

# LASER-FOCUSED GROWTH STRATEGY



**“Our strong performance in the context of continued global economic disruption in 2021 underscores the capacity of Aldar to withstand significant challenges and to flourish.”**

**ALDAR PRODUCED AN EXCELLENT SET OF OPERATING AND FINANCIAL RESULTS IN 2021, WHICH REFLECT A RESILIENT BUSINESS THAT IS GROWING AND TRANSFORMING AT PACE. DRIVEN BY A LASER-FOCUSED GROWTH STRATEGY, OUR AGILE AND EFFICIENT OPERATING MODEL CONTINUES TO REAP REWARDS, WITH OUR DIVERSIFIED BUSINESSES ALL MAKING A VALUABLE CONTRIBUTION TO THE EXPANSION OF OUR PLATFORM.**

Our strong performance in the context of continued global economic disruption in 2021 underscores the capacity of Aldar to withstand significant challenges and flourish. The sentiment in our core market, Abu Dhabi, has been bolstered by the roll out of a world-leading vaccination programme in combination with economic and social policy initiatives to promote private sector development.

During 2021, Abu Dhabi real estate fundamentals were supported by a marked return of consumer confidence and our measured, data-led approach to supply of new developments. The company continues to build on its position as a trusted and key partner in the delivery of premier real estate projects and communities which is evidenced by Aldar being the fastest growing constituent of the Brand Strength Index in the UAE real estate sector with brand value rising 20% in 2021.

Against this backdrop, Aldar Development achieved its highest ever annual sales of AED 7.2 billion. This was accompanied by a broadening of our customer profile, with an increasing

number of younger and female buyers purchasing properties in Abu Dhabi – a testament to the appeal of our market-leading offering. Aldar Investment also experienced a noticeable improvement in rental income and capital appreciation across its portfolio. The business division's approach to active asset management has ensured strong tenant retention and take-up across all segments, most notably in retail, where the redevelopment and renovation of Yas Mall has resulted in near full occupancy.

Our strong financial performance and balance sheet provide Aldar with the robust foundations to implement our transformational growth agenda. We have been able to act swiftly to accelerate our pursuit of new growth opportunities to deliver attractive returns, driven by a business model that delivers an efficient recycling of capital. We have seen this agility in action with a significant amount of investment activity over the last year, including the acquisition of an 85.52% stake in one of Egypt's leading listed real estate development companies, Sixth of October Development and Investment Company (SODIC), and our recent expansion into the Ras Al Khaimah market with two acquisitions in the retail and hospitality sectors.

The company ended 2021 with AED 5.4 billion of unrestricted cash and AED 4.7 billion of undrawn committed facilities allocated for capital expenditure to drive further expansion and diversification of our asset base as part of our growth agenda. We subsequently entered into a landmark strategic partnership in February 2022, with Apollo Global Management, one of the world's largest alternative investment managers, committing to investing AED 5.1 billion into Aldar.

Aldar Investment will be an increasingly key engine of growth in the coming years. We have identified a robust pipeline of yield accretive investment opportunities and will continue to deploy capital effectively to build scale and enhance

asset class diversification. Our diversified businesses, including Aldar Education, Aldar Estates and Aldar Hospitality and Leisure, are cementing their market-leading positions through investment in scale and capacity, and will grow in importance in terms of the returns they deliver.

Aldar Development will continue to develop prime destinations and build communities in both Abu Dhabi and the wider region. SODIC provides a high-quality platform that we will leverage to expand significantly into the high potential Egyptian market, where youthful demographics and a growing middle class are fuelling demand for premium residential and mixed-use properties.

As a firm, we are encouraged by the sustained economic recovery in the UAE and the positive conditions for growth, guided by the clear vision of the country's leadership. I am confident in Aldar's ability to build on the strong momentum garnered over 2021 to drive forward our growth agenda as we deploy capital and transform our business at an even more accelerated pace.

**TALAL AL DHIYEBI**  
GROUP CHIEF EXECUTIVE OFFICER  
OF ALDAR PROPERTIES