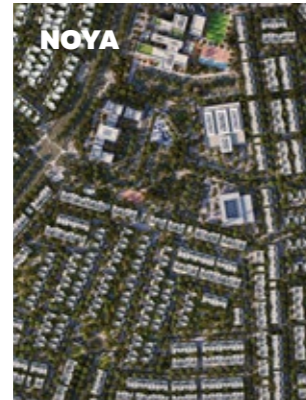


**UNDER CONSTRUCTION**



Type: Land plots  
Location: Saadiyat Island  
Units launched: 224  
Sold as at 31 Dec 2021: 99.6%



Type: Mid-market villa and townhouse development  
Location: Yas Island  
Units launched: 510  
Sold as at 31 Dec 2021: 99.8%



Type: Mid-market villa and townhouse development  
Location: Yas Island  
Units launched: 479  
Sold as at 31 Dec 2021: 99.2%



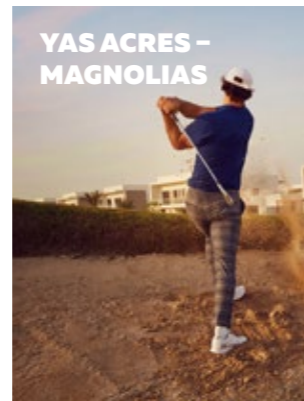
Type: Mid-market villa and townhouse development  
Location: Yas Island  
Units launched: 189  
Sold as at 31 Dec 2021: 100%



Type: Villa development  
Location: Saadiyat Island  
Units launched: 83  
Sold as at 31 Dec 2021: 98.8%



Type: Prime land plots for villa development  
Location: Al Gurm  
Units launched: 71  
Sold as at 31 Dec 2021: 95.8%



Type: Villa development  
Location: Yas Island  
Units launched: 312  
Sold as at 31 Dec 2021: 89.1%



Type: Villa and townhouse development  
Location: Yas Island  
Units launched: 120  
Sold as at 31 Dec 2021: 71.7%

**Project Management Services**

**2021 HIGHLIGHTS / CURRENT PROJECTS**

**AED 41.1bn**

BACKLOG (31 DEC 2021)

INFRASTRUCTURE PROJECTS:

**22,700**

PLOTS (IN 19 LOCATIONS)

HOUSING PROJECTS:

**9,650**

VILLAS (IN 10 LOCATIONS IN ADDITION TO 1,500 APARTMENTS IN 4 LOCATIONS)

ROAD PROJECTS::

**445km**

(IN 6 LOCATIONS IN ADDITION TO 5 MAJOR INTERCHANGES)

OTHERS:

**10**

BUILDINGS IN ADDITION TO C. **500KM** OF CYCLE TRACKS

**CURRENT PROJECTS PIPELINE**

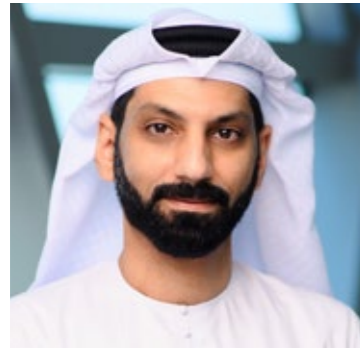
Projects submitted for approval	35 projects	AED 24bn
Projects approved and under design	24 projects	AED 11bn
Projects approved for construction	18 projects	AED 33bn

Note:

1. Details based on initial feasibilities may vary from final delivery.

## Project Management Services continued

### ADEL ABDULLA ALBREIKI CHIEF EXECUTIVE OFFICER OF ALDAR PROJECTS



Aldar Projects saw significant growth during the year driven by the strong ramp-up of projects and notable capital deployment to support the growth of the development fee-based business.

Our continued progress on our strategic priorities has enabled us to achieve a 105% increase in gross profit for the year with a significant total project backlog of AED 41.1 billion which supports revenue visibility going forward. The foundation of our success is built on our expertise, robust business model of delivering operational excellence while focusing on embedding sustainability and smart technology into our projects.

We are emboldened by the strong vote of confidence from the government of Abu Dhabi to develop and execute government

housing, community, and infrastructure projects in the Emirate, and the opportunity given to Aldar to contribute to high level strategic discussions on economic development and the future vision for Abu Dhabi and its real estate sector.

Earlier in the year, we were awarded AED 40 billion worth of major projects including Riyadh City, Baniyas North, and developments in the Al Ain and Al Dhafra regions. Together, the projects will deliver approximately 25,000 homes for UAE nationals as well as the associated infrastructure over the next five years. In addition, we were entrusted to provide management oversight of AED 10 billion worth of Musanada's projects in education, healthcare, infrastructure, social services, and facilities management.

Our healthy pipeline of current projects comprises infrastructure projects spanning 22,700 plots across 19 locations, housing projects with 9,650 villas spread across 10 locations, road projects amounting to 445 kilometres between major highways and intersection, and 10 buildings in addition to a 500-kilometre cycle track.

We continue to integrate sustainability through all stages of our projects, from the early stages of design through to procurement and the construction lifecycle. This includes driving operational sustainability initiatives such as the

introduction of eco-villa concepts and implementing solar energy sourcing on construction sites. We have also included sustainability elements and criteria into our technical evaluations and supplier contracts.

In addition to sustainability, an integral part of our strategy is our contribution to the UAE In-Country Value Programme, a national initiative to increase employment opportunities for UAE nationals and business opportunities for UAE-based companies. Our focus on sourcing local materials and embedding local sourcing capabilities into government projects enabled us to achieve a significant increase in our ICV score from 57% in 2017 to 72% in 2021. This places us among the 5 highest ICV scores of over 4,000 local entities in the programme. In addition, our reinvestment rate within the ICV programme has risen from 39% to 50% as we further bolster our contributions to making a continued positive impact in our local economy.

We continue to invest in the future, further improving operational excellence to grow our fee-based business and solidify our position as a strategic partner of Abu Dhabi as it continues on its journey to build a vibrant, diversified and sustainable economy.

In addition to developing its own land bank through off-plan residential development and developing assets to lease through the asset management business, the Project Management Services segment also works closely with the government of Abu Dhabi on the development and delivery of large-scale national housing and community infrastructure projects. Aldar works closely with third parties to tender for large scale projects, utilising the Company's development capabilities and procurement know how.

In 2021, pursuant to a governmental decree, Aldar was appointed as the strategic delivery partner for the Government of Abu Dhabi on key public housing and associated infrastructure. As such, Aldar was awarded an initial tranche of capital projects worth more than AED 40 billion across Riyadh City, Baniyas

North project and others in Al Ain and Al Dhafra regions, which together include more than 25,000 plots of land and villas for UAE Nationals. Aldar will also have management oversight of Musanada's projects ranging from education, healthcare, infrastructure, social services, and facilities management. Aldar's 'In-Country Value' programme ('ICV') will ensure that most contracts are prioritised towards local contractors, consultants, suppliers (including SMEs) to ensure as much as possible is reinvested into the local economy. During 2021, Aldar recirculated AED 8.8 billion to the local economy through the National In-Country Value Programme.

Projects were transferred to Aldar in Q1 2021 for direct management and oversight of Musanada. As at 31 December 2021, the government capital projects backlog stood at AED 41.1 billion. These Projects

are structured as fee-only contracts and are fully funded by the government with no capital contribution by Aldar. We expect the backlog to be replenished on an ongoing basis in-line with announcements of new capital initiatives by the government of Abu Dhabi.

This further builds on the legacy project management business awarded to Aldar in 2019. Aldar was awarded three major development management projects worth AED 5 billion to develop a national housing scheme, a new media and entertainment free-zone on Yas Island and key remaining infrastructure works on Saadiyat Island. The first two projects were based on fixed-price contracts remuneration structure where Aldar will recognise the full revenue and costs associated with the development whilst the infrastructure project will be recognised on a fee-only basis.

Date Awarded	2021	2019
Counterparty	Abu Dhabi Executive Office	Government of Abu Dhabi
Projects	<ul style="list-style-type: none"> <li>Riyadh City, Baniyas North and other</li> <li>Musanada</li> </ul>	<ul style="list-style-type: none"> <li>Al Falah housing, media zone, Saadiyat infrastructure</li> </ul>
Value (AEDbn)	<ul style="list-style-type: none"> <li>AED 40bn+</li> </ul>	<ul style="list-style-type: none"> <li>AED 5bn</li> </ul>
Contract type	<ul style="list-style-type: none"> <li>Fee-only contracts</li> </ul>	<ul style="list-style-type: none"> <li>Fixed-price contracts (Al Falah housing and media zone)</li> <li>Fee-only (Saadiyat infra)</li> </ul>
Fee	<ul style="list-style-type: none"> <li>c. 5% (fee-only)</li> </ul>	<ul style="list-style-type: none"> <li>+10-15% (fixed-price)</li> <li>c. 5% (fee-only)</li> </ul>
Margin	<ul style="list-style-type: none"> <li>+70% (fee-only)</li> </ul>	<ul style="list-style-type: none"> <li>+10-15% (fixed-price)</li> <li>+80% (fee-only)</li> </ul>

#### Note

- Differing accounting treatments between fixed-price and fee-only contracts.
  - Fixed-price contracts: full project P&L reflected in financial accounts.
  - Fee-only contracts: only fee income and associated costs reflected in financial accounts.
  - Following ramp-up of projects in 2021, gross profit run-rate projected from 2022 onwards.

### FRAMEWORK AGREEMENT WITH THE GOVERNMENT OF ABU DHABI

Contract terms	<ul style="list-style-type: none"> <li>Fee-only contracts at c. 5% of project value.</li> <li>Projects fully funded by government.</li> <li>No capital outlay or working capital contribution by Aldar.</li> <li>Agreement is renewable at the end of the term, subject to the achievement of market standard performance criteria.</li> </ul>
Sustainability	<ul style="list-style-type: none"> <li>Projects support Government of Abu Dhabi's vision of promoting liveability and quality of life in local communities.</li> <li>Aldar to implement sustainability goals in areas of environmental standards, procurement and worker welfare.</li> <li>Aldar's 'In-Country Value' (ICV) programme aims to deepen local contractor and consultant base.</li> </ul>