satisfaction and recommendation rates.
- **AED 190m** aimed at supporting residential communities, schools, retail partners, and home buyers.
- **27k** members in the Aldar's loyalty programme in Abu Dhabi.
- **ESG** highest rated real estate company in UAE based on ESG invest.
- **15%** energy savings vs. 2018 baseline already achieved in OA communities.

2021 PLANS

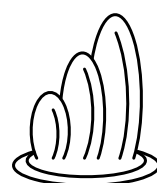
- Streamlining and enhancing all our customer facing and fulfilment platforms/services.
- Creating a deeper understanding of our customers preference across the business.
- Implementing and monitoring our revamped customer journey across the business.
- Growing our customer loyalty programme and getting closer to our customers.
- Embedding our sustainability pillars in our business and drive results.

4 GROWTH AND EXPANSION

Aims to increase the value of our assets through sustainable growth into new markets; quicker turnaround on quality developments and acquisitions; and innovative marketing strategies.

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STRATEGIC OBJECTIVES

- Explore and invest in regional/ international expansion.
- Grow our local portfolio in a sustainable and agile manner.
- Ensure optimal utilisation and growth ratios of our assets.
- Actively engage with our key stakeholders to drive growth.

2020 ACHIEVEMENTS

- Executed on acquisition transactions.
- Drove more growth in our adjacencies.
- Progressed in international presence and expansion.

KEY OUTCOMES

- **AED 40bn** new fee-based capital projects secured for the next five years.
- **60k** managed units – Making Provis one of the largest property management companies in the region.
- **AED 826m** amount increased in assets within Aldar's investment portfolio.
- **AED ~1bn** sales of project Noya which was sold out on the launch day.
- **Cloud** – Launched Aldar's first co-working space in Yas Mall during Covid-19.

2021 PLANS

- Ensuring regional business presence.
- Executing our international sales strategy.
- Delivering & growing our management fee business and transacting in our investments pipeline.
- Growing and diversifying our assets under management within the non-traditional assets.
- Prioritising Egypt market and focusing on other markets for regional expansion.
- Introducing our venture business to Abu Dhabi Market.

5 PEOPLE, INNOVATION, SUSTAINABILITY, AND DIGITAL TRANSFORMATION

Attract and maintain high-performing talent; nurture an innovative, sustainable, and creative culture; and adopt disruptive technology.

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STRATEGIC OBJECTIVES

- Leverage data for more informed decision making.
- Deploy disruptive and leading technology in all aspects of the business.
- Empower and embed innovation in all aspects of the business.
- Attract and retain high-performing talent.
- Develop and engage our people.
- Nurture an innovative, sustainable, and creative culture.

2020 ACHIEVEMENTS

- Partnered with leading global Proptech venture capital funds.
- Digitised our innovation management platform.
- Delivered VDC (Virtual Design & Construction)/BIM (Building Information Modelling/Management) programme focused on digitally enabled design and delivery of our developments.
- Implemented big data and analytics platform to drive smarter intelligent insights and informed decision making.
- Implemented a strategy to continuously engage, develop and retain our people.

KEY OUTCOMES

- **82%** great place to work score. 12% increase in the total score compared to 2019.
- **96%** employees had their technical competencies assessed on our Talent Management Platform (Saba).
- **€10m** Planned investment in two Proptech VC Funds.
- **0** downtime in Aldar's core IT services.

2021 PLANS

- Launching and monetising innovative and disruptive services in the Abu Dhabi real estate market.
- Doubling down on data and artificial intelligence across the business.
- Further embedding diversity and inclusion across the business.
- Continuously investing in developing and growing our people.
- Boost investment in Proptech through corporate innovation programmes and Venture Capital funds.