

FINANCIAL HORIZON

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

STRATEGIC OBJECTIVES

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



KEY OUTCOMES/ 2021 ACHIEVEMENTS

- **2% increase in revenue** to AED 8.58 billion.
- **21% increase in gross profit** to AED 3.60 billion.
- **Robust net profit** at AED 2.33 billion in 2021 up 21% year on year.
- Earnings per share of AED 0.295, **up 20% year-on-year**, demonstrating sustainable growth of shareholder value.
- Significant **ramp-up of development fee-based business** (total project backlog of AED 41.1 billion), with over AED 6.9 billion of capex deployed in 2021.
- **Strong balance sheet** and undrawn facilities with significant liquidity, providing dry powder for growth.

2022 PLANS

- **Aldar Development**
 - Target development sales to be in-line with 2021.
 - Further ramp-up of development fee business.
- **Aldar Investment**
 - Target double digit growth on 2021 NOI through acquisitions.
 - Increase AUM and 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.

OPERATIONAL EXCELLENCE

We aim 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.

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.



KEY OUTCOMES/ 2021 ACHIEVEMENTS

- **13%** efficiency improvement due to the shift in **operating model** compared to 2020.
- **93% occupancy** achieved in our commercial, residential and retail portfolio.
- **1,700 units** handed over across **6 communities**.
- **53,000 units managed** via the ASTECO acquisition, becoming the largest estate manager in the UAE.

2022 PLANS

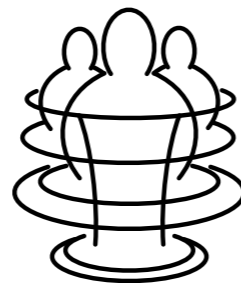
- Introducing **value add services** and **products** to our current projects.
- Adjusting our **operating model** to unlock **more value, synergies** and align with our **growth plans**.
- **Ramping up digital services investments** and operating model across the portfolio.
- Introducing and implementing **world-class frameworks** that enables **efficiency** and **agility**.

CUSTOMER CENTRICITY

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

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.



KEY OUTCOMES/ 2021 ACHIEVEMENTS

- 68,000 **customers engaged** across Aldar's portfolio.
- 10% improvement in **Net Promoter Score** on Aldar's Group performance.
- **111% increase in memberships on Darna loyalty programme.**
- Launched energy management project to guarantee a **reduction of energy consumption by 20% across 80 assets.**
- **Leading in ESG rankings** on a sector and regional scale.
- **Major sponsorships** announced such as Manchester City FC and UAE Cycling.

2022 PLANS

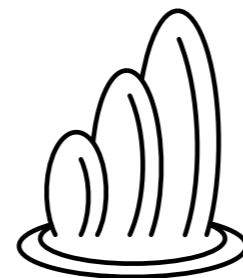
- Implementing an **integrated CRM** across the portfolio to drive better insights and responsiveness.
- **Attracting** new customers segments through **international marketing.**
- **Hyper customisation** of product and services offering through **customer engagement.**
- Significant **investment in sustainability** and **realising benefits** of the **Energy Management System.**

GROWTH AND EXPANSION

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

STRATEGIC OBJECTIVES

- Explore and invest in regional and 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.



KEY OUTCOMES/ 2021 ACHIEVEMENTS

- **AED 1 billion** acquisition of **Egypt's SODIC** via an Aldar and ADQ consortium.
- **AED ~5 billion** value of **megaprojects** to develop and manage via a partnership with Abu Dhabi government.
- **AED 7 billion** in **record sales** of 7 newly launched projects.
- **AED 500 million** redevelopment of **Yas Mall**.
- **AED 509 million** total **value of new investments** in assets within Aldar's investment portfolio.

2022 PLANS

- **AED 5+ billion** of **capital to be deployed** proactively in our investment portfolio in 2022.
- Accelerated focus on **alternative investments** and **asset classes**.
- **Growing sales** and **investment opportunities** to be executed outside of Abu Dhabi.
- **Assess new markets** and new asset classes that can synergistically add value to Aldar's portfolio.
- Evaluate further **M&A opportunities** internationally.

PEOPLE, INNOVATION AND DIGITAL TRANSFORMATION



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

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 and creative culture.



KEY OUTCOMES/ 2021 ACHIEVEMENTS

- **Certified as a Great Place to Work.**
- **1,000 UAE nationals** to be employed or trained in the next 5 years as part of the **NAFIS programme.**
- **Partnered with Zayed Humanitarian Organization** to create employment and training opportunities for people of determination.
- **AED 23 million** invested in Global **PropTech** funds.
- **4 pilots** launched via Innovation's **Ibtikar** programme, as well as the launch of **ScaleUp 3.0** for post-Series A and B startups.
- **+81 nights** booked for November via the soft launch of Aldar's short-term leasing business, **Cloud Living.**

2022 PLANS

- Further **embedding diversity and inclusion** across the business.
- Continuously investing in **developing and growing our people.**
- Contributing to Abu Dhabi's private sector **national employment +1,000.**
- Positioning Aldar as a **leading data-driven organisation** and industrialising use cases in 2022.
- **Strengthening our innovation platform through investment** in PropTech VC funds and acceleration programmes.