Scaling in alignment with a transforming economy



Aldar Properties PJSC
Annual Report 2025







Scaling in alignment with a transforming economy

Reflects Aldar's role as an active contributor to the UAE's evolution, aligning corporate growth with national ambition.

The UAE's long-term economic strategy continues to translate into tangible growth and increasing sophistication across multiple sectors of the economy, driven by investment in next-generation technology. Sustained investment, rising global connectivity and expanding infrastructure are reinforcing the country's position as a centre of opportunity, with Abu Dhabi at the forefront of this progress.

Aldar is progressing rapidly in line with this transforming economy. Under our Vision 2030 strategy, we are advancing major destinations, enhancing the depth of our income-generating portfolio and strengthening collaboration that supports diversification and earnings visibility.

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Strategic initiatives

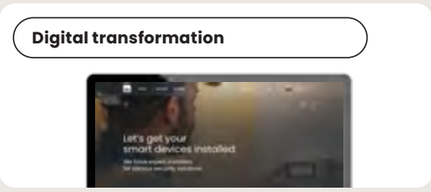


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Digital



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World-class destinations



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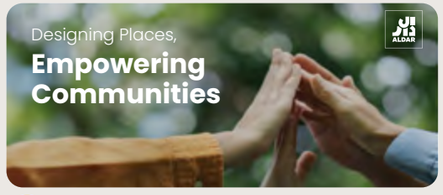


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For more information



Download our Investor Relations App



Read our 2025 Sustainability Report



Read our 2025 Innovation Report





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Overview

2025 highlights

Cross-platform growth

Financial

68.4bn[1]
Market cap (AED)

19.3%
Return on equity

109.6bn
Total assets (AED)

0.96
EPS (AED)

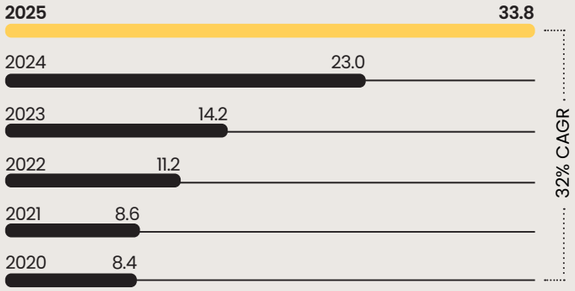
Moody's credit rating

Baa2
Aldar Properties

Baa1
Aldar Investment Properties

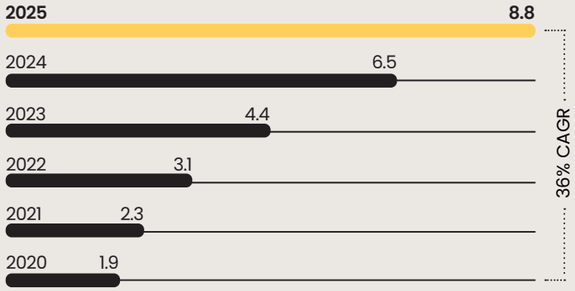
Revenue (AED)

33.8bn (+47% YoY)



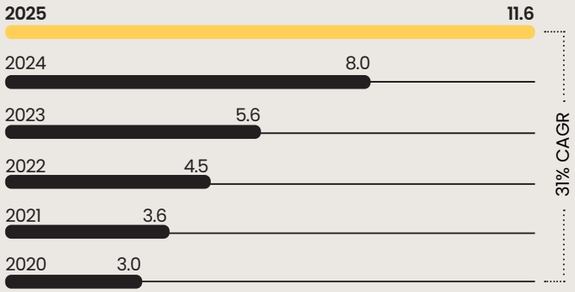
Net profit after tax (AED)

8.8bn (+36% YoY)



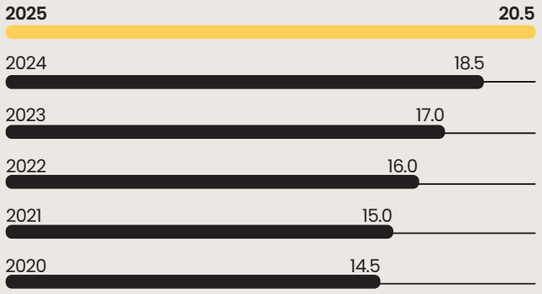
Gross profit (AED)

11.6bn



Dividend per share (fils)

20.5



ESG ratings & rankings

67
DJSI score. Ranked 1st in the region for real estate (top 10% in the industry ratings worldwide)

A
Rating from MSCI for ESG risk management practices

16.7
ESG risk score (low risk category) Sustainalytics

Read more in the Sustainability summary on page 41

1 Closing share price – 31 Dec 2025: AED 8.70

At a glance

Abu Dhabi's real estate leader

Aldar is the leading real estate developer, manager and investor in Abu Dhabi, with a growing presence across the United Arab Emirates (UAE), the Middle East and North Africa, and Europe.

The company is at the forefront of economic transformation, advancing the UAE's vision for growth, diversification, and sustainability. By creating integrated communities and vibrant destinations, Aldar enriches every aspect of life, offering environments where people can live, work, and connect.

As a driving force behind the development of Abu Dhabi, the UAE's capital, Aldar plays a key role in shaping the economic landscape, attracting foreign direct investment and fostering global partnerships. Its initiatives reinforce Abu Dhabi's standing as a premier investment hub that drives sustainable growth and enhances international competitiveness.

What we do
With its diverse and expanding portfolio, Aldar enhances Abu Dhabi's reputation as a leading destination for residents, businesses, and investors. Its residential, commercial, retail, and logistics developments reflect the Emirate's rich culture and forward-looking vision, attracting global interest and establishing Abu Dhabi as a long-term home for a growing international community. Driven by a strong commitment to sustainability, Aldar aligns its strategy with the UAE's Net Zero 2050 goals.

Aldar Properties PJSC

ALDAR DEVELOPMENT

Aldar Development is a master developer of integrated, liveable, and thriving communities across Abu Dhabi and UAE's most desirable destinations.

Property Development and Sales
Core UAE residential build-to-sell business

Sales (AED) 35.5bn
Backlog (AED) 61.0bn

Abu Dhabi · Dubai · Ras Al Khaimah

Project Management Services
Managing government housing & infrastructure projects in the UAE

Backlog (AED) 94.8bn

Abu Dhabi

International

Sales (AED) 5.1bn
Backlog (AED) 10.7bn

Egypt · UK

ALDAR INVESTMENT

Aldar Investment owns and manages recurring income-generating assets, a hospitality portfolio, as well as education and integrated property and facilities management platforms across the UAE.

AUM (AED) 49.0bn

Investment Properties
Core asset management business for prime real estate assets

Retail	Residential	Commercial	Industrial & Logistics
33 assets	8,649 units	29 assets	6 assets
97%* occupancy	96% occupancy	100% occupancy	98% occupancy

Abu Dhabi · Dubai · Ras Al Khaimah

*excluding Remal Mall

Aldar Education

- Leading education groups in Abu Dhabi
- Owned & operated schools
- Managed schools

Schools/students
13/18k operated
14/18k managed

Abu Dhabi · Dubai

Hospitality & Leisure

- Hotels
- Golf clubs
- Leisure facilities

3,867 hotel keys

Abu Dhabi · Ras Al Khaimah

Aldar Estates

- Facilities management
- Property management
- Integrated community services
- Valuation & advisory

155k residential units
2.3mn sqm commercial & retail

Abu Dhabi · Dubai · Ras Al Khaimah · Egypt/Oman/KSA

Others

- Private credit
- Co-working
- Alternative real estate financial investments

Abu Dhabi · UK · Europe

Where we operate

Focused expansion within UAE and internationally

CORE UAE MARKET

Aldar plays an integral role in shaping Abu Dhabi's economic landscape as the market's dominant real estate player, and continues to capitalise on its long-standing track record, expertise and sizeable land bank to create thriving, integrated communities in some of the most sought-after destinations across the UAE.

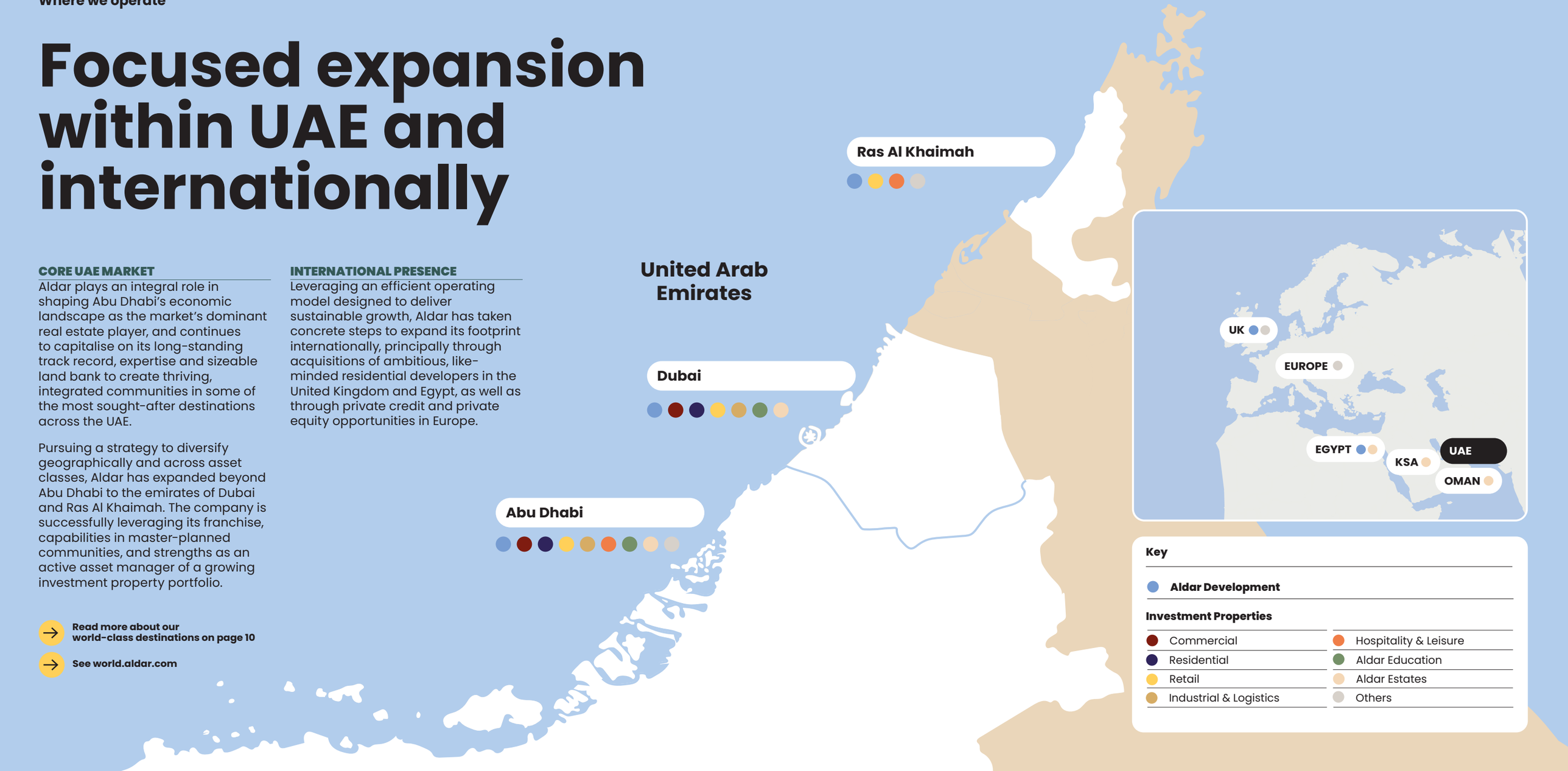
Pursuing a strategy to diversify geographically and across asset classes, Aldar has expanded beyond Abu Dhabi to the emirates of Dubai and Ras Al Khaimah. The company is successfully leveraging its franchise, capabilities in master-planned communities, and strengths as an active asset manager of a growing investment property portfolio.

INTERNATIONAL PRESENCE

Leveraging an efficient operating model designed to deliver sustainable growth, Aldar has taken concrete steps to expand its footprint internationally, principally through acquisitions of ambitious, like-minded residential developers in the United Kingdom and Egypt, as well as through private credit and private equity opportunities in Europe.

Read more about our world-class destinations on page 10

See world.aldar.com



Our purpose framework

Our purpose framework

Our purpose
To have a positive impact on people's lives.

Our vision	Become the **regional real estate champion** that creates **signature experiences** for our customers and **sustainable value** for our shareholders.	**Regional real estate champion** • Target net profit: AED 20bn+ • Target 50:50 EBITDA • Top sustainability among peers • Employer of choice	**Signature experiences** • Customer net promoter score 60+ • Trusted brand • Cross-selling across offerings • Best global sales platform	**Sustainable value** • Target Group ROE 20%+ • Investment grade rating • High growth stock • Progressive dividend	
Our strategy	**Product excellence** We are focused on the readiness of all products and their strategic launch to market.	**Signature experiences** We are adopting a hospitality-driven model for customer experience, prioritising sustainability and a digital-first approach.	**Capital management** We pursue strategic capital allocation and sourcing attractive opportunities with the optimal risk and return profile.	**Enablers** We are enhancing our competitive edge through world class talent, data analytics and digital enablement.	**Read more in the 2030 strategy section on page 26**
Our sustainability priorities	**Creating sustainable places** We are focused on shaping thriving communities and creating places that integrate climate resilience and resource efficiency.	**Creating societal value** We focus on generating societal value through inclusive growth and vibrant, connected neighbourhoods that empower communities.	**Creating responsible legacy** We uphold responsible, ethical business practices and accountability, which serve as a foundation for embedding sustainability across our value chain.		**Read more in the Sustainability summary on page 41**
Our values	**Result-orientated** We are determined to achieve our goals with an unrelenting focus on quality, while resiliently adapting to change.	**Collaborative** Our communities are built for people to thrive – we tune in to our customers' needs and strive to exceed expectations.	**Responsible** We show respect for others, act with integrity, and focus on sustainable outcomes.	**Growth-minded** We lead with ambition and embrace opportunities to expand our impact through calculated risks.	**Community-focused** We work together as one toward shared goals and mutual success, cultivating trust and transparency.

Year in review

Aldar Group

Q1

Issued inaugural USD 1 billion hybrid notes, the largest conventional hybrid issued in the Middle East

Raised AED 9 billion through a sustainability-linked syndicated revolving credit facility

Issued USD 500 million in subordinated hybrid notes to Apollo Global Management

Q4

Launched a joint venture with Mubadala to expand Al Maryah Island with GDV of AED 60+ billion



Launched Aldar Capital in partnership with Mubadala Capital, with first fund targeting USD 1 billion to be launched in 2026



Closed joint venture with Mubadala to create AED 9.8 billion premium retail platform merging Yas Mall and The Galleria Luxury Collection



Develop-to-hold pipeline

Q1

Completed: Noya – Community retail, Yas Island, Abu Dhabi

Q2

Completed: Yas Place, Yas Island, Abu Dhabi

Completed: Golf Collection retail community, Yas Island, Abu Dhabi

New: King's College School Wimbledon, Fahid Island, Abu Dhabi

Q3

New: Tesla Experience Centre, Yas Island, Abu Dhabi



Q4

Completed: Muna British Academy, Saadiyat Island, Abu Dhabi

New: Yas Residential Village staff accommodation, Yas Island, Abu Dhabi

New: Al Reeman affordable housing, Al Shamkha, Abu Dhabi

New: Yas Gateway Park, Yas Island, Abu Dhabi

New: Abu Dhabi Business Hub expansion, Abu Dhabi

New: Yas Business Park, Yas Island, Abu Dhabi

Year in review

Aldar Development

Q1

Manarat Living III, Saadiyat Island, Abu Dhabi



The Wilds, Dubai



Q2

Fahid Beach Residences, Fahid Island, Abu Dhabi



Waldorf Astoria Residences, Yas Island, Abu Dhabi

Off-plan sale of Mamsha Gardens residential building to Gaw Capital Partners

Q3

Fahid Beach Terraces, Fahid Island, Abu Dhabi

Al Deem Townhomes, Abu Dhabi

Rise by Athlon, Dubai



Q4

Yas Living, Yas Island, Abu Dhabi

Yas Riva Residences, Yas Island, Abu Dhabi



The Row Saadiyat, Saadiyat Island, Abu Dhabi



Aldar Investment

Q1

Opened Al Dhafra Resort under InterContinental Hotels Group's Vignette Collection (Hospitality & Leisure)

Buyout of minority shareholding in Basatin Landscaping (Aldar Estates)

Raised USD 500 million through a 10-year green sukuk (Aldar Investment Properties)

Q2

Acquired Al Markaz logistics assets (Industrial & Logistics)



Q3

Raised USD 290 million through a dual tranche green sukuk tap (Aldar Investment Properties)

Reopening of Al Jimi Mall (Retail)

Acquired additional 17.45% stake in Aldar Estates

Acquired Hansa Energy (Aldar Estates)

Acquired remaining 40% of Al Maryah Tower (Commercial)



Q4

Partnered with Rugby School Dubai to establish super-premium school offering British education (Aldar Education)

Acquired two Grade A assets in KEZAD (Industrial & Logistics)

Chairman's statement

Driving strong momentum in Abu Dhabi's long-term development



H.E. Mohamed Khalifa Al Mubarak
Chairman of Aldar Properties

The UAE continues to advance its growth agenda, with the Emirate of Abu Dhabi at the forefront of sustained investment to build a diversified, globally competitive knowledge economy. This focus on long term sustainable growth is contributing to rising population, new business formation, and international trade and investment flows, supporting demand across the built environment and social infrastructure.

Aldar is intrinsically linked to this momentum, operating across the full real estate spectrum and applying its expertise in investment, master-planned development, project delivery and active asset management to support socio-economic progress.

Within this context, Aldar shares the same characteristics that define Abu Dhabi's growth model: long-term vision, strategic planning, consistent execution and a focus on resilience. These principles continue to guide the Group's expansion, enhance its ability to navigate periods of external volatility, and support the creation of sustainable value through cycles.

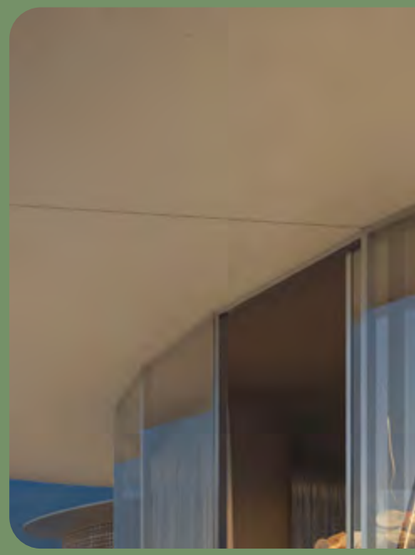
While delivering exceptional performance in 2025, Aldar continued to position the business for future growth through landbank replenishment, strategic acquisitions, an expanded develop-to-hold pipeline, and the launch of Aldar Capital, in partnership with Mubadala Capital, which will channel substantial global investment into real estate opportunities in the UAE and broader region.

These initiatives are unfolding as Abu Dhabi's long-term development strategy translates into tangible scale and maturity across multiple economic sectors, while flagship districts such as Saadiyat Island, Yas Island, and Al Maryah Island are achieving genuine critical mass.

At this important stage in Abu Dhabi's evolution, we continue to contribute significantly to its transformation, with a total backlog across both Aldar and government projects now standing at AED 167 billion. Through prudent capital allocation, robust risk management and continued investment in organisational capability, the Group is expanding consistently and responsibly as the economy advances.

On behalf of Aldar's Board of Directors, the Executive Management team and all our employees, I offer my gratitude to His Highness Sheikh Mohamed bin Zayed Al Nahyan, UAE President and Ruler of Abu Dhabi, and His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi and Chairman of the Abu Dhabi Executive Council, for their leadership and vision, which continue to guide the emirate's progress and protect its future. I also extend my appreciation to our customers for their trust, and to our employees, whose commitment and expertise underpin Aldar's continued contribution to Abu Dhabi's long-term growth.





Abu Dhabi 12

Dubai 17





World-class destinations

World-class destinations

Creating value in society

Aldar's ambition is to create value in society, strengthening communities to cultivate healthy and accessible places that inspire everyone to live, belong and sustain.

The company develops destinations through a fully integrated approach, providing a blend of high quality property, infrastructure and amenities to encourage economic progress and exceptional quality of life.

In Abu Dhabi, the nation's capital, the company is building luxury residences in the Saadiyat Cultural District on Saadiyat Island, has developed Yas Island into a seamless lifestyle, work and entertainment experience, and is investing in the expansion of Abu Dhabi Global Market (ADGM) financial district on Al Maryah Island.

Aldar has also expanded into Dubai to contribute to the emirate's economic vibrancy, while supporting Ras Al Khaimah's offering as a leisure destination.

By leveraging its expertise and capabilities across its development and investment platforms, Aldar is creating opportunities for the communities it serves and delivering substantial shareholder value.









World-class destinations

Abu Dhabi

Yas Island
Yas Island is a distinctive leisure and lifestyle destination in Abu Dhabi, offering a balanced mix of entertainment, recreation, and natural surroundings.

Read more on page 13

Fahid Island
Fahid Island is a wellness-led coastal destination where nature, luxury living, education and hospitality are integrated to create a balanced, health-focused way of life in the heart of Abu Dhabi.

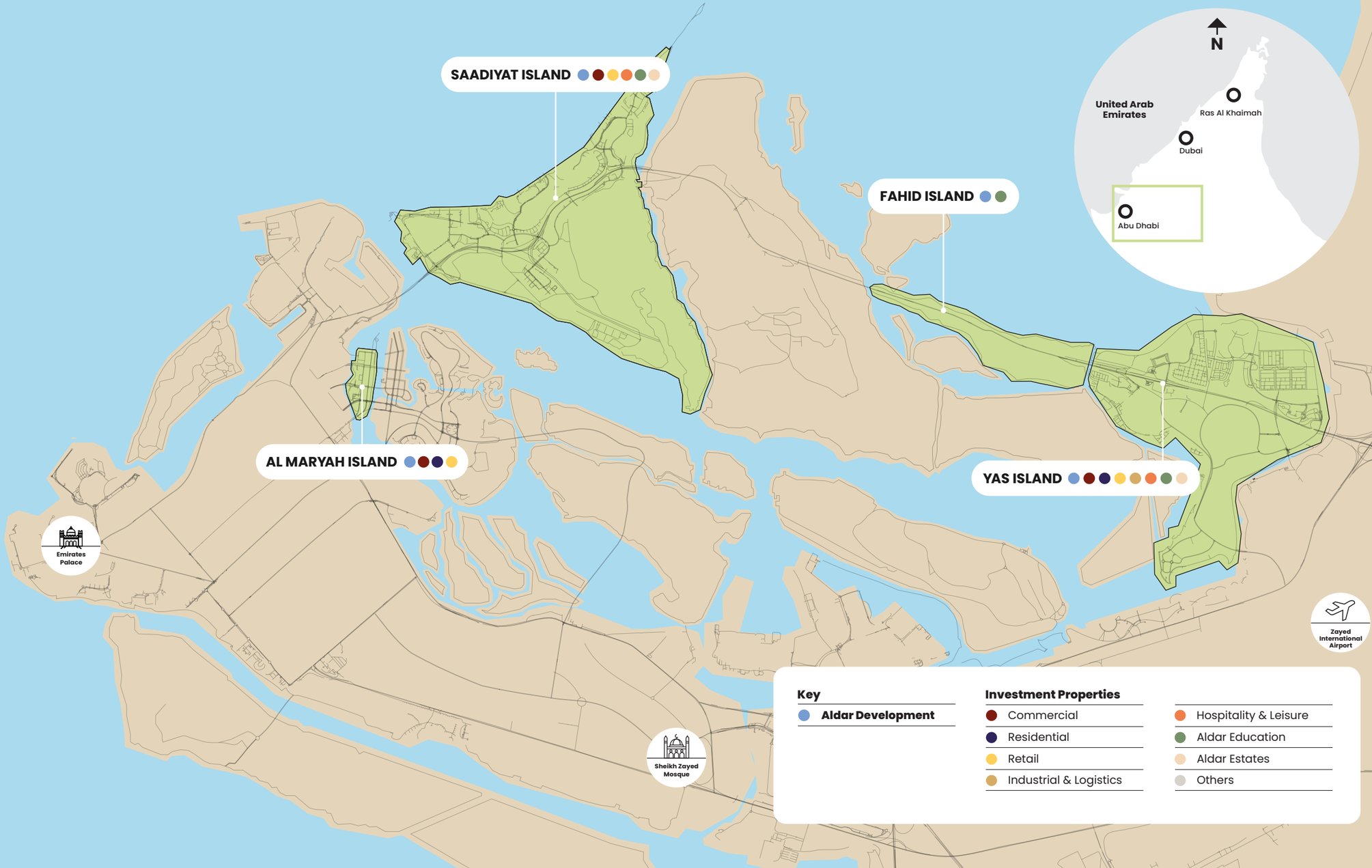
Read more on page 14

Saadiyat Island
Saadiyat Island is a strategic priority in Abu Dhabi's lifestyle proposition, offering a blend of nature, culture and luxury. Fringed by white sand beaches, the island is shaped by a low-density, environmentally sensitive masterplan.

Read more on page 15

Al Maryah Island
Al Maryah Island is home to Abu Dhabi's financial district, incorporating a world-class commercial, retail, F&B and hospitality offering to serve the community and a thriving ecosystem of corporate and financial institutions based in ADGM.

Read more on page 16

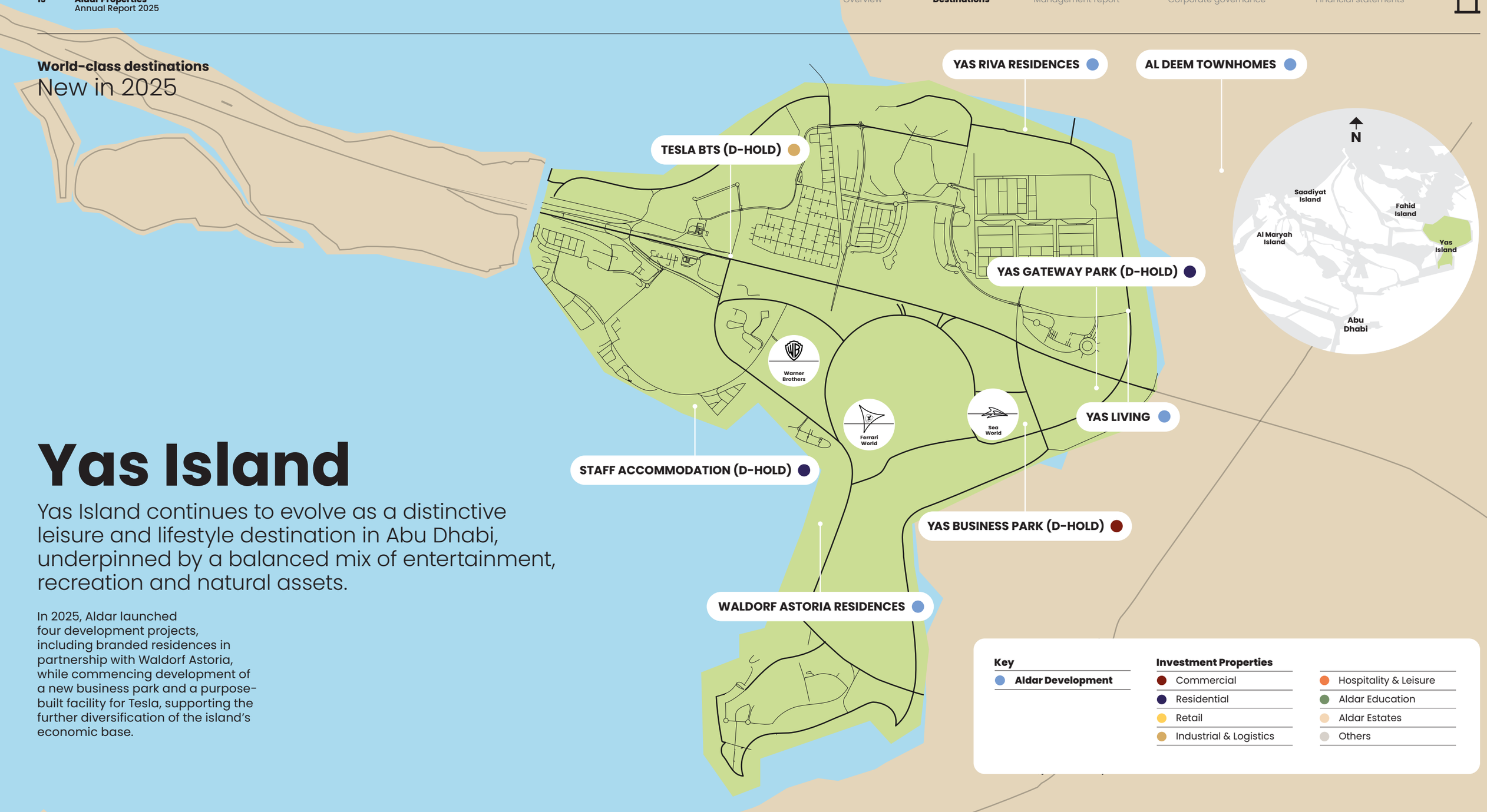


World-class destinations
New in 2025

Yas Island

Yas Island continues to evolve as a distinctive leisure and lifestyle destination in Abu Dhabi, underpinned by a balanced mix of entertainment, recreation and natural assets.

In 2025, Aldar launched four development projects, including branded residences in partnership with Waldorf Astoria, while commencing development of a new business park and a purpose-built facility for Tesla, supporting the further diversification of the island's economic base.

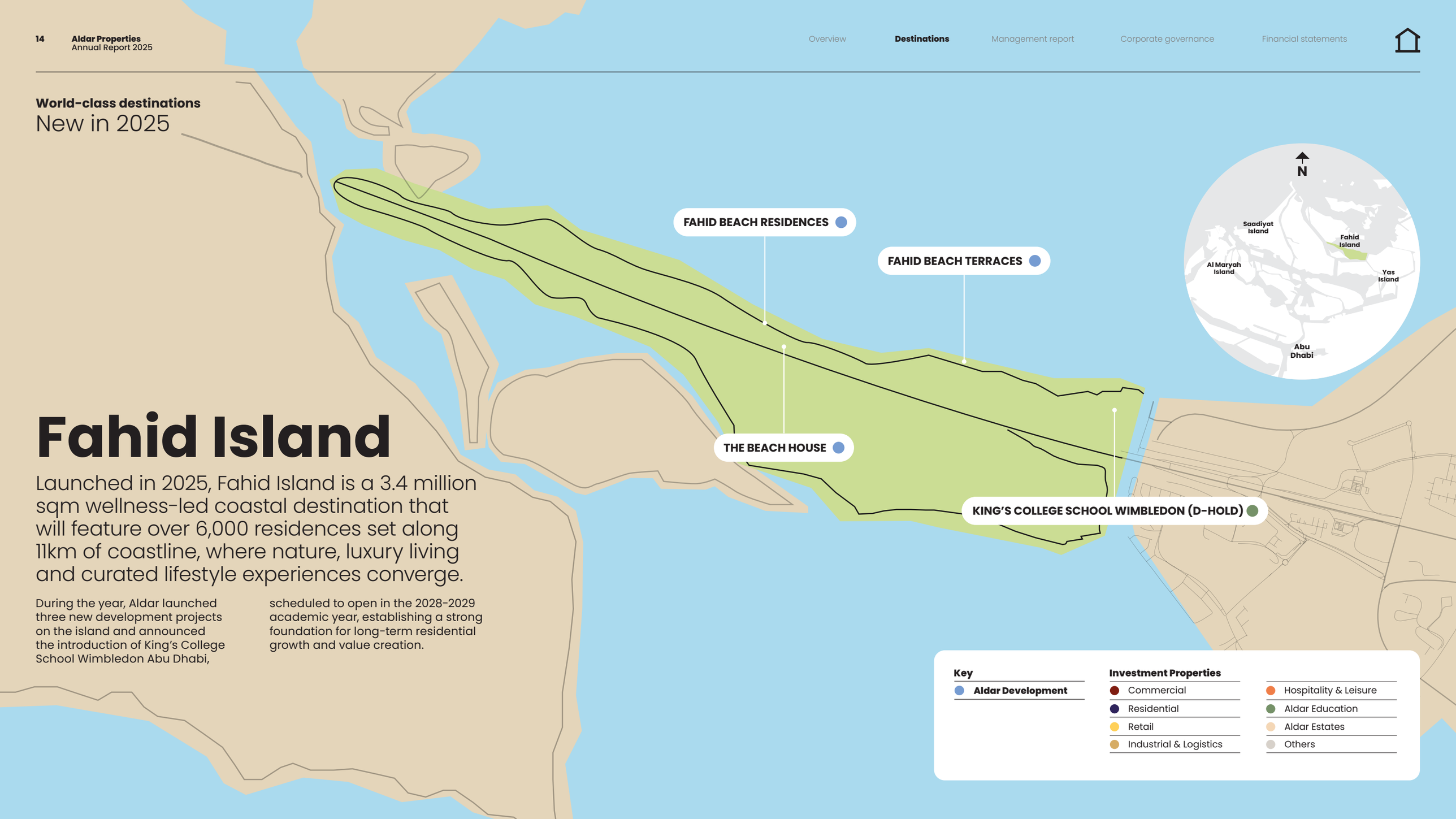


World-class destinations
New in 2025

Fahid Island

Launched in 2025, Fahid Island is a 3.4 million sqm wellness-led coastal destination that will feature over 6,000 residences set along 11km of coastline, where nature, luxury living and curated lifestyle experiences converge.

During the year, Aldar launched three new development projects on the island and announced the introduction of King's College School Wimbledon Abu Dhabi, scheduled to open in the 2028-2029 academic year, establishing a strong foundation for long-term residential growth and value creation.



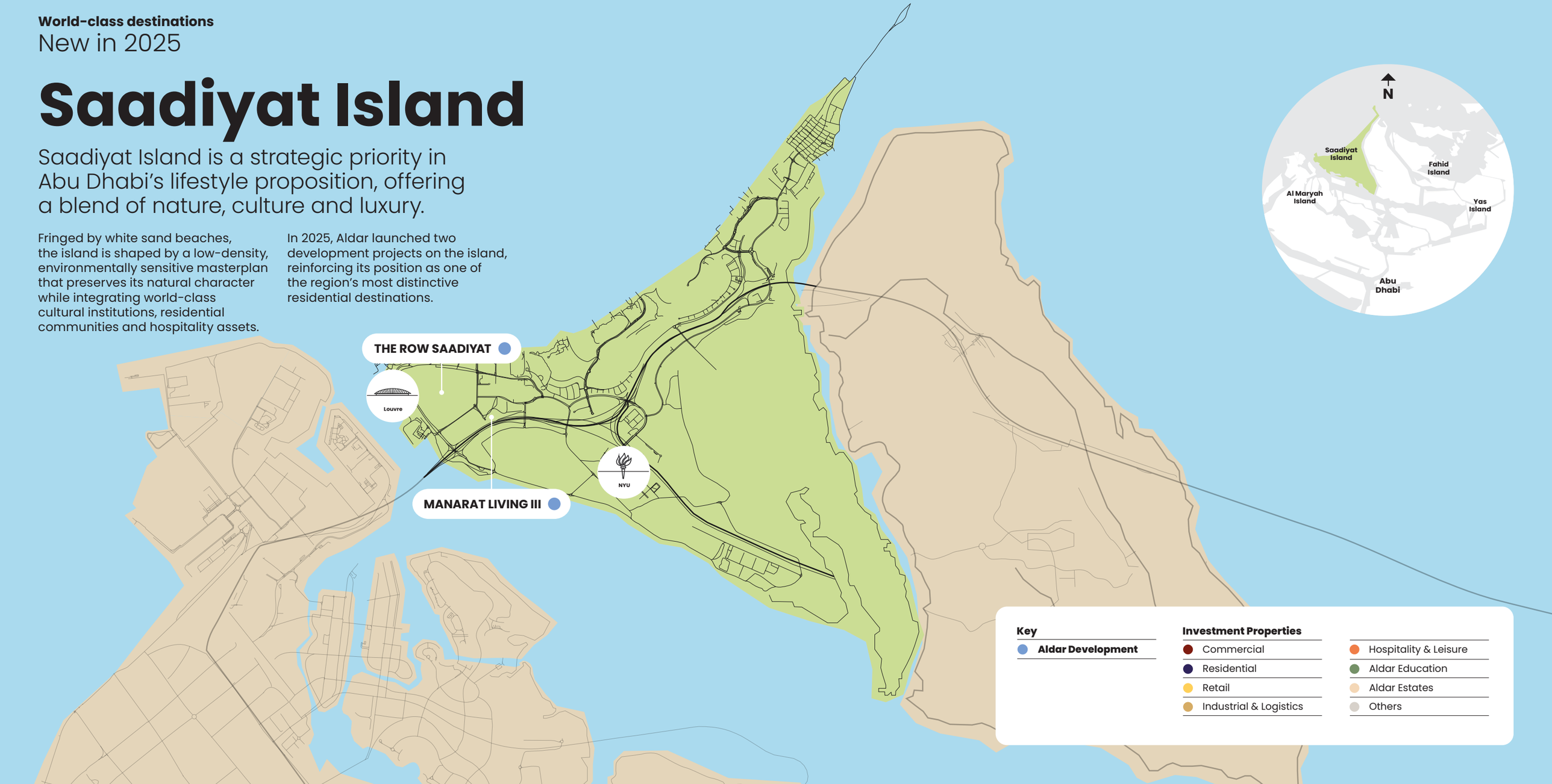
World-class destinations
New in 2025

Saadiyat Island

Saadiyat Island is a strategic priority in Abu Dhabi's lifestyle proposition, offering a blend of nature, culture and luxury.

Fringed by white sand beaches, the island is shaped by a low-density, environmentally sensitive masterplan that preserves its natural character while integrating world-class cultural institutions, residential communities and hospitality assets.

In 2025, Aldar launched two development projects on the island, reinforcing its position as one of the region's most distinctive residential destinations.



World-class destinations
New in 2025

Al Maryah Island

Al Maryah Island is home to Abu Dhabi Global Market, the emirate's financial centre, and a premium mix of commercial, retail, hospitality and healthcare assets.

In 2025, Aldar acquired the remaining 40% stake in Al Maryah Tower from Mubadala, securing full ownership of the Grade A commercial asset. The Galleria Luxury Collection was incorporated into a new retail joint venture between Aldar and Mubadala.

Furthermore the two partners unveiled the master-planned expansion of the financial district on North Al Maryah Island, positioning the island for its next phase of commercial growth.



World-class destinations

New in 2025

Dubai

Dubai has continued to solidify its position as a global business and lifestyle hub, attracting talent and capital, with growth driven by key sectors including trade, logistics, tourism, technology and finance.

In 2025, Aldar continued to expand its footprint in the emirate, launching two new development projects through its joint venture with Dubai Holdings.











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Group Chief Executive Officer's statement

Value creation at scale and pace

Talal Al Dhiyebi
Group Chief Executive Officer,
Aldar Properties



Aldar continues to drive significant value creation at pace. In 2025, the company achieved its highest ever net profit after tax of AED 8.8 billion, a 36% year-on-year increase, underpinned by record development sales and the continued expansion of our recurring income-generating portfolio.

This exceptional financial performance reflects the strength of our diversified operating model and disciplined execution on our 2030 strategy.

Aldar's trajectory of accelerated growth is closely aligned with the UAE's economic dynamism. The country's pro-business environment, population growth and standing as a destination for capital, talent and innovation have continued to drive demand across a broad range of real estate asset classes.

In this context, Aldar has transformed in scale, diversification and earnings quality. Since 2020, net profit after tax has increased nearly five-fold, return on equity has more than doubled, and the company has generated a total shareholder return of 222% over the five-year period. Assets under management have tripled to AED 49 billion and the Group development backlog has grown more than 20-fold to AED 71.7 billion, which together provide considerable earnings visibility and resilience.

Aldar Development continues to perform strongly as a leading developer of master-planned destinations. Group development sales reached an all-time high of AED 40.6 billion in 2025, including AED 35.5 billion in UAE sales, supported by sustained demand from UAE nationals, expatriate residents and overseas buyers, a well-sequenced cadence of launches, and the reach of our digitally enabled international sales network. A defining milestone for the year and for future growth was the launch of Fahid Island in Abu Dhabi. This new coastal destination demonstrates Aldar's ability to create large-scale, differentiated communities aligned with evolving lifestyle and wellbeing preferences. We also continued to build scale across our operations in Egypt and the United Kingdom, providing additional revenue diversification in the years ahead.

Aldar Investment has evolved into a highly diversified and resilient business, supported by targeted acquisitions and the expansion of our develop-to-hold pipeline to AED 17.2 billion at year end. The quality of the investment properties portfolio is reflected in consistently high occupancy levels and sustained rental uplifts across asset classes.

Group Chief Executive Officer's statement

Across Aldar Investment's operating platforms, we continue to advance a focused, multi-year growth strategy. We remain focused on increasing the contribution of recurring income from Aldar Investment to Group EBITDA through organic growth, capital deployment into asset acquisitions and the expansion of our develop-to-hold programme, to further enhance earnings stability, diversification and long-term value creation.

Across the Group, digital transformation is strengthening operational efficiency, capital discipline and customer service. Through our digital Spine programme, we are standardising workflows and integrating data across projects and assets, with advanced analytics and targeted AI embedded within core processes. At the same time, Live Aldar enables customers and brokers to complete transactions end-to-end through intuitive digital channels, improving transparency and streamlining sales and servicing.

DEEPENING STRATEGIC PARTNERSHIPS TO DRIVE GROWTH

Strategic partnerships remain central to Aldar's model for capital efficient growth. In 2025, we deepened our collaboration with Mubadala Investment Company through several landmark initiatives, including the planned expansion of Al Maryah Island, which will deliver the next phase of Abu Dhabi's financial district with a gross development value exceeding AED 60 billion. The multi-year project is expected to play a pivotal role in the continued expansion of the emirate's financial services ecosystem, which will have a significant multiplier effect on the broader economy. In Dubai, our joint venture with Dubai Holding continued to strengthen, with further successful launches in 2025 and an expanded landbank and pipeline, reinforcing Aldar's growing presence in the emirate.

We also completed the retail joint venture with Mubadala, merging Yas Mall and The Galleria Luxury Collection into a premium retail portfolio with a gross asset value of AED 9.8 billion. Aldar is responsible for the management of the assets, leveraging our expertise in creating significant value through synergies and proactive leasing strategies.

In parallel, the establishment of Aldar Capital through a joint venture with Mubadala Capital represents an important milestone in our strategy to diversify income streams and deliver capital-light growth. The partnership brings our respective core strengths together into a highly differentiated flagship platform, and we aim to launch the first USD 1 billion fund in 2026.

Building on our excellent track record, we will continue to scale development to capture demand, while expanding recurring income to enhance resilience and earnings quality in line with our 2030 strategy. This approach is underpinned by a continued focus on product excellence, a differentiated customer experience, disciplined capital management, and sustained investment in our people, digital capabilities and sustainability agenda. Supported by a strong balance sheet and substantial liquidity, Aldar is well positioned to grow through cycles and continue creating long-term value for shareholders, customers and communities.

I would like to thank our Board of Directors, led by H.E. Mohamed Khalifa Al Mubarak, for their continued guidance and support, and our employees for their commitment and execution. Together, we are building a business of scale, resilience and relevance, aligned with the UAE's future and focused on sustained value creation.



Strategic initiatives

Al Maryah Island expansion

Expanding Abu Dhabi's financial district through the landmark Al Maryah Island masterplan.

In December 2025, Aldar and Mubadala announced a landmark joint venture to deliver the next phase of development on Al Maryah Island, Abu Dhabi's international financial district.

With a gross development value exceeding AED 60 billion, the expansion represents one of the most significant mixed-use financial district developments globally and reinforces Abu Dhabi's role as a centre for global capital and institutional investment.

The masterplan unlocks the final major undeveloped land bank on the north side of Al Maryah Island, spanning almost 500,000 sqm, and will deliver more than 1.5 million sqm of gross floor area across Grade A offices, luxury residential, retail and hospitality uses.

The development will double the island's Grade A office capacity, adding more than 450,000 sqm of new workspace to support the continued growth of Abu Dhabi Global Market (ADGM).

ADGM continues to record strong momentum, with more than 11,000 active licences and approximately 40,000 professionals operating within the district. Demand for high-quality office space remains robust, and the expansion will provide the capacity required to accommodate further growth across financial services, professional services and technology-led sectors.









Strategic initiatives

The masterplan has been designed as a fully integrated urban environment, combining commercial, residential and lifestyle elements. More than 3,000 luxury waterfront residences are planned, responding to sustained demand from professionals seeking proximity to the financial district. Retail, hospitality and leisure uses form an integral part of the development, building on the island's established ecosystem anchored by The Galleria Luxury Collection, Cleveland Clinic Abu Dhabi and existing luxury hotels.

Connectivity and infrastructure are central to the masterplan. The development includes 2.5km of air-conditioned pedestrian corridors, more than 12,000 parking spaces and 20% open space within the district. Three new bridges are planned to connect the north side of Al Maryah Island to Reem Island and the Abu Dhabi mainland, significantly improving accessibility and ensuring Saadiyat Island is less than a 10-minute drive. Enabling works are scheduled to commence in 2026.

The joint venture, held 60% by Aldar and 40% by Mubadala, builds on a strategic partnership spanning more than two decades and a strong track record of collaboration on Al Maryah Island, including Al Maryah Tower and the upcoming One Maryah Place. The expansion represents the next phase in the long-term development of Abu Dhabi's most important financial and commercial district.



Key facts

- Announced in December 2025
- Joint venture: 60% Aldar/40% Mubadala
- GDV AED 60bn+
- Land area ~500k sqm
- GFA 1.5mn+ sqm (mixed-use)
- 450k+ sqm commercial leasable area
- 3,000+ luxury waterfront residences



Strategic initiatives

Aldar Capital

Connecting global institutional capital with GCC real asset opportunities.

The launch of Aldar Capital in December 2025 establishes a dedicated investment management business to connect global institutional investors with high-quality real estate and infrastructure opportunities across the UAE and the wider GCC.

Structured as a joint venture between Aldar and Mubadala Capital, the business is designed to provide professionally managed real asset investment offerings to institutional investors at a time when demand for diversified, income-generating assets continues to grow.

The venture combines Aldar's market-leading real estate investment and development expertise with Mubadala Capital's institutional fund management capabilities and global investor network.

Headquartered in ADGM and operating under an independent governance framework, Aldar Capital will operate to global institutional standards, with a focus on transparency, oversight and investor alignment. It will offer investment strategies spanning the full risk–return spectrum, tailored to the objectives of sovereign wealth funds, pension funds, fund-of-funds, insurance companies and family offices seeking regional exposure.

Aldar Capital plans to launch its inaugural fund in 2026, targeting a fund size of USD 1 billion. By mobilising institutional capital into real estate and infrastructure assets, the business is expected to support capital formation, economic diversification and long-term investment across the UAE and the GCC, while reinforcing Abu Dhabi's position as a global hub for institutional investment.







Key facts

- Announced in December 2025
- Joint venture between Aldar and Mubadala Capital
- Investment management business connecting global institutional investors with real asset investment offerings across UAE & GCC
- Headquartered in ADGM with an independent governance framework
- Offers institutional investment strategies across the risk–return spectrum
- First fund targeting USD 1 billion, expected to launch in 2026

Market environment and outlook

Macro-economic momentum and strong real estate fundamentals

The UAE economy demonstrated strong and broad-based momentum throughout 2025, even as global conditions remained challenging due to geopolitical tensions, softer world trade and a slower global growth backdrop.

A diversified economic structure, sizeable fiscal buffers and a sustained reform agenda enabled the country to maintain one of the most resilient performances in the region.

According to the International Monetary Fund's October 2025 World Economic Outlook, real GDP growth for the UAE was projected at around 4.8% in 2025, rising to approximately 5.0% in 2026, reflecting firm non-oil expansion and a gradual recovery in oil-sector output.

Non-oil sectors remained central to economic activity, with manufacturing, construction, financial services, real estate, logistics and tourism all recording steady expansion. Growth across these sectors reflected the cumulative impact of structural reforms, an increasingly competitive business environment and sustained population growth.

Domestic demand remained firm, underpinned by continued inflows of skilled professionals, which strengthened labour market depth and supported demand for housing, education and services. Tourism activity was buoyant, with rising passenger traffic across Dubai and Abu Dhabi airports benefiting hospitality, retail and leisure industries. Inflation remained moderate overall, with lower fuel prices partially offsetting service-sector cost pressures.

Investment remained a defining feature of the UAE economy in 2025. The country continued to lead the region in project awards, supported by substantial pipelines across transportation, utilities, industrial capacity and large-scale urban development. This breadth of investment sustained momentum in construction and reinforced investor confidence.

Regulatory and process improvements, including continued digitisation, further strengthened the UAE's position as a global hub for enterprise, finance and technology.

Abu Dhabi's real estate market maintained strong momentum through 2025, supported by resilient economic fundamentals and sustained demand across key asset classes. According to the Abu Dhabi Real Estate Centre (ADREC), total real estate sales transactions reached a record AED 93 billion in 2025, driven primarily by strong growth in residential unit sales, which increased to AED 76 billion, compared with AED 19 billion in 2022, reflecting strong demand from both end-users and investors.



Market environment and outlook



Value of real estate transactions

Abu Dhabi

AED
93bn

Dubai

AED
683bn

Dubai's real estate market recorded its strongest performance to date in 2025, supported by sustained demand across both residential and investment segments. According to Dubai Land Department data, total property sales reached approximately AED 683 billion across more than 215,000 transactions during the year, representing year-on-year growth of around 31% in value and 19% in transaction volumes.



Activity was underpinned by continued strength in off-plan sales alongside solid secondary market performance, reflecting both investor confidence and end-user demand. The market continued to broaden structurally, with mortgage activity and investor participation increasing over the year, reinforcing Dubai's position as a leading global real estate destination.

Commercial real estate across both Abu Dhabi and Dubai recorded steady demand, particularly for Grade A space in prime business districts. Occupier interest was driven by expansion across financial services, professional services and technology, with limited availability of high-quality office space supporting occupancy levels. Logistics assets also performed well, underpinned by the UAE's established role in regional trade and e-commerce fulfilment. Demand for modern warehousing, temperature-controlled storage and last-mile delivery facilities remained firm, particularly in locations with proximity to ports, free zones and airports. Retail and tourism destinations benefited from healthy visitor flows, resilient consumer spending and the continued evolution of mixed-use districts integrating leisure, hospitality, culture and community spaces.

The outlook for 2026 remains positive. The UAE enters the year with solid underlying momentum, supported by a diversified non-oil base, continued progress on major infrastructure and energy projects, and sustained population growth. Business sentiment remains constructive, underpinned by regulatory clarity, strong fiscal positions and the country's deepening global connectivity.

These conditions are expected to support continued demand across real estate markets. Housing requirements in Abu Dhabi and Dubai are likely to remain steady, reflecting demographic expansion and ongoing urban development. Commercial and logistics assets should continue to benefit from business growth, regional headquarters activity and the UAE's emergence as a hub for advanced manufacturing and supply chain operations. Retail and experiential destinations are expected to remain supported by sustained tourism inflows and continued investment in placemaking-oriented masterplans.

While global uncertainties persist, the UAE's structural strengths provide a meaningful buffer against external volatility. A long-term diversification agenda, consistent policy execution, and a competitive operating environment continue to support the country's ability to attract people, capital, and enterprise, underpinning economic resilience and providing visibility for another year of steady economic momentum and strong real estate market performance.

2030 strategy

Delivering sustainable growth

Aldar's vision is to become the regional real estate champion that creates signature experiences for customers and sustainable value for shareholders. To bring this vision to life, the 2030 strategy sets out four 'change themes': product excellence, signature experiences, capital management, and enablers.

Aldar's goal is to drive superior financial returns for shareholders through industry-leading profitability, supported by disciplined capital deployment and diversified income streams.

Product excellence

Aldar is continuously improving and institutionalising its 'delivery engine' to enable a significant increase in scale, accelerate delivery and enhance quality across the value chain for its core business segments and subsidiaries.

Read more on page 27

Signature experiences

Aldar is adopting a hospitality-driven model for customer experience, prioritising sustainability and a digital-first approach.

Read more on page 28

Capital management

Aldar is pursuing systematic and disciplined growth through a best practice approach to strategic capital allocation, sourcing attractive opportunities with the optimal risk and return profile to meet financial objectives.

Read more on page 29

Enablers

Aldar is enhancing its competitive edge through world-class talent, data analytics and digital enablement.

Read more on page 30









2030 strategy

Product excellence

Aldar is continuously improving and institutionalising its 'delivery engine' to enable a significant increase in scale, accelerate delivery and enhance quality across the value chain for its core business segments and subsidiaries. The company is focusing on the readiness of all products and their strategic launch to market.

What we said we would do in 2025

Deliver products through new construction methods such as modular and 3D, driving scalable, efficient project delivery.

Develop tailored products to meet market demand and address underserved community segments.

Optimise the development lifecycle to enable scalability, enhance quality and support timely delivery.

What we did in 2025

Innovative Construction and Delivery:
- Delivered 400+ townhouses and major amenities using modular construction, improving speed, cost efficiency, and build quality.
- Piloted 3D construction methods across selected developments as part of Aldar's ongoing innovation in construction and delivery.

New Products and Destinations:
- **Fahid Island – Coastal Wellness Hub:** Unveiled Abu Dhabi's first coastal wellness-focused destination between Saadiyat and Yas Islands, with 11km of shoreline and a gross development value of over AED 40 billion.
- **Luxury Living – Waldorf Astoria Residences:** Introduced Yas Island's first branded residence, delivering an ultra-premium lifestyle anchored by the globally renowned Waldorf Astoria brand.
- **Nature-Led Communities – The Wilds:** Launched a pioneering Dubai community designed around nature-first principles, blending sustainable architecture with immersive green spaces for holistic living.
- **Active Living – Rise by Athlon:** Expanded Aldar's active lifestyle portfolio in Dubai with a new project that integrates fitness, wellness, and community engagement for health-conscious residents.
- **Cultural Experience – The Row Saadiyat:** Launched a boutique collection of contemporary luxury townhouses in the heart of the Saadiyat Cultural District, close to Abu Dhabi's leading cultural landmarks, including Zayed National Museum and Natural History Museum Abu Dhabi.

Mid-Market Scale:
Expanded residential offering to include more mid-market and affordable housing across multiple destinations within both the develop-to-sell and develop-to-hold portfolios, in response to strong demand.

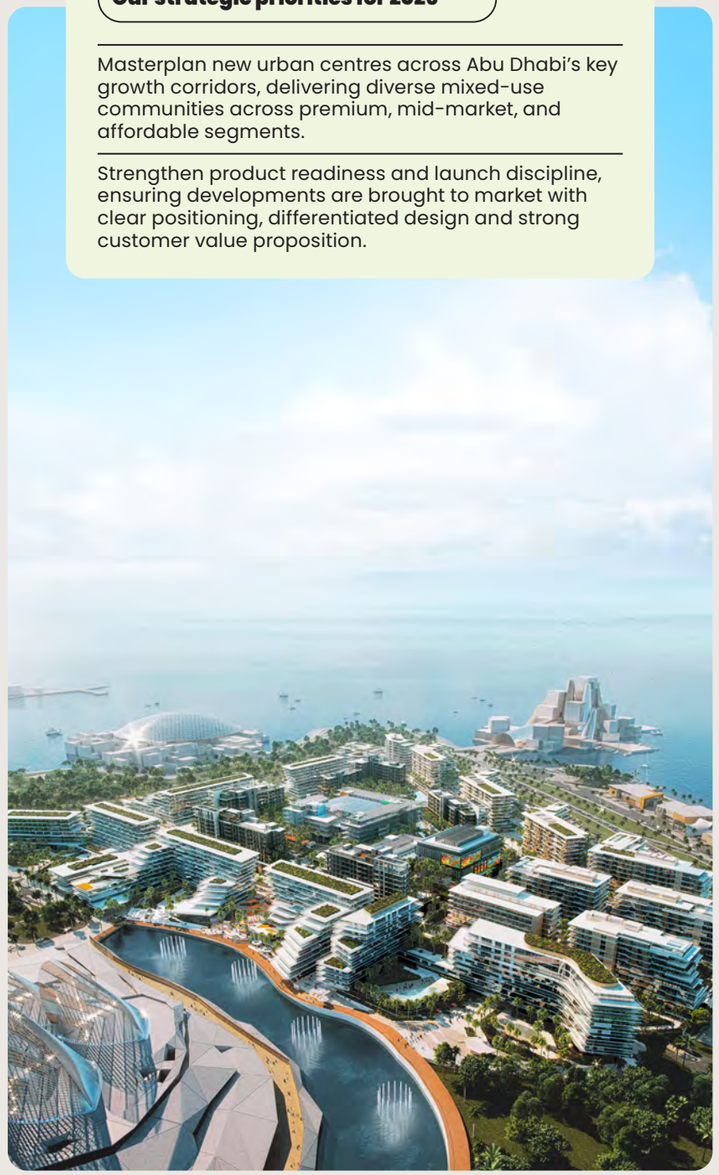
Ultra-Luxury Market Leadership:
Further cemented Aldar's presence in the ultra-prime residential segment, highlighted by a record-breaking AED 400 million mansion sale at Faya Al Saadiyat, one of the highest-value single residential transactions completed in the UAE.

Premium Education Anchor:
Expanded Aldar's premium education offering through the introduction and rollout of new flagship schools across Abu Dhabi and Dubai.
- **King's College School Wimbledon:** Fahid Island: Announced the region's first campus of the UK institution, a K–12 super-premium school planned to open in the 2028–2029 academic year.
- **Rugby School:** Dubai: Confirmed the launch of the Middle East's first Rugby School campus, bringing a British curriculum and 450-year academic heritage, opening in the 2026–2027 academic year.
- **Yasmina American School:** Yas Island: Opened in September, offering an American curriculum within a modern, purpose-built campus environment.
- **Muna British Academy:** Abu Dhabi: Opened in October, delivering primary-level education based on the English National Curriculum.

Our strategic priorities for 2026

Masterplan new urban centres across Abu Dhabi's key growth corridors, delivering diverse mixed-use communities across premium, mid-market, and affordable segments.

Strengthen product readiness and launch discipline, ensuring developments are brought to market with clear positioning, differentiated design and strong customer value proposition.



2030 strategy

Signature experiences

Aldar is adopting a hospitality-driven model for customer experience, prioritising sustainability and a digital-first approach. The aim is to positively impact and elevate the experience across all journeys and touchpoints across the business, ensuring that a deep understanding of customer behaviour and requirements translates into meaningful action.

What we said we would do in 2025

Embed the Emirati hospitality and signature experiences standards across the Group to deliver consistently elevated, customer-focused services.

Strengthen customer retention while unlocking additional cross-selling opportunities across the portfolio.

Roll out B2B and B2C platforms across portfolios to enable a more seamless and integrated digital experience.

Scale Live Aldar and Darna platforms by expanding the user base and increasing digital engagement and transactions.

What we did in 2025

Hospitality-focused Experiences:
Launched the CX Academy in partnership with leading hospitality institutions, including Les Roches and EHL, delivering training rooted in Emirati hospitality and signature experiences to more than 7,700 direct and indirect Aldar employees.

Ecosystem Partnerships:
- Partnered with Emirates NBD to launch the first DARNA co-branded Visa credit card and extended the DARNA loyalty ecosystem to The Galleria Luxury Collection, contributing to a 31% year-on-year increase in DARNA active users.
- Partnered with the Abu Dhabi Investment Office (ADIO) to launch the Unlock Luxury Rewards initiative at The Galleria Al Maryah Island, enabling DARNA members to receive up to 15% back on purchases across more than 80 luxury brands.

Digital Capability Expansion:
Strengthened the digital ecosystem by scaling customer-facing platforms and embedding digital enablement across key touchpoints.
- Expanded **Live Aldar** into a fully integrated platform supporting the end-to-end real estate customer journey, from property search and purchasing to ownership and servicing, reaching more than 100,000 active users across over 500,000 engaged sessions and enabling more than AED 536 million in digital sales.
- Advanced digital capabilities across Aldar Education by introducing fully digital enrolment, fee payment, and co-curricular registration journeys integrated with Darna and Live Aldar. This enables secure, efficient transactions and improved transparency for families, with digital adoption reaching 83% in 2025, up from around 40% the previous year, alongside stronger parent satisfaction reflected in higher NPS scores.

Retail Digitisation:
Delivered Aldar retail's digital transformation by integrating leasing, tenant onboarding, and contractor service management into a unified digital ecosystem and interface.

Customer Experience Enhancement:
Achieved a 27% year-on-year increase in net promoter score while onboarding new businesses and customer journeys into Aldar's integrated ecosystem.



Our strategic priorities for 2026

Further strengthen Emirati hospitality and signature experiences across all customer touchpoints and journeys.

Introduce new B2C and B2B digital features and platforms to enhance the overall customer experience.

Expand the loyalty programme through new partnerships, broader reach, and targeted engagement campaigns.

2030 strategy

Capital management

Aldar is pursuing systematic and disciplined growth through a best practice approach to strategic capital allocation, sourcing attractive opportunities with the optimal risk and return profile to meet financial objectives. The company is focused on maximising shareholder value through expansion in its core UAE market and internationally, while unlocking additional value from assets and businesses.

What we said we would do in 2025

Strategically source, structure and allocate capital through innovative financing solutions.

Ensure consistent, long-term growth across key markets and asset classes.

Maximise and efficiently leverage assets to drive sustained growth and value creation.

Co-invest internationally through funds and strategic partners to support growth and build capabilities across alternative asset classes.

What we did in 2025

Strategic Capital Deployment:
Accelerated growth through strategic M&A deployment totalling AED 3.3 billion, including over AED 1 billion directed toward scaling the industrial and logistics platform.

Capital and Liquidity Strengthening:
Raised AED 18.7 billion in capital to boost liquidity and strengthen its growth strategy. Highlights include a USD 1 billion hybrid note issuance—the region's largest and highest-rated—and an AED 9 billion sustainability-linked revolving credit facility, the biggest such deal for a Middle Eastern real estate firm, with backing from 15 major financial institutions.

Develop-to-hold Pipeline Extension:
Increased the develop-to-hold (D-Hold) pipeline of income-generating assets across commercial, residential, retail, logistics, education and hospitality, reaching AED 17.2 billion, with four projects completed during the year and AED 4.4 billion of new projects announced.

Aldar Capital Platform Launch:
Formed Aldar Capital in partnership with Mubadala Capital to connect global investors to scalable GCC real asset investment opportunities.

Land bank Expansion:
- Partnered with Mubadala to announce a landmark AED 60+ billion expansion of Abu Dhabi's financial district on Al Maryah Island.
- Further expanded the land bank in Abu Dhabi and Dubai via strategic joint ventures and acquisitions in early 2026.
  - Dubai Holding JV expansion: Added two strategic land plots to the partnership, with a combined GDV of over AED 38 billion, including a family-oriented community near Nad Al Sheba and a luxury waterfront development at Palm Jebel Ali.
  - Abu Dhabi land bank additions: Added AED 23 billion in GDV across new plots spanning more than 2.3 million sqm on Saadiyat Island and Yas Island, expected to deliver around 3,000 new homes across a range of residential developments.

Retail Platform Integration:
Created an AED 9.8 billion national retail champion, merging Yas Mall and The Galleria Luxury Collection following the closing of the joint venture with Mubadala.

Industrial and Logistics Portfolio Expansion:
Continued to scale and diversify the logistics platform through built-to-suit development and acquisitions.
- Acquired an integrated logistics asset at Al Markaz Industrial Park comprising 180k sqm of leasable area.
- Acquired two Grade A assets from KEZAD, securing blue-chip tenants including Noon and Emtelle.
- Announced Abu Dhabi's first Tesla Experience Centre on Yas Island, a purpose-built 5k sqm facility integrating showroom, service and delivery functions.

Our strategic priorities for 2026

Recycle capital from non-core assets to unlock additional value.

Allocate capital towards strategic land replenishment and large-scale M&A opportunities.

Launch Aldar Capital's first investment fund to the market.



2030 strategy

Enablers

Aldar is enhancing its competitive edge through world-class talent, data analytics and digital enablement. The company is adopting innovative and agile solutions to future-proof all the businesses and become the global benchmark for sustainability and long-lasting impact.

What we said we would do in 2025

Implement the transformational Enterprise Resource Planning (ERP) project across the Group to enhance productivity, strengthen data-driven insights, and support B2C and B2B growth.

Foster a people-centric culture by continued investment in employee wellbeing, development and engagement.

Continue to progress towards Net Zero goals through sustainable design, green construction, energy efficiency and circular economy practices.

Leverage AI and data analytics to optimise processes and improve outcomes.

What we did in 2025

Net Zero:
Advanced the Group's Net Zero ambition by increasing energy efficiency measures across the Group, strengthening sustainable design requirements for new developments, and scaling circular economy practices through waste diversion and resource optimisation initiatives.

Green Construction Leadership:
Became the region's first developer to deploy hydrogen-based steel rebar in partnership with EMSTEEL, reducing embodied carbon in construction.

People & Culture:
- Conducted roadshows focused on employee net promoter score (eNPS) health checks alongside various team building offsites, contributing to a 16% year-on-year increase in the Group eNPS score.
- Recognised by NAFIS for exceptional efforts in Emiratisation, with UAE nationals representing 44% of the Group's employee base.
- Introduced enhanced employee policies to support wellbeing, promote work–life balance, and strengthen overall employee experience.

AI Rollout:
Scaled AI across enterprise workflows, including AI-enabled tendering and cost benchmarking, talent acquisition intelligence, and AI agents supporting Board and committee decision-making, driving faster execution and stronger outcomes.

Procurement:
Unified 10+ procurement systems or tools into one group-wide platform, cutting process times from 40+ hours to minutes and strengthening supplier governance across all entities.

Our strategic priorities for 2026

Scale the use of artificial intelligence and intelligent agents across Aldar's value chain to improve decision-making, efficiency, and service delivery.

Invest in and deliver world-class enterprise digital infrastructure and systems.

Strengthen employee engagement and development initiatives to attract and retain top talent.



Digital transformation

Developing an intelligent, connected ecosystem that drives performance

Aldar's digital transformation is a multi-year programme designed to enhance customer experience, maximise productivity, and support long-term growth across the Group's Development and Investment platforms.

The company continues to enhance and expand a seamlessly integrated ecosystem in which customers, brokers, tenants, guests, and partners interact with Aldar through intuitive digital channels. Meanwhile, internal teams benefit from data-driven insights, streamlined processes, and targeted automation that enables them to focus on strategic tasks.

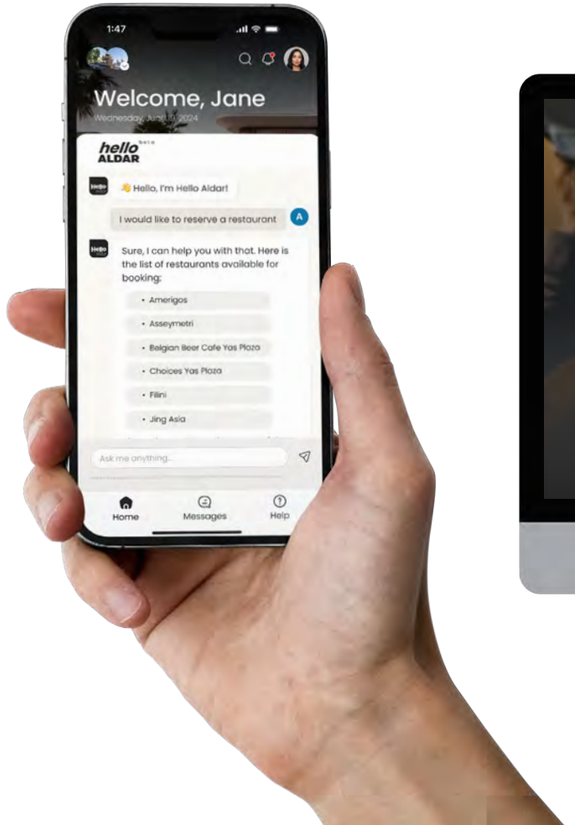
The approach combines three key elements:

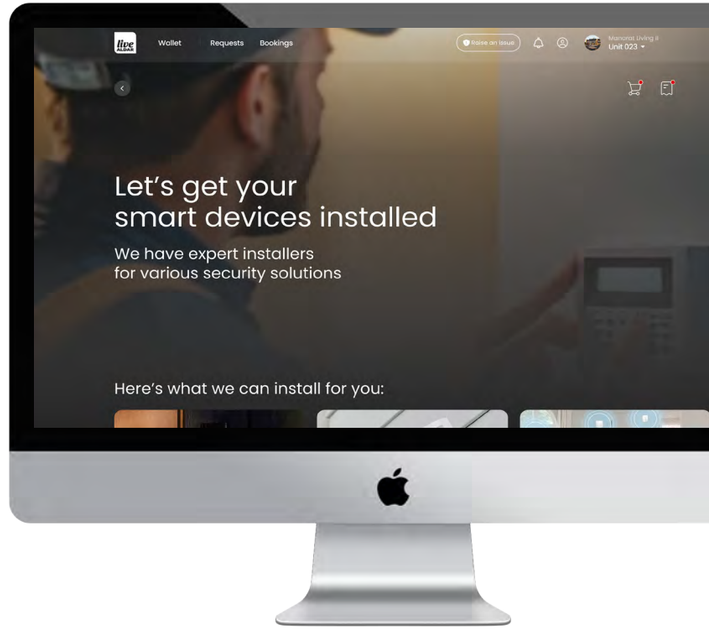
- A robust digital spine that connects projects, assets, and functions through common systems and a shared data model
- The consolidation of customer journeys into a single, user-friendly interface that spans the full lifecycle of property ownership and related services
- The deployment of advanced analytics and AI tools in specific, high-value use cases where these can deliver measurable gains in speed, precision, and decision-making

This programme builds on the foundations laid in recent years, including the launch of Live Aldar as a digital sales and ownership platform, the deployment of a generative AI-powered customer chatbot through Hello Aldar, and the rollout of digital documentation across functions. These initiatives demonstrated the value of digital channels in enhancing customer satisfaction, accelerating sales execution, and reducing inaccuracies and waste.

Digital-first execution has become ingrained through the business, with customer engagement, sales, and servicing journeys completed end-to-end through digital channels. The focus is now on scaling these capabilities, and their benefits, across the Group's growing footprint.







Digital transformation

Digital Spine

The programme powering technology excellence

Digital Spine is Aldar's core transformation programme and the foundation of our next-generation technology ecosystem. It connects teams, partners, and assets across the end-to-end development lifecycle, combining workflow automation, integrated data, and targeted AI into one operating model. It standardises how projects are initiated, designed, costed, governed, and monitored, enabling disciplined capital deployment and consistent execution quality at scale.

Within the Digital Spine, Aldar is now deploying AI-generated pre-concepts and standardised design frameworks to accelerate early-stage work and improve comparability between schemes. This has reduced concept design timelines from months to weeks without compromising creativity or quality. An AI Creative Studio produces CGI and immersive videos, enabling rapid visualisation and virtual exploration of assets for internal decision-makers and customers alike.

AI capabilities also support cost benchmarking through deep analysis of an expanding dataset across live and completed projects. In parallel, real-time scanning and monitoring provide clear visibility on construction progress and quality, allowing delivery bottlenecks to be identified early and resolved proactively. These capabilities have enabled double-digit cost efficiencies on selected projects, improving predictability across delivery.

The Digital Spine is also integrated with key government systems, streamlining title deed issuance and the broader buy/sell formalities. At the asset level, it unlocks smart living capabilities, which will increasingly enable residents to access building and community services on demand through intuitive digital interfaces.

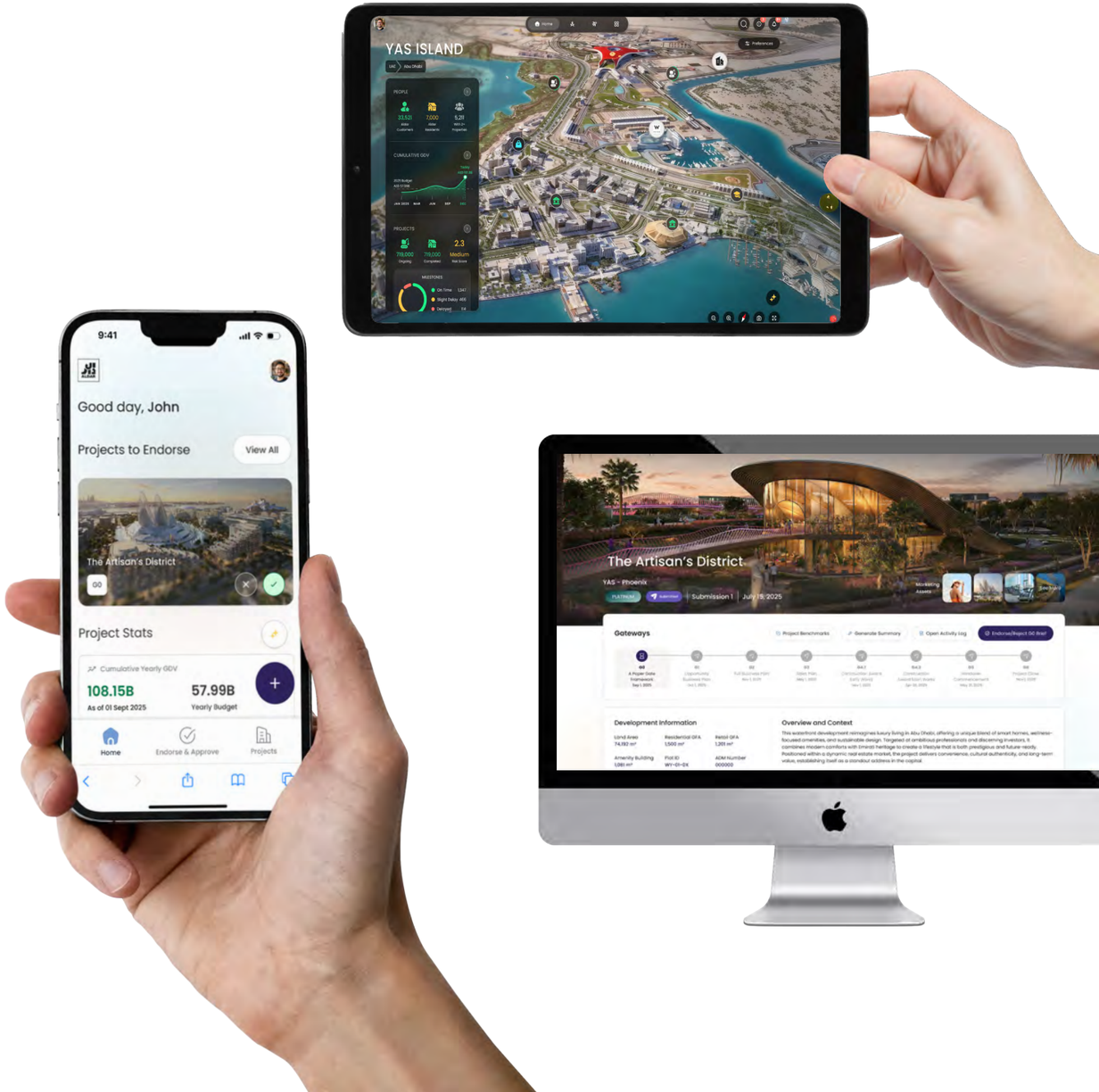
Overall, Digital Spine has shortened design cycles, strengthened cost discipline, and created end-to-end visibility from master planning through handover and operations. Built on resilient, flexible infrastructure, it provides a scalable framework to support the growing volume and complexity of Aldar's development pipeline, while enabling the rapid introduction of new services and capabilities.

50+
Active projects managed digitally

30%
Improvement in cost analysis through AI

40%
Faster approvals

Up to
70%
Reduction in early-stage design timelines



Digital transformation

Harbour

The platform scaling intelligent communities

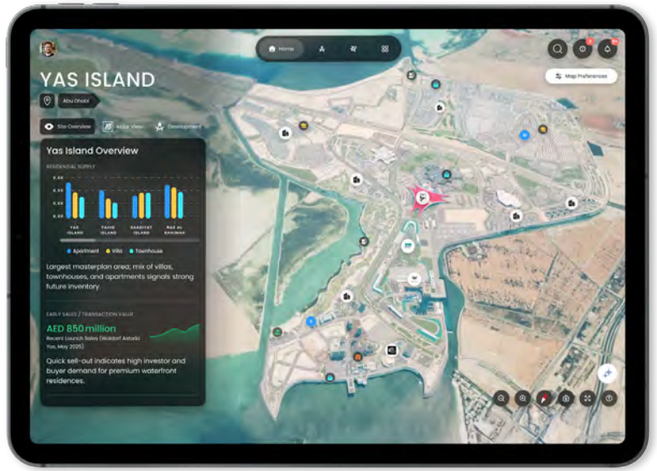
Harbour is the platform layer within Aldar's digital architecture that delivers our Smart City strategy at destination and city scale, enabled by the Digital Spine programme.

A proprietary urban intelligence platform, Harbour uses digital twins, AI, and real-time data to model how people, energy, mobility, and assets interact across mixed-use environments. By simulating these systems before and after delivery, the platform enables Aldar to test development and operational scenarios in a virtual environment. This supports smarter capital allocation and cost management, stronger operational performance and service quality, and more resilient and sustainable asset outcomes.

Designed as a scalable engine, the platform can be deployed across major masterplans and adapted to different regulatory, climatic, and market contexts as Aldar continues to expand.

A flagship application is underway at Saadiyat Grove (The Grove), where Aldar, in partnership with Siemens, is deploying a cloud-based smart district management system underpinned by digital twins and real-time analytics. The system integrates data from building systems, public spaces, and infrastructure to optimise energy usage, support predictive maintenance, and enhance district-level performance. Smart systems deployed at community scale are projected to reduce energy usage by 20-30% over time, translating into lower lifecycle costs, stronger sustainability outcomes, and improved long-term value protection across a complex, high-profile mixed-use destination.







Digital transformation

Live Aldar

An all-inclusive platform for customer interaction

Initially created as an integrated listings and sales engine, Live Aldar now supports and enhances the full real estate customer journey, integrating property search, purchasing, ownership, and servicing on one intuitive platform. It has evolved into the primary interface through which customers engage with Aldar.

Since launch, Live Aldar has set a new regional standard for digital property experiences. Customers can review the full Aldar inventory through best-in-class, highly customisable search tools; explore developments in deeply immersive virtual environments; effortlessly reserve units; and quickly complete documentation digitally. Digital sales have become the default rather than the exception, with 93% of UAE sales in 2025 signed digitally and a progressively increasing number completed end-to-end through digital channels, supported by strong customer uptake of online reservations and digital sales processes.

In 2025, Aldar significantly expanded Live Aldar's scope, integrating voice commands and agentic AI to enhance customer support. The platform now offers home upgrades and amenities; retail and commercial leasing modules; digital enrolment and fee payments for education customers; and beach and restaurant bookings and loyalty-linked discounts for guests of Aldar Hospitality. All these services are accessible through a single, intuitive interface that reflects a commitment to design excellence, enhancing navigation, reducing friction and delivering personalisation at key points throughout the customer lifecycle.

The platform is closely linked to Aldar's broker ecosystem, which has been revamped in 2025 to enable brokers to gain customer insights and deliver end-to-end services with unparalleled ease and efficiency. The broker platform supports the faster allocation of inventory, transparent tracking of performance, and smoother sales execution across both Aldar's direct sales channels and its growing network of UAE and international brokers.

100k+
Active users and **500k+** engaged sessions

7k
Digital service-charge payments and **7.5k+** digitally completed sales and purchase agreements (SPAs)

AED 536mn+
In end-to-end digital sales completed through Live Aldar, including a substantial number processed via the integrated broker digital platform

25%
Increase in net promoter score (NPS), reflecting improved convenience, transparency, and control for customers

215k
AI-powered customer conversations supported via Hello Aldar, improving responsiveness while allowing teams to concentrate on the most critical customer queries

AED 52mn
In digital service charge collections



Digital transformation

The next digitalisation frontier

Aldar is applying the same principles of integration, automation, and customer-centric design to the digitalisation of the Aldar Investment platform.



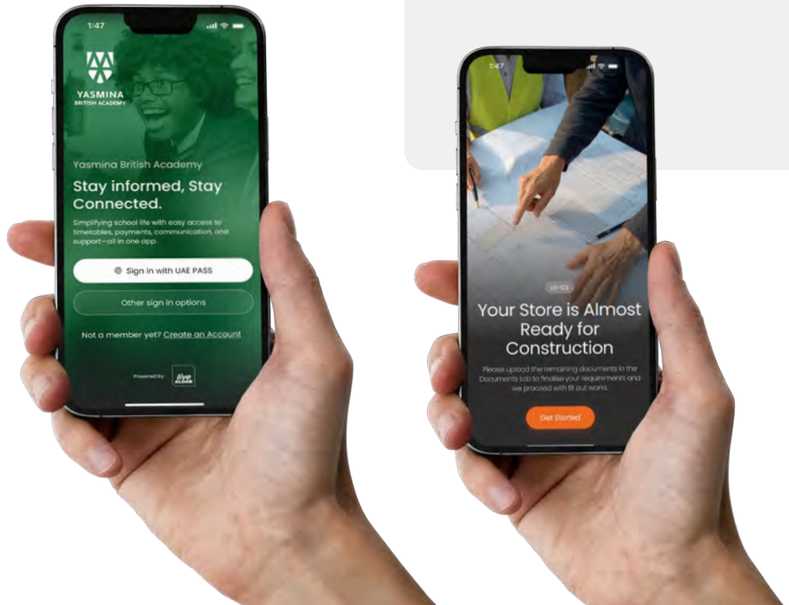
In Aldar Estates, a comprehensive upgrade of core systems, including customer relationship management (CRM) consolidation, has created a single environment for leasing, finance, and tenant services. This has reduced manual interventions, improved data quality, and enabled more consistent service delivery. Property management systems have been consolidated, reducing manual processes by approximately one-third, and supporting a much higher proportion of digitally managed contracts and interactions. Timelines for processing key documents such as no-objection certificates (NOCs) have been transformed, falling to approximately 3 days, with a clear pathway toward instant processing for most transactions.

Hospitality operations have been digitalised to support online and in-app bookings for beach clubs, restaurants, and leisure activities. Guests can now access loyalty-linked discounts and AI-supported activity suggestions, supported by smart notifications and integrated payment systems. These journeys are crafted to be simple and intuitive for the customer, while providing Aldar with a richer view of guest preferences and behaviour.

In Aldar Education, the parent experience has been transformed by the introduction of fully digital enrolment, fee payment, and co-curricular registration journeys. These processes are integrated with the Darna loyalty programme and with Live Aldar, providing secure, efficient transactions and full transparency for families.

Digital adoption across Aldar schools increased to 83% in 2025, up from approximately 40% the previous year, with strong parent sentiment reflected in elevated NPS scores.

Retail partners meanwhile are benefiting from digital leasing journeys, automated workflows and real-time dashboards that provide holistic assessments of tenancy status, upcoming milestones, and portfolio performance. The Darna loyalty programme has evolved throughout the wider ecosystem to connect spending and engagement across Aldar's retail, hospitality, residential, and education assets, facilitating more targeted offers and cross-portfolio experiences for customers. By the end of 2025, Darna had grown to approximately 280,000 members, facilitating hundreds of millions of dirhams in ecosystem-wide value and transactions.



35%
Reduction in manual processes for Aldar Estates, with **91%** of SPAs signed digitally

83%
Digital adoption across Aldar schools versus 40% last year

3 days
Timeline for Aldar Estates NOCs

600+
Retailers onboarded onto Aldar's digital leasing environment

17k+
Digitally managed events across Aldar Hospitality

280k
Darna members, supporting millions of transactions and significant ecosystem-wide spend

4k+
School payments processed digitally

Digital transformation

Accelerating AI and digital transformation

Aldar will continue to invest in its digital backbone, integration of AI and customer platforms as core enablers of its Vision 2030 strategy.

Near-term priorities include extending the Digital Spine to additional asset classes and geographies; scaling Harbour across large master-planned developments; expanding the coverage and functionality of Live Aldar; and deepening integration between platforms to support more consistent, data-led decision-making across the Group.

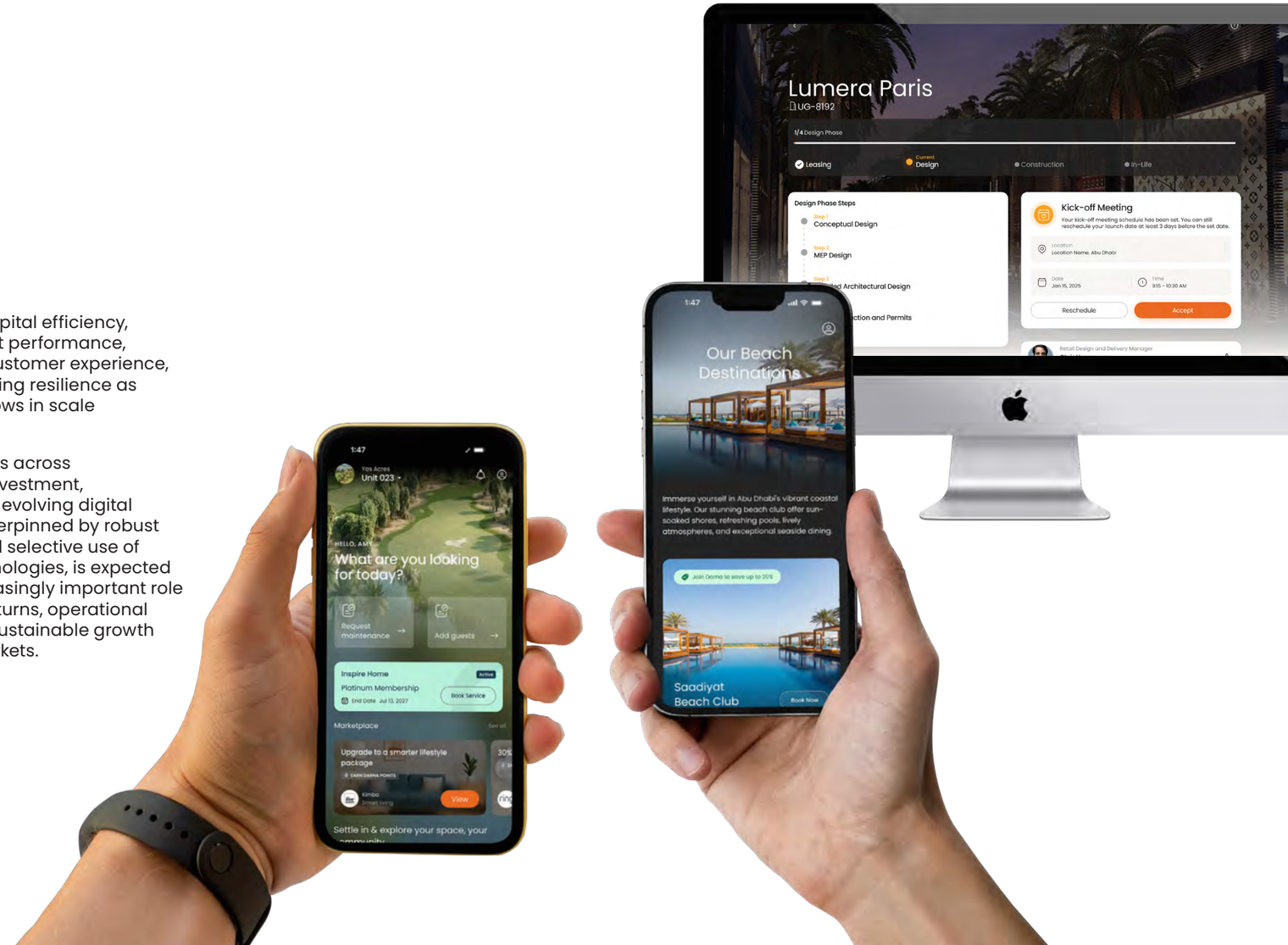
Within this broader transformation programme, Aldar is implementing an AI strategy structured around three clear pillars:

- AI-infused business operations and productivity: Integrating AI within core enterprise solutions and tools
- Harbour as an intelligent asset platform: A native AI development platform that combines AI agents, large language models and 3D generative models
- Hello Aldar and signature customer interactions: AI agents delivering real time, personalised engagement across the property lifecycle.

As advanced analytics and AI become increasingly embedded across operations, Aldar is focused on scaling their use in a disciplined and responsible manner. AI is not deployed as a standalone solution, but integrated into defined workflows where it can deliver measurable improvements in speed, accuracy, and insight, while remaining aligned with the Group's governance, risk, and sustainability frameworks.

Looking ahead, Aldar will continue to strengthen its approach to responsible AI, ensuring transparency, data integrity, human oversight, and regulatory compliance as adoption expands. This framework is designed to support long-term value creation by improving capital efficiency, enhancing asset performance, and elevating customer experience, while safeguarding resilience as the business grows in scale and complexity.

As Aldar expands across development, investment, and services, its evolving digital ecosystem, underpinned by robust governance and selective use of advanced technologies, is expected to play an increasingly important role in supporting returns, operational resilience, and sustainable growth across core markets.



D–Hold

Develop-to-hold strategy

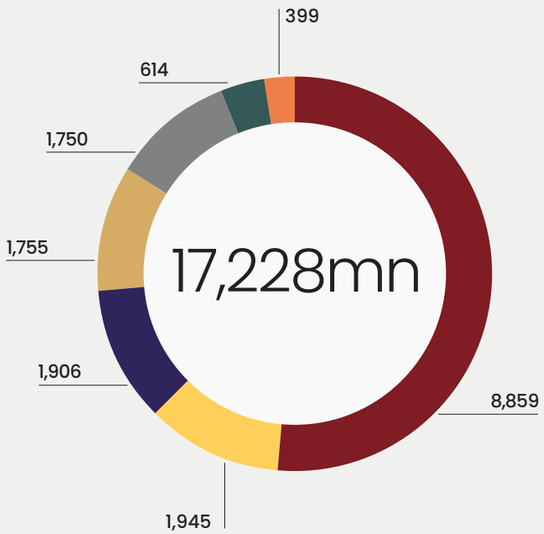
Aldar's develop-to-hold (D-Hold) strategy is focused on developing prime assets for long-term retention within the Group's investment property portfolio, supporting the expansion of recurring revenues and long-term capital appreciation.

The strategy bridges Aldar's two core businesses, Aldar Development and Aldar Investment, combining development expertise with active portfolio allocation and asset management, enabling the Group to deliver and operate high-quality assets that generate sustainable and predictable returns over time.

In 2025, Aldar continued to deliver and scale its D-Hold pipeline. Four projects were completed and transferred to the Investment Properties platform, valued at over AED 800 million, comprising Yas Place, Muna British Academy, Noya Community Retail, and Yas Golf Collection Community Retail. In addition, seven new projects with a combined value of AED 4.4 billion were added, including Al Reeman affordable housing, Yas Residential Village staff accommodation, the Tesla Experience Centre, Yas Business Park, Yas Gateway Park, the Abu Dhabi Business Hub expansion, and the planned King's College School Wimbledon.

At year-end, Aldar's D-Hold pipeline stood at AED 17.2 billion for completion through 2029, across commercial, residential, retail, logistics, hospitality and education assets, providing clear visibility on future additions to its income-generating portfolio.

D-Hold pipeline (AED)



Completed D-Hold projects in 2025

Commercial

Yas Place
Abu Dhabi, Yas Island
GLA 23.1k sqm



Retail

Noya Community Retail
Abu Dhabi, Yas Island
GLA 5k sqm

Yas Golf Collection Community Retail
Abu Dhabi, Yas Island
GLA 1.4k sqm



Education

Muna British Academy
Abu Dhabi, Saadiyat Island
2,600 students



D–Hold

D–Hold pipeline

2026

Retail

The Grove Mall (H1)
Abu Dhabi, Saadiyat Island
GLA 51.5k sqm



Industrial & Logistics

Logistics Park - Phase 1 (H1)
Dubai, Jebel Ali, NIP
GLA 67k sqm



Emirates Snack Foods - Grade A build-to-suit (H1)
Dubai, Dubai South
GLA 20k sqm

2027

Commercial

Saadiyat Business Park, 4 Grade A towers (H2)
Abu Dhabi, Saadiyat Island
GLA 25k sqm

Retail

Lagoons - Community retail (H2)
Abu Dhabi, Saadiyat Island
GLA 12.5k sqm

Residential

Al Reeman Affordable Housing (H1)
Abu Dhabi, Al Shamkha
1,957 units

Industrial & Logistics

7 Central expansion (H1)
Dubai, DIP
GLA increase to 36k sqm

Logistics Park – Phase 2 (H1)
Dubai, Jebel Ali, NIP
GLA 79k sqm

Tesla - Build-to-suit (H1)
Abu Dhabi, Yas Island
GLA 5k sqm

Abu Dhabi Business Hub expansion – phase 5 (H1)
Abu Dhabi
GLA increase of 5.5k sqm

Abu Dhabi Business Hub expansion (H2)
Abu Dhabi
GLA 166k sqm

Hospitality & Leisure

Nobu Hotel (H2)
Abu Dhabi, Saadiyat Island, Cultural District
126 keys

2028

Commercial

One Maryah Place, 2 Grade A towers (H1)
Abu Dhabi, Al Maryah Island Financial District
GLA 98k sqm



Yas Business Park (H1)
Abu Dhabi, Yas Island
GLA 47.5k sqm

DIFC Tower (H2)
Dubai, DIFC
GLA 49k sqm

Residential

Staff Accommodation (H2)
Abu Dhabi, Yas Island
448 units

Yas Gateway Park (H2)
Abu Dhabi, Yas Island
217 units

Education

King's College School Wimbledon (H2)
Abu Dhabi, Fahid Island
2,218 students

2029

Commercial

SZR Commercial Tower, Grade A tower (H2)
Dubai, near DIFC
GLA 88k sqm



Commercial **Retail** **Residential**

5 mixed-use buildings (H2)
Dubai, Expo City
GLA 86k sqm



Group Chief Financial and Sustainability Officer's statement

Accelerating growth and enhancing financial resilience



Faisal Falaknaz
Group Chief Financial and Sustainability Officer, Aldar Properties

Aldar extended its exceptional growth trajectory in 2025, successfully scaling operations across the Development and Investment businesses while reinforcing the Group's financial foundations. The year was defined by a clear focus on delivery of our new five-year strategy and prudent capital management, supporting both near-term performance and long-term value creation.

Group revenue increased 47% year on year to AED 33.8 billion, with EBITDA rising 46% to AED 11.2 billion. Net profit after tax reached a record AED 8.8 billion, an increase of 36% year on year. This performance was delivered alongside the introduction of a higher UAE corporate income tax rate, with Aldar's effective tax rate increasing to 11.4% in 2025 from 5.2% in the prior year.

Aldar Development delivered an outstanding year, supported by successful new launches, strong sales of existing inventory and consistent delivery of projects. Development revenue increased 58% to AED 24.8 billion, while EBITDA rose 67% to AED 7.2 billion. The platform achieved a new record for development sales of AED 40.6 billion, supported by 11 launches in the UAE and robust demand across customer segments. Cash collections remained strong at AED 15.4 billion, reflecting both the quality of sales and steady project delivery. At year end, the development backlog reached AED 71.7 billion, providing clear medium-term visibility on revenue recognition.

Aldar Investment continued to deliver consistent growth, reflecting the quality of the income-generating portfolio, active asset management and disciplined expansion through acquisitions. Revenue increased 16% to AED 8.1 billion, with adjusted EBITDA rising 20% to AED 3.2 billion. Performance was underpinned by high occupancy levels, rental uplifts across asset classes and solid contributions from recent acquisitions. Diversification across commercial, residential, retail, industrial & logistics, education, hospitality and real estate services continues to enhance the stability and durability of the platform's recurring income streams.

DISCIPLINED CAPITAL DEPLOYMENT

During the year, we deployed AED 3.3 billion of capital, predominantly scaling up the Aldar Investment platform. Notable transactions included AED 1.1 billion to acquire industrial and logistics assets, AED 722 million for the additional 17.45% stake in Aldar Estates, increasing our ownership to 82.55%, and the AED 362 million acquisition of the 40% stake in Al Maryah Tower to take full ownership.

Aldar also executed capital expenditure of AED 2.1 billion in 2025 across ongoing develop-to-hold projects. Continued expansion of this programme, which is focused on development of prime assets for retention in the income-generating portfolio, represents an important driver of growth. During the year, four completed projects valued at nearly AED 1 billion were transferred into Aldar Investment, while seven new projects with a combined value of AED 4.4 billion were added to the pipeline in Abu Dhabi, including

Group Chief Financial and Sustainability Officer's statement

three affordable and mid-market residential projects, Yas Business Park, and King's College Wimbledon school on Fahid Island. At year end, the develop-to-hold pipeline stood at AED 17.2 billion to be delivered through 2029, providing strong visibility of future recurring income and continued portfolio diversification.

SUSTAINABILITY SUPPORTING LONG-TERM VALUE CREATION

Sustainability remains embedded within Aldar's operating model and capital strategy. In 2025, the Group's ESG rating was upgraded to 'A' by MSCI, and Aldar was added to the FTSE4Good Index Series, reflecting continued progress across environmental, social and governance practices. In addition, Aldar's score in the latest Dow Jones Sustainability Index increased to 67, from 61, placing the company first regionally and in the top 10% globally for the industry.

Among our achievements in 2025, we delivered a 9% reduction in energy intensity across the recurring income portfolio through a retrofit programme, reducing carbon emissions and improving operating efficiency. In our development business, sustainability considerations continue to be integrated at the earliest stages of planning and design. All new developments launched in 2025 achieved a two-star Fitwel rating, while construction initiatives reduced embodied carbon by 21% and enabled the recycling of 97% of waste.

STRONG FINANCIAL FOUNDATIONS

We continue to take a counter-cyclical approach to funding and liquidity management, reinforcing financial resilience and building a robust capital buffer to support long-term growth. In 2025, Aldar raised AED 18.7 billion in capital through a series of landmark transactions characterised by strong demand and attractive pricing. These included an AED 9 billion sustainability-linked revolving credit facility, AED 8.45 billion in hybrid bonds and green sukuk issuances including taps.

In January 2026, Aldar further reinforced its capital structure through a USD 1 billion hybrid issuance, achieving one of the tightest spreads for a transaction of this type in the CEEMEA region. This issuance was assigned a Baa3 rating by Moody's, one notch below Aldar's corporate rating of Baa2 with a Stable outlook, reflecting our robust financial position, strong liquidity, and our standing as a strategic partner to the Abu Dhabi government.

Aldar maintained a prudent leverage profile and strong interest coverage throughout the year. At the end of 2025, free and unrestricted cash stood at AED 14.2 billion, with committed undrawn facilities of AED 16.4 billion. Average senior debt maturity was five years, with no material refinancing requirements in the near term.

Aldar's strong financial performance in 2025, together with the actions taken to strengthen the balance sheet, provides a solid foundation for the next phase of growth. Looking ahead, we remain focused on disciplined capital deployment, expanding recurring income streams and maintaining financial flexibility to support long-term value creation through cycles.



Sustainability summary

Sustainability strategy

We put sustainability at the heart of everything we do, because it is more than a responsibility. For Aldar, sustainability is a driver of innovation and growth. We embed sustainable thinking into every decision, shaping communities that thrive today and will endure for generations.

Our purpose is clear: to create vibrant, resilient places while delivering long-term value for our stakeholders and the wider region. We act with intention, integrating sustainability into our corporate strategy, governance, and performance metrics so that progress is measurable and meaningful.

We align our ambitions with the UAE Net Zero 2050 pathway, the UN Sustainable Development Goals, and Abu Dhabi's vision for climate resilience. The Abu Dhabi Environment Agency's Climate Change Adaptation Plan guides our approach to design and master planning, ensuring we build for a future where sustainability is not a checkbox but a catalyst for transformative change.

Shaping a Better Future

To create resilient, inclusive, and thriving communities by integrating sustainable practices across all operations.

Creating Sustainable Places

We are focused on shaping thriving communities and creating sustainable places that integrate climate resilience and resource efficiency into every stage of a building's lifecycle, accelerating our progress towards Net Zero.

34%
Reduction in EUI by design from ASHRAE 2007

41%
Reduction in WUI by design from Estidama baseline

96%
Of construction and demolition waste recycled

100%
Of new developments in 2025 integrate Fitwel certification

339k sqm
Total GFA certified with Gold and Platinum LEED O+M

Creating Societal Value

Our vision encompasses a focus on generating societal value through inclusive growth and vibrant, connected neighbourhoods that empower individuals and communities, promote equity and accessibility, and drive socioeconomic development.

19%
Increase in 2025 NPS score

44%
Emiratisation

AED 30bn
In-Country Value (ICV) contribution

3,500+
Training hours

AED 18mn
Spent on social impact

Creating Responsible Legacy

We uphold responsible, ethical business practices and accountability as the foundations for embedding sustainability across our value chain, providing a safe and inclusive workplace, and positioning ourselves as an 'employer of choice' to create a lasting positive legacy for stakeholders and the industry.

0.02
LTIFR

100mn+
LTI-free manhours across multiple projects

100%
Of appointed contractors completed sustainability and compliance training

AED 9bn
Raised through sustainability-linked syndicated revolving credit facility

USD 790mn
Raised through green sukuk

Accelerating Innovation | **Enablers** Leading Impactful Communication | Fostering Collaborative Partnerships

Sustainability summary

Creating sustainable places

Every community we build begins with a commitment to create spaces that respect the environment, enrich lives, and endure for generations. From low-carbon design and energy efficiency to water conservation and biodiversity protection, we embed sustainability into every stage of development.

ADVANCING DECARBONISATION

Aldar's Net Zero Plan sits at the core of our sustainability strategy. Since we introduced it in 2023, the Plan has guided our approach to decarbonisation. By investing greater focus and effort into our decarbonisation measures, we have strengthened the robustness of our data sets, enabling more accurate tracking of progress against our targets, clearer year-on-year performance insights, and more informed decisions that allow us to tailor our actions for maximum impact.

We remain steadfast in our commitment to achieve Net-Zero emissions across our operations and value chain by 2050.

Our approach is guided by international best practices, including the GHG Protocol and the Science-Based Targets initiative (SBTi) Buildings sector criteria. This alignment ensures our targets are realistic, measurable, and aligned with Aldar's role as a developer and property manager.

Our decarbonisation approach is delivered through eight decarbonisation levers that run across our entire value chain, from concept design to handover and operations. Each lever is governed through our programme management and assurance processes to ensure performance is measurable, repeatable, and auditable.

- Low Carbon Design
- Low Carbon Supply Chain
- Green Construction
- Clean Energy
- Resource Efficiency and Management
- Tenant Initiatives
- Circular Economy
- Sustainable Acquisitions

We are systematically decarbonising our real estate portfolio by integrating low-carbon design strategies into all new developments, driving energy and water efficiency, supporting healthier living environments, and advancing decarbonisation through green construction practices.

Sustainability is embedded in Aldar's design process from the very beginning. Our teams are involved at every step, from pre-concept and master planning through detailed design and construction, so performance, resilience, and well being are integrated into projects. This approach is part of how we work, not a standalone initiative.

An example of this is Saadiyat Grove, the UAE's first cloud-based smart district, where live screens and data helped save 60 tonnes of carbon emissions in one month, demonstrating the impact of real-time optimisation on energy use and equipment scheduling.



As an internal standard, we require all our new developments to achieve at least Estidama 3 Pearl, surpassing the nationally required 1 Pearl rating. We also have a mandatory energy target of a minimum 30% reduction versus the baseline (guided by ASHRAE references used in Estidama and LEED).

By focusing on the most impactful design credits, especially energy and water efficiency, we can drive real performance gains across assets and communities.

This approach is reflected in strong and consistent outcomes: 90% of our projects are achieving a 3 Pearl rating, with average reductions of 34% in Energy Use Intensity (EUI) and 41% in Water Use Intensity (WUI).

Taken together, these improvements span approximately 4 million sqm of gross floor area, underscoring the scale and real-world impact of Aldar's commitment to designing high-performing, resilient, and sustainable places for the future.

Our low-carbon designs are underpinned by technical studies that examine elements such as building physics, façade optimisation, and cooling-load reductions. Climate resilience is tested through master-planning studies covering extreme temperatures, flooding, and mitigation measures.

We design for people and nature. Wellness and biodiversity are incorporated into layouts, materials, and public-realm strategies, supported by partnerships with environmental agencies and community engagement programmes that protect and celebrate local ecosystems.

Inclusive design is another priority. We are preparing for the upcoming universal-design rating framework in Abu Dhabi by conducting gap analyses against emerging tiers, ensuring accessibility is delivered consistently across our communities and assets. This work builds on the Accessibility Roadmap and broader inclusion efforts already in place.

Sustainability summary

SUSTAINABLE BUILDING STANDARDS

At Aldar, we set the bar far beyond compliance. Every new project is designed to exceed regulatory requirements and reflect our commitment to leading the sector in creating sustainable, healthy, and resilient communities. We pursue international certifications to verify our achievements and inspire innovation across different asset classes such as individual buildings, communities, and even island-level plans.

Estidama

Abu Dhabi regulations require a minimum 1 Pearl rating for private developments and 2 Pearl for government projects. We target 3 Pearl or higher for all newly launched developments.

LEED certification

We pursue international certifications that validate our ambition and innovation. Yas Island and Fahid Island achieved LEED Platinum for Cities and Communities.

In 2025, we certified nine assets under LEED O+M (Gold and Platinum), representing a total GFA of 338,826 square metres, reinforcing our leadership in sustainable master planning.

Fitwel

Beyond energy and resource efficiency, we prioritise wellness and health. Our portfolio integrates Fitwel certifications, ensuring that every space we deliver promotes comfort, safety, and well being for residents, visitors, and employees. As a result, 100% of new developments launched in 2025 achieved a minimum 2-star Fitwel certification.

Muna British Academy: Abu Dhabi's first 5-Pearl sustainable school

Muna British Academy represents a groundbreaking achievement in sustainable education infrastructure, earning distinction as the first school in Abu Dhabi to achieve the prestigious 5 Pearl Estidama rating.

This state-of-the-art facility demonstrates that world-class education and environmental stewardship can work hand in hand, setting new benchmarks for sustainable school design across the region.



Fahid Island: First island to be Fitwel certified

Fahid Island is the UAE's first island designed around well being, and its sustainability credentials reflect that ambition. The development became 3-Star Fitwel certified, the first island globally to achieve such rating, and secured LEED Platinum for Cities and Communities pre-certification, and a 3 Pearl Estidama Community rating, underscoring

Aldar's leadership in sustainable master planning, and setting a new benchmark for wellness, operational excellence, and human-centred design across large-scale communities.



Sustainability summary

LOW CARBON MATERIAL

We act where it matters most. In design and construction, we prioritise low-carbon materials and innovative building techniques that reduce embodied emissions. We work closely with suppliers, contractors, and government entities to raise standards and drive systemic change across the real estate sector.

Aldar mandates a minimum 40% cement replacement with Ground Granulated Blast-furnace Slag (GGBS) in concrete mixes, rising to 65% in substructures where technically appropriate, as part of our strategy to reduce upfront embodied carbon.

Starting in 2025, we require steel with embodied carbon at or below 1.25 tonnes of CO2 per tonne of steel. Where available, we select products that deliver more than 50% carbon reduction versus conventional production.

This has included pioneering the world's first installation of hydrogen-produced rebar at the Yas Sustainable City Mosque. In parallel, we are working with the Industrial Transition Accelerator (ITA), NYU Abu Dhabi, including the AMBER Lab, and industry stakeholders to research and pilot LC3 cement, which is a low clinker, lower carbon alternative to ordinary Portland cement (OPC), to further accelerate the decarbonisation of our materials portfolio.

OPTIMISING RESOURCE EFFICIENCY

We are committed to using resources more efficiently by introducing smart water systems, efficient fixtures, and water reuse initiatives. During operations, we implement energy retrofits, water recycling systems, and smart technologies to improve efficiency and resilience. And through tenant engagement programmes, we encourage sustainable behaviours that extend our impact beyond our own footprint.

Wastewater recycling plants on construction sites enable reuse for landscaping and dust suppression, almost doubling recycled water volumes during 2025 from 25.5 million litres to 50 million litres. Advanced initiatives have included biochar pilot projects that improve irrigation efficiency and enclosed pool designs, which reduce water loss through evaporation. These designs also allow for year-round use, delivering socio-economic benefits through increased community access to recreational activities.

Our energy-saving initiatives represent a critical step in reducing operational emissions and improving resource efficiency across our developments.

Our retrofit programme is among the largest of its kind in the region. Launched in 2021, the programme focuses on improving energy efficiency across income-generating assets, supported by a total investment exceeding AED 150 million and covering 66 assets across the portfolio.

Delivered in six phases, with the final phase completed in late 2025, the programme was designed to achieve an approximate 21% reduction in energy consumption. To date, it has delivered verified performance outcomes for three consecutive years, achieving an average 21% reduction in energy use against established baselines.

By replacing conventional high-wattage fixtures with advanced LED luminaires, we significantly lower electricity consumption and connected load, translating into measurable cost savings and substantial reductions in GHG emissions.

These enhancements are not only aligned with our decarbonisation targets but also demonstrate our commitment to sustainable urban infrastructure, ensuring that every upgrade contributes to long-term environmental stewardship and resilience. Through these actions, we reinforce the principle that small, targeted interventions can deliver meaningful impact on our journey towards a low-carbon future.



STREAMLINING WASTE

Through our multifaceted approach to waste management and resource circularity, Aldar continues to advance circular economy principles across the entire building lifecycle. In 2025, we moved beyond foundational efforts to deliver measurable impact, reducing waste and introducing innovative solutions that redefine how resources are managed.

We also expanded partnerships to tackle emerging challenges:

- Electronic Waste Collection and Redistribution. In collaboration with the Mohammed Bin Rashid Al Maktoum Global Initiatives and Ecyclex, e-waste from communities, schools, and offices was collected, refurbished, and donated to schools in need – turning waste into opportunity.
- Nadeera Yalla Return Programme We introduced barcoded bags and app-based recycling in seven communities, with plans to scale further.
- National Food Loss and Waste Initiative – Ne'ma.

Our hotels distribute untouched buffet surplus during Ramadan to blue-collar workers through food vending machines under the Ne'ma Food Rescue Programme. At Yas Mall, the year-round Replate initiative channels F&B vendors' surplus into a community fridge for redistribution. In 2025, our hotels also participated in the UAE Food Loss and Waste (FLW) baseline study, contributing data across the value chain.

Sustainability summary

Engaging our value chain

From the earliest design concepts to construction, operations, and customer experience, we take end-to-end responsibility for the impact we create. Every stage offers an opportunity to make more environmentally - conscious choices, enhance wellbeing, and deliver long-term value.

Across our portfolio, we continue to push the boundaries of low-carbon design and responsible construction, working side-by-side with suppliers and contractors to reduce embodied and operational emissions. But our climate ambition extends far beyond our own projects. In 2025, we strengthened collaboration with government partners, tenants, customers, and communities to accelerate collective action, ensuring that sustainability is embedded not only in how we build, but in how our city lives, operates, and grows.

Our formal collaboration with the Department of Energy (DOE), initiated through an MoU signed at ADSW 2025, enabled our subject-matter experts to support several of DOE's key strategic initiatives.

This included technical input into the Building Rating System, Refrigerants Management Strategy, Abu Dhabi Cooling Load Manual, Cooling as a Service, and the Demand Response project.

Aldar participated in the Demand Response Project with 31 assets, earning DOE recognition for having the 'Most Diverse Participation Portfolio'. These partnerships ensure that our operational expertise contributes directly to national - level energy efficiency and climate-readiness.

Tenant & Community Engagement

Retail Assets

We delivered a comprehensive engagement programme across our retail portfolio, supporting mall tenants in improving waste segregation, reducing contamination, and integrating responsible operational practices.

Through awareness sessions, operational guidelines and one-to-one support, we strengthened alignment on sustainability expectations and improved waste-management performance across Yas Mall and other assets.

Residential & Commercial Assets

Across residential and commercial communities, we continued to build a culture of shared environmental responsibility. Community events, awareness campaigns, and targeted communication initiatives promoted energy conservation, water efficiency, waste reduction, and broader environmental stewardship. These activities deepened relationships with residents and occupants, increased participation in sustainability programmes, and encouraged co-creation of solutions tailored to community needs.

SUSTAINABLE PROCUREMENT

Our procurement processes integrate strict ESG requirements, starting with pre-qualification and contract conditions that mandate worker welfare standards and sustainability compliance. Consultants and contractors must upload Net Zero plans and progress reports to influence their scores during bid evaluations. This approach ensures that every partner aligns with Aldar's Net Zero objectives, while encouraging innovation in design and material selection.

Aldar's incentive programme

This year, Aldar launched the region's first supply chain sustainability incentive programme to accelerate decarbonisation across its supply chain, aligning with the UAE's Net Zero by 2050 ambition and the National In-Country Value (ICV) Programme.

The initiative assesses contractors against defined sustainability and worker welfare criteria — including carbon emissions intensity, renewable energy use, recycling, and low-carbon materials — and rewards strong performance through financial and non-financial incentives such as faster payment cycles and dedicated training opportunities, creating a powerful motivation for partners to embed sustainability into their operations.

By embedding sustainability into procurement decisions and supply chain performance, the programme supports the transition to a more resilient, low-carbon built environment and fosters greater accountability and collaboration across the entire value chain.



Sustainability summary

Nature and biodiversity

This year, Aldar's commitment to nature and biodiversity was reflected through a series of ambitious initiatives and strategic partnerships, as well as a deepening integration of ecological stewardship into every stage of development and operations.

The year's efforts were shaped by our belief that Aldar is in a unique position to protect natural habitats in the communities and environments in which we operate.

Aldar was proud to be an official partner in the IUCN Conservation Congress in 2025, with our participation reflecting both our commitment to biodiversity protection and our ambition to build sustainable places, thriving communities, and a brighter, more resilient future for all.

Aldar consistently aims to exceed standard compliance, pursuing voluntary partnerships and best practices that will set new benchmarks for the industry.

Through our partnership with New York University Abu Dhabi, we are analysing air quality and dust movement to expand the scope of our environmental monitoring and resilience. All new developments have undergone comprehensive Environmental Impact Assessment (EIA) processes and Environment Agency Abu Dhabi (EAD) approvals, with studies on local flora and fauna informing restoration and mitigation measures.

Aldar, Environment Agency Abu Dhabi (EAD) and Emirates Nature–WWF: Science-led stewardship at Saadiyat Marine National Park

Aldar deepened its collaboration with the EAD and Emirates Nature – WWF to study and safeguard the near - shore habitats of Saadiyat Marine National Park — home to critically endangered Hawksbill turtles, dolphins, dugongs, coral, seagrass, and mangroves. The partnership applies innovative tools such as environmental DNA and BRUVs (baited remote underwater video) to map biodiversity, generating a practical stewardship blueprint for Aldar's coastal portfolio and community engagement on Saadiyat Island. The programme builds on our 2024 commitment under the Abu Dhabi Mangrove Initiative pledge to conserve and restore blue-carbon ecosystems, including mangroves, seagrass, saltmarsh and microbial mats.



Sustainability summary

Creating societal value

We believe progress is measured not only in financial returns but in the positive impact we create for people and communities. In 2025, we deepened our role as a trusted partner in shaping a more inclusive, resilient, and vibrant society.

AED 18mn
invested across government, private, and third-party sector partnerships during 2025

13,114 hrs
volunteering hours

110k
beneficiaries reached through our social impact initiatives

From championing education and cultural initiatives to fostering wellbeing and economic opportunity, our actions reflect a simple truth: when communities thrive, so do we. We strive to continue building human-centric places that connect people, programmes that empower talent, and experiences that enrich lives across the UAE and beyond.

CUSTOMER CENTRICITY

Customer centricity is at the heart of Aldar's purpose, driving our ambition to elevate every experience and deliver exceptional service across all touchpoints. Our commitment to creating signature moments is reflected in the way we listen, innovate, and respond to the needs of our residents, guests, and clients - striving for every interaction to be meaningful and memorable.

The CX Academy: embedding a hospitality-led culture

We launched the in-house Customer Experience (CX) Academy in early 2025, with Abu Dhabi Hospitality Academy – Les Roches, to embed a hospitality-led service culture across the Group and support the Abu Dhabi Customer Experience Strategy.

Inspired by traditional Emirati hospitality, the Academy focuses on creating signature experiences at every touchpoint.

Our target is to train more than 30,000 direct and indirect employees across sales, community and facilities management, retail, hospitality, and schools, with programmes and plans for a purpose-built facility on Yas Island.



COMMUNITY OUTREACH AND SOCIAL IMPACT

Guided by our purpose to help people live, belong, and sustain, Aldar invested AED 18 million across government, private, and third-sector partnerships during 2025, delivering 13,114 volunteering hours and reaching over 100,000 beneficiaries through our social impact initiatives.

Live

We are dedicated to fostering vibrant, healthy communities where individuals and families can thrive. Our focus is on creating environments that nurture well being, happiness, and growth, ensuring that everyone can live life to the fullest.

THRIVE Scholarship Programme

Launched in 2022, the THRIVE Scholarship Programme is a key pillar of Aldar's education legacy, focused on expanding inclusive access to quality education. To date, the programme has admitted 69 students across four cohorts.

In 2025, THRIVE marked a significant milestone with the graduation of its first six scholars, reflecting the programme's long-term approach to impact and its commitment to supporting students throughout their educational journey.

Expanding Access to Education Through Mohammed Bin Rashid Al Maktoum Global Initiatives

In 2025, Aldar advanced its education impact through strategic partnerships under the Mohammed Bin Rashid Al Maktoum Global Initiatives, supporting both Dubai Cares and Digital Schools to improve access to quality education for underserved communities.

Through its partnership with Dubai Cares, Aldar was the exclusive sponsor of the Back to School Initiative, bringing the 2025 edition to Abu Dhabi and supporting approximately 10,000 students through the distribution of essential school kits. Across both the Back to School Initiative and school refurbishment projects, Aldar mobilised more than 500 volunteers in Abu Dhabi and Dubai.

The school refurbishment efforts focused on enhancing learning facilities at the Charity School for Girls in Dubai and refurbishing the Arab Pakistani School in Abu Dhabi, benefiting more than 3,000 students. Complementing these efforts, Aldar contributed AED 500,000 to the Donate Your Own Device 1.0 initiative, alongside ongoing in-kind device donations. The contribution enabled the refurbishment and deployment of more than 2,000 digital learning devices, supporting 9,280 learners annually and creating 37,120 learner-years of educational opportunity. In addition, 50,453 devices were responsibly recycled, delivering measurable environmental benefits and advancing both digital inclusion and sustainable e-waste management.

Inspiring Future Innovators Through Space Sustainability and AI

In December 2025, Aldar Education partnered with the National Space Academy to host the Space Sustainability and AI Camp at

Sustainability summary

Virginia International School. This national initiative reflects our commitment to future-focused learning and preparing the next generation for a knowledge-driven economy. Over three days, students aged 9–15 explored space science, sustainability, and artificial intelligence through interactive 'think-build-test' activities aligned with global space standards.

The Camp introduced three high-impact tracks, Space and Rocketry, Space and Sustainability, and Space and Artificial Intelligence, connecting classroom learning with real-world challenges. Students learned how rockets work, how space technologies support sustainable development, and how AI is shaping future missions. They also engaged with UAE's leading space programmes, reinforcing national ambitions to reach Mars and beyond.

By integrating sustainability themes such as circularity and responsible resource use, the Camp strengthens Aldar's broader vision of building resilient, future-ready communities. This initiative demonstrates how education partnerships can inspire curiosity, critical thinking, and innovation - skills essential for the UAE's long-term space economy and sustainable future.

Expanding Access to Education Through Dubai Cares

In 2025, Aldar strengthened its strategic partnership with Dubai Cares to improve access to quality education for underserved students across the UAE.

Aldar mobilised more than 500 volunteers to participate in school refurbishments and the Back to School Initiative. The refurbishment of the Charity School for Girls in Dubai enhanced its classroom infrastructure and improved learning facilities.

This year, Aldar brought this initiative to Abu Dhabi for the first time, launching the refurbishment of the Arab Pakistani School, which serves approximately 3,000 students.

Belong

We are committed to ensuring that all members of the community feel valued, supported, and connected, creating spaces where people from diverse backgrounds can come together and contribute to a shared vision of unity.

Accessibility Transformation

Across our destinations, we continue to advance a cohesive accessibility journey that touches the way our teams are trained, how our spaces operate, and how visitors experience our environments. In 2025 at Yas Mall, weekly Quiet Hours were reintroduced, supported by upgraded accessibility features and enhanced staff and tenant training. This included equipping every entrance with wheelchairs for people who need them, and frontline teams to recognise and respond to Sunflower Lanyards, a universal symbol that the wearer may have a non-visible disability and require additional support. This training ensures staff can identify and assist People of Determination (PoD) appropriately throughout the mall.

In parallel, Aldar expanded its commitment to inclusive wellbeing spaces with the WellPod initiative. First introduced at the Accessibility EXPO 2025, which was sponsored by Aldar, the WellPod concept reimagines how quiet, supportive spaces can serve visitors who experience sensory overload or anxiety, or who simply need a calm retreat within busy retail environments.

The current quiet room is now being expanded by the WellPod team to include an art space, an outdoor area, and a physical-exercise zone, providing a broader set of wellbeing options for PoD and their families.

The enhanced WellPod will launch in Q2 of 2026, marking a major step forward in accessible, dignity-led design across Aldar destinations.

This space offers a dedicated, dignity-centred environment that makes it easier for visitors with diverse needs to participate fully in community life and enjoy the mall with greater comfort and confidence.

Enabling Participation Through Community Engagement Spaces

Belonging also means ensuring PoD have meaningful opportunities to participate, compete, and connect within the wider community. In 2025, Aldar continued to expand community-facing platforms that celebrate ability, encourage inclusion, and bring people together.



Through our enduring partnership with Heroes of Hope, we hosted two major Games of Hope events: one at Yas American Academy, the other at Yas Community Park. Each event brought together around 100 PoD athletes and 100 community volunteers, along with supportive family members, for fitness challenges, basketball, rugby, dance competitions, and inclusive activities for participants aged 5 to 35.

As Heroes of Hope's flagship programme, the Games of Hope provide a high-visibility platform for athletes to compete, build confidence, and participate in mainstream community sport.

Looking ahead to 2026, Aldar aims to expand participation further and establish a sustainable pathway for elite PoD athletes, reinforcing our long-term commitment to accessibility and inclusion in sport.

Alongside the Games of Hope, Aldar expanded its broader inclusion agenda through partnerships with Zayed Higher Organization (ZHO), Special Olympics UAE, and the National Multiple Sclerosis Society. These collaborations supported a range of programmes across Aldar destinations, from PoD entrepreneurs and creators in art, fashion, agriculture, and inclusive hospitality (including activations at ETHER in Yas Mall, Aldar Square, external exhibitions, and our residential communities) to inclusive cycling and skills-development sessions delivered for schools and local communities.

By strengthening accessible operations and expanding inclusive community platforms, Aldar is embedding inclusion into design, customer experience, and community life. This approach ensures that across our destinations, every individual feels supported, respected, and empowered to fully participate.

Sustainability summary

Sustain

We are focused on building communities that are resilient, forward-thinking, and prepared to meet the challenges of tomorrow. By prioritising innovation and environmental responsibility, the communities we help create can thrive amidst evolving social, environmental, and economic landscapes.

In 2025, Aldar strengthened its long-term commitment to social impact through a three-year Memorandum of Understanding (MoU) with Ma'an. Under this agreement, Aldar has committed AED 12.5 million to scale existing and launch new community programmes that support Abu Dhabi's social agenda and the Year of Community.

Emirates Villages – Emirates Council for Balanced Development

Aldar is one of the main supporters of the Emirates Villages project, an AED 1 billion national initiative launched in 2021 to create sustainable microeconomies across 10 rural villages in the UAE. In addition to financial support, Aldar has contributed development expertise specifically through its involvement in the Al Silaa village project. The initiative aims to strengthen community engagement, encourage private sector participation, and enhance collaboration between federal and local governments, supporting long-term social and economic development in rural communities.

Feed It Forward at Yas Mall

In 2025, Replate and Yas Mall partnered to launch 'Feed It Forward', the first mall-wide food rescue programme in Abu Dhabi. This initiative brings together all food & beverage (F&B) operators to reduce waste, support the community, and contribute to the fight against climate change.

At the end of each day, surplus food is collected and stored in welfare area chillers before being redistributed through smart fridges.

Replate's platform tracks the environmental and social impact of every donation, ensuring transparency and accountability. Participating vendors receive complimentary eco-friendly, compostable, and reusable packaging, making it easy to join the cause.

Thanks to this programme, food that would otherwise be discarded within 24 hours now reaches people in need, eliminating waste and creating meaningful community impact.

SOCIO-ECONOMIC DEVELOPMENT

As a leading employer and a driving force behind the UAE's economic diversification, Aldar is dedicated to nurturing the next generation of Emirati talent and building resilient, inclusive local economies. Through targeted youth development and entrepreneurship programmes, Aldar empowers small businesses and start-ups to thrive, providing them with the resources, mentorship, and opportunities they need to scale and succeed.

The National In-Country Value (ICV) programme remains a cornerstone of the UAE's Vision 2031, championing economic diversification, fostering entrepreneurship, and building resilient economic partnerships. For Aldar, ICV is a key strategic pillar that creates shared value for our company, our stakeholders, and the broader UAE community.

In 2025, Aldar continued to prioritise local suppliers and partners, aligning procurement with the ICV objectives of Emiratisation, GDP diversification, and strategic national interests. Aldar awarded AED 66 billion in development contract in 2025, of which AED 30 billion recirculated into the local economy through the ICV programme.

'Make it in the Emirates' Award

Aldar's leadership in ICV was recognised in April 2025 with the 'Make it in the Emirates' award for Emiratisation of Aldar employees, reflecting our ongoing efforts to nurture local talent and drive meaningful employment opportunities.



Supporting the start-up ecosystem

Cloud Spaces – Year of Community Initiative

In 2025, Cloud Spaces reinforced its commitment to fostering a thriving business ecosystem by creating opportunities for our tenants to network, collaborate, and grow within our community. As part of this initiative, we organised four in-house client networking events with the objective of introducing their business and sharing information about their core strengths.

The format proved highly successful, including at our newest site at Dubai Mall Fountain Views, and was replicated at Kingdom Centre in Riyadh for National Day celebrations. These initiatives reflect our community-first approach, creating spaces for dialogue and synergy while supporting business growth across regions.

Sustainability summary

Investing in future leaders

At Aldar, building a future-ready talent ecosystem is imperative. In 2025, we strengthened youth development through internships and immersive learning experiences. 56 interns joined Aldar from leading universities and schools, gaining hands-on exposure to real projects. We also welcomed 25 students from the University of Navarra and 14 from Les Roches hospitality academy, showcasing Aldar's iconic developments and commitment to innovation and signature experiences.

Our flagship RUWAD Programme took 24 high-performing associates through an MBA-style journey, combining leadership development with micro-credentialing in AI, digital transformation, customer experience, and data analytics. Participants tackled strategic challenges in collaboration with innovation experts, with eight graduates earning promotions in the 2024 cycle – a testament to the programme's impact.



EMPOWERING OUR PEOPLE

We are committed to fostering a diverse, inclusive, and empowered workplace. Through comprehensive training and development, equitable opportunities, and tailored support for People of Determination, we enable all employees to contribute meaningfully.

Aldar's success is powered by our people, who embody the company's values, vision, and mission every day. Our 'people make culture' ethos not only strengthens internal cohesion but also reflects our broader purpose: to have a positive impact on lives across the communities we serve.

This commitment to inclusive growth is supported by sustained investment in learning and development. In 2025, Aldar allocated AED 7.35 million to internal training, with development opportunities reaching talent at every level, from early-career professionals to senior leadership.

Embracing Diversity and Inclusion

We are proud of the rich diversity of perspectives that our workforce brings. Employees of different ages, genders, nationalities, backgrounds, and skills come together to serve a diverse customer base and generate innovative ideas that enable Aldar to excel.

Aldar's culture is defined by openness, inclusivity, and collaboration, where equal opportunities are a given and proactive measures are taken to attract and develop underrepresented groups. Our comprehensive Culture Transformation Project continues to shape the way we work, embedding our corporate values into performance KPIs and ensuring that employee behaviours and goals are closely aligned with Aldar's overarching mission. Read our Diversity & Inclusion policy here.

Aldar enforces a strict zero-tolerance policy toward discriminatory behaviour and harassment, ensuring an inclusive and respectful work environment for all. This commitment is upheld through robust compliance frameworks, regular audits, and comprehensive training programmes that educate employees about their rights and responsibilities. Employees can submit complaints via email or anonymously through the 'AWARE' whistleblower programme, ensuring that every voice is heard and protected. Read the whistleblower policy here.



Sustainability summary

WORKER WELFARE

Aldar's commitment to worker welfare extends across our entire supply chain, impacting the lives of more than 100,000 workers in 2025. Recognising that worker wellbeing is fundamental to sustainable growth, Aldar has established a comprehensive programme that goes beyond industry norms and sets a new benchmark for ethical practice in the region.

In partnership with the Ministry of Human Resources, Aldar sponsored National Day events for workers across the country, fostering a sense of belonging and appreciation. These celebrations are just one example of how Aldar actively appreciates the contributions of its workforce and creates opportunities for engagement and inclusion. As part of our broader commitment to worker welfare and social sustainability, we implemented a comprehensive range of wellbeing initiatives aimed at promoting health, dignity, and inclusion across project sites. A total of 23,500 self-care kits were distributed to workers to support personal hygiene and preventive health care.

To enhance access to essential medical services, mobile health clinics were deployed at project locations, providing dental and vision check-ups to employees.

Supporting mental and physical well being, yoga sessions were conducted to help workers manage daily stress and improve overall happiness. In addition, health awareness programmes, including educational sessions on cancer prevention, were organised to promote early detection and healthier lifestyle choices.

Workers were also encouraged to participate in sports and fitness activities, promoting an active and healthy workforce. To further strengthen social inclusion and community engagement, cultural evenings were organised, providing a platform for workers to showcase their talents in music, singing and dance, thereby enhancing morale and reinforcing a sense of belonging.

Aldar ensures that every worker's voice is heard through an anonymous welfare platform, enabling individuals to raise concerns safely and confidentially. Regular audits are conducted to monitor welfare standards, ensuring that all contractors and partners uphold Aldar's rigorous expectations for worker treatment and safety.

Our grievance mechanism enables workers employed in construction, operation and maintenance of our projects and assets to directly report welfare-related concerns to Aldar. In 2025, we extended access to our grievance app across 25 entities, providing access to 48,000 workers.

All reported grievances are addressed promptly and transparently, with a close-out rate of 79%.

Worker welfare is a core criterion in Aldar's incentive programme for contractors, with both monetary and non-monetary rewards tied to performance in this area. Every new contractor must undergo a thorough pre-qualification process and participate in the ICV programme, ensuring alignment with Aldar's values.



Sustainability summary

Creating responsible legacy

Aldar stands as a trustworthy and responsible leader in ESG, setting new standards for ethical conduct, governance, and supply chain innovation across the region.

0.02 LTIFR

(below the annual target of ≤ 0.35)

1mn to 60mn

safe man-hours across multiple projects

HEALTH, SAFETY AND WELLBEING

We ensure the protection of everyone who works on or visits our projects. Our approach is governed by a Group-wide Occupational Safety and Health (OSH) Policy (read here) and an OSH Management System aligned to ISO 45001. This framework goes beyond legal compliance: it sets clear roles and responsibilities, defines leading and lagging indicators, and embeds a continuous improvement cycle of risk identification, mitigation, training, monitoring and assurance across our portfolio.

Summer safety campaign – Al Reeman phase 3

Aldar's OSH Department launched its Heat Stress Campaign at the start of the summer season to protect workers during extreme temperatures. The initiative enabled project teams to assess risks early and allocate resources effectively. Measures included acclimatisation periods for new and existing workers, targeted third-party awareness training, cool drinking water and hydration supplements, temporary rest shelters, and rehabilitation facilities.

To ensure compliance and adequacy, Aldar worked closely with all stakeholders to develop a comprehensive Summer Safety Plan and risk assessment.

This collaborative approach identified heat-related hazards and implemented preventive measures aligned with MOHRE requirements, reinforcing Aldar's commitment to workforce health and operational excellence.

Through these combined efforts, Aldar reinforced a culture of safety built on prevention, collaboration, and continuous improvement, ensuring that health and wellbeing standards are upheld on every project.



Sustainability summary

ACCELERATING INNOVATION

In 2025, we continued to push boundaries by transforming our ideas into impactful solutions that redefine the built environment in Abu Dhabi and beyond. Our approach is rooted in research, technology adoption, and creative problem-solving, ensuring that every innovation delivers measurable social and environmental value.

Pioneering 3D printing

In 2025, Aldar delivered 3D-printed gatehouses in Abu Dhabi, setting a benchmark for the industry. This achievement demonstrates ou ability to integrate advanced design capabilities with sustainable practices, reducing material waste and accelerating project timelines.

Having passed assessments, we have proceeded to expand our integration of 3D-printed buildings; two of the five gatehouses in one of our communities have been constructed in this way. We see technologies like 3D printing as an opportunity to improve efficiency, reducing deployment times and save materials. From this innovation, we are paving the way for wider implementation of 3D-printing technologies across our assets.



Smart urban living at Saadiyat Grove

Our partnership with Siemens introduced the UAE's first cloud-based smart district management system at Saadiyat Grove — a cultural and commercial hub in Abu Dhabi. Leveraging AI-driven analytics, IoT sensors, and digital twins, this system optimises energy use, monitors air quality, and enhances safety, creating a personalised, eco-conscious living experience.

This initiative is more innovation than a technological upgrade; it represents a new standard for sustainable urban development, scalable across Aldar's portfolio and aligned with our Net Zero Plan.



Sustainability summary

SUSTAINABLE SUPPLY CHAIN

Our commitment to building community trust is reflected in every facet of our operations, from pioneering the UAE's first supply chain incentive programme for sustainability, to ensuring 100% of suppliers are screened for compliance and integrity.

Our procurement processes continue to integrate strict ESG requirements, starting with pre-qualification and contract conditions that mandate worker welfare standards and sustainability compliance. Consultants and contractors are mandated to upload Net Zero plans and progress reports to directly influence their scores during bid evaluations. This approach ensures that every partner aligns with Aldar's Net Zero objectives, while encouraging innovation in design and material selection.

100%

of suppliers screened for compliance with Aldar's sustainability and welfare standards.

All tier-1

contractors trained on Aldar's sustainability requirements, supported by targeted refresher sessions for higher-risk suppliers.

Elevate procurement – building a unified, digital procurement model

Aldar launched Elevate Phase 1 to transform a fragmented procurement landscape into a single, standardised operating model. Previously, procurement relied on multiple systems and manual processes.

Leveraging Oracle Fusion, the programme consolidated supplier data from 11 legacy systems into 12,000 cleansed records, digitised onboarding and tendering, and embedded governance through system-driven approvals and AI-assisted cost estimation.

With strong adoption across teams and suppliers, Phase 1 delivered improved governance, reduced manual effort, and a robust data foundation, positioning Elevate to scale digital and AI capabilities across the supply chain in Phase 2.

UPHOLDING ESG GOVERNANCE

Our sustainability journey is underpinned by strong governance, transparent practices, and inclusive engagement.

At a structural level, the Aldar Board provides crucial oversight of sustainability-related matters, including the monitoring of progress against commitments. Quarterly sustainability reviews and ad-hoc engagements on specific ESG topics ensure that the Board remains actively engaged, and all significant sustainability actions undergo Board discussions and approvals. Given ESG's designation as a principal strategic risk category, ESG risk exposure, mitigation plans and risk appetites across all departments are regularly reported to the Board.

Sustainability Governance

The Board provides active oversight of ESG matters, reviewing progress quarterly and approving all significant actions. ESG remains a principal strategic risk, with exposure, mitigation plans, and risk appetite regularly reported.

Execution sits with the Group Executive Management Committee (EMC), supported by the Chief Financial and Sustainability Officer and the Sustainability Strategic Forum — a cross-functional body that strengthens strategy through shared expertise. The Corporate Sustainability Department coordinates implementation and presents recommendations to the EMC and Board, ensuring alignment and accountability.

The Enterprise Project Management Office (EPMO) embeds sustainability into Aldar's strategic framework, monitors progress, and reports directly to the EMC and Board. Performance indicators tied to management scorecards and individual bonuses reinforce accountability at every level, including climate-related objectives linked to senior executive remuneration.

Operating review > Aldar Development

Q&A

Shaping the UAE's next generation of destinations.

Jonathan Emery, CEO of Aldar Development, reflects on the platform's performance and the priorities guiding the next phase of growth.

Q How would you characterise the UAE residential real estate market in 2025, and what has that meant for Aldar Development?

A The UAE residential market has continued to perform well in 2025, underpinned by solid economic fundamentals, population growth, and sustained confidence from both end-users and investors. The country's stable, business-friendly environment, high quality of life, and ongoing investment in national infrastructure continue to attract new residents.

Against this backdrop, for Aldar Development, demand has remained strong for both new launches and existing inventory, which also reflects our drive to diversify across product and customer segments.

This demand has been matched by disciplined execution, with continued progress against our development backlog supporting handover momentum.

In Abu Dhabi, prime developments on Saadiyat Island, Yas Island, and the first launches on Fahid Island were the main contributors to sales during the year. These destinations exemplify our approach to bringing together high-quality homes, curated amenities, and connectivity that support vibrant communities.

Two milestone transactions during the year further highlighted the confidence in Abu Dhabi's residential market and its broad appeal. The sale of a residential building at Mamsha Gardens to Hong Kong-based Gaw Capital Partners points to rising interest from institutional investors in the emirate's real estate sector. In addition, Aldar completed the sale of an eight-bedroom mansion at Faya Al Saadiyat for AED 400 million, the most valuable residential transaction in Abu Dhabi to date, setting a new benchmark in Abu Dhabi's luxury real estate market. This is illustrative of growing demand from high-net-worth individuals (HNWIs), particularly as the emirate expands as a major global financial centre.

Our strategic partnership with Dubai Holding continues to progress at pace. This joint venture combines the complementary strengths of both partners, and has allowed us to diversify our product offering into Dubai across three communities to date: Haven, Athlon, and The Wilds, which have resonated strongly with both residents and international buyers. The addition of two further land plots to the joint venture in early 2026 further strengthens this important partnership and represents the next chapter of Aldar's strategic expansion and long-term presence in one of the world's foremost destinations to both invest and live.



Operating review > Aldar Development

Overall UAE demand has remained strong across our key destinations in Abu Dhabi, Dubai, and Ras Al Khaimah, reflecting our ability to design and deliver products that align closely with evolving customer preferences.

Q What does the launch of Fahid Island as a new destination represent for Aldar and for Abu Dhabi?

A For us, Fahid Island represents a defining moment in Aldar's role as a destination builder, aligned with Abu Dhabi's vision for urban development. The masterplan is centred on sustainability, wellbeing, and high-quality coastal living, combining generous natural landscapes with education, wellness, and hospitality infrastructure to support a balanced residential environment.

Its strategic location between Saadiyat Island and Yas Island strengthens the development of a connected coastal corridor that is emerging as one of the emirate's most attractive residential zones. From a development perspective, Fahid Island draws on the full breadth of our planning, design, and delivery capabilities, allowing us to create a large-scale destination delivered in a disciplined and phased manner.

The island's Fitwel certification, alongside LEED Cities and Communities Platinum pre-certification, is a direct outcome of the priority placed on sustainable and wellbeing-focused design.

Customer response has been strong, with Fahid Island developments generating sales of AED 8.1 billion in 2025. Given its scale and long-term development horizon, the destination will remain a central component of our Abu Dhabi pipeline for years to come.

Q How is Aldar responding to demand from international buyers?

A Overseas and resident expatriate buyers continue to represent a meaningful share of our customer base, accounting for 77% of total UAE sales in 2025. To support this demand, we have strengthened engagement through the World of Aldar platform, which provides a unified digital interface for brokers and purchasers across global markets. This remains a core competitive advantage, enabling us to connect customers across geographies to prime products, support successful launches, and manage transactions efficiently at scale.

Our international subsidiaries also play an important role in connecting customers to opportunities across markets. By guiding buyers towards Aldar in the UAE, London Square in the United Kingdom, and SODIC in Egypt, we strengthen brand affinity and enhance our understanding of customer behaviour across regions, informing both product design and launch strategy.

Q How is Aldar diversifying its development pipeline?

A Diversification sits at the core of how we manage and grow our development pipeline, ensuring resilience across market cycles and relevance to a broad customer base. We continue to balance premium and luxury offerings with scaled mid-market and affordable housing and lifestyle products, across a range of destinations and price points.

Branded residences have become an important part of our product mix. By partnering with globally recognised hospitality and lifestyle brands, we deliver differentiated developments supported by established service standards and design principles. Collaborations with partners such as Mandarin Oriental, Nobu, and the Louvre Abu Dhabi have broadened our buyer base and reinforced the positioning of our destinations. In 2025, we launched Waldorf Astoria Residences Yas, the first branded residential development on Yas Island, which was met with strong demand.

Alongside this, we will also look to increase our presence in the mid-market and affordable segments, where demand is underpinned by population growth. Developments such as Al Reeman are designed to serve young families and professionals and a broad base of end-users, while maintaining Aldar's focus on quality, placemaking and long-term community value.

This balanced approach across product types, price points and destinations ensures our development pipeline remains diversified, scalable and well positioned to capture opportunities across our core markets.

Q What are your priorities as you look ahead into 2026?

A Looking ahead, with a record Group development backlog of AED 71.7 billion as at the end of 2025, our primary focus remains the delivery of this pipeline, supported by active contractor management, timely execution, and the continued integration of digital and AI-enabled tools across forecasting, programme management, and design.

In 2026, we will continue to bring new communities to market across Abu Dhabi's prime destinations, including Saadiyat Island, Yas Island, and Fahid Island, alongside further phases and development projects in Dubai through the additional land plots within the Dubai Holding joint venture. Land bank replenishment across core markets remains a priority, supporting the long-term sustainability and scale of Aldar's Development business.

Alongside this, we will also move forward with North Al Maryah Island, where Aldar Development will lead the master planning and commence infrastructure and enabling works in 2026.

This project represents a major long-term expansion of Aldar's development pipeline and supports the continued enhancement of Abu Dhabi's premium financial centre, a key driver of the emirate's economic growth.

Alongside our develop-to-sell activity, we continue to support Aldar's develop-to-hold strategy, delivering high-quality residential and mixed-use assets that strengthen recurring income over the long term. The highly integrated and complementary nature of the company's Development and Investment businesses is a core strength of Aldar's business model.

Finally, we will continue to develop our international platforms. London Square and SODIC both delivered solid performances in 2025, and we expect them to contribute further through sustained development activity and broader customer reach, alongside the continued strength of our UAE operations. Diversification across geographies, product types, and customer segments underpins the resilience of Aldar Development through market cycles.

1 Mandarin Oriental Residences, Abu Dhabi



Operating review > Aldar Development

Disciplined execution driving record performance

Aldar Development delivered a record financial performance in 2025, driven by strong growth momentum across its main business segments: Property Development and Sales, which is responsible for developing and marketing Aldar's land bank; Project Management Services (Aldar Projects), which manages essential government housing and infrastructure projects in the UAE; and International, which oversees SODIC in Egypt and London Square, a UK-based developer acquired in 2023.

The year was characterised by a series of standout UAE launches that met with strong demand from both residents and overseas buyers, reflecting the country's position as a globally attractive real estate market. The international subsidiaries, London Square in the United Kingdom and SODIC in Egypt, continued to scale up operations. In parallel, the fee-generating Aldar Projects platform continued to benefit from a strong pipeline of mandates to manage government-driven infrastructure and real estate developments.

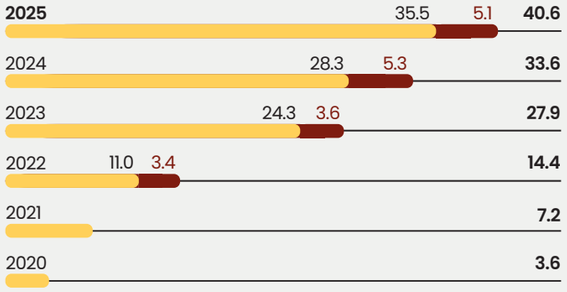
Group development revenue increased 58% year on year to AED 24.8 billion in 2025, with Group development sales reaching a new high of AED 40.6 billion, supported by strong demand for both existing inventory and new launches.

The Group development revenue backlog grew to a record AED 71.7 billion at the end of 2025, up from AED 54.6 billion at the end of 2024, providing strong visibility on future revenues.

Aldar's focus on operational excellence, digital transformation, and customer experience continues to strengthen its competitive position. End-to-end digital platforms support the customer journey from discovery through to handover, while data-led insights enhance delivery efficiency and decision-making across the business. These capabilities enable the Aldar Development business to execute at scale and maintain the highest quality standards.

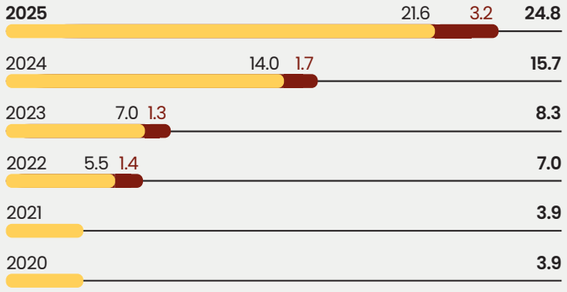
Group sales (AED)

40.6bn



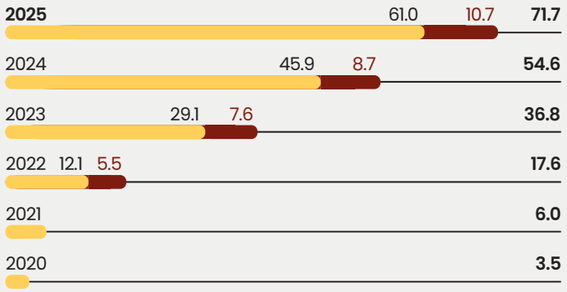
Revenue (AED)

24.8bn



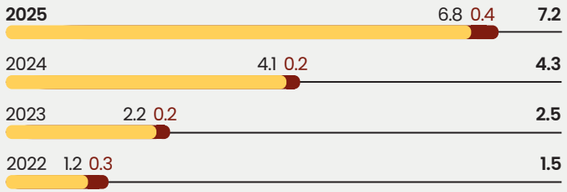
Group backlog (AED)

71.7bn



EBITDA (AED)

7.2bn



UAE
International

Operating review > Aldar Development > UAE

UAE
Overview of project launches

January



Manarat Living III
Saadiyat Island, Abu Dhabi

February



The Wilds
Dubai (with Dubai Holding)

May



Waldorf Astoria Residences Yas
Yas Island, Abu Dhabi

June



Fahid Beach Residences
Fahid Island, Abu Dhabi



The Beach House Fahid
Fahid Island, Abu Dhabi

August



Fahid Beach Terraces
Fahid Island, Abu Dhabi

September



Rise by Athlon
Dubai (with Dubai Holding)



Al Deem Townhomes
Abu Dhabi

October



Yas Living
Yas Island, Abu Dhabi



The Row Saadiyat
Saadiyat Island, Abu Dhabi

November



Yas Riva Residences
Yas Island, Abu Dhabi

Operating review > Aldar Development > UAE

UAE

In its core market, the UAE, Aldar Development delivered an exceptional performance in 2025 in the context of a conducive macroeconomic environment, population growth, and robust consumer confidence. Total UAE sales reached AED 35.5 billion, a new record, driven by strong demand for new launches and continued absorption of existing inventory across developments in Abu Dhabi, Dubai, and Ras Al Khaimah.

Demand spanned diverse customer segments, price points, and product types. Overseas and expatriate resident buyers accounted for 77% of total UAE sales during the year, reflecting Aldar's continued appeal to international investors and end-users, alongside sustained demand from Emirati buyers.

The UAE development backlog expanded to a record AED 61 billion at the end of the year, with an average duration of 27 months, providing strong visibility on future revenues and supporting continued delivery momentum across the platform. The success of recent project launches took cash collections for the year to AED 15.4 billion, while total escrow balances reached AED 18.0 billion.

2025 saw a series of successful project launches across Aldar's UAE portfolio, reflecting sustained demand for high-quality residential development. During the year, Aldar Development launched 11 new projects, ranging from exclusive branded residences to vibrant new communities targeting Emirati families, addressing a broad range of customer segments.

New launches

11

Units sold

7,536

Units launched

7,078

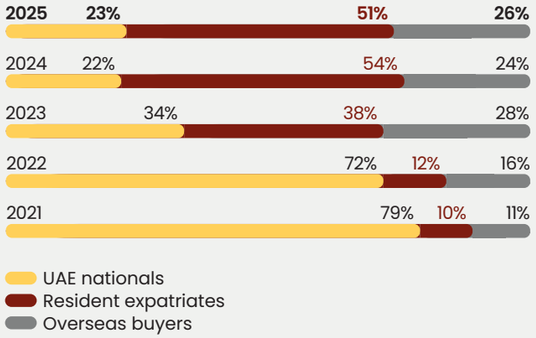
Units handed over

857

Total UAE sales (AED)

35.5bn

Sales demographic, UAE





Operating review > Aldar Development > UAE

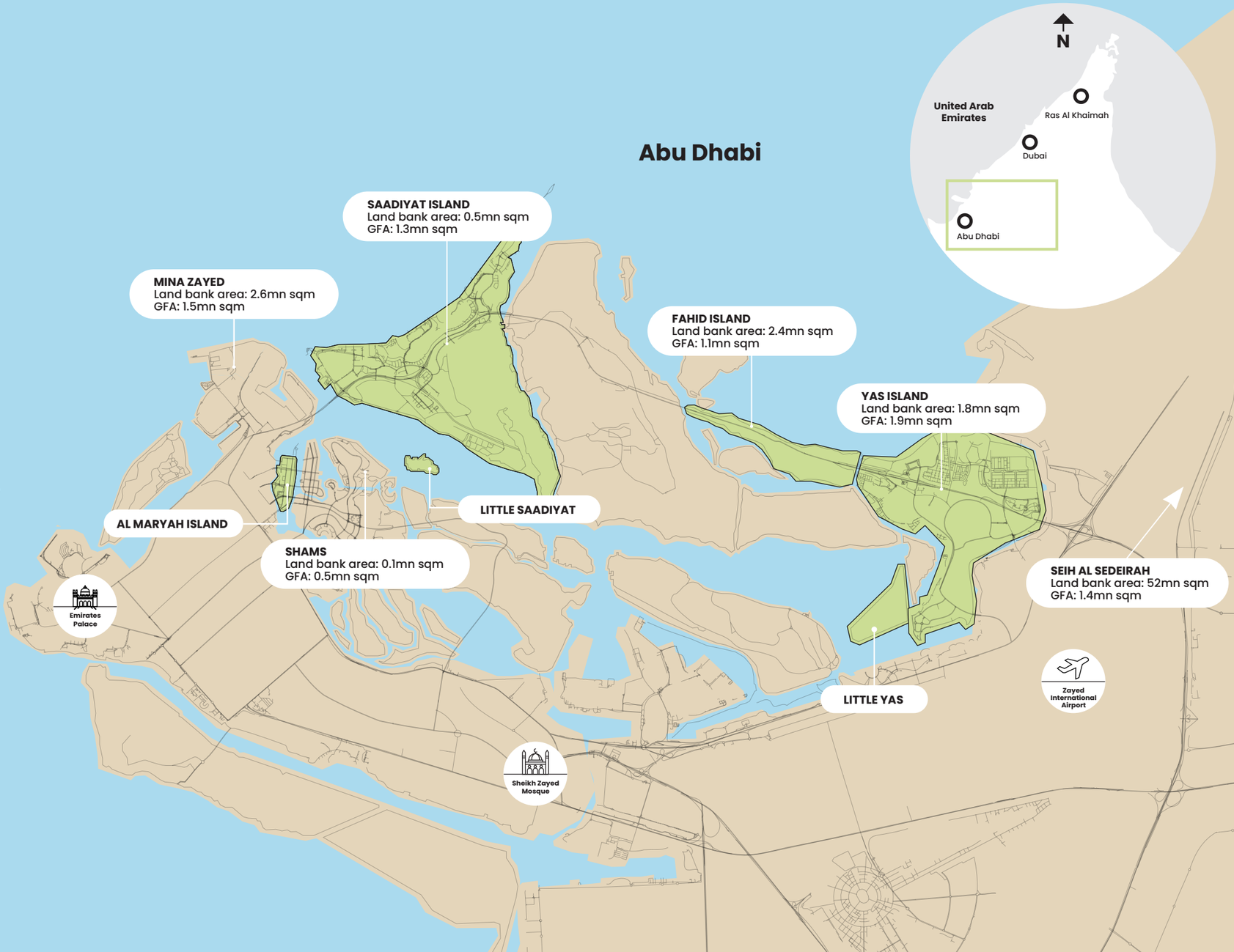
UAE land bank

With a UAE land bank of 59.5 million sqm as at the end of 2025 across key investment zones in Abu Dhabi, Dubai, and Ras Al Khaimah, Aldar Development actively manages this resource to deliver value through destination master planning, development, and strategic investment.

Since 2023, the company has taken significant steps to strategically replenish its land bank. In Abu Dhabi, this has included the acquisition of Fahid Island as well as an island between Saadiyat Marina and Reem Island ('Little Saadiyat'), and an island that sits between Yas Island and Al Raha ('Little Yas').

The strategic joint venture established in 2025 by Aldar and Mubadala to expand Abu Dhabi's financial district involves the development of almost 500,000 sqm of land on North Al Maryah Island, with a gross development value exceeding AED 60 billion.

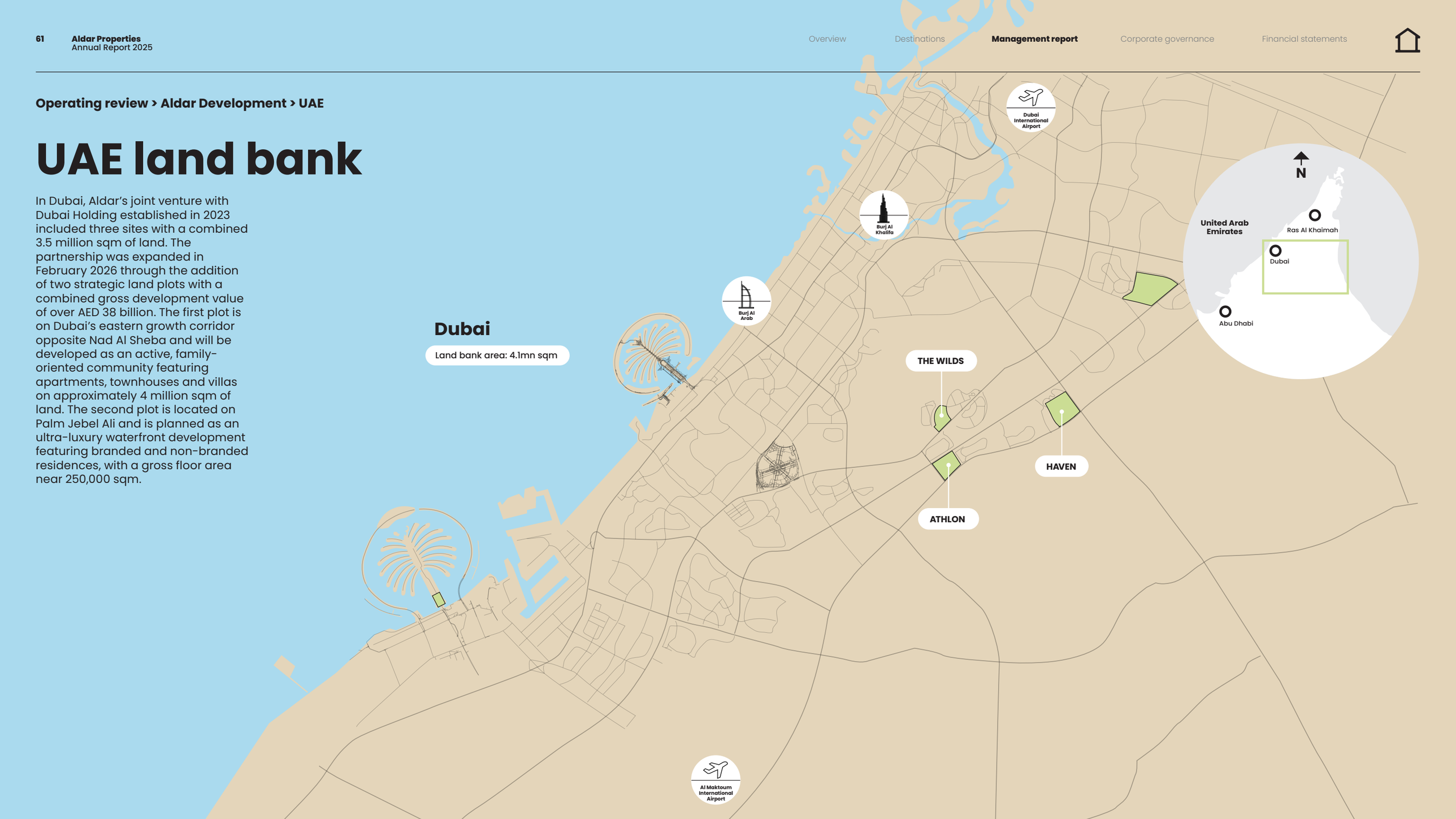
In February 2026, Aldar expanded its Abu Dhabi land bank further through a joint venture to develop a number of strategic land plots spanning over 2.3 million sqm on Saadiyat Island, Yas Island and adjacent to Yas Island. With a combined gross development value of approximately AED 23 billion, the plots will be activated through a joint venture structure with Aldar retaining responsibility for the full development, sales and delivery lifecycle of new projects.



Operating review > Aldar Development > UAE

UAE land bank

In Dubai, Aldar's joint venture with Dubai Holding established in 2023 included three sites with a combined 3.5 million sqm of land. The partnership was expanded in February 2026 through the addition of two strategic land plots with a combined gross development value of over AED 38 billion. The first plot is on Dubai's eastern growth corridor opposite Nad Al Sheba and will be developed as an active, family-oriented community featuring apartments, townhouses and villas on approximately 4 million sqm of land. The second plot is located on Palm Jebel Ali and is planned as an ultra-luxury waterfront development featuring branded and non-branded residences, with a gross floor area near 250,000 sqm.



Operating review > Aldar Development > UAE

Saadiyat Island

Reinforcing market leadership in the premium and luxury segment.

On Saadiyat Island, Aldar continued to focus on bringing premium developments to the market within one of Abu Dhabi's most established and sought-after destinations. During the year, the business launched two projects located within close proximity to the emirate's expanding ecosystem of cultural institutions, reinforcing the island's position as a focal point for high-end residential demand.

The January 2025 launch of Manarat Living III, the final edition of Aldar's design-led urban collection on Saadiyat Island, sold out within a day, reflecting Saadiyat Island's reputation as Abu Dhabi's most sought-after neighbourhood with a collection of unique residential concepts that are attracting significant local and international interest.

Launched in October 2025, The Row Saadiyat is a boutique residential quarter located within the heart of Abu Dhabi's Cultural District, overlooking the Zayed National Museum. The development comprises a collection of mid-rise buildings delivering high-quality residences, set in close proximity to the district's cultural landmarks and curated lifestyle amenities.

The strength of demand for Saadiyat Island's premium residential market was further evidenced by two landmark transactions conducted during the year. In May, Hong Kong-based Gaw Capital Partners acquired a 71-unit residential building at Mamsha Gardens in the Saadiyat Cultural District for AED 586 million. This marked Gaw Capital's first investment in the UAE and highlighted Abu Dhabi and Aldar's growing appeal to global institutional capital. In July, Aldar sold an eight-bedroom ultra-luxury mansion at Faya Al Saadiyat for AED 400 million, making it the most valuable home ever sold in Abu Dhabi.

Overall sales across Saadiyat projects in 2025 totalled AED 8.7 billion and 1,165 units.





1 The Row Saadiyat
2 Mamsha Gardens
3 Manarat Living III

8.7bn
Sales in 2025 (AED)

1,165
Units sold in 2025





Operating review > Aldar Development > UAE

Yas Island

A diversified residential offering within an established destination.

On Yas Island, Aldar continued to broaden its residential offering across the branded and premium segments, launching four new projects within a destination supported by a well-established mix of leisure, retail, and lifestyle infrastructure. The appeal of Yas Island as a global entertainment destination was further enhanced during the year, as The Walt Disney Company announced plans to develop a Disney theme park resort on the island.

Building on a strong track record of collaboration with leading global luxury brands, in May Aldar launched the Waldorf Astoria Residences Yas, the first branded residential development on the island, attracting solid demand from international and expatriate resident buyers.

In September 2025, Aldar also launched Al Deem Townhomes, a community designed for Emirati families, located adjacent to Yas Island.

The development includes live-work properties that combine residential and ground-floor commercial space, addressing demand for family-oriented housing with flexibility for small business activity.

The October launch of Yas Living, an apartment development located on the northeast side of Yas Island and overlooking the canal, sold out within days, showcasing the island's position as one of the UAE's most in-demand destinations.

Following the previous year's successful villa development launch of Yas Riva, in November Aldar added a new adjacent project, Yas Riva Residences, a waterfront apartment community located along the northern canal on Yas Island. Comprising approximately 950 apartments across six mid-rise buildings, the development expands Aldar's premium residential offering on the island.

Total sales on Yas Island in 2025 reached AED 8.0 billion and 2,533 units.





1 Yas Living
2 Yas Riva Residences
3 Waldorf Astoria Residences Yas

8.0bn
Sales in 2025 (AED)

2,533
Units sold in 2025





Operating review > Aldar Development > UAE

Fahid Island

An iconic destination cradled in nature.

The most significant milestone during the year was the unveiling of Fahid Island, Abu Dhabi's first coastal wellness destination and the world's first Fitwel-certified island.

Strategically located between Saadiyat Island and Yas Island, Fahid Island represents a major addition to Aldar's Abu Dhabi development pipeline. With a gross development value exceeding AED 40 billion, the masterplan will deliver more than 6,000 residences, supported by leisure, hospitality, and education infrastructure, including the first regional campus of King's College School Wimbledon.

The first two residential developments on the island, Fahid Beach Residences and The Beach House, were launched in June and were met with a very strong market response, generating substantial sales during launch week. Building on this momentum, Aldar introduced Fahid Beach Terraces in August, a six-building beachfront community designed by Koichi Takada.

Demand for the Fahid Island communities has been high and diverse, with significant participation from overseas and resident expatriate buyers. The projects generated more than AED 8.1 billion in sales across 1,534 units in 2025, reflecting the strength of demand across the initial phases of the masterplan.





8.1bn
Sales in 2025 (AED)

1,534
Units sold in 2025





Operating review > Aldar Development > UAE

Dubai

Expanding presence through partnerships.

Since the inception of its strategic joint venture with Dubai Holding in 2023, Aldar has established a growing development footprint in Dubai through the delivery of large-scale, lifestyle-led residential communities: Haven, Athlon, and The Wilds, each of which has attracted strong demand from both residents and international buyers.

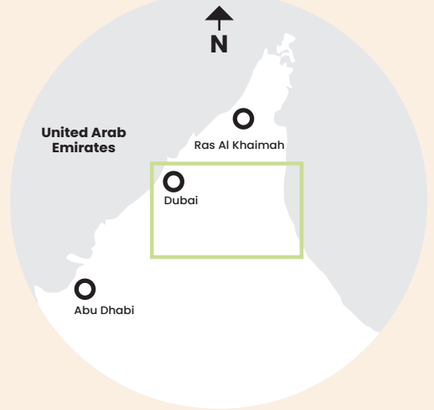
Reinforcing the success of the Haven, Athlon and Verdes by Athlon projects previously launched in 2023 and 2024, in September 2025 Aldar launched Rise by Athlon, an apartment development within the wider Athlon masterplan. Rise by Athlon comprises eight residential buildings, overlooking a central park and offering access to a wide range of health, fitness and wellbeing amenities. This was followed in October by The Wilds, the third community launched under the initial phase of the joint venture. Characterised by an abundance of green space and a strong wellness focus, The Wilds resonated particularly well with resident expatriate and overseas buyers and was one of Aldar's highest-selling launches during the year.

Overall sales in Dubai in 2025 totalled AED 9.0 billion across 1,911 units.

In early 2026, Aldar and Dubai Holding expanded their strategic joint venture, through the addition of two development plots that will deliver almost 14,000 new homes with a combined gross development value exceeding AED 38 billion. The expansion marks the next chapter of Aldar's strategic growth in Dubai and provides multi-year visibility on the Group's development pipeline in the emirate.

Under the expanded partnership, the first plot, located along Dubai's eastern growth corridor opposite Nad Al Sheba, will be an active, family-oriented community featuring apartments, townhouses, and villas. With approximately 4 million sqm of land, the project is targeted for launch in 2026. The second plot, located on Palm Jebel Ali, will serve as an ultra-luxury waterfront development featuring branded and non-branded residences. Covering almost 250,000 sqm of gross floor area, the project will offer a premier lifestyle experience with direct beach access, and homes will launch for sale in 2027.





1 Rise by Athlon
2 The Wilds

These plots bring Aldar's total Dubai development pipeline to over 2.3 million sqm of new GFA and build on the success of the initial phase of the joint venture, which saw exceptional demand and strong investor confidence, highlighted by rapid sell-out launches and significant interest from first-time Aldar customers.

9.0bn
Sales in 2025 (AED)

1,911
Units sold in 2025



Operating review > Aldar Development > International

International

Aldar's international platforms continued to perform well in 2025, with London Square in the United Kingdom and SODIC in Egypt both delivering solid results, supported by resilient local market dynamics and the benefits of integration within Aldar's broader development platform.

Together, these businesses are providing a steady contribution to Group revenue and earnings. The combination of Aldar's home market leadership and established international operations supports both balance and diversification across the platform and creates additional avenues for cross-selling, collaboration and sustainable long-term growth.

SODIC

Aldar completed the acquisition of The Sixth of October for Development and Investment S.A.E. (SODIC) in late 2021 with the ambition to build a market-leading real estate platform in Egypt. With over 25 years' experience of developing award-winning, large-scale communities in West Cairo, East Cairo, and the North Coast, SODIC caters to Egypt's growing need for high-quality residential, commercial, and retail property. Headquartered in Cairo and listed on the Egyptian stock exchange (EGX) under OCDI.CA, SODIC is one of the few non-family-owned companies traded on the EGX and benefits from a strong and diversified project pipeline.

In 2025, SODIC continued to pursue disciplined growth as Egypt's macroeconomic environment showed clear signs of stabilisation and improvement. The business delivered revenue of AED 1.5 billion, achieved its highest-ever full year EBITDA and recorded total sales of AED 3.4 billion, supported by consistent demand across its residential communities. SODIC's backlog reached AED 8.2 billion, providing strong visibility into performance over the next three years and underpinning continued delivery across its development pipeline.

Sales momentum entering 2025 remained strong, following the successful launch of Ogami in the second half of 2024 and continued cross-selling into Aldar's UAE customer network. Located on Egypt's North Coast in Ras El Hekma, Ogami is a major SODIC-led coastal residential destination along the Mediterranean shoreline, offering a mix of homes and resort-oriented amenities.

In December 2025, SODIC delivered a highly successful launch at Mostakbal City, further expanding its residential offering in Egypt and contributing strongly to year-end sales momentum.

During the year, SODIC further expanded its development pipeline through targeted partnerships. In May, the company entered into a revenue-sharing agreement to develop a major land parcel in New Sphinx City in West Cairo, with SODIC entitled to 79% of project revenues. The development is expected to generate significant long-term sales value and strengthens SODIC's exposure to one of Greater Cairo's emerging growth corridors.

SODIC also broadened its land bank through a new partnership with MIDAR, a leading Egyptian master developer, to co-develop a mixed-use project within Mada City in East Cairo. The area benefits from proximity to key business districts and leading educational institutions and represents a high-growth zone within the capital's ongoing eastward expansion.





Sales (EGP)

44.5bn

Revenue (EGP)

19.6bn

Land area (sqm)

25.0mn

Built-up area (sqm)

9.1mn

New launches

12

Operating review > Aldar Development > International

London Square

London Square, acquired by Aldar in 2023 is the company's first acquisition outside the MENA region, is a leading residential and mixed-use developer operating mainly in Greater London. The company, which has a diversified portfolio, including a registered provider of affordable housing, provides Aldar with exposure to a mature market and diversified revenue streams as well as opportunities for operational synergies, knowledge sharing and cross-border sales.

London Square delivered steady growth in 2025, supported by robust demand for high-quality homes in prime and emerging residential areas across London. The company contributed revenue of AED 1.7 billion and achieved sales of AED 1.6 billion, with the development backlog increasing to a record AED 2.5 billion as at the end of 2025.

The company continued to make solid progress across its development platform, advancing delivery, expanding its land bank, and bringing new projects to market within structurally supply-constrained areas of London. The business launched five new developments during the year, completed 515-unit handovers, and acquired three additional land plots, reinforcing its medium-term pipeline.

New launches during the year included developments at Nine Elms, Wandsworth Common, Woolwich, County Hall in Kingston and Fifty Brook Green, all of which are located in established and well-connected London neighbourhoods, benefiting from strong transport links, regeneration investment, and long-term residential demand fundamentals.



London Square also achieved a number of planning milestones during the year. These included securing planning consent for the redevelopment of Wimbledon Bridge House, a centrally located mixed-use scheme opposite Wimbledon station, as well as the approval of amended development proposals for Ransome's Wharf in Battersea, a prominent Thames-side site in a dynamic regeneration zone.

The business also made progress at County Hall, Kingston, partnering with Wandle Housing Association to advance a mixed-tenure redevelopment of the historic site, which will deliver new homes alongside complementary commercial space.





Sales (GBP)

331mn

Revenue (GBP)

344mn

Land area (sqm)

534mn

Built-up area (sqm)

690mn

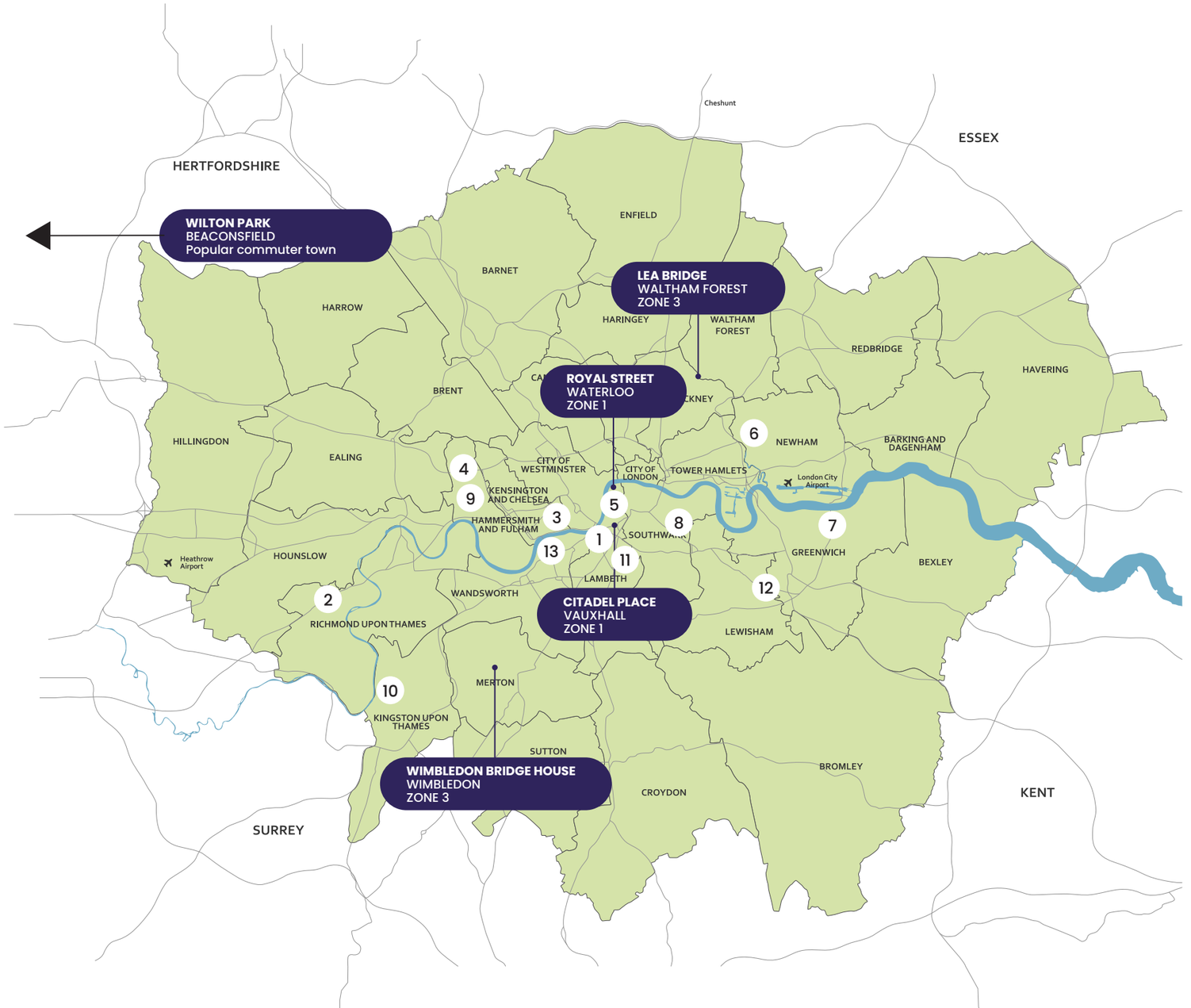
New launches

5

Operating review > Aldar Development > International

New in 2025

In 2025, London Square acquired 5 sites bringing total GDV to GBP 4.5bn



Existing sites

1. Wyvil Road, Vauxhall. **Zone 1**
2. Richmond College campus, Twickenham. **Zone 5**
3. Tite Street, Chelsea. **Zone 1**
4. The Phoenix Academy, White City. **Zone 2**
5. Westminster Tower, Albert Embankment. **Zone 1+2**
6. Stratford Cross, Stratford. **Zone 2+3**
7. Woolwich Central, Greenwich. **Zone 4**
8. Former Biscuit Factory, Bermondsey. **Zone 2**
9. Brook Green, Fulham. **Zone 2**
10. Surrey County Hall, Kingston upon Thames. **Zone 5**
11. Brixton, Lambeth. **Zone 2**
12. Leegate, Blackheath. **Zone 3**
13. Ransome's Wharf, Battersea. **Zone 3**

Operating review > Aldar Development > Aldar Projects

Aldar Projects

Aldar Projects is the primary business within Project Management Services, providing end-to-end development and delivery capabilities for third-party and government-led projects.

The business takes projects from initial design through to completion, including carrying out feasibility studies, design and pre-construction work, master planning, and project and programme management.

In 2025, Aldar Projects continued to play a central role in supporting Abu Dhabi's economic transformation and population growth through the delivery of large-scale housing and infrastructure mandates. The platform executed a broad range of mandates on behalf of government and institutional clients, reflecting Aldar's position as a trusted delivery partner for complex, multi-year projects across the emirate.

This activity was reflected in continued growth in the project management backlog, which reached AED 94.8 billion as at the end of 2025. A significant proportion of this backlog relates to projects under construction, providing long-term visibility on fee-based revenues and supporting a steady delivery of project handovers. The scale and duration of the backlog underpin the resilience and predictability of Aldar Projects' earnings profile.

Aldar Projects operates predominantly under a fee-based income model, which limits balance sheet risk while providing transparent and predictable revenue conversion. This model is supported by disciplined cost control, rigorous contractor oversight and the scale advantages of Aldar's in-house delivery capabilities. Together, these factors enable Aldar Projects to execute large, complex programmes efficiently while maintaining high standards of quality and safety.

Looking ahead, Aldar Projects is well positioned to continue supporting the delivery of housing and infrastructure required to meet Abu Dhabi's long-term development ambitions. Ongoing investment in digital tools, data-led planning, and integrated delivery processes, including advanced digital project controls, enhanced stakeholder engagement platforms, and the growing adoption of modern methods of construction such as modular solutions, is expected to further enhance execution capability, improve efficiency and transparency, and accelerate delivery timelines. Deepening collaboration with public-sector partners will remain central to the platform's role within the Group.





Housing Projects

29k

villas in 40 locations

440km

of cycle tracks

Road Projects

1,709km

of roads in 35 locations

Community Facilities

545

in 70 locations (in addition to 440km of cycle tracks)

Operating review > Aldar Development

Spotlight

Fahid Island – A strategic addition to Abu Dhabi's coastal development corridor

Fahid Island is a prominent new destination within Abu Dhabi's prime waterfront zone, extending Aldar's medium- to long-term development pipeline through a multi-phase masterplan with a gross development value of more than AED 40 billion. Strategically located between Saadiyat Island and Yas Island, the site sits within a corridor that has demonstrated sustained demand from both domestic and international buyers, supported by long-term government investment in culture, tourism and infrastructure across the emirate.

The 3.4 million sqm masterplan comprises an 11km coastline, including 4.6km of beachfront and extensive mangrove frontage. Thirty per cent of the land area is allocated to natural and open spaces, supporting a low-density, wellness-led planning framework. Fahid Island has achieved Fitwel certification as the world's first island-scale development to do so, alongside LEED Cities and Communities Platinum pre-certification. These features support product differentiation and are expected to underpin long-term pricing resilience.

Connectivity is a key advantage. Fahid Island is located within a 15-minute drive of Saadiyat Island's Cultural District, Yas Island's leisure and entertainment destinations, and Zayed International Airport. This positioning broadens the addressable buyer and tenant base and supports strong rental and resale fundamentals relative to more traditional urban locations.

The masterplan incorporates core community infrastructure from the outset, adding to the island's appeal to families. Aldar has partnered with King's College School Wimbledon to establish its first campus in the UAE on Fahid Island, scheduled to open in September 2028.

More than 6,000 residential units are planned across a mix of apartments, townhouses and villas, delivered over multiple phases. Architectural design is led by internationally recognised firms including Kengo Kuma, Koichi Takada, ACME and NAGA Architects, enabling differentiated residential offerings across phases and price points. Initial project launches have focused on low-rise beachfront living with immediate access to natural amenities, an offering with limited supply in Abu Dhabi.

The masterplan includes a 10km landscaped Berm Park, which functions as a continuous wellness and mobility corridor, alongside a 2km waterfront promenade supporting retail, dining and community uses. Controlled building heights, integrated mobility planning and a curated amenity mix are intended to support the long-term quality of the destination and sustained pricing power.

For Aldar, Fahid Island represents a strategically located, multi-year development opportunity with scale, product diversity and clear competitive differentiation. The project supports the Group's strategy to expand its waterfront footprint, deepen exposure to the premium residential segment, and align development activity with Abu Dhabi's long-term growth and investment positioning.



Select indicators

GDV AED 40 billion+

Land area 3.4 million sqm

11km
Of coastline, including 4.6km of beach

30%
Of land dedicated to natural spaces

6k+
Planned residences

King's College School Wimbledon
Opening September 2028

10km
Berm Park wellness corridor

2km
Waterfront promenade

Operating review > Aldar Investment

Q&A

Leveraging a diversified growth platform to create sustainable shareholder value

Jassem Saleh Busaibe, Chief Executive Officer, Aldar Investment, outlines the business's achievements in 2025 and strategies to build on this performance in 2026.

Q How did Aldar Investment progress on its strategic priorities during the year?

A In 2025, Aldar Investment continued to scale and diversify its platform, strengthening resilience, enhancing asset quality and building a solid foundation for long-term value creation. The business has grown to approximately AED 49 billion of assets under management, spanning investment properties, hospitality and leisure, education, and integrated property and facilities management.

Alongside acquisitions, Aldar Investment continued to deliver organic growth across the portfolio during the year, supported by high occupancy levels, rental uplifts and the contribution of assets delivered from the develop-to-hold pipeline. Active asset management and disciplined leasing strategies remained central to driving underlying performance across core asset classes.

Investment Properties remains the core business within the platform. During the year, we completed selective acquisitions, continuing to address historically underweight sectors such as logistics.

Recent acquisitions continue to contribute meaningful recurring income to the portfolio. A prime example is the commercial and residential assets at Masdar City, which are part of the strategic joint venture with Mubadala we entered in 2024 and have added predictable income streams and diversification into Abu Dhabi's flagship sustainability and innovation district.

Aldar also began delivery on a number of develop-to-hold (D-Hold) projects and expanded this D-Hold pipeline from AED 13.3 billion in 2024 to AED 17.2 billion by the end of this year. This will drive a meaningful earnings uplift in the years ahead as assets are completed and transferred into the investment properties portfolio.

The Hospitality & Leisure business continued to implement its transformation programme in 2025, repositioning key assets across Abu Dhabi and Ras Al Khaimah into premium and luxury resort-style properties. While gradual refurbishments temporarily reduced available inventory during the year, the programme is designed to enhance portfolio quality and support higher quality earnings as upgraded assets return to full operation.



Operating review > Aldar Investment

Aldar Education delivered another solid year of performance, supported by sustained demand across its growing portfolio. Performance during the year benefitted from the full-year contribution of Noya British School, which opened in late 2024, alongside the opening of Yasmina American School and Muna British Academy at the start of the 2025–2026 academic year. The platform also advanced its long-term growth strategy through the announcement of King's College School Wimbledon, which will be located within the Fahid Island master-planned community.

In 2025, we also increased our stake in the Aldar Estates platform, reinforcing its position as the region's largest integrated real estate services company, with an orderbook exceeding AED 2.2 billion. The business continues to deliver steady growth, driven by Aldar's expanding asset base, development pipeline and a growing contribution from third-party management mandates.

Q What differentiates Aldar's Investment Properties business?

A Aldar's Investment Properties business has evolved into one of the region's most comprehensive and highest-quality income-generating real estate portfolios, underpinned by scale, diversification, active asset management, and strategic vision. The portfolio spans retail, commercial, residential and logistics assets, providing a resilient platform that generates consistently solid recurring income through market cycles.

The portfolio is anchored by prime, well-located assets in Abu Dhabi and Dubai, benefiting from strong underlying demand, high barriers to entry and the UAE's favourable economic and demographic fundamentals. These factors support long-term resilience and income visibility, while providing the conditions for sustained value growth.

Growth strategy is driven by a combination of organic growth across the existing portfolio, complemented by disciplined capital deployment across both selective acquisitions and a substantial develop-to-hold pipeline, enabled through close collaboration with Aldar Development.

Active asset management remains central to value creation. A proactive approach to leasing, tenant mix optimisation and targeted reinvestment supports high occupancy, captures rental upside and protects asset quality over time. This is reinforced by a strong balance sheet and well-established access to capital markets, providing flexibility to fund growth and targeted investment in asset enhancements, and sustainability-linked upgrades such as energy efficient retrofits.

Q What are your key priorities for Aldar Investment in 2026?

A In 2026, we will continue to expand and diversify the Investment Properties portfolio, strengthening leadership across the commercial, retail, residential and logistics asset classes in the UAE, while further positioning Hospitality & Leisure, Aldar Education and Aldar Estates as market-leading platforms in their respective sectors.

We will also continue to enhance the Investment Properties platform through organic growth, driven by active asset management and through select acquisitions while working with the broader Aldar team to identify new D-Hold opportunities. This includes driving progress on the ambitious development of North Al Maryah Island and the expansion of Abu Dhabi's financial district, in partnership with Mubadala. With a gross development value of over AED 60 billion, the masterplan doubles the supply of office space in the financial district, and expands the island's luxury residential and hospitality offerings.

Expanding the Group's logistics platform remains a key strategic priority, underpinned by the UAE's sustained investment in infrastructure, population growth and the continued deepening of regional and global trade relationships. These structural drivers are supporting demand for high-quality, well-located logistics and light industrial assets, particularly those aligned with modern supply chain, distribution and last-mile requirements.

In Hospitality & Leisure, focus will remain on completing the transformation programme, positioning the portfolio to capitalise on strong momentum in the UAE's travel and tourism industry, including Abu Dhabi's emergence as a global cultural destination.

Building on the successful launch of Noya British School, Aldar Education will continue to advance its strategy of providing high-quality schooling to a broader cross-section of the population. Population growth and the expansion of master-planned communities across Abu Dhabi are supporting sustained demand for accessible, well-located education facilities, positioning the platform to grow in a measured manner alongside the emirate's evolving residential landscape.

Aldar Estates will continue to strengthen its integrated real estate services platform by deepening synergies across its offering, expanding its third-party client base and scaling in line with the delivery and handover of Aldar communities. This approach supports consistent, capital-light growth, while enhancing recurring revenues and operational efficiency.

To support sustainable growth, Aldar Investment will continue to prioritise balance sheet strength, access to diversified funding sources and disciplined capital allocation. Ongoing investment in technology, sustainability initiatives and organisational capability will remain important enablers, supporting optimal performance in the years ahead.

1 Yas Mall



Operating review > Aldar Investment

A scaled, diversified platform delivering growth

Aldar Investment is a diversified platform that owns and manages recurring income-generating real estate, a hospitality portfolio, as well as education and integrated property and facilities management businesses, with total assets under management of AED 49 billion.

Assets

104

Across 5 sectors

Assets under management (AED)

49.0bn

The platform comprises four main segments:

Investment Properties
Which forms the foundation of Aldar's asset management business, including more than AED 31.9 billion of high-quality real estate across the retail, residential, commercial, and logistics sectors.



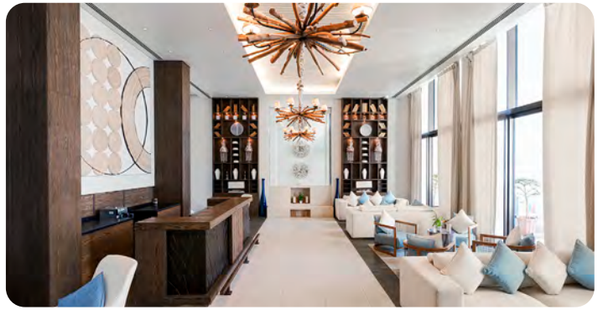
Read more on page 75

Aldar Education
The leading private education provider in Abu Dhabi and the second-largest in the UAE, operating 27 owned and managed schools nationwide with a student body of 36,000.



Read more on page 91

Hospitality & Leisure
Which owns a portfolio valued at AED 3.6 billion, comprising over 3,867 hotel keys and leisure assets located primarily in Abu Dhabi and Ras Al Khaimah.



Read more on page 88

Aldar Estates
The region's largest integrated property and facilities management platform, managing more than 2.2 million sqm of prime retail and commercial leasable space and over 155,000 residential units.



Read more on page 94

Operating review > Aldar Investment

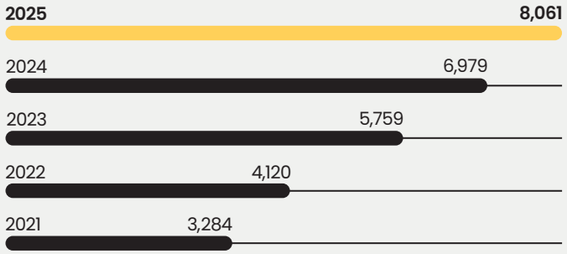
Aldar Investment delivered strong growth across all business lines in 2025, with total revenues rising 16% to AED 8.1 billion and adjusted EBITDA increasing 20% to AED 3.2 billion. The performance reflected continued expansion of the investment property portfolio and the positive impact of new asset acquisitions, as well as significant contributions from Aldar Education and Aldar Estates. The platform deployed AED 2.9 billion of capital, including funds, during the course of the year to expand its asset base.

* Revenue figures, referenced on pages 74 to 96, exclude Pivot.

** Adjusted EBITDA figures, referenced on pages 74 to 96, exclude Pivot and are adjusted for fair value movements (excluding amortisation of leasehold assets), recognition/ reversal of impairments and one-off gains/losses on acquisitions.

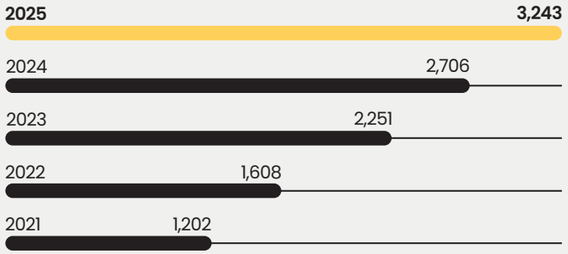
Revenue (AED)

8,061mn

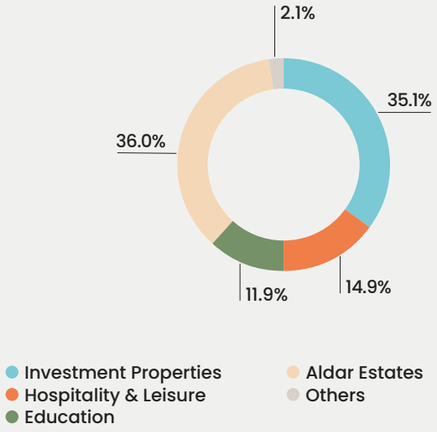


ADJ. EBITDA (AED)

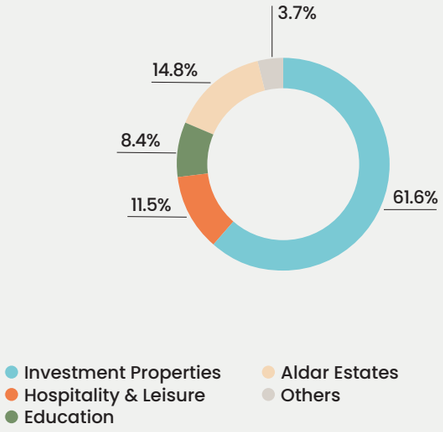
3,243mn



Recurring revenue



ADJ. EBITDA



Operating review > Aldar Investment

Investment properties

The core engine of recurring income growth.
The Investment Properties portfolio accounts for approximately AED 33 billion of Aldar Investment's total assets under management, representing the largest and most established business in the platform.

The business delivered another year of strong financial performance in 2025, reflecting the scale and quality of its income-generating portfolio. Revenue increased 25% year on year to AED 2.8 billion, while adjusted EBITDA rose 22% to AED 2 billion. Performance was supported by disciplined leasing and retention strategies, positive macroeconomic and real estate market fundamentals, and the contribution of assets newly added to the platform.

Portfolio-wide occupancy stood at 96% at year end, underpinned by strong tenant demand across retail, commercial, logistics and residential assets. Ongoing focus on forward leasing, early renewals and tenant mix optimisation supported rental growth and income stability, while targeted capital expenditure continued to enhance asset quality and the end-user experience.

During the year, Aldar further expanded and diversified the Investment Properties platform, deploying AED 3.4 billion across both acquisitions and D-Hold capital expenditure. Of this deployment, AED 1.5 billion related to acquisitions, while AED 1.9 billion was invested in D-Hold projects being developed in close collaboration with Aldar Development. A total of AED 461 million in D-Hold assets were delivered and transferred into the Investment Properties portfolio during the year, with further projects progressing and expected to contribute meaningfully to earnings following completion.

In 2025, Aldar continued to strengthen its funding profile and balance sheet through disciplined capital markets execution.

Aldar Investment Properties, which holds the majority of the Group's income-generating assets, completed two green sukuk transactions during the year, further diversifying funding sources and extending debt maturity.

In March, the platform raised USD 500 million through a 10-year green sukuk that was more than seven times oversubscribed. This was followed in September by a USD 290 million dual-tranche tap of existing 2034 and 2035 sukuks, which was 2.8 times oversubscribed. Both issuances achieved competitive pricing, reflecting strong investor confidence in Aldar's credit quality and sustainable finance strategy.

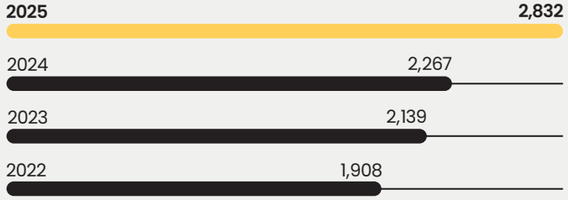
Occupancy
96%

Total assets under management (AED)
33bn

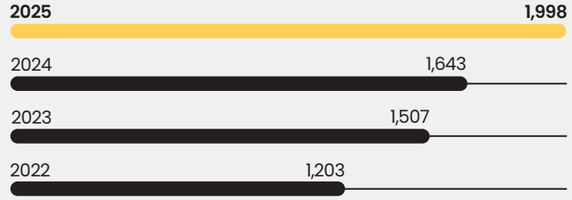
Capital deployed in acquisitions in 2025 (AED)
1.5bn

Capex in D-Hold projects in 2025 (AED)
1.9bn

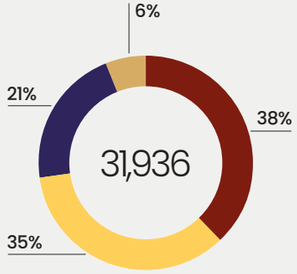
Revenue (AED)
2,832mn



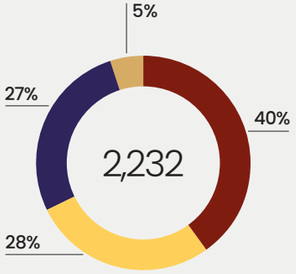
ADJ. EBITDA (AED)
1,998mn



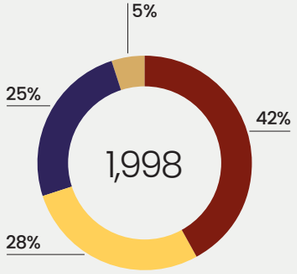
GAV (AED mn)



NOI (AED mn)



ADJ. EBITDA Split (AED mn)



- Commercial
- Retail
- Residential
- Industrial & Logistics

Operating review > Aldar Investment > Commercial

Investment properties: Commercial

Capturing Grade A demand across thriving business districts. The commercial portfolio delivered another year of strong performance, reflecting Aldar's positioning across key office markets.

A premium portfolio serving leading multinationals, financial institutions and government-related entities continues to generate steady income growth, while the develop-to-hold (D-Hold) pipeline provides clear visibility on significant expansion in the coming years.

In 2025, commercial segment revenues increased 29% year on year to AED 1.1 billion, while adjusted EBITDA rose 21% to AED 847 million. Portfolio occupancy remained exceptionally high at 100% at year end, supported by sustained leasing momentum across key business districts.

Recent acquisitions were key drivers of income growth during the year. The Masdar City commercial assets, acquired in late 2024 through a joint venture with Mubadala, contributed AED 130 million in adjusted EBITDA and AED 168 million in revenue during the year, while 6 Falak in Dubai Internet City, acquired in late 2024, contributed AED 17 million in adjusted EBITDA and AED 22 million in revenue.

Abu Dhabi Global Market (ADGM), located on Al Maryah Island in Abu Dhabi, remains a core area of strength and a long-term growth priority for Aldar's commercial portfolio. As the capital's financial hub, the district continues to attract a deep pool of financial institutions, professional services firms and government-related entities seeking high-quality, well-located office space.

In 2025, Aldar acquired Mubadala's 40% stake in Al Maryah Tower, securing full ownership of one of Abu Dhabi's flagship Grade A commercial assets within ADGM. The transaction further cemented Aldar's exposure to the district, which continues to attract new regional and international institutions alongside a strong and established base of existing occupiers.

No. of assets
29

Leasable area (sqm)
582k[1]

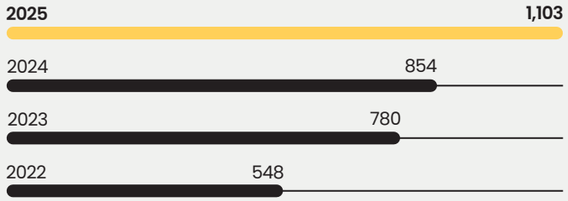
Occupancy
100%

WAULT (yrs)
4.1

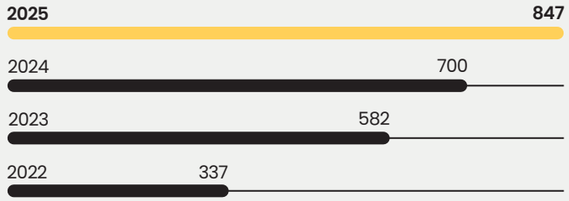
GAV (AED)
12,114mn

1 Net leasable area excluding land leases; 791k sqm including land leases

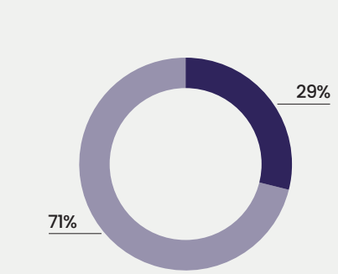
Revenue (AED)
1,103mn



ADJ. EBITDA (AED)
847mn

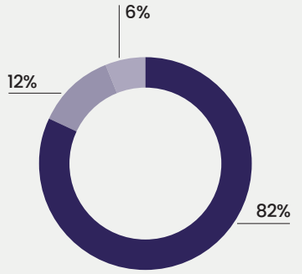


Tenant Split



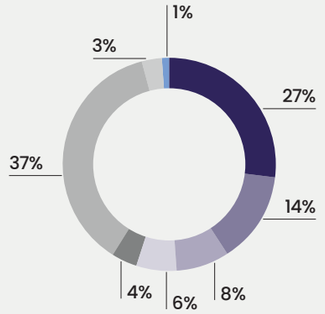
- Government
- Corporate & Others

Office Type Split



- Grade A
- Grade B
- Other

Location Split (Existing assets)



- Al Maryah Island
- Abu Dhabi mainland
- Khalifa City
- Al Raha Beach
- Al Reem Island
- Masdar City
- Yas Island
- Dubai

Operating review > Aldar Investment > Commercial

Aldar's ADGM portfolio now comprises five Grade A towers – four ADGM towers and Al Maryah Tower – with a combined near-full occupancy at year end.

In late 2025, Aldar and Mubadala announced a joint venture to develop North Al Maryah Island, representing the next phase of expansion for the financial district. The development is expected to approximately double Al Maryah Island's office capacity in the coming years (see strategic initiative on Al Maryah Island).

Against the backdrop of sustained demand for prime office space across Abu Dhabi, Aldar continued to activate Yas Island as an emerging business destination. Yas Place, a newly completed Grade A commercial building within Aldar's D-Hold pipeline, was fully leased shortly after handover in the second half of 2025, contributing AED 1.9 million in adjusted EBITDA and AED 9 million revenue in 2025.

Building on this momentum, Aldar announced Yas Business Park, a four-tower commercial development providing 47,500 sqm of leasable space adjacent to Yas Mall, designed with a focus on flexibility, wellbeing and sustainability. This D-Hold project is scheduled for completion and transfer to Aldar Investment in the first half of 2028.

In Dubai, Aldar is strengthening its commercial footprint through a combination of stabilised assets and a forward-looking D-Hold pipeline. The portfolio includes the fully leased 6 Falak, acquired in 2024, alongside a number of institutional-grade office projects under development in the D-Hold pipeline. These include a planned Grade A office tower on Sheikh Zayed Road adjacent to DIFC, a Grade A office tower in DIFC and a mixed-use development in partnership with Expo City Dubai, comprising five buildings located near Al Maktoum International Airport and the Dubai Exhibition Centre.



1 Al Maryah Tower
2 ADGM Towers
3 International Tower





Operating review > Aldar Investment > Commercial



Existing asset

1. Baniyas Tower
2. The Wing
3. ADGM Towers
4. Al Maryah Tower
5. Sky Tower
6. Repton 2
7. International Tower
8. Daman House
9. Saadiyat Operative Village
10. Al Ain Operative Village (Al Ain)
11. Raha School
12. Aldar HQ
13. Noor Tower
14. 6 Falak (Dubai)

Operating review > Aldar Investment > Retail

Investment properties: Retail

Unlocking value through repositioning, scale and platform integration. The retail business recorded a 15% year-on-year increase in revenue to AED 881 million in 2025, with adjusted EBITDA rising 14% to AED 553 million.

Growth was driven by proactive asset management, rising rental values, and increased contributions from community retail assets, including completed D-Hold retail projects. These included the retail offerings at Noya, which delivered AED 6.9 million in adjusted EBITDA and AED 9.2 million in revenue in 2025, and at Yas Golf Collection, which contributed AED 1.9 million in adjusted EBITDA and AED 2.0 million in revenue.

Portfolio-wide occupancy remained high at 90% at the end of the year, supported by the strong market positioning of Aldar's assets.

Yas Mall remained the largest contributor to earnings with the AED 500 million repositioning programme completed in 2022 continuing to translate into stronger trading performance and tenant demand.

The super-regional mall achieved occupancy of 98%, with footfall increasing by 9% year on year and an 8% increase in tenant sales, underpinned by an optimised tenant mix and continued investment in customer experience.

By year end, Aldar completed the landmark joint venture with Mubadala, bringing Yas Mall and The Galleria Luxury Collection together under unified ownership and management. With a combined gross asset value of approximately AED 9.8 billion and around 260,000 sqm of prime gross leasable area, the platform represents one of the largest retail portfolios in Abu Dhabi and is expected to support improved operational efficiency, deepen relationships with global brands, further elevate the customer experience and enable a more coordinated approach to leasing, marketing and asset management across both destinations.

No. of assets
33

Leasable area (sqm)
537k

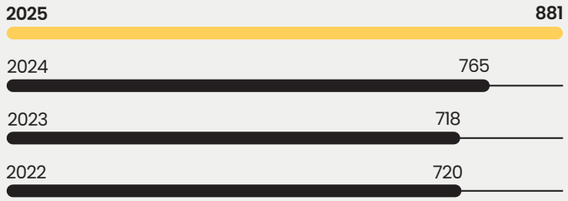
Occupancy
90%[1]

WAULT (yrs)
3.7

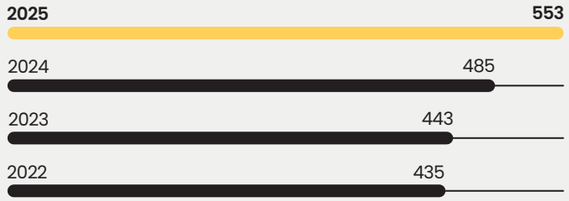
GAV (AED)
11,069mn

1 97% excluding Remal Mall

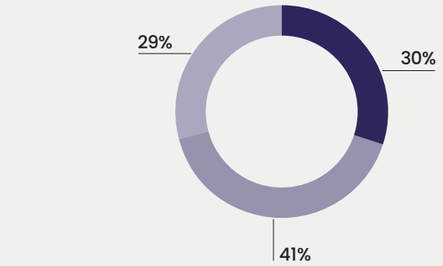
Revenue (AED)
881mn



ADJ. EBITDA (AED)
553mn

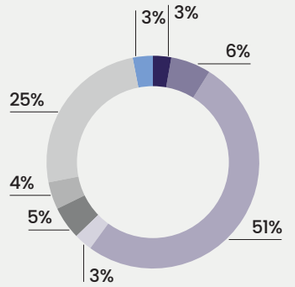


Asset Type Split



- Regional
- Super Regional
- Community

Location Split (Existing assets)



- Khalifa City
- Reem Island
- Yas Island
- Al Raha
- Ras Al Khaimah
- Abu Dhabi mainland
- Others
- Saadiyat Island

Operating review > Aldar Investment > Retail

The benefits of Aldar's retail repositioning programme were evident across the wider portfolio during 2025, with recently redeveloped assets delivering strong leasing and trading performance. Al Hamra Mall, repositioned as a leading retail and lifestyle destination in Ras Al Khaimah, was close to full occupancy in 2025 following a comprehensive upgrade in 2024 of both internal and external spaces, including the introduction of a new central atrium to host events. Meanwhile, Al Jimi Mall in Al Ain achieved 99% leasing within weeks of reopening in September 2025, with the upgrade delivering an enhanced retail and F&B offering.

Looking ahead, growth of the retail business will be driven by delivery of the D-Hold pipeline. This includes Saadiyat Grove, which is scheduled to open during the first half of 2026 and will provide 51,500 sqm of destination retail at the heart of the Saadiyat Cultural District, featuring a curated mix of luxury, lifestyle and dining concepts.



1 Al Hamra Mall, Ras Al Khaimah

Spotlight

Al Jimi Mall redevelopment

The completion of Al Ain's Al Jimi Mall redevelopment in 2025 marked the conclusion of Aldar's AED 1 billion retail reinvestment programme, which also included upgrades at Yas Mall in Abu Dhabi and Al Hamra Mall in Ras Al Khaimah completed in previous years. The project demonstrates Aldar's disciplined approach to asset enhancement and its ability to extend the lifecycle and competitiveness of its core retail portfolio.

Located in the central Al Muwaiji area of Al Ain, Al Jimi Mall has been repositioned as a modern retail and lifestyle destination. The redevelopment expanded the mall's GLA to 88,000 sqm and reached near-full occupancy within weeks of reopening, introducing more than 70 new brands and increasing the total store count to 152. Anchored by Al Ain's first Apple Store and the largest IKEA in the region, the mall now offers an upgraded mix of international, regional and first-to-market concepts alongside enhanced dining and entertainment.

The programme also delivered infrastructure and design improvements, including upgraded interiors, improved circulation and enhanced access and parking. The revitalised destination strengthens Al Jimi Mall's role as the leading retail and leisure centre in Al Ain and is expected to remain a key contributor to Aldar's recurring income base.



Operating review > Aldar Investment > Retail

Spotlight

Creating Abu Dhabi's flagship retail platform

At the end of 2025, Aldar and Mubadala completed a strategic joint venture to establish a unified retail platform with a combined asset value of approximately AED 9.8 billion. The platform consolidates two of Abu Dhabi's most significant retail destinations under Aldar's management, creating a single, scaled vehicle with strong income visibility and clear potential for long-term value creation.

The joint venture brings together Yas Mall and The Galleria Luxury Collection, representing around 260,000 sqm of prime GLA across two complementary segments of the retail market. Yas Mall anchors the capital's super-regional offering, while The Galleria Luxury Collection is the leading luxury retail destination on Al Maryah Island. Together, they strengthen Aldar's presence across both mass-market and high-end categories, creating a more diversified and resilient platform for growth.

Aldar Investment Properties holds a 75% stake in the joint venture, with Mubadala holding 25%. Aldar manages the assets through its newly established retail platform, Aldar Retail Management, which integrates property management, operations, and asset management functions across the portfolio. This structure allows Aldar to immediately capture operational efficiencies through centralised leasing, marketing, facilities management, procurement, and brand negotiation — areas where scale directly enhances performance.

The joint venture aligns closely with Aldar's strategy to grow high-quality recurring income. Both assets are strongly occupied – 98% at Yas Mall and 92% at The Galleria Luxury Collection – and generate stable cash flows with embedded upside from tenant remixing, targeted reconfiguration, and rental optimisation. The combined platform benefits from a wider and more affluent customer base spanning Yas Island, Al Maryah Island, Saadiyat Island and Al Reem Island, supporting sustained demand and strong retailer performance.

The transaction also strengthens Aldar's position within two of Abu Dhabi's most strategically important destinations. On Yas Island, the retail asset remains central to a rapidly expanding residential and leisure cluster. On Al Maryah Island, the joint venture deepens Aldar's role across the wider mixed-use district that includes the ADGM office towers, Al Maryah Tower and the development of One Maryah Place, which forms part of Aldar's D-Hold pipeline. Consolidated ownership and management across retail and office assets enhances Aldar's ability to curate and elevate the district's overall experience and commercial performance.

The completion of this joint venture marks an important milestone in Aldar's long-term partnership with Mubadala. It delivers immediate scale in the retail segment, expands recurring income, and creates a platform with meaningful upside from integration and active management.



Key facts

Combined GAV
~AED 9.8 billion

GLA
~260,000 sqm

Occupancy
Yas Mall: 98%
The Galleria Luxury Collection: 92%

Joint venture ownership
75% Aldar Investment Properties
25% Mubadala

Managed by Aldar Retail Management
Enabling platform-wide operating and procurement synergies



1 Galleria Luxury Collection 2 Yas Mall

Operating review > Aldar Investment > Retail



Operating review > Aldar Investment > Residential

Investment properties: Residential

Building scale in a high-demand for-rent market. The residential portfolio continued to deliver stable performance in 2025, with strong leasing fundamentals and rental uplifts supporting growth in recurring income.

Revenues increased by 27% year on year to AED 726 million, while adjusted EBITDA rose by 29% to AED 510 million. Excluding strata unit divestments, adjusted EBITDA grew by 33%, highlighting the underlying strength and resilience of the portfolio.

Occupancy remained high at 96% at year-end across the portfolio of more than 8,600 units in Abu Dhabi and Dubai, supported by consistent performance across both individual and corporate leases. Earnings during the year benefited from the contribution of the fully leased Masdar City residential assets acquired in early 2025, which provided Aldar with exposure to Abu Dhabi's pioneering sustainability and innovation district. These assets contributed AED 110 million in adjusted EBITDA and AED 132 million in revenue in 2025.

The portfolio continues to be underpinned by a balanced leasing model, combining individual leasing with bulk arrangements for corporate and government-related tenants. This structure supports income visibility and stability while mitigating re-leasing risk, and was complemented during the year by targeted unit upgrades and maintenance programmes to enhance tenant experience, support retention and capture rental growth where market conditions allow.

Looking ahead, growth will be driven by the expanding develop-to-hold pipeline, which is expected to increase the residential platform's scale and contribution to recurring income as assets stabilise.

No. of assets
15

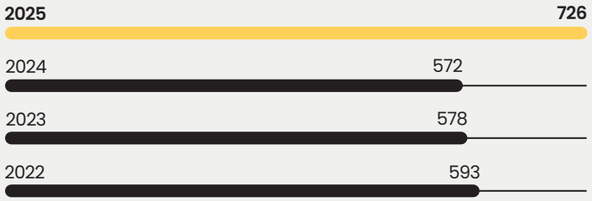
Leasable area (sqm)
921k

Occupancy
96%

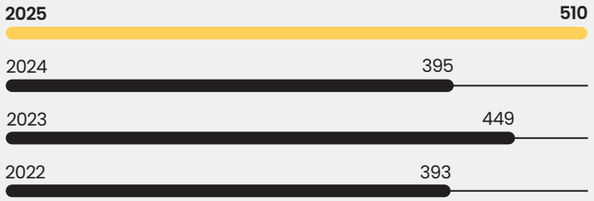
WAULT (yrs)
3.6

GAV (AED)
6,674mn

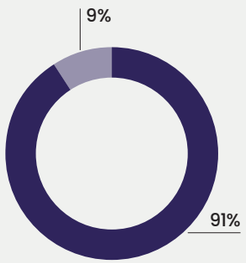
Revenue (AED)
726mn



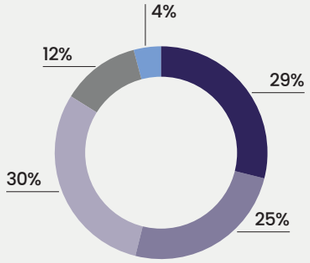
ADJ. EBITDA (AED)
510mn



Unit Type Split

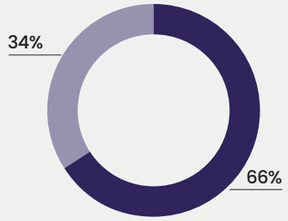


- Apartments
- Villas



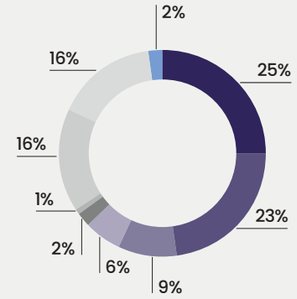
- Studio
- 1-bedroom
- 2-bedroom
- 3-bedroom
- 4-bedroom

Lease Type Split



- Bulk
- Individual

Location Split (Existing assets)



- Khalifa City
- Al Reem Island
- Al Raha
- Ras Al Khaimah
- Abu Dhabi mainland
- Saadiyat Island
- Masdar City
- Yas Island
- Others

Operating review > Aldar Investment > Residential

In Abu Dhabi, Aldar is developing almost 2,000 rental units at the Al Reeman project in Al Shamkha, together with community retail, leisure amenities and open green spaces, and benefiting from strong connectivity to Zayed International Airport and Abu Dhabi's key lifestyle destinations.

On Yas Island, Aldar will deliver a further 665 rental units across two developments. These include a gated community comprising 217 townhouses and villas designed to meet sustained demand from young professionals and families seeking to live close to the island's schools, leisure attractions and office hubs, as well as 448 apartments to be developed as an extension to Yas Residential Village, a community dedicated to accommodating staff working on the island.

In Dubai, Aldar's residential D-Hold pipeline comprises a mixed-use project with a gross development value exceeding AED 1.75 billion being developed for rental through a 50:50 joint venture established in 2024 with Expo City Dubai.

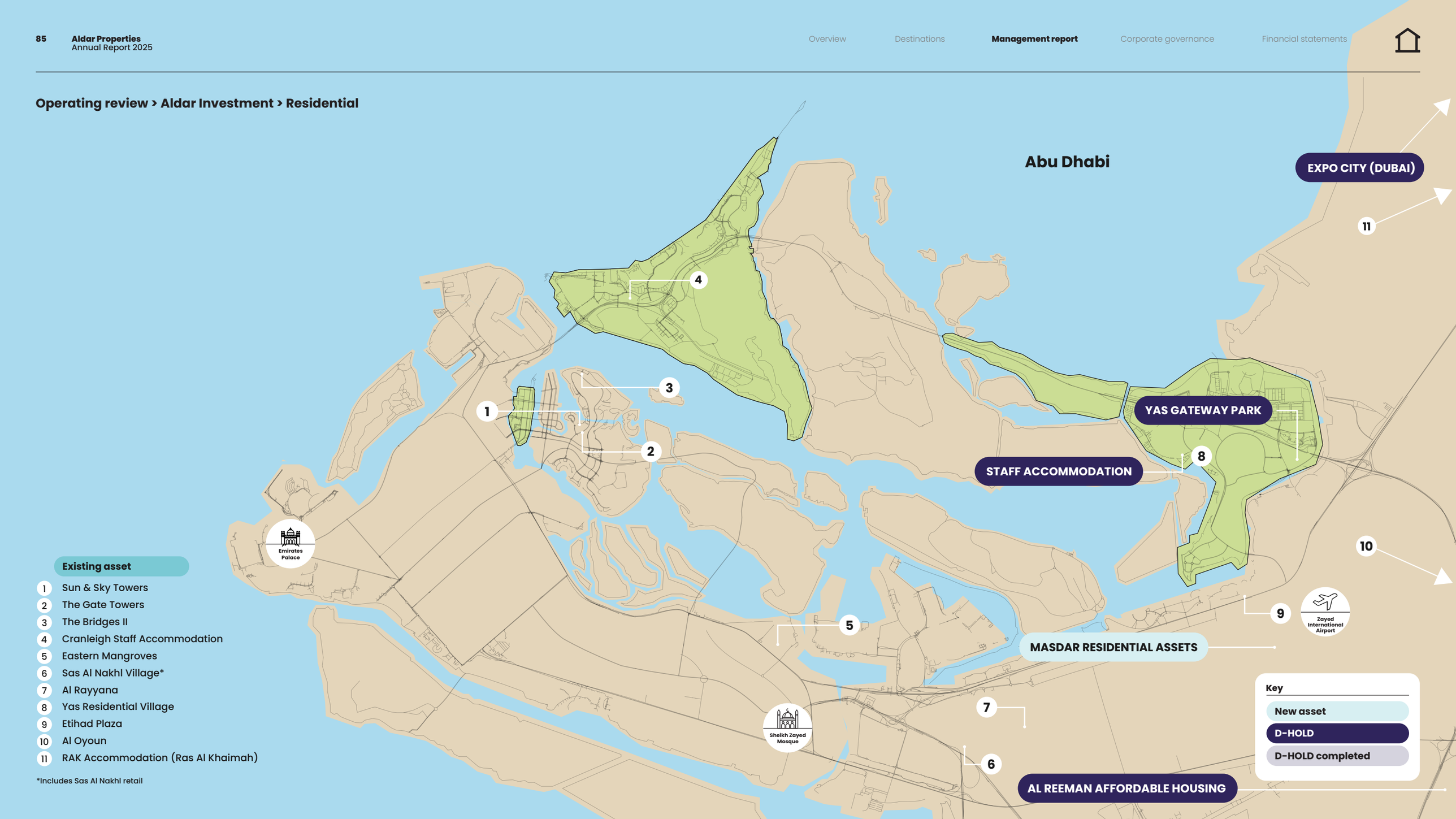
On completion of the residential assets currently under development from the D-Hold pipeline, Aldar Investment's residential portfolio is expected to expand to over 11,200 rental units by the end of 2029, from over 8,600 at the end of 2025, further increasing scale, diversification and the contribution of recurring income over the medium term.

1 Eco Residences, Masdar City
2 Yas Residential Village





Operating review > Aldar Investment > Residential



Existing asset

1. Sun & Sky Towers
2. The Gate Towers
3. The Bridges II
4. Cranleigh Staff Accommodation
5. Eastern Mangroves
6. Sas Al Nakhl Village*
7. Al Rayyana
8. Yas Residential Village
9. Etihad Plaza
10. Al Oyoun
11. RAK Accommodation (Ras Al Khaimah)

*Includes Sas Al Nakhl retail

Operating review > Aldar Investment > Industrial & Logistics

Investment properties: Industrial & Logistics

Institutional-grade platform aligned with structural demand. Industrial & Logistics is a fast-growing component of Aldar Investment Properties' recurring income base, providing long-lease, high-yield assets with stable cash flows.

Demand for Grade A warehousing and distribution space in the UAE remains strong, supported by e-commerce growth, industrial expansion and continued investment in infrastructure.

Aldar's industrial and logistics strategy focuses on institutional-grade assets in well-connected locations, supported by long lease tenures and strong tenant covenants. As well as structural demand drivers, the platform benefits from Aldar's ability to scale through a combination of acquisitions, partnerships and develop-to-hold projects.

The Industrial & Logistics portfolio delivered strong performance in 2025, with adjusted EBITDA increasing by 72% year on year to AED 106 million. Portfolio occupancy stood at 98%, supported by active leasing at Abu Dhabi Business Hub, and contributions from newly acquired assets.

During the year, Aldar expanded the platform through two acquisitions, increasing Aldar's logistics footprint to more than 525,000 sqm. In June 2025, Aldar acquired premium warehousing and light industrial assets at ALMARKAZ Industrial Park from Waha Capital for AED 528 million, adding approximately 180,000 sqm of net leasable area. The assets benefit from Special Economic Zone status and strong connectivity in the Al Dhafra region. In 2025 the assets contributed AED 28 million in adjusted EBITDA and AED 30.1 million in revenue.

No. of assets
6

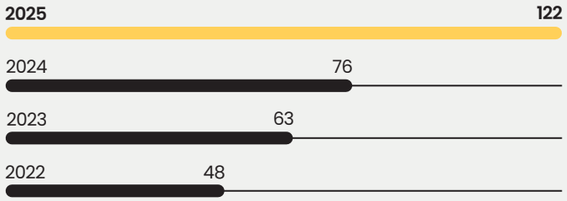
Leasable area (sqm)
525k

Occupancy
98%

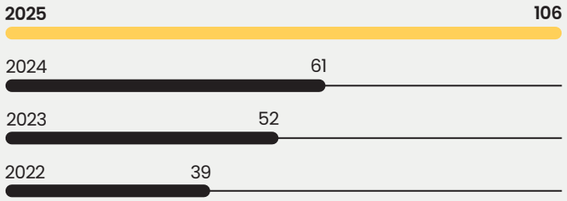
WAULT (yrs)
5.8

GAV (AED)
2,080mn

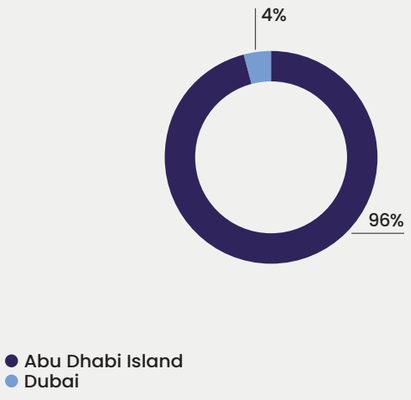
Revenue (AED)
122mn



ADJ. EBITDA (AED)
106mn



Location Split (Existing assets)



Operating review > Aldar Investment > Industrial & Logistics

Spotlight

New phase of expansion of Abu Dhabi Business Hub

Aldar acquired Abu Dhabi Business Hub (ADBH) in 2022, recognising its strategic location and long-term potential within Industrial City Abu Dhabi (ICAD), one of the capital's most important logistics and industrial zones. Since acquisition, Aldar has executed a focused value-creation strategy, expanding capacity, improving occupancy and optimising the tenant mix to build one of the most competitive logistics clusters in the emirate.

Aldar completed a series of expansion phases at ADBH by the end of 2024. ADBH GLA stands at 190,000 sqm and occupancy levels of 87% and 97% for office and warehousing space respectively at the end of 2025. Building on this momentum, Aldar announced further incremental expansion of ADBH, including additional capacity on the existing site, scheduled for completion in the first half of 2027.

In addition, 2025 saw the launch of a further 166,000 sqm expansion on an adjacent site to cater to demand from third-party logistics, e-commerce and distribution tenants. The development, with completion targeted for the second half of 2027, will benefit from direct access to the E30 highway and close proximity to Zayed International Airport, offering excellent connectivity for regional and last-mile distribution.

Demand for modern warehousing in Abu Dhabi remains strong, with limited Grade A supply. ADBH continues to outperform through proactive leasing and asset enhancement. The ongoing expansion, which forms a key part of the company's D-Hold pipeline, highlights Aldar's ability to identify value, invest strategically and deliver high-quality, income-generating logistics assets. ADBH has become a cornerstone of Aldar's logistics platform and a model for its broader D-Hold strategy across the UAE.



1 Abu Dhabi Business Hub

In November 2025, Aldar acquired two Grade A logistics facilities at KEZAD from AD Ports Group for AED 565 million. The assets are fully leased on long-term contracts to Noon and Emtelle, with direct access to Khalifa Port, Etihad Rail and major highways, and have already begun contributing to earnings, delivering AED 5.6 million in adjusted EBITDA and AED 5.7 million in revenue in 2025.

The D-Hold pipeline provides further growth visibility. In Dubai, where Aldar already owns 7 Central in Dubai Investments Park, the company is developing a 20,000 sqm custom cold storage facility in Dubai South to lease to Emirates Snack Foods, as well as a 146,000 sqm Grade A logistics park at Jebel Ali's National Industries Park in partnership with DP World. In the longer term, Aldar intends to build the Al Falah logistics hub a 1.2 million sqm GFA development close to Zayed International Airport, through a joint venture with Mubadala.

During the year, Aldar also announced plans to deliver a purpose-built Tesla Experience Centre on Yas Island, comprising a 5,000 sqm facility integrating showroom, service and vehicle delivery operations.

The development reflects Aldar's ability to deliver specialised, tenant-led logistics and distribution assets in prime locations, supporting last-mile operations and long-term lease demand.

Together, Aldar's operating assets and strong D-Hold pipeline position the company as a leading owner of institutional-grade logistics assets in the UAE, with exposure to the most important trade and distribution corridors.



2 Kezad - Noon

Operating review > Aldar Investment > Hospitality & Leisure

Investment properties: Hospitality & Leisure

Repositioning for premium demand and long-term value. Travel and tourism activity across the UAE remained strong in 2025, supporting demand for high-quality hospitality and leisure destinations.

Against this backdrop, Aldar continued to reposition its Hospitality & Leisure portfolio through a progressive AED 1.5 billion transformation programme which commenced in 2022, upgrading key assets and aligning the offering with premium and luxury market segments.

The transformation temporarily reduced the available number of keys during the year, resulting in a modest impact on reported earnings. Adjusted EBITDA was AED 372 million, up 6% year on year, reflecting stronger rates, higher event activity and steady tourism and business visitor demand across assets that remained operational.

The portfolio comprises 13 hotels and resorts across Abu Dhabi, Al Dhafra and Ras Al Khaimah, totalling 3,867 keys, and is complemented by golf, marina and leisure assets. Occupancy stood at 72% during the year, with average daily rates (ADR) increasing by 12% to AED 735 and revenue per available room (RevPAR) rising by 10% year on year to AED 528.

Refurbishment works progressed at a good pace during the year, with the Al Dhafra desert resort in the western region of the Abu Dhabi emirate reopening in early 2025 following its repositioning under IHG's Vignette Collection.

The upgrade work across selected assets in Abu Dhabi and Ras Al Khaimah will continue in phases through 2026 and 2027. As projects complete and inventory returns, the portfolio is expected to benefit from higher-quality earnings driven by improved ADR, enhanced guest experience and stronger destination appeal. Beyond this programme, the portfolio will be further enhanced by the completion of the 126-key Nobu Hotel on Saadiyat Island, which is expected to open in 2027.

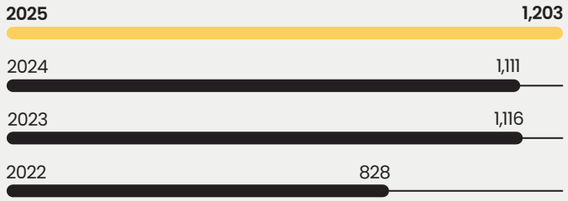
Occupancy
72%

ADR (AED)
735

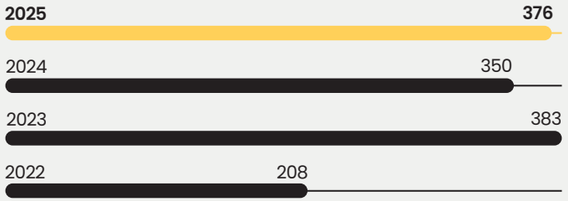
RevPAR (AED)
528

Number of keys
3,867

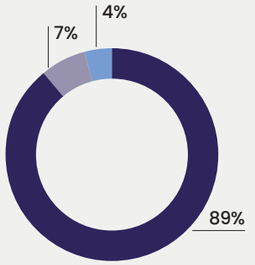
Revenue (AED)
1,203mn



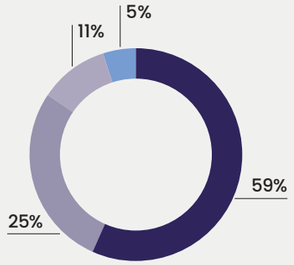
EBITDA (AED)
376mn



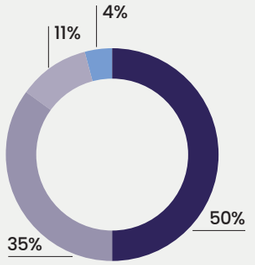
H&L Revenue Split (AED mm)



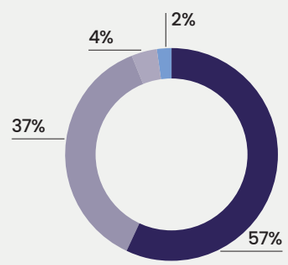
Hospitality Revenue Split



Hotel Type by Keys



Location Split (Existing assets)



Operating review > Aldar Investment > Hospitality & Leisure

Spotlight

Transforming the hospitality portfolio to capture long-term growth trends

Aldar's AED 1.5 billion hospitality transformation programme is reshaping its portfolio to meet rising demand for high-end resort and leisure experiences.

- Yas Plaza Hotels are being redeveloped into a fully integrated beachfront resort operated under IHG's Vignette Collection, a portfolio of one-of-a-kind luxury properties. This will represent the brand's largest property worldwide and will feature new suites and dining concepts, as well as a private beach.
- The Eastern Mangroves hotel is being upgraded with the introduction of luxury suites, a refreshed marina, and a premium dining and retail offering.
- On Nurai Island, refurbishment and expansion works are adding new villas and a redesigned beach club to strengthen Aldar's position in the ultra-luxury segment.
- In Al Dhafra, the desert resort formerly known as Tilal Liwa has been repositioned as a high-end retreat under IHG's Vignette Collection with new suites and upgraded wellness and dining facilities, and is already contributing to recurring income.
- In Ras Al Khaimah, Rixos Bab Al Bahr and DoubleTree by Hilton Resort & Spa Marjan Island are undergoing successive renovations to refresh rooms, public areas, and entertainment spaces.

The transformation programme is designed to enhance portfolio quality, elevate guest experience and reposition Aldar's hospitality assets at the top end of the market, ensuring the portfolio is aligned with Abu Dhabi's growth as a world-class tourism and leisure destination.



1 Rixos Bab Al Bahr, Ras Al Khaimah

Operating review > Aldar Investment > Hospitality & Leisure



Existing asset

1. Yas Plaza Mangroves
2. Marsa Al Bateen
3. Hala Arjaan
4. Soul Beach
5. KAI Beach
6. Saadiyat Beach Golf Club
7. Saadiyat Beach Club
8. Eastern Mangroves
9. Aldhafra Resort
10. Nurai Island
11. Yas Plaza Marina
12. Yas Plaza Circuit
13. Staybridge
14. Crowne Plaza
15. Yas Plaza Bay
16. Yas Links Abu Dhabi
17. Al Bandar Marina
18. W Hotel
19. Yas Acres Golf & Country Club
20. DoubleTree by Hilton (Ras Al Khaimah)
21. Rixos Bab Al Bahr (Ras Al Khaimah)

Operating review > Aldar Investment > Aldar Education

Investment properties: Aldar Education

Expanding premium capacity alongside integrated communities. Aldar Education – which operates 13 owned schools and manages 14 schools nationwide, offering British, American and International Baccalaureate curricula – maintained strong underlying performance in 2025, underscoring the long-term value of its growing portfolio within Aldar Investment's recurring income base.

Adjusted EBITDA for the year was AED 274 million, up 3% year on year, with growth moderated by pre-opening costs associated with the introduction of new schools, reflecting the platform's investment in increasing capacity. Total enrolment reached nearly 36,000 students across owned and operated schools, with particularly strong demand seen at flagship schools, including Noya British School and Cranleigh Abu Dhabi.

Expansion remained closely aligned with the growth of Aldar's communities. In September 2025, Aldar Education opened Yasmina American School, expanding the platform's capacity at the start of the 2025–2026 academic year.

This was followed in October by the opening of Muna British Academy on Saadiyat Island, a purpose-built campus designed to accommodate 2,600 students. The new school strengthens Aldar's education offering within the Saadiyat community, complementing the well-established Cranleigh Abu Dhabi campus.

Aldar Education also announced the introduction of Rugby School Dubai from the 2026–2027 academic year, replacing Kent College Dubai at the existing site. This represents an important enhancement of the platform's Dubai portfolio, bringing one of the UK's most prestigious independent school brands to the emirate.

Schools

27

13 operated
14 managed

Students

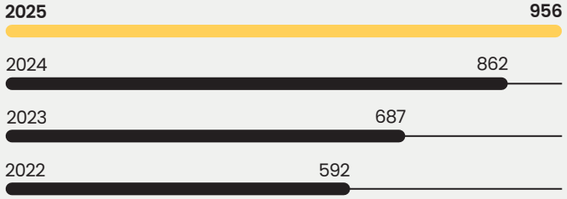
36k

18k operated schools
18k managed schools

Aldar Education's medium-term growth will be supported by the planned opening of King's College School Wimbledon Abu Dhabi in 2028 within Fahid Island's master-planned community.

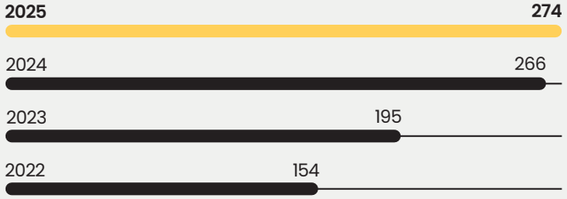
Revenue (AED)

956mn

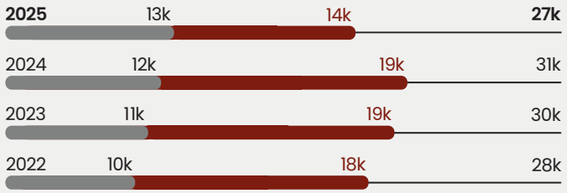


EBITDA (AED)

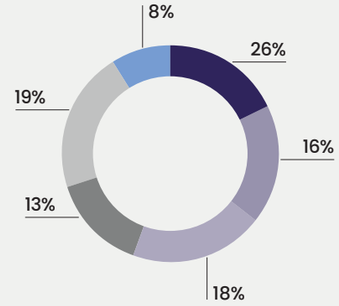
274mn



Schools[1]

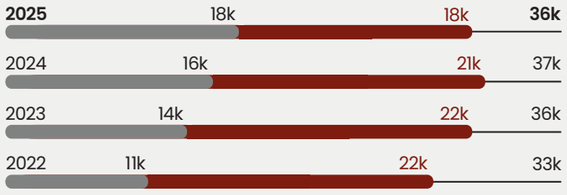


Location Split (Existing assets)





Students





1 Number of schools at commencement of school year

Operating review > Aldar Investment > Aldar Education

The new campus will span 50,000 sqm and accommodate up to 2,220 students, extending Aldar's presence in the premium education segment.

Aldar Education remains closely aligned with Aldar's integrated community model, with schools planned and delivered alongside residential developments to ensure education infrastructure is provided in step with population growth. This approach supports high utilisation, stable demand and predictable cash flows, while reinforcing the attractiveness and value proposition of Aldar's communities.

The platform's strategy continues to prioritise premium international curricula delivered in modern, purpose-built facilities, with a clear focus on educational outcomes. Long-term partnerships with established institutions, alongside continued investment in staff development, governance and quality assurance, underpin portfolio resilience and brand strength. In parallel, ongoing investment in digital admissions and payment platforms is improving operational efficiency and strengthening parent engagement.







Operating review > Aldar Investment > Aldar Education



Existing asset

1. Bateen World Academy
2. Pearl British Academy
3. Mamoura British Academy
4. Cranleigh Abu Dhabi
5. Yasmina British Academy
6. Al Ain British Academy (Al Ain)
7. Al Shohub Private School
8. Yas American Academy
9. Virginia International Private School
10. Noya British School
11. Kent College Dubai (Dubai)[1]

[1] Kent College Dubai will be repositioned and operated as Rugby School Dubai from the 2026–2027 academic year.

[2] Yasmina American School opened in 2025 on the former Yasmina British Academy campus. Yasmina British Academy relocated to a new purpose-built campus in Khalifa City in 2024.

Operating review > Aldar Investment > Aldar Estates

Investment properties: Aldar Estates

Consolidating leadership in integrated real estate services. Aldar Estates continues to scale as the region's largest integrated real estate services platform. Operating across four core verticals – Property Management, Facilities Management, Integrated Community Services, and Valuation & Advisory – the platform delivered strong financial performance in 2025.

Adjusted EBITDA increased by 20% year on year to AED 481 million, driven by new contract wins, renewals and efficiency gains across property, facilities and community management activities.

Through a combination of targeted acquisitions and sustained organic growth, Aldar Estates now manages more than 155,000 residential units and has doubled prime retail and commercial space under management to over 2.3 million sqm. The platform oversees an order book exceeding AED 2.2 billion, supported by Aldar's expanding asset base and a growing contribution from third-party mandates.

The platform has been built through a focused M&A strategy that created scale, capability and service breadth, including the integration of FAB Properties, Eltizam and specialist providers across landscaping, security, technical services and sustainability. This consolidation has enabled Aldar Estates to deliver a fully integrated service offering under a unified operating model, supported by strengthened governance and operational discipline. In September 2025, Aldar increased its ownership in Aldar Estates to 82.55% following the acquisition of Modon Holding's 17.45% indirect stake, further strengthening strategic alignment and value creation potential.

Facility Management (AED)

945mn

Total order book

Property Management

155k

Residential units

Property Management (sqm)

2.3mn

Commercial & retail under management

Integrated Community Services (AED)

1.3bn

Total order book

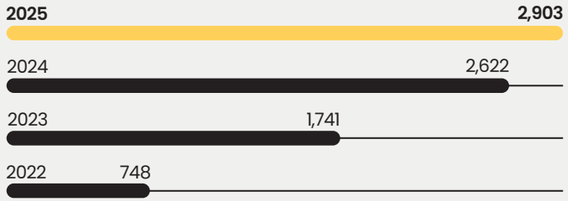
Valuation & Advisory (AED)

90mn

Deal pipeline

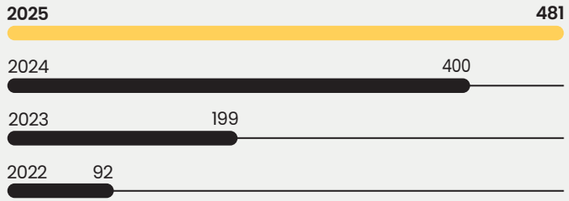
Revenue (AED)

2,903mn

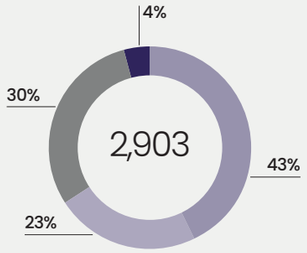


EBITDA (AED)

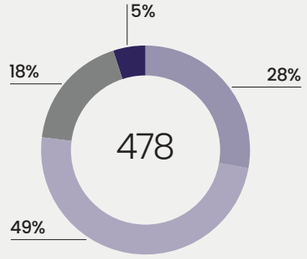
481mn



Revenue (AED mn)



EBITDA (AED mn), excluding unallocated



- Facility Management
- Property Management
- Integrated Community Services
- Valuation & Advisory

Operating review > Aldar Investment > Aldar Estates

Following this phase of rapid expansion, 2025 remained a year of integration and optimisation. The business continued to align systems, governance frameworks and operating standards across the platform, including the rollout of a unified ERP and standardised processes. These initiatives enhance transparency, service consistency and scalability, and position the platform to capture operating leverage as contract volumes grow across both Aldar and third-party portfolios.

Looking ahead, Aldar Estates will focus on expanding its third-party client base, driving further operational efficiencies and selectively pursuing regional growth opportunities, with Saudi Arabia a priority market as demand for integrated property and facilities management solutions continues to rise.

Alongside growth, the platform continues to invest in digitalisation and service excellence, including resident engagement tools, performance analytics and work-order management systems to improve customer experience and productivity.







Operating review > Aldar Investment > Others

Other investments

DIVERSIFICATION INTO MATURE REAL ESTATE MARKETS

Aldar's strategy for accelerated growth includes achieving selective exposure to mature markets outside its home region to diversify revenue streams and create synergies with the business in the UAE. A key area of focus is high-growth alternative real estate classes, and since 2023 Aldar has taken decisive steps to enter the arena of private credit and private equity investments in the United Kingdom (UK) and continental Europe.

These strategies are designed to provide access to defensive, income-oriented real estate sectors, while leveraging experienced global partners and maintaining capital discipline. During 2025, Aldar continued to deploy significant capital behind commitments made the previous year.

REAL ESTATE PRIVATE CREDIT

In 2023, Aldar entered into partnerships with Mubadala Investment Company and Ares Management, with the company committing approximately USD 712 million (AED 2.6 billion) to be deployed over the medium term to capitalise on the growing market opportunity in private real estate credit in the UK and across Europe.

In 2025, Aldar continued to deploy capital in line with these commitments, investing USD 129 million (AED 475 million) during the year and bringing total capital deployed through the strategy to USD 265 million (AED 972 million) as at 31 December 2025.

The platform, which is 50% owned by Mubadala, 30% by Aldar and 20% by Ares, originates senior secured loans with first-lien positions on high-quality real estate assets, including in the office, multifamily residential, industrial, retail and hospitality segments. By prioritising senior positioning within the capital structure and strong collateral backing, the strategy is designed to support capital preservation and resilient income generation.

REAL ESTATE PRIVATE EQUITY

Aldar's private equity investment is anchored by a partnership with global investment firm Carlyle announced in early 2024, through which the company has committed USD 140 million (AED 513 million) to logistics and storage investments across Europe and the UK.

In 2025, Aldar deployed a further USD 20 million (AED 74 million) into the strategy, bringing total capital deployed to USD 104 million (AED 382 million) as at 31 December 2025.

Through the partnership, Aldar became a strategic investor in the Carlyle Europe Realty (CER) platform and acquired a majority stake in a co-investment vehicle holding an income-producing portfolio of 12 warehouses located across key logistics hubs in the UK.

The UK logistics portfolio comprises approximately 1,200,000 square feet of gross leasable area and is fully occupied, with substantial reversion potential. Aldar has also invested alongside Carlyle and other investors in a portfolio of self-storage facilities in Western Europe, targeting structural growth themes supported by urbanisation, supply chain reconfiguration and e-commerce expansion.

Across the logistics and self-storage investments, Aldar leverages its development and asset management expertise to help shape portfolio strategy and value creation initiatives. The partnership model provides a route to scale exposure in mature markets alongside an experienced global operator, while maintaining capital efficiency and risk discipline.



Risk management

Managing risk to support sustainable growth

Aldar maintains a well-established Enterprise Risk Management (ERM) function to ensure effective identification, assessment, and management of all risks that may hinder achievement of the company's strategic objectives.

A dedicated ERM team supports the Board of Directors and Top Management and works closely with the company's business units to identify and assess risks utilising a standardised enterprise-wide methodology. The team facilitates the development and implementation of control and mitigation plans for existing and emerging risks. In addition, it regularly conducts comprehensive reviews of leading practices and benchmarks against peer organisations and other companies in the market in order to ensure its risk management framework and practices remain relevant and aligned with best-in-class standards.

Primarily, a bottom-up approach is used for risks identified at a business unit level, whilst enterprise-wide risks rely on a top-down approach, synergising between operational expertise and strategic input. The areas of focus comprise organisation-wide ground risks as well as long-term emerging risks identified through horizon scanning. Through the development of Aldar's risk appetite pertaining to each of its relevant risk categories, standardised risk ratings are calculated based on the likelihood and impact attributed to the risk, at both inherent and residual levels.



As part of this process, the Group undertakes a comprehensive evaluation of the design and operating effectiveness of internal controls governing each identified risk, enabling a clear determination of the extent to which these controls constrain exposure and, in turn, robustly informing the assessment of residual risk. The enterprise-wide methodology enables the company to evaluate and prioritise identified risks based on the relevant risk appetite. Pre-defined criteria and mandates guide the mechanism for escalating identified risks and mitigation plans to different hierarchical committees. The ERM team continuously monitors, liaises, and follows up with risk owners on agreed mitigation plans until the risk level falls below the approved risk appetite of that relevant category. Risks that fall above the approved risk appetite are escalated as per the DOA for management decision on whether to eliminate, transfer, accept, or address accordingly.

Risk assessments and analysis of risk exposure occur on a continuous basis as well as on an as-needed basis, whilst top risks are reported to management on a quarterly basis. The ERM process at the organisation is audited by the Aldar Internal Audit Department and is reviewed along with the department's continuous improvement practices to ensure it remains compliant with international standards and best practices.

Aldar has Board-approved ERM Policy and Procedure documents in place, which are periodically reviewed and updated. Meetings of the various mandated committees are convened periodically and help to improve and mature the function over successive iterations.

The ERM team is also responsible for Business Continuity Management (BCM), which aims to ensure the company's capability to continue delivery of its operations at pre-defined acceptable levels following a disruptive incident.

Business Continuity Plans are developed for identified time-critical processes and include personnel, facility, technology and third-party requirements.

The Group's business continuity management system is subject to rigorous, periodic independent maturity assessments, which have substantiated the robustness of its framework and operations and formally confirmed its full compliance with national and international Business Continuity Management System standards.

Aldar's Board and Management firmly believe in continuous improvement and will continue to build on this solid foundation to strengthen risk management, providing them with an effective support tool to make informed and objective risk-based management decisions.

Risk management

Aldar's Enterprise Risk Management (ERM) framework is aligned with its business operating model and underpinned by the widely recognized COSO Enterprise Risk Management framework, supporting informed decision-making through the systematic identification and evaluation of risks that may influence strategic execution and business performance.

Risks are classified into the following six categories

Risk category	Description
Strategic	Risks related to strategy selection, execution or modification, which may lead to Aldar Group's inability to achieve its overall objectives.
Financial	Risks related to the ability of Aldar Group to achieve its budget and prevent financial loss.
Operational	Risks related to operational delays resulting from inadequate or failed internal processes, people and systems or external events.
Legal and Compliance	Risks related to legal or regulatory implications, material financial loss or reputational loss that Aldar may suffer because of its failure to comply with laws, regulations, rules, related self-regulatory organisation standards and codes of conduct.
Sustainability/ESG	Risks related to an environmental, social or governance event or condition that may cause an actual or potential material negative impact on the business and/or value of investments.
Image and Reputational	Risks related to Aldar's image and reputation domestically and globally that may lead to a loss of business.

Risk Management Procedure

Initial Risk Management Exercise
- Create risk management plan

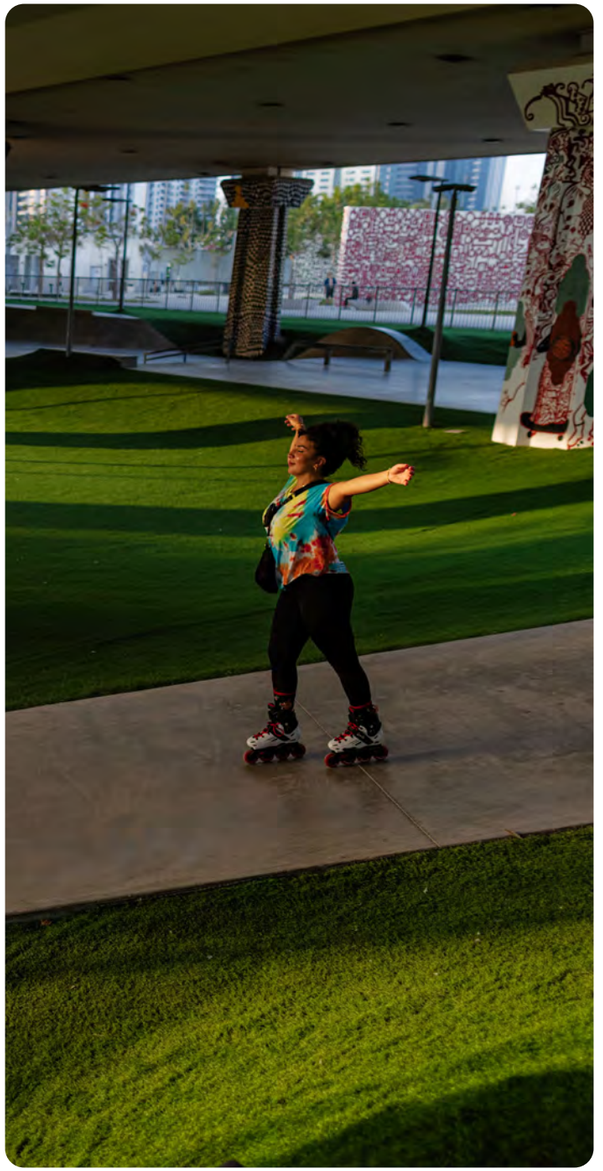
Types of Risks to be Assessed
- Department risks
- Project risks
- Adjacency risks
- Strategic risks

Risk Assessment and Prioritisation
- Determine likelihood of occurring
- Determine impact on the organisation
- Risk matrix of impact vs. likelihood
- Map risks to respective appetites (Minor, Low, Moderate, High, Severe)
- Validate the risks with the respective department heads

Building and Monitoring Mitigation Plans
- Agree on mitigation plans and time frames

Report Final Results to Management
Strategic risks and risks that are higher than the approved risk appetite along with their current mitigations are presented by the Group ERM team to the MC for endorsement and reported to the ARCC and Board of Directors on a quarterly basis.

MC Management Committee
BoD Board of Directors
ARCC Audit, Risk and Compliance Committee



Risk management

Risk No. 1

Market cyclicality

Type
Strategic

Description
Ability for Aldar to respond effectively to local and regional changing market conditions.

Consequences
Potential negative impact on launching of new developments and performance of asset portfolio. Potential negative impact on sales revenue, cash flows, asset valuations, debt/capital and credit rating.

Treatment Plan
The Board mitigates market risk through a review of the Group's strategy on a regular basis and discussions are held to ensure the strategy is still appropriate or whether it requires updating.

The Company is actively implementing the risk treatment plans:

Development Projects
- Ensure accurate and appropriate business plans are in place to anticipate customer preferences.
- Launch projects in phases to reduce cashflow exposure.
- Product diversification.
- Enhanced market readiness to capitalise on any opportunity via infrastructure enabled lands.
- Expanding fee-based projects portfolio.
- Actively pursuing geographical expansion.

Asset Portfolio
- Combined focus on tenant selection and trading performance, e.g., proactive leasing, targeted marketing initiatives and asset upgrading.
- Full merchandising strategy in retail assets: zoning and category optimisation, sustainable pricing and innovative repurposing.
- Continued focus on corporate deals to provide long-term revenue visibility and de-risk residential portfolio revenue streams.
- Sustainability initiatives leading to cost saving through energy audit and energy saving initiatives.
- Product diversification.
- Enhancing customer experience through cross-selling across asset classes and introduction of loyalty programmes.

Risk No. 2

Expansion in new Geographies

Type
Strategic

Description
Geographical concentration from operating in Abu Dhabi only.

Consequences
Exposure to Abu Dhabi as a single market will potentially constrain Aldar's ability to grow and achieve its strategic objectives to deliver sustainable returns for shareholders.

Treatment Plan
The Company realises the inherent risk of geographical concentration of operations and is steadily mitigating it by:

- Entering joint ventures within the wider UAE, GCC and international markets.
- Developing regional and international sales and marketing capabilities to expand the investor pool.
- Actively pursuing geographical expansion.
- Targeting investments in alternative asset classes.
- Acquiring and enhancing the capabilities of real estate development platforms in Egypt and the UK.

Risk management

Risk No.

3

Supply Chain pressure

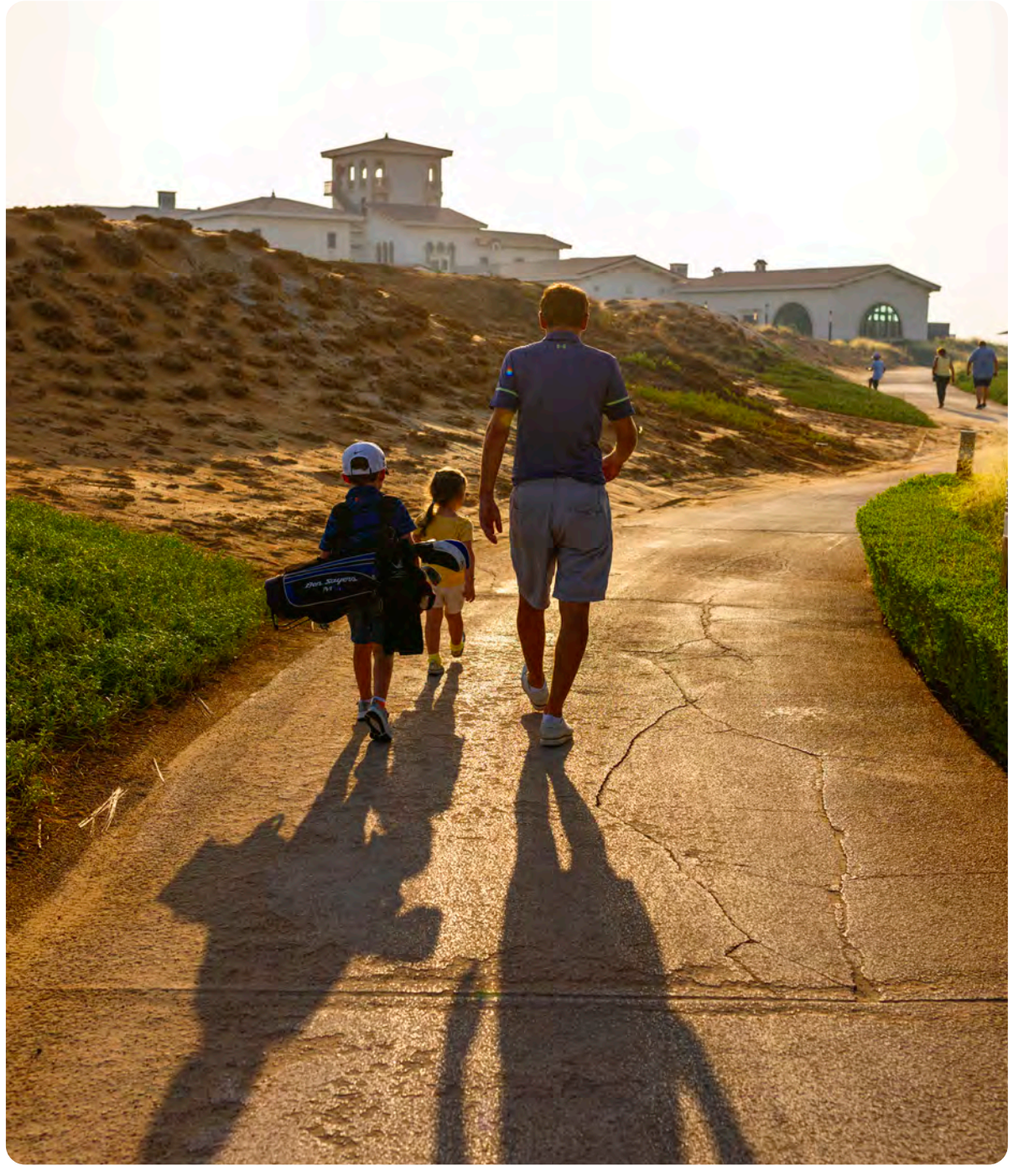
Type
Strategic

Description
Continued market growth within the region has increased pressure on contractors/vendors available in the market, constraining capacity required for further developments.

Consequences
Potential difficulties in obtaining vendors/materials that conform to Aldar's standards at anticipated costs.

Treatment Plan
With an increasing number of projects being undertaken within the UAE and the region during an upward market cycle, Aldar puts in place mitigations to cover supply chain related risks through multiple avenues to ensure that potential disruptions or issues are controlled in a manner which minimizes losses and maintains its ability to deliver on quality and within schedule:

- Opening up avenues and encouraging new vendors to undertake projects of various sizes at Aldar.
- Building of close partnerships with contractors/vendors to put in place mechanisms to enhance capabilities and avenues for growth.
- Engaging in partnerships with material providers which can be leveraged by contractors to ensure project success.
- Place great focus on collaboration between Aldar's Quality team along with contractors/PMCs to leverage expertise and ensure product quality and uniformity across projects.
- Multi-staged quality and inspection processes developed to ensure products are delivered to customers with minimal snagging requirements.



Risk management

Risk No.

4

Failure to achieve Aldar sustainability/ ESG strategic objectives

Type
Strategic

Description
Ability for Aldar to minimise the impact of its operations on the environment, whilst maximizing its positive societal influence and conducting business with the highest governance standards.

Consequences
- Potential negative impact on long-term sustainable growth.
- Potential loss of trust and engagement of key stakeholders.

Treatment Plan
Aldar Board and Management mitigate ESG risk by establishing the appropriate governance across the Group, allocating the right level of resources, and taking proactive measures whilst developing a Group understanding of key ESG risks:

Environmental
- Refined the net zero approach in line with the Science Based Target initiative (SBTi) Guidance for the Buildings sector and reviewing decarbonization levers.
- Advanced with the implementation of Energy Management and Renewable Energy Projects across select assets.
- Strengthened sustainability performance through institutionalization of LEED O&M best practices across additional assets.
- Participated in the Demand Response Project initiated by the Department of Energy, Abu Dhabi.
- Developed Integrated Management System based on ISO 9001, 14001, 41001, 45001 and 50001 for the asset management side of the business.
- Aldar sponsored comprehensive biodiversity surveys of the shallow waters of Saadiyat Marine National Park including 20 eDNA water samples, over 220 hours of baited remote underwater videos (BRUVs), and 30 diving surveys to capture biodiversity data. The biodiversity assessment based on the BRUVs recordings and scientific dives, revealed a mosaic of six distinct but interconnected habitats within the survey area, providing important ecological roles, supporting biodiversity, and increasing resilience.
- Aldar protects the existing mangroves within its land bank by actively monitoring mangrove health and implementing clear park rules and regulations. In 2025, Aldar appointed Basatin to safeguard and manage the Yas Mangrove Forest and is an active member of the Abu Dhabi Mangrove Initiative to ensure science-based restoration.

Social
- Launched the third cycle of the Thrive Scholarship Programme, breaking down educational barriers for low-income families.
- Partnered with the Department of Community Development to transform Yas Island into an Accessible City for POD and the Elderly, with new designs aligned with SAHEL Rating System that addresses accessibility in the built environment.
- Launched Games of Hope: An inclusive sports event that invites all children with different abilities.
- Sponsored retail space for local-owned (NGO) businesses.

Governance
- Sustainability and community outreach processes have been reinforced over the past year, providing a platform for greater focus and governance.
- Aldar has continued its journey in enhancing its ESG maturity and capability through the revamping of its ESG policies and development of additional business focused ESG policies.
- Commenced the digital transformation, by introducing “towards0” system for data management and tracking.



Risk management

Risk No.

5

Health and safety

Type
Operational

Description
Serious OSH (Occupational Safety and Health) incident.

Consequences
Potential of significant material impact on the Company's vision and brand reputation, both locally and internationally. Such incidents could undermine stakeholder confidence, damage our corporate image, and lead to consequential financial repercussions arising from possible civil litigation and associated legal liabilities.

Treatment Plan
Aldar has an established integrated health and safety strategy and implementation plan encompassing the following components:

- OSH Management System framework that has been implemented across all the projects, accompanied by project specific OSH plans and procedures based on the scope and nature of activities.
- ISO accreditation 45001 for implementing and monitoring occupational safety and health requirements.
- All the project involved stakeholders, i.e., Project Management Consultants (PMC), Consultants and Principal Contractors, must register with ADOSH-SF (Abu Dhabi Public Health Center) or relevant authority in their jurisdiction and obtain all required authority permits.
- The stakeholders shall adhere to the Aldar OSH policy and standards as well as conduct hazard identification and risk management to prevent or reduce the risk of an incident in line with legal requirements.
- Collect and analyze leading and lagging OSH performance indicators to monitor trends across projects, investigate all incidents, and use the resulting insights to develop lessons learned that reinforce best safety practices and prevent recurrence.
- Proactive integration between Aldar OSH and project teams to support the effective implementation of OSH proactive monitoring programmes, including internal and external audits, OSH Committee meetings, and periodic inspections etc.
- Enhance stakeholders awareness by conducting periodic OSH training sessions and campaign programmes for each project, regularly updating and communicating the Company's OSH Management System and regulatory requirements, maintaining OSH legal compliance and risk registers, and issuing OSH alerts and circulars to foster a positive safety culture and drive continuous Improvement.
- Monitor and evaluate contractors' and partners' on site worker welfare practices including implementing Occupational Health Screening and Medical Surveillance plan.



Risk management

Risk No.

6

Digital Transformation and Cybersecurity Risk

Type
Operational

Description
Aldar's rapid digital transformation and expanding digital ecosystem (cloud-first services, third-party platforms, connected communities/IoT, and AI-enabled customer journeys) increases reliance on interconnected technology and external providers. This pace and complexity can create gaps between business ambition and the organization's ability to govern change, manage dependencies, and sustain resilience. As a result, Aldar can be exposed to cyber incidents, technology disruption, data compromise, or cascading dependency failure events where multiple manageable issues or a major vendor failure combine into a material business impact, with reputational trust as the primary exposure.

Consequences

- Customer trust and reputational impact from disruption or compromise across digital channels (apps, portals, digital payments, integrated experiences).
- Service disruption affecting operations and customer experience (including schools, communities, hospitality, property management).
- Data exposure or misuse involving customer/tenant/student/employee or commercially sensitive information.
- Financial loss from response and recovery costs, business interruption, contractual claims, and potential fraud.
- Regulatory and compliance exposure, including uneven compliance maturity across group entities (e.g., payment and data obligations).
- Strategic delivery risk, where major initiatives slow down due to remediation, rework, or confidence erosion after incidents.

Treatment Plan
1) Match transformation pace to risk appetite with stronger portfolio governance.

- Maintain clear executive oversight of digital initiatives, with risk-based prioritization and "go/no-go" criteria for high-impact launches (especially customer-facing and payment journeys).
- Standardize minimum control requirements across all entities to reduce unevenness created by group scale and speed.

2) Strengthen resilience against vendor dependency and "cascading failure" scenarios.

- Build a formal program for vendor failure readiness for critical providers (e.g., cloud and productivity platforms): continuity playbooks, minimum service alternatives, and tested recovery objectives.
- Manage concentration risk by identifying single points of dependency and prioritizing mitigations where a provider outage would directly affect customer trust.

3) Deepen third-party assurance across the digital supply chain.

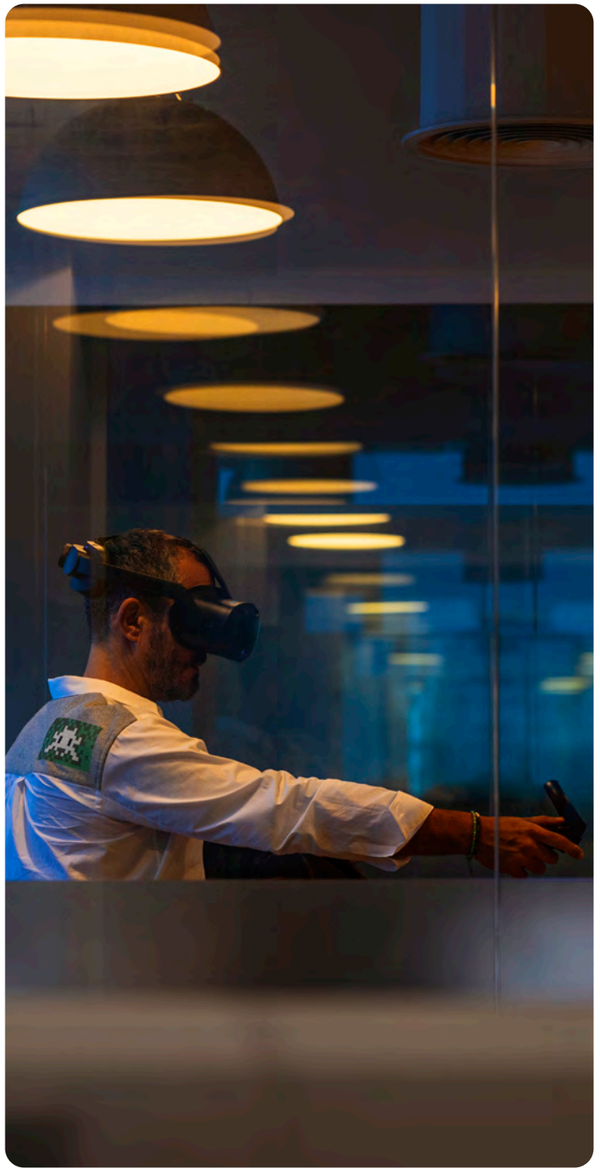
- Tighten oversight of third-party development and SaaS/PaaS services with consistent due diligence, contract requirements, and ongoing performance/security monitoring.
- Extend assurance to IoT-heavy environments and operational ecosystems where disruption can spread across domains.

4) Mature compliance management across the Group.

- Establish a formal compliance program across entities for key obligations (e.g., payment-related compliance where applicable), with accountable owners, a single reporting view, and periodic independent assurance.

5) Maintain and continuously validate cyber readiness.

- Sustain and evidence gains in cyber maturity (ISO-aligned governance, monitoring capability, incident response readiness) through regular scenario simulations, crisis communications rehearsals, and independent testing.
- Track a small set of executive KRIs that reflect reality (customer-impacting incidents, recovery test results, critical vendor risk ratings, group compliance status).



Risk management

Risk No.

7

Aldar's Brand Growth–Driven Exposure and Resilience Risk

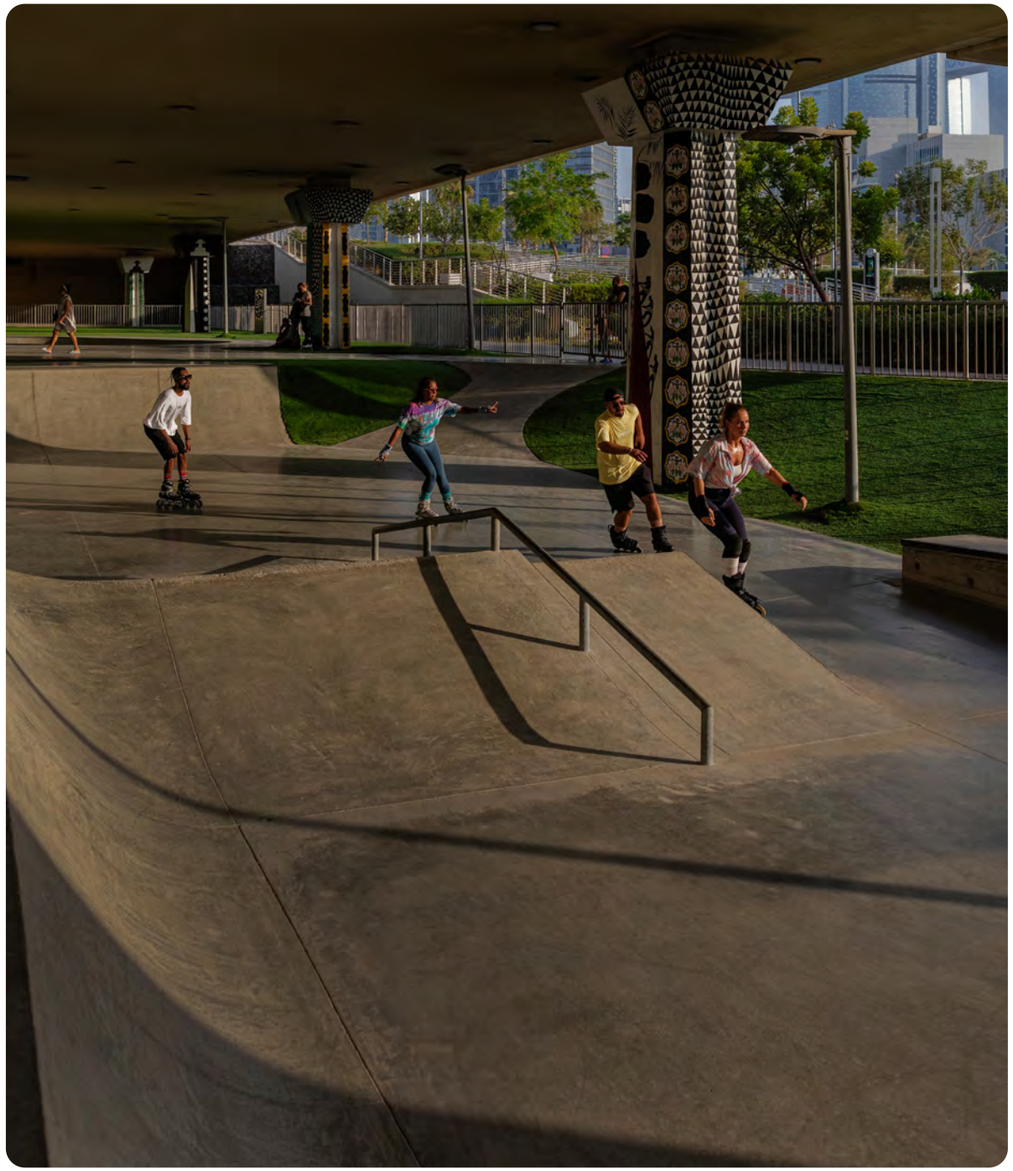
Type
Strategic

Description
Increased international expansion and branding places Aldar at a higher exposure to instances of malicious attacks, unjustified claims, and cyber attacks, while also being targeted by unqualified vendors/partners.

Consequences
Potential material impact caused by higher rates of attacks and claims, and engagement with inadequate vendors/partners.

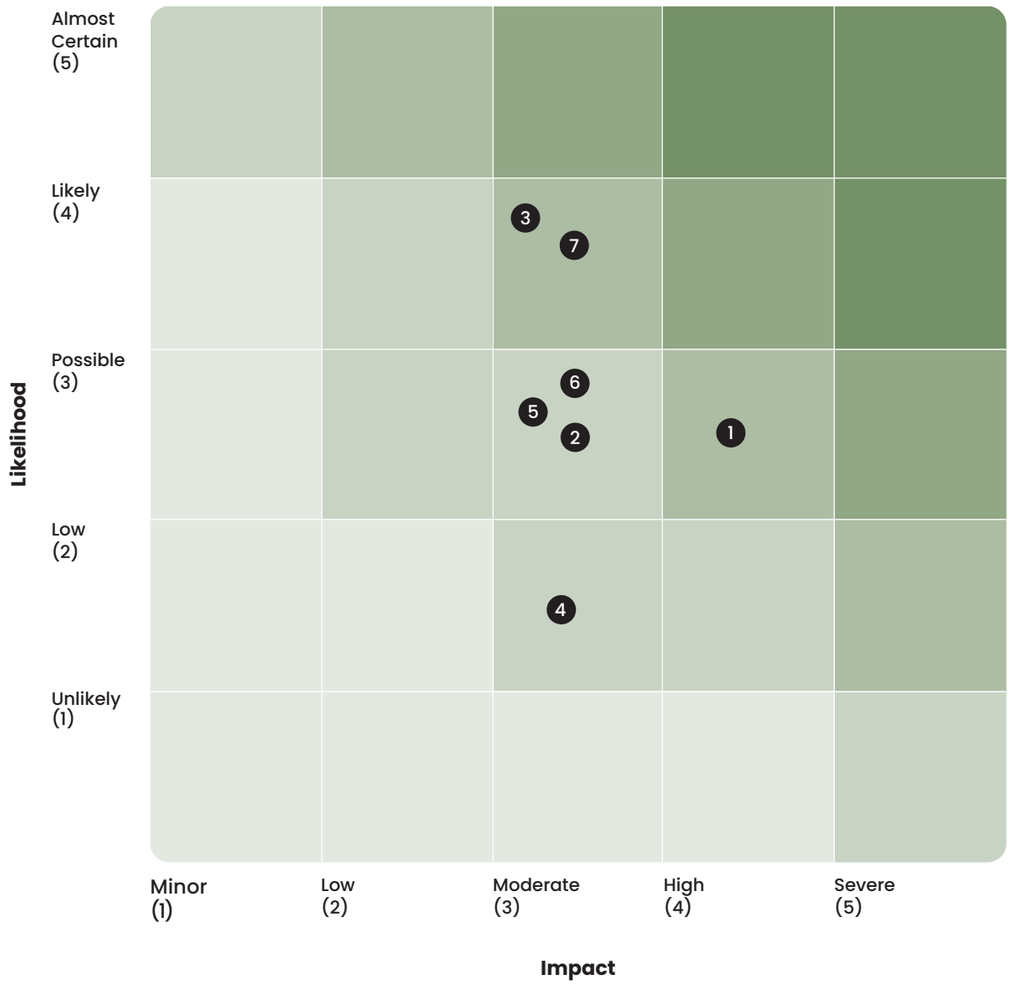
Treatment Plan

- Aldar safeguards its brand, reputation and organization through the enforcement of mitigations on multiple fronts. In order to shield itself from malicious attacks, Aldar puts in place stringent and fortified IT cyber security mechanisms which are governed by its cyber security framework. The project team implements a multilayered approach on the ground to ensure that all on-site activities are implemented with a stringent governance framework, ensuring alignment and transparency across all on-site teams.
- A comprehensive pre-qualification mechanism is undertaken for all potential vendors and contractors, which aims to identify partners that are able to deliver as per Aldar's quality standards and requirements. This is followed by a detailed and rigorous technical evaluation process to ensure that the most adequate partners are engaged.
- Clear and structured communication practices are embedded across the organization and with external stakeholders to reinforce accountability for brand protection, information security, and third-party risk management. These practices include targeted internal and external communications, awareness initiatives, and periodic training programs designed to ensure consistent understanding of Aldar's standards, expectations, and risk management requirements.
- Aldar promotes a strong risk-aware culture supported by leadership oversight and ethical conduct principles, emphasizing resilience and responsible growth. This culture ensures that employees, contractors, and business partners understand their respective roles in safeguarding Aldar's brand, systems, and stakeholder relationships as the company's scale, visibility, and external exposure continue to increase.



Risk management

Risk Matrix



Risk type

1. Market cyclicality
2. Expansion in new geographies
3. Supply chain pressures
4. Failure to achieve Aldar's sustainability/ ESG strategic objectives
5. Health and safety
6. Digital Transformation and Cybersecurity Risk
7. Aldar's Brand Growth–Driven Exposure and Resilience Risk

Risk level

Severe
20 - 25

High
15 - 16

Moderate
10 - 14

Low
5-9

Minor
1 - 4

Risk management

Aldar's ERM framework specifies three levels of reporting. The ERM team raises strategic risks and risks that exceed the defined risk appetite to the Management Committee, Audit, Risk and Compliance Committee and Board of Directors.

The ERM team continually liaises with the risk owners and periodically reports to relevant committees.

Top-down	Management Committee (MC)	Audit, Risk and Compliance Committee (ARCC)	Board of Directors (BoD)
Identification, assessment, mitigation and oversight of risk at entity level	• Reviews high and critical risks Evaluates the existing action plans and the proposed mitigation plans • Assists in identification of principal and emerging risks • Reviews and endorses internal controls in treatment plans for operational effectiveness • Makes requisite recommendations to the ARCC	• Reviews high and critical risks • Monitors the effective functionality of the risk management department	• Sets the tone and culture towards effective risk management • Approves ERM framework • Approves the entity's risk appetite • Reviews high and critical risks
Bottom-up			**Business units and risk owners**
Identification, assessment and mitigation of risks at a business unit and functional level			• Identify and assess risks • Monitor the risks • Establish effective and timely mitigation plans for identified risks • Report on newly identified and emerging risks • Report on strategic risk status on quarterly basis

Risk management

ERM operating structure
The ERM operating structure spans through various vertical levels of the organisation where process and business owners at a functional level are provided with the know-how to work closely with the ERM department to identify risks. Abdulrahman Albeshri, Associate Director, heads the Risk Management & Business Excellence Department at Aldar Group, reporting directly to the Director of Group Business Excellence. The strategic risks are reported to the Group Management Committee (endorsers), ARCC (approvers) and BoD to ensure complete alignment and allow for strategic direction and decisions to be made at the top where required. The risk appetite and ERM framework are endorsed by the Group MC and ARCC and ultimately approved by the BoD. Moreover, the ARCC and Board are responsible for monitoring and oversight of the Risk Management Department and practices.

ERM alignment across Aldar Group
Aldar's ERM framework is formulated at a Group level and is cascaded down to all segments and subsidiaries to maintain consistency and standardisation. Risk champions throughout the organisation are empowered through robust risk training and consistent dialogue with the ERM team, and utilised to ensure risks are identified and managed in a timely manner. Employees are given direct communication channels with their respective ERM teams, which allows for constant or immediate risk escalations when required. An ERM section on the internal online company portal is regularly updated for employees to receive ERM related news and training material. Whilst the corporate and segment levels report on both departmental and strategic risks, subsidiaries place focus on reporting strategic risks only.

ERM operating structure



ERM alignment across Aldar Group

Corporate Level	Segment Level	Subsidiary Level
Department Champions	Segment and Department Champions	Subsidiary Champions
• Strategic Risk Identification • Operational Risk Identification • Mitigation & Monitoring	• Strategic Risk Identification • Operational Risk Identification • Mitigation & Monitoring	• Strategic Risk Identification • Reporting on a quarterly

BCM Practice

• Operational Business Impact Analysis • BCM Strategy Development • Plan Development & Testing	• Operational Business Impact Analysis • BCM Strategy Development • Plan Development & Testing	• BCM Maturity Assessment

EPRA Reporting Disclosures

EPRA Reporting Disclosures as of 31 December 2025

Aldar Properties PJSC ("Aldar" or the "Group") presents below the key performance indicators as defined by the European Public Real Estate Association (EPRA) and as calculated in accordance with its recommendations. We have presented the following metrics for the years ended 31 December 2025 and 31 December 2024:

- EPRA earnings
- EPRA net asset value
- EPRA yield
- EPRA vacancy rate
- EPRA cost ratios
- EPRA LTV
- Like-for-like rental growth
- Capital Expenditure

The EPRA Best Practice Recommendations ("BPR") identify several key performance measures for disclosure by public real estate companies and have been widely adopted in Europe. The EPRA performance measures aim to encourage more consistent and widespread disclosure and are deemed to be of importance for investors in listed property companies (predominantly REITs and companies whose major business activity involves the ownership of income-producing real estate). As a leading regional property owner, asset manager and developer, Aldar deems the EPRA BPR to be a suitable and relevant disclosure framework.

The EPRA measures presented herein, are calculated in accordance with the EPRA BPR Guidelines. Aldar has been a member of EPRA since 2018 and is publishing EPRA disclosure in this report for the years ended 31 December 2025 and 31 December 2024. Aldar is the first real estate company in the GCC region to voluntarily adopt the EPRA BPR disclosure.

The following category of indicators are presented:

- "EPRA earnings" indicates the underlying recurring earnings from Aldar Investment, the asset management business of the Group.
- "Adjusted EPRA earnings" and "EPRA net asset value" indicate the overall Group financial performance and position.
- "EPRA yield", "EPRA vacancy rate" and "EPRA cost ratio" indicate the financial performance of the Investment Properties sub-segment of the Group.
- "EPRA LTV" indicates the gearing of the shareholder equity within the Group.
- "Like-for-like rental growth" compares the growth of the net rental income of the portfolio that has been consistently in operation, and not under development.
- "Capital Expenditure" indicates the capitalised expenses for the financial period within the Group.

(AED millions)	**31 December 2025**	31 December 2024
EPRA Earnings	**1,434**	1,138
- per share (AED)	**0.18**	0.14
Adjusted EPRA Earnings	**6,557**	4,951
- per share (AED)	**0.83**	0.63
EPRA NAV Metrics		
EPRA Net Reinstatement Value (EPRA NRV)	**63,629**	52,599
- per share (AED)	**8.09**	6.69
EPRA Net Tangible Assets (EPRA NTA)	**61,838**	50,870
- per share (AED)	**7.86**	6.47
EPRA Net Disposable Value (EPRA NDV)	**62,298**	51,458
- per share (AED)	**7.92**	6.54
EPRA NIY (%)	**7.3%**	7.2%
EPRA 'topped up' NIY (%)	**7.4%**	7.4%
EPRA vacancy rate (%)	**4.6%**	5.0%
EPRA cost ratio (incl. direct vacancy costs) (%)	**17.7%**	17.1%
EPRA cost ratio (excl. direct vacancy costs) (%)	**17.1%**	16.2%
EPRA LTV (%)	**17.5%**	15.1%
Like-for-like rental growth – investment portfolio	**31,591**	25,509
Like-for-like rental growth – rental income	**2,896**	2,341
Like-for-like rental growth – rental income %	**9%**	9%
CapEx on cash basis	**6,125**	2,075

EPRA Reporting Disclosures

ADJUSTED EPRA EARNINGS

The EPRA earnings measure represents the performance of recurring activities which relate specifically to the Group's asset management business segment, Aldar Investment. EPRA earnings for the year ended 2025 have grown to AED 1,434 million (AED 0.18 per share) from AED 1,138 million (AED 0.14 per share) in the previous year.

Adjusted EPRA earnings is presented to capture the contribution from Aldar Development business segment, which represents a significant portion of Aldar's overall activities. We believe the adjusted EPRA earnings is an appropriate indicator as it represents the full business and is therefore comparable with Aldar's reported IFRS earnings, earnings per share and Aldar's share price.

Adjusted EPRA earnings amounted to AED 6,557 million (AED 0.83 per share) for the year ended 31 December 2025 (31 December 2024: AED 4,951 million, AED 0.63 per share).

	EPRA Earnings (AED '000)	**31 December 2025**	31 December 2024
	Earnings per IFRS income statement	**7,610,886**	5,596,252
	Adjustments to calculate EPRA Earnings, **exclude:**		
(i)	Changes in value of investment properties, development properties held for investment and other interests	**1,305,606**	841,477
(ii)	Profits or losses on disposal of investment properties, development properties held for investment and other interests	**38,618**	81,286
(iii)	Profits or losses on sales of trading properties including impairment charges in respect of trading properties.	**5,773,745**	4,161,367
(iv)	Tax on profits or losses on disposals		
(v)	Negative goodwill/goodwill impairment	**–**	–
(vi)	Changes in fair value of financial instruments and associated close-out costs	**–**	–
(vii)	Acquisition costs on share deals and non-controlling joint venture interests	**(1,279)**	–
(viii)	Deferred tax in respect of EPRA adjustments	**(107,785)**	(88,191)
(ix)	Adjustments (i) to (viii) above in respect of joint ventures (unless already included under proportional consolidation)		
(x)	Non-controlling interests in respect of the above*	**(831,533)**	(537,515)
	EPRA Earnings	**1,433,514**	1,137,828
	Basic number of shares	**7,862,629,603**	7,862,629,603
(a)	**EPRA Earnings per Share (EPS)**	**0.18**	0.14
	Company specific adjustments:		
	Profit from development business (including impairment of development assets)	**5,123,035**	3,812,840
	Adjusted EPRA Earnings	**6,556,549**	4,950,668
	Adjusted EPRA EPS (AED)	**0.83**	0.63

* Adjustment X also includes NCI earnings not attributable to the Aldar Investment business.

EPRA Reporting Disclosures

EPRA NET ASSET VALUE
EPRA net asset value measures the value of Aldar based on changes in equity and changes in the value of asset portfolios, liabilities, and property development. Aldar's EPRA net asset value figures are based on the fair value of the Group's assets (including the fair value of certain land plots which are carried at nominal value on the consolidated statement of financial position). The three EPRA net asset value metrics are listed below:

EPRA Net Reinstatement Value (EPRA NRV)
Assumes that entities never sell assets and aims to represent the value required to rebuild the entity. Aldar's EPRA NRV stood at AED 63,629 million as of December 31, 2025 (AED 8.09 per share), +21% on the previous year.

EPRA Net Tangible Assets (EPRA NTA)
Reflects the fair value of the Group's tangible assets and liabilities when traded. Aldar's EPRA NTA amounted to AED 61,838 million (AED 7.86 per share), +22% on the previous year.

EPRA Net Disposal Value (EPRA NDV)
Represents the shareholders' value under a disposal scenario, where deferred tax, financial instruments and certain other adjustments are calculated to the full extent of their liability. Aldar's EPRA NDV totaled AED 62,298 million (AED 7.92 per share), +21% on the previous year.

- We would note that the net asset values presented here are conservative estimates of the EPRA net asset values as they exclude certain key value elements. Certain assets are included at their respective book values instead of fair value. These mainly include school properties and intangible assets.
- DWIP and Inventories are recorded at expected selling price (estimated values).

	31 December 2025			31 December 2024		
B. EPRA Net Asset Value Metrics (AED '000)	**EPRA NRV**	**EPRA NTA**	**EPRA NDV**	EPRA NRV	EPRA NTA	EPRA NDV
IFRS Equity attributable to shareholders	**40,747,195**	**40,747,195**	**40,747,195**	34,892,931	34,892,931	34,892,931
Include / Exclude:						
Hybrid instruments	**–**	**–**	**–**	–	–	–
Diluted NAV	**40,747,195**	**40,747,195**	**40,747,195**	34,892,931	34,892,931	34,892,931
Include:						
Revaluation of IP (if IAS 40 cost option is used)	**–**	**–**	**–**	–	–	–
Revaluation of IPUC (if IAS 40 cost option is used)	**–**	**–**	**–**	–	–	–
Revaluation of other non-current investments	**1,845,352**	**1,845,352**	**1,845,352**	1,850,283	1,850,283	1,850,283
Revaluation of tenant leases held as finance leases	**–**	**–**	**–**	–	–	–
Revaluation of trading properties	**20,938,870**	**20,938,870**	**20,938,870**	15,790,703	15,790,703	15,790,703
Diluted NAV at Fair Value	**63,531,416**	**63,531,416**	**63,531,416**	52,533,917	52,533,917	52,533,917
Exclude:						
Deferred tax in relation to fair value gains of IP	**270,923**	**270,923**	**–**	107,456	107,456	–
Fair value of financial instruments	**(176,160)**	**(176,160)**	**–**	–	–	–
Goodwill as a result of deferred tax	**2,571**	**2,571**	**2,571**	(41,960)	(41,960)	(41,960)
Goodwill as per the IFRS balance sheet	**–**	**(1,178,868)**	**(1,178,868)**	–	(1,132,120)	(1,132,120)
Intangibles as per the IFRS balance sheet	**–**	**(612,301)**	**–**	–	(597,228)	–
Include:						
Fair value of fixed interest rate debt	**–**	**–**	**(56,793)**	–	–	97,728
Revaluation of intangibles to fair value	**–**	**–**	**–**	–	–	–
Real estate transfer tax	**–**	**–**	**–**	–	–	–
NAV	**63,628,750**	**61,837,581**	**62,298,326**	52,599,413	50,870,065	51,457,565
Fully diluted number of shares	**7,862,629,603**	**7,862,629,603**	**7,862,629,603**	7,862,629,603	7,862,629,603	7,862,629,603
NAV per share	**8.09**	**7.86**	**7.92**	6.69	6.47	6.54

EPRA Reporting Disclosures

EPRA NET INITIAL YIELD (NIY) AND 'TOPPED-UP' NIY

The table below represents the adjustments to Aldar's net yields that are required to obtain EPRA yields. The calculation is applied to Aldar's Investment Properties segment that includes retail, residential, commercial and logistic use properties. Aldar's EPRA NIY for 2025 is 7.3%, an increase from 7.2% in the prior year.

Aldar's 'topped-up' NIY, which captures notional rent expiration of rent-free periods or other lease incentives has remained constant at 7.4%.

EPRA NIY and 'topped-up' NIY (AED '000)		**31 December 2025**	31 December 2024
Investment property – wholly owned		**35,226,772**	28,529,885
Investment property – share of JVs/Funds		**–**	–
Trading property (including share of JVs)		**–**	–
Less: developments		**3,635,851**	3,021,026
Completed property portfolio		**31,590,921**	25,508,859
Allowance for estimated purchasers' costs		**710,796**	573,949
Gross up completed property portfolio valuation	**B**	**32,301,717**	26,082,808
Annualised cash passing rental income		**2,688,045**	2,182,464
Property outgoings		**340,747**	297,340
Annualised net rents	**A**	**2,347,298**	1,885,124
Add: notional rent expiration of rent free periods or other lease incentives		**55,205**	47,472
Topped-up net annualised rent	**C**	**2,402,503**	1,932,596
EPRA NIY	**A/B**	**7.3%**	7.2%
EPRA "topped-up" NIY	**C/B**	**7.4%**	7.4%

EPRA VACANCY RATE

EPRA vacancy rate is defined as the ratio between the estimated rental value of vacant space and the estimated rental value of the entire Investment Properties. Properties under development are not included in the calculation of this ratio.

EPRA Vacancy Rate (AED '000)		**31 December 2025**	31 December 2024
Estimated Rental Value of vacant space (AED '000)	**A**	**140,663**	125,504
Estimated rental value of the whole portfolio (AED '000)	**B**	**3,042,333**	2,491,400
EPRA Vacancy Rate	**A/B**	**4.6%**	5.0%

Across the Investment Properties portfolio, which includes residential, retail and commercial office, and logistics, the EPRA vacancy rate has reduced to 4.6% in 2025 from 5.0% in 2024, due to an overall increase in the rental value across Aldar's entire investment property portfolio.

EPRA Reporting Disclosures

EPRA COST RATIOS
Aldar's EPRA cost ratios are based solely on its Investment Properties segment, which includes retail, residential, commercial and logistic use assets. Aldar's cost ratios increased during the year, primarily driven by higher overhead and operating expenses following the acquisition of additional investment properties. The expansion of the investment property portfolio naturally resulted in increased associated costs.

EPRA Cost Ratios (AED '000)		**31 December 2025**	31 December 2024
Include:			
Administrative/operating expense line per IFRS income statement		**502,615**	386,918
Net service charge costs/fees		**–**	–
Management fees less actual/estimated profit element		**–**	–
Other operating income/recharges intended to cover overhead expenses less any related profits		**–**	–
Share of Joint Ventures expenses		**–**	–
Exclude (if part of the above):		**–**	–
Investment property depreciation		**–**	–
Ground rent costs		**–**	–
Service charge costs recovered through rents but not separately invoiced		**–**	–
EPRA Costs (including direct vacancy costs)	**A**	**502,615**	386,918
Direct vacancy costs		**17,619**	19,179
EPRA Costs (excluding direct vacancy costs)	**B**	**484,997**	367,739
Gross Rental Income less ground rents – per IFRS		**2,832,417**	2,266,939
Less: service fee and service charge costs components of Gross Rental Income (if relevant)			
Add: share of Joint Ventures (Gross Rental Income less ground rents)			
Gross Rental Income	**C**	**2,832,417**	2,266,939
EPRA Cost Ratio (including direct vacancy costs)	**A/C**	**17.7%**	17.1%
EPRA Cost Ratio (excluding direct vacancy costs)	**B/C**	**17.1%**	16.2%

EPRA Reporting Disclosures

EPRA LTV Loan-to-Value (LTV) is a widely used KPI in corporate reporting. The EPRA LTV's aim is to assess the gearing of the shareholder equity within a real estate company.
To achieve that result, the EPRA LTV provides adjustments to IFRS reporting. The increase in LTV from prior year is mainly being driven by the increase in borrowings and bond loans.
The summary table below illustrates the EPRA LTV.

		31 December 2025			31 December 2024		
EPRA LTV (AED '000)		**Group**	**Non-controlling Interests**	**Net**	Group	Non-controlling Interests	Net
Include:							
Borrowings from Financial Institutions		**11,025,567**	**520,301**	**10,505,266**	9,525,295	299,334	9,225,961
Commercial paper		**–**	**–**	**–**	–	–	–
Hybrids (including Convertibles, preference shares, debt, options, perpetuals)		**1,815,647**	**215,535**	**1,600,112**	1,815,647	215,535	1,600,111
Bond Loans		**14,161,621**	**1,003,243**	**13,158,378**	6,861,162	814,489	6,046,674
Foreign Currency Derivatives (futures, swaps, options and forwards)		**–**	**–**	**–**	–	–	–
Net Payables		**10,935,599**	**3,802,786**	**7,132,813**	8,911,995	2,141,824	6,770,170
Owner-occupied property (debt)		**–**	**–**	**–**	–	–	–
Current accounts (Equity characteristic)		**–**	**–**	**–**	–	–	–
Exclude:							
Cash and cash equivalents*		**21,335,292**	**2,806,541**	**18,528,751**	15,135,993	1,369,919	13,766,074
Net Debt	**A**	**16,603,142**	**2,735,324**	**13,867,818**	11,978,105	2,101,263	9,876,842
Include:							
Owner-occupied property		**8,869,652**	**101,995**	**8,767,657**	8,559,698	98,653	8,461,045
Investment properties at fair value		**35,226,772**	**5,099,345**	**30,127,427**	28,529,885	3,367,681	25,162,204
Properties held for sale		**39,954,767**	**2,563,504**	**37,391,263**	31,039,824	1,906,008	29,133,816
Properties under development		**–**	**–**	**–**	–	–	–
Intangibles		**1,788,598**	**208,621**	**1,579,977**	1,771,308	289,721	1,481,587
Net Receivables		**–**	**–**	**–**	–	–	–
Financial assets		**1,620,826**	**95,642**	**1,525,184**	1,127,748	92,276	1,035,472
Total Property Value	**B**	**87,460,614**	**8,069,106**	**79,391,508**	71,028,463	5,754,339	65,274,124
LTV	**(A/B)**	**19.0%**	**33.9%**	**17.5%**	16.9%	36.5%	15.1%

* Cash and cash equivalents include the full cash and bank balances

EPRA Reporting Disclosures

LIKE-FOR-LIKE NET RENTAL GROWTH

The table below compares the growth of the net rental income of the portfolio that has been consistently in operation, and not under development, during the two full preceding periods, showing the company's performance from one year to another. Domestically, Aldar's investment portfolio and rental income have increased by AED 6,046 million and AED 550 million respectively. Internationally, Aldar's investment portfolio and rental income have increased by AED 36.4 million and AED 5.4 million respectively. This represents a total increase of AED 6,082 million in Aldar's investment portfolio generating an increase in rental income of AED 555 million.

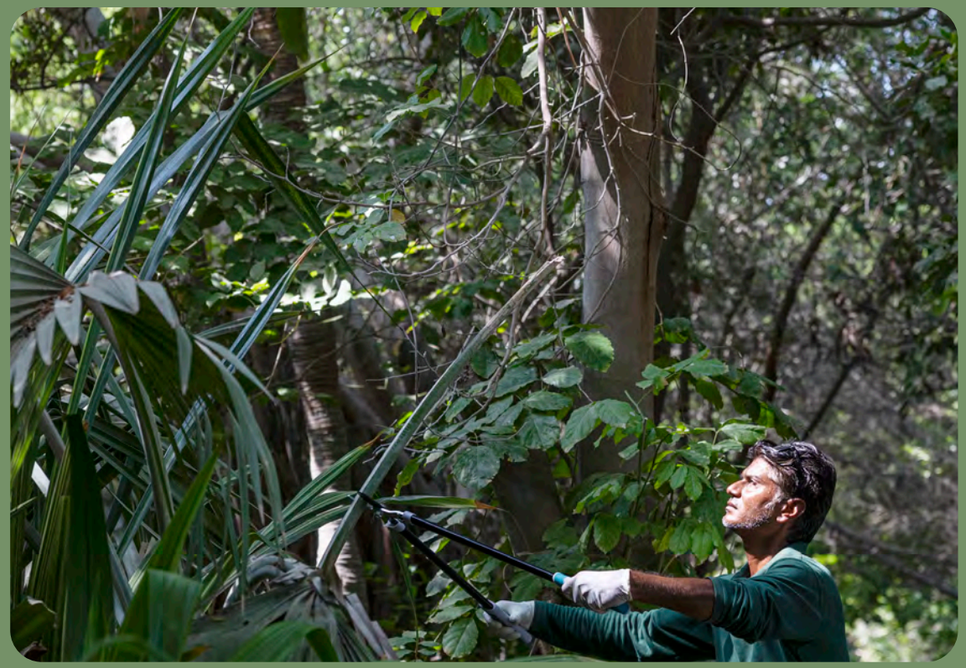
Like-for-like net rental growth (AED '000)	**31 December 2025**			31 December 2024			Growth	
Segment	**Investment Portfolio**	**Rental Income**	**Rental Income %**	Investment Portfolio	Rental Income	Rental Income %	Portfolio	Income
Local								
Retail	**10,833,070**	**854,618**	**8%**	10,383,470	830,018	8%	449,600	24,601
Residential	**6,256,734**	**726,347**	**12%**	4,843,612	572,293	12%	1,413,122	154,054
Commercial	**12,192,350**	**1,114,281**	**9%**	9,151,240	846,470	9%	3,041,110	267,811
Logistics	**2,078,813**	**183,969**	**9%**	937,000	80,796	9%	1,141,812	103,173
International	**229,956**	**17,156**	**7%**	193,536	11,731	6%	36,420	5,426
Total	**31,590,922**	**2,896,371**	**9%**	25,508,859	2,341,307	9%	6,082,063	555,064

CAPITAL EXPENDITURE

The table below shows the property-related expenses that have been capitalized from the investments made during the year on a proportionate basis. Total capitalized investment property-related expenses rose to AED 6,125 million in 2025, up from AED 2,075 million in the previous year, primarily driven by a significant increase in the acquisition of new investment properties made during the year.

Capital Expenditure (CapEx) (AED '000)	**31 December 2025**	31 December 2024
Acquisitions	**2,728,730**	265,200
Development	**1,258,917**	1,179,486
Investment properties	**2,128,576**	621,744
Capitalised interest (if applicable)	**8,544**	8,926
Total CapEx	**6,124,767**	2,075,356
Conversion from accrual to cash basis	**–**	–
Total CapEx on cash basis	**6,124,767**	2,075,356

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Corporate governance

Board of Directors

H.E. Mohamed Khalifa Al Mubarak
Chairman



H.E. Mohamed Khalifa Al Mubarak is Chairman of Aldar Properties PJSC. Formerly the Chief Executive Officer and Chief Portfolio Management Officer at Aldar, His Excellency has been integral to the development of Aldar's operational businesses, as well as to the organisation's fast-growing sales and leasing, property and asset management, and facilities management units. Before joining Aldar, he worked with the corporate and investment bank Barclays Capital in London, focusing on investment and finance in the MENA region.

His Excellency is a member of the Executive Council of the Emirate of Abu Dhabi and is the Chairman of numerous public and private sector organisations, including the Department of Culture & Tourism of Abu Dhabi, Miral Properties Asset Management LLC, Image Nation, and Aldar Academies LLC. He has also recently been appointed as President of the Saadiyat Cultural District (SCD) assets, as well as President of the UAE Wrestling Federation.

His Excellency holds a dual specialisation in Economics and Political Science from Northeastern University, USA.

H.E. Waleed Ahmed Almokarrab Al Muhairi
Vice-Chairman



H.E. Waleed Almokarrab Al Muhairi is the Deputy Group CEO of Mubadala Investment Company, where he provides strategic oversight across the company's global investment portfolio and platforms. He is a member of Mubadala's Investment Committee and Chairman of Mubadala's Investment & Business Planning Committee. He also oversees Mubadala's Real Assets and Credit & Special Situations platforms.

His Excellency serves as Chairman of Waha Capital and Mubadala Capital, Co-Chairman of the US-UAE Business Council, and Vice Chairman of Aldar. He is a member of the Board of Trustees of Cleveland Clinic in the United States and serves on the boards of First Abu Dhabi Bank (FAB), Hub71, Abu Dhabi Investment Council, Noon, M42, and L'IMAD Holding Company.

His Excellency holds a Master's degree in Public Policy from Harvard University and a Bachelor of Science in Foreign Service from Georgetown University.

H.E. Mohamed Hassan Al Suwaidi
Board Member



H.E. Mohamed Hassan Al Suwaidi is the Minister of Investment of the UAE and also serves as the Managing Director and Chief Executive Officer at Abu Dhabi Developmental Holding Company PJSC (ADQ), where he oversees one of Abu Dhabi's leading sovereign investment platforms and drives strategic investments that support the Emirate's long-term economic development and diversification.

His Excellency also serves as Chairman of Abu Dhabi National Energy Company PJSC (TAQA) and Abu Dhabi Ports Group PJSC. He is also a Board Member of 2PointZero Group PJSC, Emirates Nuclear Energy Corporation (ENEC), and XRG PJSC, contributing to the strategic direction and governance of key national institutions across the energy, infrastructure, and advanced industries sectors.

His Excellency holds a Bachelor's degree in Accounting from United Arab Emirates University.

Board of Directors

H.E. Saif Saeed Ghobash
Board Member



H.E. Saif Saeed Ghobash is the Secretary General of the Abu Dhabi Executive Council and Chairman of the Office of the Crown Prince.

His Excellency held several executive roles, including Director General of the Abu Dhabi Executive Office, Undersecretary of the Department of Culture and Tourism - Abu Dhabi, and Acting CEO of Abu Dhabi Media Company. He also serves as a board member at L'IMAD Holding Company, Mubadala Investment Company, Mohamed bin Zayed University of Artificial Intelligence, and the Abu Dhabi Equestrian Club.

His Excellency holds an Executive MBA from IMD Business School and a Bachelor's degree from the Wharton School of the University of Pennsylvania, USA.

Sofia Abdellatif Lasky
Board Member



Sofia Abdellatif Lasky has been with IHC since April 2020, and brings considerable experience in asset management, mergers and acquisitions, private equity, portfolio management, alternative investments, funds, valuation, financing, capital markets and corporate structuring.

Over the course of her 20-year tenure at Royal Group, she has overseen the acquisition of numerous companies across key industries, including real estate, contracting, food processing, preventive healthcare, and capital investments.

She serves on the boards of 2PointZero Group PJSC, Alpha Dhabi Holding (ADH), and National Corporation for Tourism & Hotels, and previously served as a Board Member of Macquarie Capital Middle East LLC NCTH.

Mrs. Lasky holds a Bachelor's degree in Management Information Technology from the United Kingdom.

Dr. Bakheet Saeed Bakheet Salem Al Katheerii
Board Member



Dr. Bakheet Al Katheeri is the Chief Executive Officer of Mubadala's UAE Investments platform, where he leads the platform's growth and strategic direction while steering its portfolio of national champions in multiple sectors, including energy, metals, aerospace, technology, healthcare, real estate, and infrastructure.

He serves as the Chairman of Mubadala Energy, National Central Cooling Company (Tabreed) and as Vice Chairman of Space42. Board memberships also include Abu Dhabi Investment Council, Abu Dhabi Future Energy Company (Masdar), and Emirates Global Aluminium (EGA).

Dr. Al Katheeri holds a Bachelor of Science in Petroleum Engineering and Applied Mathematics from the University of Tulsa, USA, and a Master of Science in Environmental Science from UAE University. He also holds an Executive MBA from HCT, UAE, and a Doctorate of Business Administration from the College of Business and Economics, UAE University.

Hamad Salem Mohamed Al Ameri
Board Member



Hamad Salem Mohamed Al Ameri is the Managing Director and Chief Executive Officer of Alpha Dhabi Holding PJSC and brings extensive experience in the construction sector, as well as in business growth, investment, and corporate management.

He serves as Vice Chairman of Pure Health Holding PJSC and is a Board Member of National Marine Dredging Company PJSC and Wio Bank, in addition to holding directorships in several private companies.

Mr. Al Ameri holds a Bachelor's degree in Civil Engineering from the American University in Dubai and a Master of Business Administration from the Canadian University Dubai.

Executive management

Talal Al Dhiyebi
Group Chief Executive Officer, Aldar Properties



Talal Al Dhiyebi is the Group Chief Executive Officer at Aldar Properties, the UAE's leading real estate developer, investor, and manager. Under his leadership, Aldar has bolstered its presence by expanding its geographic footprint outside of Abu Dhabi to the neighbouring emirates of Dubai and Ras Al Khaimah, and internationally to Egypt and the UK. Talal chairs the boards of a number of Aldar businesses, including Aldar Estates, SODIC, and London Square, and is Vice-Chairman of Aldar Education. Talal also serves on the boards of numerous companies, including Abu Dhabi Transport Company, Ethara, Miral Asset Management, National Projects Office, Sandooq Al Watan, the UAE's national fund focused on social contribution, NMDC Energy, Edamah, the real estate arm of Bahrain Mumtalakat Holding Company and the Abu Dhabi Hospitality Academy – Les Roches, and is a member of the executive committee of Sorbonne University Abu Dhabi. Talal holds a degree in Electrical Engineering from the University of Melbourne, Australia.

Faisal Falaknaz
Group Chief Financial & Sustainability Officer, Aldar Properties



Faisal Falaknaz is the Group Chief Financial and Sustainability Officer at Aldar Properties. In his role, Faisal is responsible for a broad remit that covers finance, corporate finance, investor relations, treasury, group digital services, and sustainability. He also sits across the Group's various executive management committees and boards. Prior to his current role, Faisal served as Chief Financial Officer of Aldar Investment. A seasoned finance and investment professional, Faisal has held several senior roles working for sovereign wealth funds and public companies such as Mubadala Investment Company and Emaar Properties. His experience includes M&A and asset management, having deployed capital across the US and Europe as Vice President of Global Real Estate Investments at Mubadala Investment Company. Faisal holds a Master of Business Administration from The Wharton School of the University of Pennsylvania, as well as a Bachelor of Science in Finance from the American University of Sharjah. Faisal is also a CFA charter holder.

Bayan Hassan Al Hosani
Group Chief People and Communications Officer, Aldar Properties



Bayan Al Hosani is the Chief People and Communications Officer at Aldar Properties. In her capacity, Bayan is responsible for leading Aldar's talent agenda and advancing its marketing and communications strategy as the company continues to push ahead on its transformational growth journey. Bayan's career with Aldar started in 2005, and through her hard work and dedication she became the first female member of the Executive Management team.

Over her time with Aldar, Bayan has played a key role in developing and strengthening the company's position as an employer of choice in the UAE and the real estate sector in general. She has also spearheaded Aldar's Emiratisation strategy, with the company on track to create 1,000 jobs for UAE nationals by 2026 in alignment with the NAFIS programme launched in 2021. Bayan serves as a member of the Board of Directors of Aldar Education. She holds a degree in Business Administration from the Higher Colleges of Technology and is a certified professional of the Chartered Institute of Personnel and Development (CIPD).

Executive management

Jonathan Emery
Chief Executive Officer, Aldar Development



Jonathan Emery is the Chief Executive Officer at Aldar Development and is responsible for all development activities across the company.

Throughout his 30+ years in the global real estate industry, Jonathan has held senior positions at leading developers including UK Managing Director at Hammerson, Managing Director of Development and Communities at Majid Al Futtaim, and most recently at Lendlease, a multinational construction, property and infrastructure company, where he was both CEO of the firm's global residential practice and Managing Director of Property for Europe. Prior to that he was their Managing Director of Development for Australia.

Jonathan is a graduate of Nottingham Trent University in the United Kingdom, and has attended a number of other academic institutions including Henley Management College, Harvard, INSEAD. He has also been a visiting professor at Yale University.

Jassem Saleh Busaibe
Chief Executive Officer, Aldar Investment



Jassem Saleh Busaibe is the Chief Executive Officer at Aldar Investment. He has held a number of high-profile roles at several private and public sector companies in Abu Dhabi. Prior to joining Aldar, he was the Chief Finance Officer at SENAAT and previously served as CEO of Arady Properties.

Jassem was also formerly Senior Vice President of Private Equities at the Abu Dhabi Investment Company, Invest AD, and spent seven years at the Abu Dhabi Investment Authority (ADIA), where he worked as a Portfolio Manager focusing on European Equities.

Jassem Busaibe is a CFA charter holder and holds an MSc in Finance from London Business School, UK.

Emma O'Brien
Group General Counsel, Aldar Properties



Emma O'Brien is the General Counsel at Aldar, and is responsible for the company's legal and governance affairs.

Emma joined Aldar in 2014, having previously practised in a number of International law firms, both in the UAE/Abu Dhabi and the UK/London. She has advised on a wide range of transactions including mergers and acquisitions, international arbitrations, public-private partnerships, and major development projects.

Emma is a graduate of the universities of Birmingham and the West of England in the United Kingdom, and a Solicitor of the Senior Courts of England and Wales.

Corporate Governance Report

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Corporate Governance Report

Corporate Governance Report for the year ended 31 December 2025

Introduction

In line with the Chairman of the Securities and Commodities Authority's Board of Directors' Decision No. (3/R.M.) of 2020 concerning Approval of the Joint Stock Companies Governance Guide (as amended by the Chairman of the Securities and Commodities Authority's Board of Directors' Decision No. (02/R.M.) of 2025), and its subsequent amendments, Aldar Properties PJSC (the Company, Aldar, or the Group) annually issues a Corporate Governance Report. This report reflects the Company's strong commitment to the optimal and sound application of corporate governance rules and clearly demonstrates the joint efforts of the Company's Board of Directors, Executive Management, and employees towards this end.

The Company's Board of Directors considers a robust governance system to be a cornerstone of the Company's long-term sustainable growth. The Board is committed to enhancing value delivered directly and continuously to its shareholders, while taking into consideration the interests of all stakeholders, including shareholders, employees, suppliers, customers, business partners, and the communities in which the Company operates.

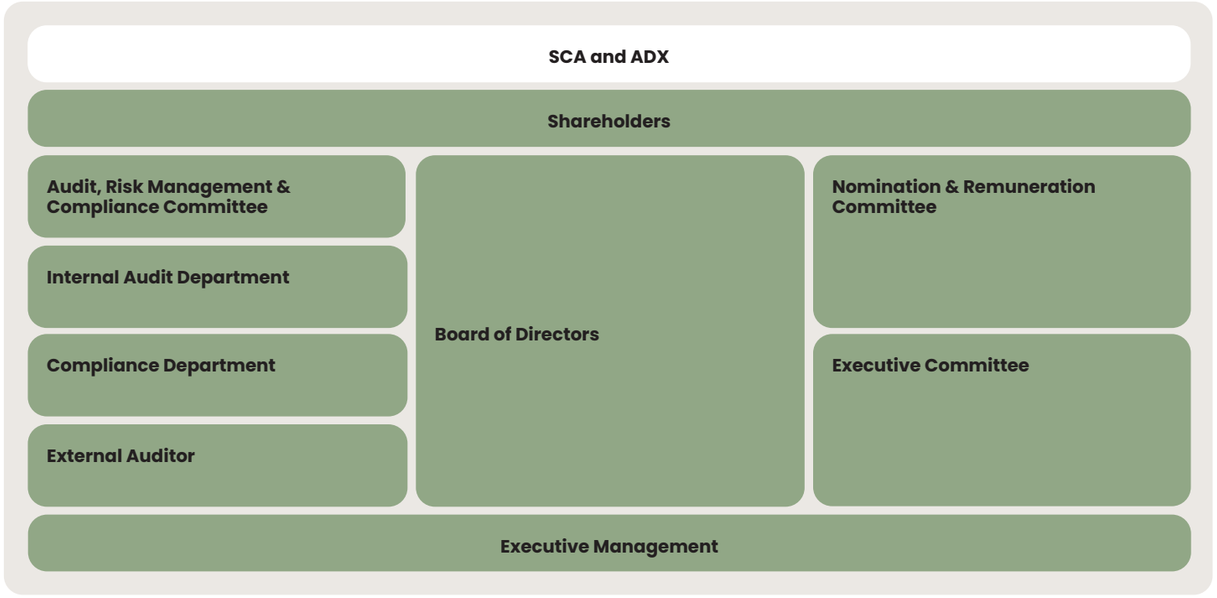
Shareholders are at the highest level of the governance structure. The Company's Articles of Association define the framework within which the Company operates as a public joint stock company. The Company's governance framework takes into account the application of the principles and standards established by the Securities and Commodities Authority (SCA or the Authority) and the Abu Dhabi Securities Exchange (ADX or the Market), as well as Federal Decree-Law No. (32) of 2021 on Commercial Companies, as amended, in order to shape the Company's policies, requirements, and expectations.

1. Governance Application in the Company

The Board of Directors is accountable to the Company's shareholders for ensuring that the Company's objectives are aligned with their expectations and aspirations. The Board is also tasked with ensuring the effectiveness of the Company's management, with a focus on compliance with legislative requirements and the Code of Business Conduct established by SCA and ADX.

The first step in applying an effective corporate governance system involves outlining and developing the governance framework to serve as a highly effective mechanism for its successful implementation. In the context of continuous oversight efforts to assess the effectiveness of the corporate governance system's application, the Board performs a periodic review of the governance framework and implements necessary adjustments to its elements (where required), thereby ensuring its conformity with regulatory requirements and the changing business landscape.

The diagram below outlines the governance framework and the key elements resulting from the corporate governance application process:



As illustrated above, the application of the corporate governance system is a multi-level process, including: the Board of Directors, the Executive Management, and the internal control system.

The Board conducts a periodic review of the application of the Company's governance standards and systems, taking into account the legal and regulatory requirements governing these systems, and the application of the highest international standards in this field. Below is an overview of the corporate governance elements at the level of the Board of Directors, the Executive Management, and the internal control system.

Corporate Governance Report

Consolidated Governance report for the year ended 31 December 2025

1. Governance Application in the Company (continued)

1.1. Governance Elements related to the Board of Directors

The key elements of corporate governance at the Board's level comprise a set of regulations that define the general framework for the objectives, responsibilities, and operations of the Board and its committees. These elements are:

- Board of Directors Charter.
- Audit, Risk Management & Compliance Committee Charter.
- Nomination & Remuneration Committee Charter.
- Executive Committee Charter.
- Code of Business Conduct.
- Delegation of Authority (DOA) Matrix.
- Enterprise Risk Management (ERM) Framework.

1.2. Governance Elements related to the Executive Management

The Executive Management is responsible for implementing the Company's strategy and managing its day-to-day operations in accordance with the business plan approved by the Board of Directors. The Executive Management has the authority to manage the Company's affairs and business, while ensuring the protection of shareholders' interests, applying international best practices, and meeting the practical needs of daily operations. In addition to the DOA Matrix, the core elements of corporate governance at the Executive Management level comprise a set of regulations that define the framework for the objectives, responsibilities, and assigned functions of the Executive Management, as follows:

- Executive Management Committee Charter.
- Investment Committee Charter.
- Tender Committee Charter.
- Code of Business Conduct.

1.3. Governance Elements related to the Internal Control System

The Company's Board of Directors has established the rules and principles regulating the Company's operations to ensure all employees are fully aware of the importance of the internal control system, thereby fostering their active participation in maintaining its effectiveness.

The key elements of the internal control system include:

- Establishing and approving the policies, procedures, and regulations that govern the Company's business and activities across all its departments and functions, in coordination with the Company's Business Excellence division.
- The external auditor, the Internal Control Department, and the Compliance Department.
- The Company's shareholders and the General Assembly.
- Sustainability and corporate social responsibility.
- The whistleblowing policy.
- Continuous disclosure to the Market.
- The corporate governance framework.
- Operational audit.

2. Transactions and Trading Involving Board Members and their First-degree Relatives in the Company's Shares throughout 2025

The Company's Board of Directors (along with all employees and insiders) firmly believes in the importance and necessity of adhering to the rules and regulations that govern their transactions and trading in the Company's shares and any securities issued by the Company. They are also diligent in providing the necessary declarations and disclosures in this regard in a timely manner. This is driven by a commitment to the principles of equal opportunity and the prohibition against using any non-public inside information to achieve personal gain or to avert a purely material loss that could result from any undisclosed material information. This approach enhances the trust of investors and shareholders and encourages them to further consider and study the Company's projects, and to invest in its shares, assets, and current and future projects.

Corporate Governance Report

Consolidated Governance report for the year ended 31 December 2025 (continued)

2. Transactions and Trading Involving Board Members and their First-degree Relatives in the Company's Shares throughout 2025 (continued)

Accordingly, and based on the disclosures provided by the Board members, the table below outlines the shares and securities owned by the Board members and their first-degree relatives (spouses and children) in the Company's capital as at 31 December 2025, and the transactions undertaken by them in the Company's shares during 2025:

Name	Position	Shares held as at 31 December 2025 (Share)	Shares Owned by First-Degree Relatives in the Company's Capital (Share)	Total Sales Transactions (Share)	Total Purchase Transactions (Share)
H.E. Mohamed Khalifa Al Mubarak	Chairman	1,275	–	-	-
H.E. Waleed Ahmed Salem Almokarrab Al Muhairi	Vice-Chairman	431,466	–	-	-
H.E. Mohamed Hassan Al Suwaidi	Member	–	–	-	-
H.E. Saif Saeed Ghobash	Member	–	–	-	-
Mr. Hamad Salem Mohamed Al Ameri	Member	1,665	–	-	-
Dr. Bakheet Saeed Al Katheeri	Member	1,119	–	-	-
Mrs. Sofia Lasky	Member	–	-	-	-

3. Board of Directors

The Board of Directors' role is to oversee the Company's operations and affairs, which are managed by its executive team. The Board also holds the responsibility for monitoring the effectiveness of the governance framework and for overseeing the management and controls in place at the Company. To this end, the Board has delegated certain of its powers to its standing committees (Audit, Risk Management & Compliance Committee; Nomination & Remuneration Committee; Executive Committee), as further outlined. These committees function according to charters and bylaws ratified by the Board.

The Board has also assigned the daily management of the Company's business to the Chief Executive Officer, subject to the limits of his authority, for a three-year term, renewable. This delegation is formalised in the DOA Matrix, which itself undergoes periodic review to maintain an appropriate balance between the level of oversight, risk management, and business needs within the Company. This process also ensures alignment with emerging requirements and changes in the Company's activities and operations. The DOA Matrix underwent a comprehensive and fundamental review and was approved by the Board in meeting No. (02/2021) on 10 May 2021. This was followed by a series of periodic assessments and reviews, with the latest having been completed by the designated committees on 05 December 2025.

3.1. Chairman

H.E. Mohamed Khalifa Al Mubarak holds the position of Chairman of the Company's Board of Directors, pursuant to the resolution issued by the Board of Directors in its meeting No. (02/2025) held on 19 March 2025. This followed the re-election and formation of the Company's Board of Directors pursuant to the resolution issued by the shareholders at the General Assembly meeting held on 19 March 2025. The Chairman is responsible for leading the Board and ensuring it effectively carries out its responsibilities and duties. The Chairman also serves as the primary liaison between the Board and the Executive Management and works continuously with the Executive Management. In particular, the Chairman undertakes the following duties and responsibilities:

- Ensuring the effective functioning of the Board, the fulfilment of its responsibilities, and the timely discussion of all key and appropriate issues.
- Setting and approving the agenda for each Board of Directors meeting, taking into account any matters proposed by members for inclusion. The Chairman may delegate this task to a Board member or the Board Secretary under his supervision. The Chairman must ensure that sufficient time is allocated for the discussion of all agenda items, particularly strategic matters, and is responsible for ensuring that members receive accurate and clear information.
- Encouraging all members to participate fully and effectively to ensure the Board's actions are in the best interests of the Company, and verifying that Board members perform their duties to achieve the Company's interests.
- Taking appropriate actions to secure effective communication with shareholders and to convey their views to the Board of Directors.
- Holding periodic meetings with the non-executive Board members without the presence of the Company's executive officials.

Corporate Governance Report

Consolidated Governance report for the year ended 31 December 2025 (continued)

3. Board of Directors (continued)

3.1. Chairman (continued)

- Facilitating the effective contribution of Board members (especially non-executives), establishing constructive relationships between executive and non-executive members, and promoting a culture that encourages constructive feedback.
- Ensuring that Board members receive all necessary information and that it is clear, accurate, and non-misleading, to enable them to perform their duties.
- Ensuring that the Board of Directors undergoes an annual evaluation.
- Ensuring that the performance of the management team members and Board members is evaluated at least once annually.
- Ensuring that Board members participate in an induction programme upon their appointment.
- Ensuring that Board members receive training programmes.
- Ensuring that the Board of Directors has sufficient time for consultation and decision-making.
- Representing the Company before third parties in accordance with the provisions of Federal Decree-Law No. (32) of 2021 on Commercial Companies, as amended, and the Company's internal regulations.
- Taking into consideration any matters raised by Board members or the external auditor, consulting with Board members and the Chief Executive Officer when preparing the Board's agenda, and ensuring that proper records of meetings are maintained.
- Ensuring that the Board and its committees operate appropriately and in accordance with applicable laws and regulations.
- Ensuring that Board members obtain the approval of ADX to trade in the Company's shares, in accordance with the applicable systems, regulations, and policies.
- Ensuring that the Board elects a Vice-Chairman.
- Ensuring that each Board member submits a declaration of interest at every Board meeting to avoid conflicts of interest.
- Ensuring that Board members disclose all information and transactions that are required to be disclosed in accordance with the legislation applicable in the capital markets.
- Including in the Board of Directors' report a clause outlining any transactions and contracts in which any Board member has a direct or indirect interest, the information provided by that member to the Board, and the corresponding statement in the report of the Company's external auditor in this regard.
- Supporting and promoting corporate governance standards and the Code of Business Conduct at both the Board of Directors and Company levels.
- Ensuring the existence of effective communication channels with shareholders and stakeholders.

3.2. Functions of the Board of Directors

The Board has defined a list of matters reserved for its supervision, alongside the duties and responsibilities outlined in the Company's Memorandum and Articles of Association, Federal Decree-Law No. (32) of 2021 on Commercial Companies, as amended, and the Chairman of the Securities and Commodities Authority's Board of Directors' Decision No. (3/R.M.) of 2020 concerning Approval of the Joint Stock Companies Governance Guide (as amended by the Chairman of the Securities and Commodities Authority's Board of Directors' Decision No. (02/R.M.) of 2025), and its subsequent amendments. These matters are strategic, highly sensitive, and fall outside the scope of authority delegated to the Company's Executive Management. The Board of Directors is also liable for withholding any material information or providing false disclosures thereof, even if such an act does not result in damage to a third party.

These matters include the following:

- Taking necessary actions to ensure compliance with applicable laws, regulations, and decisions, as well as the requirements of regulatory authorities.
- Adopting the Company's strategic directions and main objectives, and overseeing their implementation, which includes: (1) The Company's overall strategy and key business plans and their continuous review, (2) The risk management policy and its continuous review, (3) The Company's optimal capital structure, its strategies, financial objectives, and the approval of annual budgets, (4) Supervising the Company's major capital expenditures, and its acquisition and disposal of assets, and (5) The periodic review and approval of the Company's organisational and functional structures.
- Taking steps to ensure the internal audit of the Company's operations, including the establishment of a clear policy, approved by the Board, to carry out internal audit activities and monitor the compliance of departments and divisions with approved systems and regulations, and the development of detailed, written internal audit systems and procedures that define duties and responsibilities in line with the Board's approved policy and the general requirements and objectives stipulated in applicable relevant legislation.
- Establishing a dedicated Internal Audit Department to monitor compliance with the provisions of laws, regulations, and decisions in effect, the requirements of regulatory authorities, and the internal policies, systems, and procedures established by the Board of Directors.
- Establishing written procedures to regulate potential conflicts of interest for Board members, senior Executive Management, and shareholders, and the procedures to be taken in cases of misuse of Company assets and facilities, and misconduct resulting from related party transactions.
- Ensuring the integrity of administrative, financial, and accounting systems, including those related to the financial reporting.
- Establishing, defining, and approving a suitable internal control and risk management framework for the Company's operations, in line with international best practices, and ensuring its implementation. This is achieved through: (1) Developing an appropriate control environment within the Company, (2) Designing and developing the Company's internal control procedures, (3) Providing information and preparing internal reports, (4) Overseeing the performance of internal control systems, evaluating their effectiveness, and taking corrective action regarding them, and (5) Enabling the auditor to express an opinion on the effectiveness of the internal control and risk management systems.

Corporate Governance Report

Consolidated Governance report for the year ended 31 December 2025 (continued)

3. Board of Directors (continued)

3.2. Functions of the Board of Directors (continued)

- Establishing clear and defined standards and procedures for Board membership, and implementing them following approval by the General Assembly.
- Establishing a clear delegation policy in the Company, which specifies the authorised individuals and the limits of their delegated authorities.
- Establishing a policy that regulates the relationship with stakeholders, ensuring the fulfilment of the Company's obligations towards them, the protection of their rights, the provision of necessary information, and the maintenance of good relations.
- Establishing the Code of Business Conduct for the Board members, the Company's employees, its auditor, and persons entrusted with some of the Company's duties.
- Establishing procedures for the application of corporate governance rules in the Company, and reviewing and evaluating the extent of compliance with them on an annual basis.
- Establishing appropriate development programmes for all Board members to develop and update their knowledge and skills, ensure their effective participation in the Board of Directors, and guarantee their commitment to undertaking any training or qualification programmes decided by the Authority or the Market.
- Familiarising a newly appointed Board member with all the Company's departments and divisions, and providing them with all necessary information to ensure their clear understanding of the Company's requirements and operations, their full awareness of their responsibilities, and all that enables them to perform their duties to the fullest extent, in accordance with the Company's requirements and the regulations in effect at regulatory authorities.
- Establishing procedures aimed at preventing insiders in the Company from exploiting confidential inside information to achieve material or moral gains.
- Establishing a mechanism for receiving complaints and suggestions from shareholders, including their proposals to include specific topics on the General Assembly's agenda, in a manner that ensures their consideration and the making of appropriate decisions thereon.
- Approving the basis for granting incentives, bonuses, and benefits to the members of the Board of Directors and senior Executive Management, in a manner that helps achieve the Company's interests.
- Establishing the Company's disclosure and transparency policy, and monitoring its application in accordance with the requirements of regulatory authorities.
- Establishing a policy on the distribution of the Company's profits that serves the interests of the shareholders and the Company, and obtaining the necessary approvals thereon in accordance with legal requirements.
- Ensuring the availability of resources required to achieve the Company's purposes.
- Ensuring the protection of the interests of shareholders and the Company's assets.
- Ensuring the establishment of a Compliance function to monitor compliance with applicable laws, regulations, and decisions, along with the requirements of regulatory authorities, internal policy, and the regulations and procedures established by the Board of Directors.
- Defining the Company's risk appetite, including set objectives, maximum limits, or indicators related to the level of risk acceptance.
- Overseeing the Company's human resources policies.
- Ensuring the accuracy and validity of data and information disclosed in accordance with the policies and regulations in effect regarding disclosure and transparency.
- Proposing the Board of Directors' remuneration policy for approval by the shareholders.
- Evaluating the overall performance of the Board of Directors, its committees, and their members, and their effectiveness, and taking corrective action as appropriate.
- Ensuring the Board of Directors communicates with stakeholders through investor relations management.
- Forming specialised committees reporting to the Board of Directors in accordance with the decisions that define the duration of these committees, their authorities, functions, and responsibilities, as well as the method followed by the Board of Directors in monitoring these committees.
- Establishing internal policies and guidelines to cover all aspects of the Company's business.
- Monitoring the application of corporate governance rules and updating them continuously.
- Evaluating and monitoring the performance of the Executive Management against objectives and the budget.
- Appointing and terminating the Executive Management / Senior Management.
- Reviewing and approving related party transactions.
- Evaluating and approving major projects and investments within the limits approved for the Board.
- Reviewing the Company's business, evaluating its activities and the performance of Board committees, and taking appropriate action if performance does not align with plans.
- Approving the procedures, policies, and internal guidelines for managing the Company's affairs, and defining the authorities of the Executive Management.

The members of the Board of Directors are committed to acting in the best interests of the Company at all times, regardless of their personal interests or those of any other parties. Furthermore, the Board members believe in the importance of carrying out their duties and conducting the Company's business in a way that upholds public confidence in the Company. Board members shall abstain from any actions that result or may result in a conflict of interest with the Company. Should a conflict of interest arise, the Board member is required to provide immediate written disclosure to the Board of Directors and to recuse themselves from any decision-making process related to the matter involving the conflict.

Corporate Governance Report

Consolidated Governance report for the year ended 31 December 2025 (continued)

3. Board of Directors (continued)

3.3. Composition of the Board of Directors

The current Board of Directors consists of seven members:

#	Members	Position
1	H.E. Mohamed Khalifa Al Mubarak	Chairman
2	H.E. Waleed Ahmed Salem Almokarrab Al Muhairi	Vice-Chairman
3	H.E. Mohamed Hassan Al Suwaidi	Member
4	H.E. Saif Saeed Ghobash	Member
5	Mr. Hamad Salem Mohamed Al Ameri	Member
6	Dr. Bakheet Saeed Al Katheeri	Member
7	Mrs. Sofia Lasky	Member

Notes

- The current Board of Directors undertakes its functions and responsibilities based on the resolution of the General Assembly Meeting of Shareholders held on 19 March 2025.
- The Board of Directors, as of 19 March 2025, was composed of: H.E. Mohamed Khalifa Al Mubarak, Chairman; H.E. Waleed Ahmed Salem Almokarrab Al Muhairi, First Vice-Chairman; H.E. Mohamed Hassan Al Suwaidi, Second Vice-Chairman; Mr. Khalifa Abdulla Al Romaithi, Member; Mrs. Sofia Lasky, Member; Mr. Hamad Salem Mohamed Al Ameri, Member; and Mr. Ali Saeed Abdulla Al Falasi, Member.
- H.E. Mohamed Khalifa Al Mubarak was elected as Chairman by a resolution of the Board of Directors issued in its meeting No. (02/2025) on 19 March 2025, through a secret ballot, following the Board election by the General Assembly Meeting of Shareholders on 19 March 2025.
- H.E. Waleed Ahmed Salem Almokarrab Al Muhairi was elected as Vice-Chairman by a resolution of the Board of Directors issued in its meeting No. (02/2025) on 19 March 2025, through a secret ballot, following the Board election by the General Assembly Meeting of Shareholders on 19 March 2025.

It is noteworthy in this context that the membership of the Board of Directors has been predominantly composed of independent directors since the Company's inception, in accordance with the Chairman of the Securities and Commodities Authority's Board of Directors' Decision No. (3/R.M.) of 2020 concerning Approval of the Joint Stock Companies Governance Guide (as amended by the Chairman of the Securities and Commodities Authority's Board of Directors' Decision No. (02/R.M.) of 2025), and its subsequent amendments, and the Board of Directors Charter, which has been ratified by the Board.

All members of the Board of Directors are non-executive, and the majority are independent. The Board has adopted a policy on director independence, pursuant to which the independence of each member is evaluated annually. This responsibility falls under the purview of the Nomination & Remuneration Committee, in accordance with the Chairman of the Securities and Commodities Authority's Board of Directors' Decision No. (3/R.M.) of 2020 concerning Approval of the Joint Stock Companies Governance Guide (as amended by the Chairman of the Securities and Commodities Authority's Board of Directors' Decision No. (02/R.M.) of 2025), and its subsequent amendments. Accordingly, any conflict of interest or the emergence of relationships that may arise for independent directors, which could in turn compromise their independent status, shall be disclosed. If the Board finds any defect or impairment in a member's independence, the necessary actions shall be taken in accordance with regulatory bylaws.

Corporate Governance Report

Consolidated Governance report for the year ended 31 December 2025 (continued)

3. Board of Directors (continued)

3.3. Composition of the Board of Directors (continued)

The Board of Directors is comprised of a single-tier governance structure. The table below outlines the classification of the Board of Directors members (Executive / Non-Executive / Independent / Non-Independent) and the year of appointment for each member:

		Capacity			
Members	Position	Independent	Executive	Year of Appointment	Membership Term From the Date of First Election (Years)
H.E. Mohamed Khalifa Al Mubarak	Chairman	No	No	2017	8
H.E. Waleed Ahmed Salem Almokarrab Al Muhairi	Vice-Chairman	Yes	No	2016	9
H.E. Mohamed Hassan Al Suwaidi	Member	Yes	No	2022	3
H.E. Saif Saeed Ghobash	Member	No	No	2025	1
Mr. Hamad Salem Mohamed Al Ameri	Member	Yes	No	2015	10
Dr. Bakheet Saeed Al Katheeri	Member	Yes	No	2025	1
Mrs. Sofia Lasky	Member			2022	3

3.4. Directorships Held by Board Members in Other Companies and Organisations

The following table outlines the memberships of Board members in other companies and public entities, as well as their current positions in regulatory, governmental, economic, or commercial organisations, as at 31 December 2025:

Member	Company/Organisation	Position/Title
H.E. Mohamed Khalifa Al Mubarak (Chairman)	Abu Dhabi Executive Council	Member of the Executive Council
	Department of Culture and Tourism – Abu Dhabi	Chairman of the Department
	Miral Properties Management	Chairman
	Aldar Education – Sole Proprietorship LLC	Chairman
	Image Nation Company	Chairman
	Higher Committee for Human Fraternity	Member
	Emirates Foundation for School Education	Board Member
	ALIPH – The International Coalition for the Protection of Heritage in Conflict Areas	Vice-Chairman
H.E. Waleed Ahmed Salem Almokarrab Al Muhairi (Vice-Chairman)	Mubadala Investment Company PJSC	Deputy Group CEO
	Mubadala Capital L.L.C	Chairman
	Waha Capital Company PJSC	Chairman
	M42	Vice-Chairman
	Cleveland Clinic Hospital – USA	Member of the Board of Trustees
	Global Institute for Disease Elimination (GLIDE)	Chairman
	Hub71 Platform	Board Member
	Noon.com Company	Board Member
	Abu Dhabi Investment Counsel	Board Member
	First Abu Dhabi Bank	Board Member

Corporate Governance Report

Consolidated Governance report for the year ended 31 December 2025 (continued)

3. Board of Directors (continued)

3.4. Directorships Held by Board Members in Other Companies and Organisations (continued)

Member	Company/Organisation	Position/Title
H.E. Mohamed Hassan Al Suwaidi	Government of the United Arab Emirates	Minister of Investment
	Abu Dhabi Developmental Holding Company P.J.S.C. (ADQ)	Managing Director and Chief Executive Officer
	Abu Dhabi National Energy Company P.J.S.C. (TAQA)	Chairman
	Abu Dhabi Ports Group P.J.S.C	Chairman
	2PointZero Group PJSC	Board Member
	Emirates Nuclear Energy Corporation (ENEC)	Board Member
	XRG PJSC	Board Member
H.E. Saif Saeed Ghobash (Member)	Abu Dhabi Crown Prince Court	Crown Prince Office Head
	Abu Dhabi Executive Council	Secretary General
	Mohamed bin Zayed University of Artificial Intelligence (MBZUAI)	Member of the Board of Trustees
	Mubadala Investment Company PJSC	Board Member
Mr. Hamad Salem Mohamed Al Ameri (Member)	Alpha Dhabi Holding P.J.S.C.	Managing Director and Chief Executive Officer
	Pure Health Holding P.J.S.C.	Vice-Chairman
	National Marine Dredging Company P.J.S.C.	Board Member
	Wio Bank P.J.S.C.	Board Member
	Sandstorm Motor Vehicles Manufacturing LLC	Board Member
Dr. Bakheet Saeed Al Katheeri (Member)	Mubadala Investment Company PJSC	CEO of UAE Investments platform
	Abu Dhabi Investment Counsel	Board Member
	Emirates Global Aluminium	Board Member
	Abu Dhabi Future Energy Company "Masdar"	Board Member
	Mubadala Bio Limited	Chairman
	National Central Cooling Co. (P.S.C.) (TABREED)	Chairman
	Space42 PLC	Vice-Chairman
	Mubadala Energy L.L.C.	Chairman
Mrs. Sofia Lasky	Royal Group	Director of the Group Chairman's Office
	International Holding Company P.J.S.C. (IHC)	Board Member
	Alpha Dhabi Holding P.J.S.C.	Board Member
	National Corporation for Tourism & Hotels (NCTH)	Board Member
	2PointZero Group PJSC	Board Member
	Reinsurance IQ (RIQ)	Board Member

Note:
- This information is based on the disclosures made by the Board members as at 31 December 2025.

Consistent with the Board Charter, all members have significant expertise in business and administration, particularly within the real estate sector. The table below outlines the academic and professional qualifications of the Board members:

Corporate Governance Report

Consolidated Governance report for the year ended 31 December 2025 (continued)

3. Board of Directors (continued)

3.4. Directorships Held by Board Members in Other Companies and Organisations (continued)

Member		Years of Experience in Business Administration	Area of Expertise: Real Estate & Construction	Oil, Energy & Facilities	Banks, Finance & Insurance	Communications	Government, Non-Profit, Public & Other Institutions	Healthcare & Pharmaceutical Industries	Risk Management	Media
H.E. Mohamed Khalifa Al Mubarak	• Dual specialisation in Economics and Political Science from Northeastern University, USA	19+	✓		✓		✓		✓	✓
H.E. Waleed Ahmed Salem Almokarrab Al Muhairi	• Master of Public Policy with a specialisation in Business Administration and Government from Harvard University, USA. • Bachelor of Science in International Affairs from Georgetown University, USA.	23+	✓	✓	✓	✓	✓	✓	✓	
H.E. Mohamed Hassan Al Suwaidi	• Bachelor's degree in Accounting from the United Arab Emirates University.	19+	✓		✓		✓		✓	✓
H.E. Saif Saeed Ghobash	• Executive MBA from IMD Business School. • Bachelor's degree from the Wharton School of the University of Pennsylvania, USA.	19+	✓		✓		✓		✓	✓
Mr. Hamad Salem Mohamed Al Ameri	• MBA from the Canadian University in Dubai. • Bachelor of Civil Engineering from the American University in Dubai.	21+	✓	✓	✓		✓	✓	✓	
Dr. Bakheet Saeed Al Katheeri	• Doctor of Business Administration from the College of Business and Economics, UAE University. • MSc in Environmental Science from UAE University. • Executive MBA from HCT, UAE. • BSc degree in Petroleum Engineering and Applied Mathematics from the University of Tulsa (Oklahoma, USA).	20+	✓	✓	✓	✓	✓	✓	✓	
Mrs. Sofia Lasky	• Bachelor's degree in Management Information Technology from the United Kingdom.	18+	✓		✓		✓		✓	

Corporate Governance Report

Consolidated Governance report for the year ended 31 December 2025 (continued)

3. Board of Directors (continued)

3.5. Women's Representation on the Board of Directors during 2025

The current Board comprises one female member, accounting for 14.28% of the total representation. This stems from the appointment of Mrs. Sofia Lasky to the Board, following the re-election and formation process approved through a resolution by the Company's shareholders at the General Assembly meeting held on 19 March 2025.

3.6. Induction and Training Programme, and Evaluation of the Board of Directors

3.6.1 Induction and Training Programme

The Company ensures that an induction programme covering the Company and its business is provided to new Board members and Senior Management. The programme also includes other subjects designed to aid new Board members in fulfilling their responsibilities, with a particular emphasis on:

- Corporate strategy and objectives.
- The financial and operational facets of the Company's business.
- The obligations, duties, responsibilities, and rights of Board members.
- The mandates and responsibilities of the Board committees.
- The Company's Articles of Association and internal regulations, its organisational structure, a list of subsidiaries and their activities, performance reports, and significant documentation, including the investment strategy, debt statement, and information on other Board members, Senior Management, and the Board Secretary.
- Access to comprehensive information from Management, site visits to Company facilities, and the provision of all necessary tools and communication channels to ensure that Board members have a holistic understanding of the Company and its business, enabling them to fulfil their duties effectively. They are also kept abreast of the latest developments shared by Executive Management during Board meetings.
- Obtaining periodic briefings from internal and external experts on core business activities, industry trends, and material issues impacting their Board responsibilities.

3.6.2 Evaluation of the Board of Directors and its Committees

The Board undertakes an annual evaluation of its own performance, as well as that of its committees and members, for the purpose of enhancing its effectiveness and refining its corporate governance practices. In 2025, the annual evaluation was conducted internally by the Chairman of the Board through direct coordination with the Nomination & Remuneration Committee, and with the support of the Board Secretary, in compliance with the requirements of the Chairman of the Securities and Commodities Authority's Board of Directors' Decision No. (3/R.M.) of 2020 concerning Approval of the Joint Stock Companies Governance Guide (as amended by the Chairman of the Securities and Commodities Authority's Board of Directors' Decision No. (02/R.M.) of 2025), and its subsequent amendments, and consistent with leading practices in this area.

The Board reviewed the evaluation findings, subsequently creating an action plan slated for execution in 2026. This highlights the Company's forward-looking approach to upholding the highest standards of corporate governance, guaranteeing transparency, and strengthening accountability. In the end, the objective of these initiatives is to create sustainable value for the Company's shareholders and, more widely, for all stakeholders.

3.7. Right to Seek Independent Advice

According to the Board Charter, each member is entitled to obtain independent external advice on a non-conflict of interest basis, following consultation with the Board of Directors or its committees. The cost of these external consultations is borne by the Company, as determined by the Board or its committees.

3.8. Board Members' Remuneration and Board and Committee Meeting Attendance Fees

Article 28 of the Articles of Association of the Company provides that:

1. The remuneration of Board members shall be a percentage of the Company's net profits, not to exceed 10% of the net profits for the fiscal year after deducting all depreciation costs and reserves.
2. Notwithstanding this, and pursuant to the regulations issued by SCA in this respect, a member may receive total fees not exceeding AED 200,000 at the end of the fiscal year, subject to the approval of the General Assembly meeting for the payment of such fees, which may only be granted in the following circumstances:
   a. If the Company does not achieve profits in the fiscal year, or
   b. If the Company achieves profits but the portion accruing to the Board members from said profits, pursuant to (1) above, is less than AED 200,000, in which case such fees may not be combined with remuneration.

In any case, the Company may also provide additional fees, wages, or monthly salaries, as may be determined by the Board, to any of its members in consideration for any service in any committee, for the undertaking of special efforts, or for the performance of additional work benefiting the Company beyond the scope of their ordinary duties as members.

Article (29) of the Chairman of the Securities and Commodities Authority's Board of Directors' Decision No. (3/R.M.) of 2020 concerning Approval of the Joint Stock Companies Governance Guide (as amended by the Chairman of the Securities and Commodities Authority's Board of Directors' Decision No. (02/R.M.) of 2025), and its subsequent amendments, provides that:

1. The Company's regulations shall determine the method of calculation of the remuneration of the Board of Directors, which shall not exceed 10% of the net profit for the concluded fiscal year, after deducting all depreciations and reserves.
2. Notwithstanding the foregoing, a member may receive lump sum fees not exceeding AED 200,000 at the end of the fiscal year, provided that the Company's Articles of Association so permit, and after obtaining the approval of the General Assembly meeting for the payment of such fees, in the following circumstances:
   a. The Company does not achieve profits.
   b. The Company achieves profit, but a Board member's share of those profits is less than AED 200,000, in which case the combination of remuneration and fees is not permitted.

Corporate Governance Report

Consolidated Governance report for the year ended 31 December 2025 (continued)

3. Board of Directors (continued)

3.8. Board Members' Remuneration and Board and Committee Meeting Attendance Fees (continued)

3. The Company may pay additional expenses, fees, or allowances or a monthly salary to its Board members, provided such payments are in line with policies recommended by the Nomination & Remuneration Committee, reviewed by the Board, and ratified by the General Assembly meeting. Such payments will only be made if the member serves in a committee, undertakes special efforts, or performs additional services for the benefit of the Company beyond the scope of their ordinary duties as a Board member. No attendance fees shall be paid to the Chairman or any Board member for their attendance at Board meetings.
4. Penalties imposed against the Company by the Authority or the competent authority due to breaches by the Board of Directors of Federal Decree-Law No. (32) of 2021 on Commercial Companies, as amended, or the Company's Articles of Association during the concluded fiscal year shall be deducted from the remuneration of the Chairman and members of the Board. The General Assembly meeting shall have the discretion to waive the deduction of such penalties, in whole or in part, if it determines that such penalties did not arise from negligence or misconduct on the part of the Board.
5. The remuneration policy shall include a mechanism for the calculation of remuneration for the Board of Directors and senior executive management, and shall benchmark such proposed remuneration against the private sector and comparable companies within the same industry and having a similar turnover (locally, regionally, and internationally).

Total Remuneration of Board Members for 2024

Pursuant to the resolution issued by the Company's General Assembly meeting held on 19 March 2025, the total remuneration for the Board members for the financial year ending 31 December 2024 amounted to AED 47,100,000, comprising the following components:

- Payable Board Remuneration — AED 23,800,000.
- Deferred Board Remuneration — AED 20,400,000: This amount is invested in restricted stock units (RSUs) under a three-year vesting deferred remuneration plan, pursuant to which Board Members allocate 30% of their remuneration, matched by the Company.
- Attendance Fees for Board Subcommittee Meetings — AED 2,900,000.

Proposed Total Remuneration of Board Members for 2025

Subject to approval by the Company's Shareholders at the General Assembly Meeting scheduled for April 2026, proposed remuneration for Board Members for the fiscal year ending 31 December 2025 is totalling AED 51,074,167 comprising the following components:

- Payable Board Remuneration — AED 22,425,000.
- Deferred Board Remuneration — AED 25,570,000: This amount consists of two components, both of which are invested in restricted stock units (RSUs):
  - A three-year vesting deferred remuneration plan, under which Board Members allocate 30% of their remuneration, matched by the Company; and
  - An additional deferred remuneration grant in recognition of Directors' strategic contributions, scheduled to be paid in 2030.
- Attendance Fees for Board Subcommittee Meetings — AED 3,079,167, as detailed below.

Board and Committee Meeting Attendance Fees During 2025

No attendance fees or remuneration were paid to Board members for participating in Board meetings during 2025. However, regarding attendance fees for Board committee meetings in 2025, the table below details the fees allocated to Board members for attending those committee meetings. The total amount is AED 3,079,167/- (Three Million Seventy-Nine Thousand One Hundred and Sixty-Seven Dirhams). These fees were determined based on the applicable policy and are subject to approval by the Company's General Assembly Meeting of Shareholders, which is planned for March 2026:

	Committee Meeting Attendance Fees in 2025			
Name	Committee	Membership Type	No. of Meetings	Fee (AED)
H.E. Mohamed Khalifa Al Mubarak	Executive Committee	Chair of the Committee	6	1,000,000
H.E. Waleed Ahmed Salem Almokarrab Al Muhairi	Executive Committee	Member	6	500,000
H.E. Mohamed Hassan Al Suwaidi	Executive Committee	Member	3	250,000
H.E. Saif Saeed Ghobash	Executive Committee	Member	5	500,000
Mr. Hamad Salem Mohamed Al Ameri	Nomination & Remuneration Committee	Member	3	100,000
Mrs. Sofia Lasky	Audit, Risk Management & Compliance Committee	Chair of the Committee	8	250,000
	Nomination & Remuneration Committee	Member	3	100,000
Dr. Bakheet Saeed Al Katheeri	Audit, Risk Management & Compliance Committee	Member	5	100,000
Mr. Martin Lee Edelman	Nomination & Remuneration Committee	Chair of the Committee	2	166,667
Mr. Ali Rashed Mohammed Al Rashdi	Audit, Risk Management & Compliance Committee	Member	6	100,000
Mr. Ali Saeed Abdulla Al Falasi	Audit, Risk Management & Compliance Committee	Member	2	25,000
Mr. Khalifa Abdulla Al Romaithi	Audit, Risk Management & Compliance Committee	Member	2	25,000
Total				3,079,167

Corporate Governance Report

Consolidated Governance report for the year ended 31 December 2025 (continued)

3. Board of Directors (continued)

3.8. Board Members' Remuneration and Board and Committee Meeting Attendance Fees (continued)

Notes:

- Mr. Khalifa Abdulla Al Romaithi and Mr. Ali Saeed Abdulla Al Falasi served as members of the Company's Board of Directors and its committees until 19 March 2025.
- The Executive Committee plays a pivotal role in overseeing the Company's investment strategies and policies, including key decisions on investments, development projects, and procurement, as well as monitoring performance and financial targets. In light of these critical responsibilities, the Chair of the Board's Executive Committee is entitled to an annual remuneration of AED 1,000,000, while each of the other Executive Committee members receives AED 500,000 annually.
- For members serving on the Nomination & Remuneration Committee and the Audit, Risk Management & Compliance Committee:
  - The chair of each of these committees will receive an annual remuneration of AED 250,000.
  - Each other member of these committees will receive an annual remuneration of AED 100,000.
- If a member's attendance at committee meetings falls below 75%, the member's remuneration will be adjusted on a pro-rata basis.

Additional Fees, Salaries, or Remuneration Received by a Board Member, other than Committee Attendance Fees, and the Reasons for Such Payments During 2025.
The Board members did not receive any additional fees or remuneration during 2025.

3.9. Board Meetings

During 2025, the Board of Directors convened six meetings to discuss the Company's strategic and operational issues and take requisite decisions. The table below shows the dates of these meetings:

Meeting	Date of Meeting
01/2025	10 February 2025
02/2025	19 March 2025
03/2025	29 April 2025
04/2025	28 July 2025
05/2025	28 October 2025
06/2025	10 December 2025

Note:

- In addition to the Board of Directors meetings, the Executive Committee held six meetings during 2025 to discuss matters of strategic and operational importance and to provide recommendations to the Board of Directors (see: Section (6.3) for further information on the Executive Committee). One resolution was also made by the Board of Directors by circulation (see: Section (3.10) for further details).

Attendance records for the above meetings are provided below:

Member	Meeting 01/2025	Meeting 02/2025	Meeting 03/2025	Meeting 04/2025	Meeting 05/2025	Meeting 06/2025	In-Person Attendance Count
H.E. Mohamed Khalifa Al Mubarak	✓	✓	✓	–	✓	✓	5
H.E. Waleed Ahmed Salem Almokarrab Al Muhairi	✓	✓	✓	✓	✓	✓	6
H.E. Mohamed Hassan Al Suwaidi	–	–	✓	✓	✓	–	3
H.E. Saif Saeed Ghobash		✓	✓	✓	✓	✓	5
Mr. Hamad Salem Mohamed Al Ameri	✓	✓	✓	✓	–	✓	5
Dr. Bakheet Saeed Al Katheeri		✓	✓	✓	✓	✓	5
Mrs. Sofia Lasky	✓	✓	✓	✓	✓	✓	6

Notes

- Mr. Khalifa Abdulla Al Romaithi and Mr. Ali Saeed Abdulla Al Falasi attended Board of Directors meeting No. (01/2025), held on 10 February 2025, as they were members of the Board at the time. They did not join the Board in its new composition pursuant to the resolution issued by the Company's General Assembly Meeting of Shareholders held on 19 March 2025.
- H.E. Saif Saeed Ghobash and Dr. Bakheet Saeed Al Katheeri did not attend Board of Directors meeting No. (01/2025), held on 10 February 2025, as they were not members of the Company's Board of Directors at the time.
- The quorum for a Board of Directors meeting requires the presence of at least a majority of its members, that is, at least four members. Agenda items are decided by a majority vote of those present at the meeting. In the event of a tie, the Chairman shall have a casting vote.
- All apologies submitted by Board members for their inability to attend meetings are reviewed and considered at the beginning of each meeting, in accordance with the Company's Memorandum and Articles of Association and in compliance with all applicable laws and regulations.
- Attendance of Board members at these meetings, as reflected in this table, is in person, either by physical presence at the Company's headquarters or through the use of modern technologies/video conferencing (Microsoft Teams).

Corporate Governance Report

Consolidated Governance report for the year ended 31 December 2025 (continued)

3. Board of Directors (continued)

3.10. Resolutions by Circulation (Written Resolutions)

During 2025, the Company's Board of Directors issued a resolution by circulation on 27 March 2025, following the provisions outlined in Article (24) of the Company's Articles of Association and in accordance with the Chairman of the Securities and Commodities Authority's Board of Directors' Decision No. (3/R.M.) of 2020 concerning Approval of the Joint Stock Companies Governance Guide (as amended by the Chairman of the Securities and Commodities Authority's Board of Directors' Decision No. (02/R.M.) of 2025), and its subsequent amendments. In this resolution:

- All Board members approved that the circumstances requiring a resolution by circulation constituted an emergency.
- The resolution was circulated to Board members in writing for their approval, accompanied by all necessary documents and materials for their review.
- The Board resolution issued by circulation was approved in writing by a majority, and was also presented at the subsequent Board of Directors meeting, to be included in the minutes of that meeting.
- The outcome of the resolution by circulation was immediately disclosed on the Market's website and the Company's website once issued, in accordance with the applicable disclosure requirements.

3.11. Related Party Transactions

The table below shows significant transactions with related parties in 2025:

Related Party	Nature (Type) of Transaction	Transaction Value (in AED)
Government of Abu Dhabi	Revenue	3,530,322
Government of Abu Dhabi	Finance revenue	7,812
Major shareholder* and its subsidiaries	Revenue	135,949
Parent company** and its subsidiaries	Revenue	111,241
Parent company** and its subsidiaries	Expenses	176,246
Finance revenue from joint ventures	Finance revenue	13,823
Banks under Abu Dhabi Government's control	Finance costs	292,797
Banks under Abu Dhabi Government's control	Finance revenue	621,616

* The major shareholder is Mubadala Investment Company P.J.S.C.

** The parent company is Alpha Dhabi Holding P.J.S.C.

4 Organisational Structure and Executive Management

4.1. Organisational Structure of the Company

Since the Company's inception, the Company's Management has worked on developing and implementing a sophisticated organisational structure that promotes efficiency and effectiveness across all departments and divisions. This structure is designed to ensure a high level of coordination and administrative interaction, in addition to a high level of disclosure, transparency, and interaction with the markets. The structure undergoes regular assessments by the relevant committees to ensure optimal performance. The diagram below illustrates the Company's organisational structure:



Corporate Governance Report

Consolidated Governance report for the year ended 31 December 2025 (continued)

4. Organisational Structure and Executive Management (continued)

4.2. Executive Management Team

The Executive Management team (comprising the Group CEO and the heads of departments and divisions) operates under the delegation of authority granted by the Board of Directors and within the framework of the approved strategic plan. They are responsible for managing the Company's day-to-day operations and key business matters, in line with the Company's strategic plan framework. The CEO convenes regular, direct meetings with the Company's Executive Management team. Where the CEO is absent for any reason, the Executive Management Committee undertakes all of the Company's operations and activities, holding its meetings on a weekly basis.

The table below provides details of the Company's Executive Management team, including their appointment dates and the salaries and remuneration they received in 2025:

Position	Joining Date	Total Remuneration and Allowances for 2025 (AED)	Total Bonus Paid in 2025 (in AED)
Group Chief Executive Officer	15 April 2006	3,885,165	9,528,821
Chief Executive Officer – Aldar Development	01 November 2020	3,111,177	3,733,832
Chief Executive Officer – Aldar Investment	17 April 2016	2,708,681	2,820,973
Group Chief Financial & Sustainability Officer	03 August 2020	2,126,640	3,313,679
Group Chief People & Communications Officer	22 October 2005	1,770,852	1,625,843
Group General Counsel	17 August 2014	1,560,420	1,677,354

4.3. Responsibilities and Authority of the Executive Management

The Chief Executive Officer has the authority to act within the parameters of the approved operating plan and the operating revenue and expense budget, as discussed and approved by the Board of Directors, in accordance with the authority granted to him under the DOA Matrix. The CEO may also assign certain of their responsibilities to the Executive Management team, adhering to established Board policies, the DOA Matrix, and legal requirements that define the limits of such delegation. The responsibilities and authority assigned to the CEO shall remain valid for a period of three years, renewable.

The following is a summary of the functions and responsibilities delegated by the Board of Directors to the Chief Executive Officer and the members of the Executive Management:

a. Leadership, Business Strategy, and Management

- Securing an integrated management of the Company, including providing adequate and comprehensive information to customers, suppliers, shareholders, financial institutions, employees, and the media.
- Developing the Company's projects and operational processes, taking into account the Company's responsibilities to its shareholders, customers, and employees.
- Submitting recommendations to the Board of Directors concerning the development of performance strategies and the management of daily operations and business.
- Managing the Company in alignment with the strategies, business plans, and policies approved by the Board of Directors.
- Managing daily operations and affairs, while respecting matters that the Board of Directors reserves for its own decision-making authority.
- Ensuring coordination and integration among the Company's various departments and divisions, and fostering a corporate culture, a code of business conduct, and integrity within the Company, including with respect to its bids, contracts, and other practices.
- Conducting periodic reviews of the Company's organisational structure and making necessary adjustments in this regard.
- Directing the members of the Executive Management in their daily duties and overseeing their performance.
- Consulting with the Board of Directors on matters that are strategic in nature, sensitive, or material, thereby ensuring the Board's attention is drawn to them and that necessary decisions are taken.

Corporate Governance Report

Consolidated Governance report for the year ended 31 December 2025 (continued)

4. Organisational Structure and Executive Management (continued)

b. Risk Management and Internal Control

- Ensuring employee compliance with the Code of Business Conduct.
- Risk management.
- The effective implementation and management of all material aspects of risk management, internal control, and compliance, in support of the policies adopted by the Board of Directors.
- Compliance with the legislative and legal requirements of SCA, ADX, and Federal Decree-Law No. (32) of 2021 on Commercial Companies, as amended.

c. Financial Supervision and Asset Management

- Assessing the cost-efficiency and effectiveness of all the Company's operational processes.
- Ensuring the integrity of data, records, and the financial system.
- Safeguarding the funds and assets managed by the Company and ensuring their efficient utilisation.
- Ensuring the credibility, accuracy, and reliability of financial and administrative information relevant to the Company's activities.
- Preparing an annual budget for approval by the Board of Directors.
- Ensuring that the Company's financial reports reflect a true and fair view of the Company's financial position, the results of its operations, and its operational activities.
- Reviewing all major investments and capital expenditures of the Company, formulating appropriate proposals and recommendations thereon, and submitting them to the Audit, Risk Management & Compliance Committee and/or the Executive Committee and/or the Board of Directors for approval.

In addition, the Board of Directors has directed the formation of several management committees, which include in their membership a number of the Company's Executive Management team. The Board has delegated to these committees a set of mandates and powers to support and enhance the functions of the Executive Management, which positively impact the Company's activities and daily business. Each of these committees is governed by a specific charter that defines its members and their appointment process, its authorities, responsibilities, functions, way of operating, and reporting requirements, as well as periodic performance evaluation, among other provisions. These charters are reviewed periodically by the Board of Directors to ensure the committees' operational efficiency and effectiveness. The Board of Directors conducted a comprehensive review of all these committee charters in its meeting No. (07/2018) held on 14 November 2018. These committees are as follows:

- **Executive Management Committee:** Chaired by the Group CEO, the committee is composed of members of the Company's Executive Management team and convenes weekly and on an as-needed basis. The committee is responsible for ensuring that the Company's practices, business, and operational activities comply with the charters and policies established by the Board of Directors, and that they are conducted in a manner that serves the interests of stakeholders, including customers, shareholders, investors, suppliers, and employees, among others. It is also responsible for reviewing and monitoring the performance of the various departments within the Company, ensuring they achieve their key performance indicators (KPIs), and issuing necessary recommendations to the Board of Directors and/or its other committees as required and in accordance with the Company's DOA Matrix. This remit pertains to the governance framework; the DOA Matrix and the policies and procedures in effect within the Company; the Company's business plan; its vision, values, and objectives; its strategy, initiatives, and KPIs; business environment plans; the Company's human resource needs and the privileges, allowances, and incentives granted to them; the investment control process approved by the Company and related matters, recommendations, and opportunities; acquisitions and available investment opportunities; and matters related to subsidiaries and joint ventures, in addition to any other authorities delegated to the committee from time to time as required for the conduct of business.

Corporate Governance Report

Consolidated Governance report for the year ended 31 December 2025 (continued)

4. Organisational Structure and Executive Management (continued)

4.3. Responsibilities and Authority of the Executive Management (continued)

- **Tender Committee:** Consisting of two committees:
  - Tender Committee (A): Chaired by the Group CEO, this committee is composed of members of the Executive Management team, along with department and division heads. It convenes weekly and on an as-needed basis.
  - Tender Committee (B): Chaired by the Group General Counsel, this committee is also composed of members of the Executive Management team, along with department and division heads. It convenes weekly and on an as-needed basis.

These two committees are responsible for monitoring and considering activities and practices related to contract management, procurement, and tenders, as well as lists of service providers and bidders, and for issuing necessary recommendations regarding the awarding of tenders and the commissioning of works relating to development project management, asset management, and corporate contracts, in accordance with the limits, controls, and standards set forth in the Company's DOA Matrix and the charters of the two committees, as well as any other mandates delegated to the two committees from time to time as required for the conduct of business.

- **Investment Committee:** Chaired by the Group CEO, this committee is composed of members of the Company's Executive Management team and convenes on a near-weekly and as-needed basis. The committee's mandate is to review, approve, and/or recommend (as per the Company's DOA Matrix) on matters pertaining to the investment management process, strategic investment opportunities, and liquidity, along with any other mandates delegated to it from time to time as required for the conduct of business.

The chairs and members of these committees recognise their responsibility for the committee's framework, the review of their rules of procedure, and the assurance of their effectiveness.

4.4. Executive Management Long-term Incentive Scheme

The Board of Directors approved a long-term incentive (LTI) scheme for some of the Company's employees. The LTI scheme is designed to provide long-term incentives to the senior management team to achieve long-term returns for shareholders. Under this scheme, an eligible employee contributes 30% of their performance bonus into the plan's fund, and the Company matches the same percentage as an additional contribution. The contribution of both the employees and the Company are invested in Restricted Company Share Units (RSU), which vest subject to Company LTI policy framework during a 3-year period after 3-year retention period. The following table summarises the remaining units for the Executive Management team:

Position	Previous RSUs	RSUs Vested in 2025	2025 RSU's (A)	Remaining RSUs
Group Chief Executive Officer	4,293,041	(1,511,791)	1,229,747	4,010,997
Chief Executive Officer – Aldar Development	1,042,367	(308,200)	296,336	1,030,503
Chief Executive Officer – Aldar Investment	804,798	(254,919)	126,424	676,303
Group Chief Financial & Sustainability Officer	738,748	(143,678)	238,625	833,695
Group Chief People & Communications Officer	389,479	(100,520)	116,852	405,811
Group General Counsel	384,815	(107,074)	120,940	398,681

Note:
(A) Estimated based on 27 February 2026 closing price, actual to be reflected when purchased.

Corporate Governance Report

Consolidated Governance report for the year ended 31 December 2025 (continued)

5 External Auditor

At its meeting held on 19 March 2025, the Company's General Assembly appointed Ernst & Young (EY) as the external auditor for the financial year ending 31 December 2025. EY is a leading global provider of audit, accounting, and professional consulting services, known for its extensive experience, high standards of professionalism, and independence. The firm provides its services in line with global best practices, which serve the best interests of the Company and its shareholders.

The table below details the services rendered by the external auditor in 2025 and the corresponding fees charged:

Auditing firm name	Ernst & Young (EY)
Partner Auditor name	Walid Nakfour
Number of years served as the Company's external auditor	1 year
Number of years served by the Partner Auditor auditing the Company accounts	1 year
Total fees for audit of the financial statements for the year ended 31 December 2025	Audit services – AED 1,040,000
Other services provided by the external auditor in 2025 and corresponding fees	
Service	Amount (AED)
Audit-related services	1,791,400
Other professional services	-
Total	1,791,400

Furthermore, during 2025, the Company obtained advisory, financial, and accounting services. These services were provided by an external auditor other than the Company's appointed external auditor, as follows:

Company	Amount (AED)
PricewaterhouseCoopers	8,350,701
KPMG	3,235,684
Deloitte Touche	1,087,778
Total	12,674,163

The Company's auditor did not give any qualified opinion on the Company's interim and/or annual financial statements for 2025.

6 Board Committees

The Board of Directors has a single-tier governance structure and has formed three committees to assist in carrying out its functions and delegated to them the authorities and responsibilities necessary to implement its decisions. The committees of the Board of Directors are as follows:

- Audit, Risk Management & Compliance Committee.
- Nomination & Remuneration Committee.
- Executive Committee.

Each committee has a charter that defines its objectives, responsibilities, structure, framework, and reporting mechanisms. The charters are reviewed periodically to ensure they are updated and amended, thereby guaranteeing the efficiency and effectiveness of the committees' work. The Board has restructured all committees to ensure alignment and consistency between their assigned functions and responsibilities and the Chairman of the Securities and Commodities Authority's Board of Directors' Decision No. (3/R.M.) of 2020 concerning Approval of the Joint Stock Companies Governance Guide (as amended by the Chairman of the Securities and Commodities Authority's Board of Directors' Decision No. (02/R.M.) of 2025), and its subsequent amendments. Furthermore, the Board reconstituted the committees pursuant to its resolution issued in meeting No. (02/2025) held on 19 March 2025. This reconstitution followed the election of the Company's Board of Directors by the shareholders, based on the resolution of the General Assembly in its meeting held on 19 March 2025.

Corporate Governance Report

Consolidated Governance report for the year ended 31 December 2025 (continued)

6. Board Committees (continued)

6.1. Audit, Risk Management & Compliance Committee

Mrs. Sofia Lasky, Chair of the Audit, Risk Management & Compliance Committee, acknowledges her responsibility for the committee's charter within the Company, as well as her review of its rules of procedure and ensuring their effectiveness.

The Audit, Risk Management & Compliance Committee assists the Board of Directors in fulfilling its corporate governance responsibilities concerning risk management, internal audit systems, accounting policies, the preparation of financial reports, and internal and external audit functions. The committee provides assurance to the Board of Directors that the Company's key objectives are being achieved effectively and with high efficiency, within a robust framework of internal control, risk management, and governance.

The Audit, Risk Management & Compliance Committee is composed of three non-executive members, all of whom are independent. The committee's charter requires that all members be financially literate and that at least one member has experience in the accounting and finance fields. The Committee Chair also holds periodic meetings with Executive Management, the Head of Internal Audit, and the Head of Compliance to ensure that committee members are kept informed of key matters. The committee also meets with the external auditor – without the presence of Executive Management members – in private session as the committee deems appropriate.

The Audit, Risk Management & Compliance Committee comprises the following members:

Members of Audit, Risk Management & Compliance Committee	Position
Mrs. Sofia Lasky	Chair of the Committee
Dr. Bakheet Saeed Al Katheeri	Member
Mr. Ali Rashed Mohammed Al Rashdi	Member

Notes:

- The Audit, Risk Management & Compliance Committee was reconstituted by resolution of the Board of Directors in meeting No. (02/2025) on 19 March 2025.
- As of 19 March 2025, the Audit, Risk Management & Compliance Committee was composed of: Mrs. Sofia Lasky, Chair; Mr. Ali Saeed Abdulla Al Falasi, Member; and Mr. Khalifa Abdulla Al Romaithi, Member.
- Mrs. Sofia Lasky was appointed to the position of Chair of the Audit, Risk Management & Compliance Committee by resolution of the Board of Directors in meeting No. (02/2025) on 19 March 2025.
- Mr. Ali Rashed Mohammed Al Rashdi was appointed as an independent non-executive member of the Audit, Risk Management & Compliance Committee by resolution of the Board of Directors in meeting No. (02/2025) on 19 March 2025. Mr. Al Rashdi brings extensive expertise in accounting and auditing affairs.

The Audit, Risk Management & Compliance Committee Charter defines the responsibilities of the committee as follows:

a. Financial Reporting

- Ensuring a mechanism for continuous disclosure to SCA and ADX.
- Ensuring the integrity of the Company's financial statements and reports (annual, semi-annual, and quarterly) and reviewing them as part of its ordinary work throughout the year, with a particular focus on:
  - Any changes in accounting policies and practices;
  - Highlighting areas subject to management judgement;
  - Material adjustments arising from the audit;
  - The going concern assumption;
  - Compliance with the accounting standards determined by SCA and ADX; and
  - Compliance with listing and disclosure rules and other legal requirements related to financial reporting.
- Considering any significant and unusual items included in, or that should be included in, those reports, accounts, and off-balance sheet items, and paying due attention to any matters raised by the Company's Chief Financial Officer or the manager performing the same duties, the Compliance Officer, or the auditor.

Corporate Governance Report

Consolidated Governance report for the year ended 31 December 2025 (continued)

6. Board Committees (continued)

6.1. Audit, Risk Management & Compliance Committee (continued)

b. Operational Review

- Ensuring the effective and efficient execution of, and adherence to, internal policies and procedures.
- Verifying that all required documentation and records are correct, current, and readily available, which simplifies external audit and compliance verification processes.
- Proactively identifying and remedying any deficiencies to prevent non-compliance during external audits.
- Increasing accountability to guarantee the effective and timely enforcement of controls aimed at mitigating risks.
- Instilling the principles of transparency and accountability to build stakeholder trust.
- Determining the root cause of non-compliance with systems and amending the methodology accordingly, in order to streamline business operations and forecasts.
- Cultivating a culture of continuous improvement through the periodic evaluation and enhancement of existing controls.

c. Corporate Governance

- Supervising and overseeing the internal application of the Company's corporate governance framework and ensuring full compliance with the relevant legal and legislative systems.
- Conducting a regular and periodic review of the management's compliance with the governance framework approved and adopted by the Company's Board of Directors.
- Reviewing the annual Corporate Governance Report submitted to SCA and ADX, and making necessary recommendations to the Board of Directors in this regard.

d. Internal Control System and Risk Management

- Appointing any external party to conduct internal audit activities in accordance with business requirements, determining their fees, and considering their resignation and dismissal.
- Conducting regular reviews of the Company's internal control systems to evaluate their efficiency and efficacy.
- Discussing the internal control system with Executive Management, and assessing its efficacy and efficiency in fulfilling its mandate and responsibilities, in a manner that significantly contributes to the enhancement of the Company's internal control systems.
- Discussing and reviewing the policies and procedures in place with Executive Management to ensure their effective execution, thereby contributing to the development of those policies and procedures.
- Overseeing the application of the risk management framework and internal control systems in line with the Company's policies and business strategies, and monitoring and assessing the efficiency and effectiveness of those policies and strategies, by performing audits of records, databases, and network security and control systems for the operational and strategic units of the relevant departments.
- Examining the results of key audit engagements concerning internal control matters (including fraud and embezzlement issues that arise within the Company).

e. External Auditor

- Establishing and applying the policy for the engagement of the external auditor, and submitting a report and recommendations to the Board of Directors identifying matters requiring action, including recommendations on the necessary steps to be taken.
- Coordinating with the Company's Board of Directors, Executive Management, and the Chief Financial Officer in the performance of its functions; the committee must meet with the Company's external auditor at least once during each financial reporting period.
- Discussing the nature, scope, and effectiveness of the audit procedures, taking into consideration their compliance with accepted auditing standards.
- Monitoring the independence and objectivity of the external auditor and discussing with them the nature, scope, and effectiveness of the audit in accordance with accepted auditing standards.
- Discussing with the external auditor the appropriateness of the accounting policies applied in the financial reports.
- Reviewing the performance of the external auditor and providing recommendations to the Board of Directors in this regard.
- Reviewing the external auditor's letter and work plan, and any material inquiries the auditor raises to the Board of Directors or Executive Management regarding accounting records, financial accounts, or control systems, and ensuring that they have been reviewed and discussed, necessary action has been taken, and responses are provided in a timely manner.
- Discussing any issues the external auditor may face during the performance of the audit and financial review, including any limitations that may restrict the scope of work or the ability to obtain necessary information to complete the engagement.
- Ensuring coordination between the internal and external auditors, ensuring that the Internal Audit and Compliance Departments have the necessary resources, and reviewing and monitoring the efficiency of these departments.

f. Internal Audit and Compliance Departments

- Reviewing the activities, resources, and organisational structure of the Internal Audit and Compliance Departments, reviewing the internal audit and compliance framework, and reviewing and approving the annual audit plan.
- Considering the process for the selection and appointment of the Head of Internal Audit, the Head of Compliance, and internal audit service providers, or their resignation or termination.
- Reviewing the reports presented to the committee by the Head of Internal Audit and the Head of Compliance, along with the responses from the Company's management, and ensuring that the findings and recommendations from the internal auditor, as well as the suggestions and responses from Executive Management, have been received, discussed, and acted upon; discussing with the Head of Internal Audit and the Head of Compliance any difficulties they face in performing their audit duties, such as scope limitations or difficulty in obtaining necessary information.
- Evaluating the quality of the work of the Internal Audit and Compliance Departments and the internal auditor (if any), particularly with respect to planning, follow-up, and reporting; evaluating the performance of the Head of Internal Audit and the Head of Compliance; and providing them with advice and guidance in a timely manner.

Corporate Governance Report

Consolidated Governance report for the year ended 31 December 2025 (continued)

6. Board Committees (continued)

6.1. Audit, Risk Management & Compliance Committee (continued)

- Ensuring that the Internal Audit and Compliance Departments have sufficient staffing levels, as well as the appropriate authority and standing within the Company.
- Meeting with the Head of Internal Audit and the Head of Compliance at least once a year to ensure there are no pending matters.
- Preparing reports for the Board of Directors on all matters considered by the committee.

g. Compliance

- Reviewing employee compliance with the Code of Business Conduct.
- Considering the appointment, resignation, or termination of the Compliance Officer.
- Reviewing the suitability of compliance practices and procedures against applicable laws and regulations.
- Reviewing and monitoring:
  - The effectiveness of the system for monitoring compliance with listing and disclosure rules and other relevant legal and regulatory requirements related to the Company's activities (including internal rules, regulations, and procedures).
  - Developments and updates to legal and regulatory frameworks that could have a material effect on the Company.
  - Efforts undertaken by Management to ensure compliance with the Code of Business Conduct.
- Obtaining regular updates from Management (and from the Company's General Counsel or the Compliance Officer as needed) on compliance-related matters, and investigating and considering matters that affect the integrity of the Company's management team, including conflicts of interest or breaches of the Code of Business Conduct, in accordance with the Company's internal policies and procedures.

h. Other Responsibilities and Mandates

- Establishing open channels of communication between the Audit, Risk Management & Compliance Committee, the external and internal auditors, and the Company's Management.
- Ensuring that the Board of Directors and Executive Management respond in a timely manner to the clarifications and material matters raised in the external auditor's letter.
- Considering any other matters or subjects as directed by the Board of Directors.

i. Employee Disclosure and Whistleblowing

- Establishing controls that enable Company employees and stakeholders to report any potential irregularities in financial reports, internal audit, or other matters confidentially, and the steps to ensure independent and fair investigations into such irregularities, along with establishing procedures to grant protection to the whistleblower and monitoring the implementation of these procedures with accuracy, independence, and integrity.
- Reviewing the investigation procedures taken by the Company's Management to address reported violations, and rectifying any detected deviations.

In its meeting No. (06/2023) held on 17 August 2023, the Audit, Risk Management & Compliance Committee reviewed the Company's whistleblowing policy and monitored its development and implementation to ensure its effectiveness. Following this review, the committee presented a recommendation to the Board of Directors, which in turn approved it in its meeting No. (05/2023) held on 02 October 2023. The policy undergoes periodic and regular review by the committee to introduce any necessary updates or changes, ensuring its consistency with the highest professional standards, business requirements, and the Company's strategy, thereby enhancing its effectiveness and efficiency in achieving corporate objectives.

The Audit, Risk Management & Compliance Committee held eight meetings in 2025, as follows:

Meeting	Date of Meeting
01/2025	07 February 2025
02/2025	13 February 2025
03/2025	28 April 2025
04/2025	05 May 2025
05/2025	25 July 2025
06/2025	15 September 2025
07/2025	27 October 2025
08/2025	25 December 2025

Corporate Governance Report

Consolidated Governance report for the year ended 31 December 2025 (continued)

6. Board Committees (continued)

6.1. Audit, Risk Management & Compliance Committee (continued)

Attendance records for the above meetings are provided below:

Member	Position	Meeting 01/2025	Meeting 02/2025	Meeting 03/2025	Meeting 04/2025	Meeting 05/2025	Meeting 06/2025	Meeting 07/2025	Meeting 08/2025	Attendance Count
Mrs. Sofia Lasky	Committee Chair	✓	✓	✓	✓	✓	✓	✓	✓	8
Dr. Bakheet Saeed Al Katheeri	Member	–	–	✓	✓	–	✓	✓	✓	5
Mr. Ali Rashed Mohammed Al Rashdi	Member	–	–	✓	✓	✓	✓	✓	✓	6

Notes:

- Mr. Khalifa Abdulla Al Romaithi and Mr. Ali Saeed Abdulla Al Falasi attended meetings of Audit, Risk Management & Compliance Committee No. (01/2025) and (02/2025), held on 07 February 2025 and 13 February 2025, respectively, as they were members of the committee at the time.
- Dr. Bakheet Saeed Al Katheeri and Mr. Ali Rashed Mohammed Al Rashdi did not attend meetings of Audit, Risk Management & Compliance Committee No. (01/2025) and (02/2025), held on 07 February 2025 and 13 February 2025, respectively, as they were not members of the committee at the time.
- All apologies submitted by committee members for their inability to attend meetings are considered and noted at the beginning of each meeting, in accordance with the Company's Memorandum and Articles of Association and applicable laws and regulations in this regard.
- Attendance by committee members at these meetings, as reflected in this table, is in person, either by physical presence at the Company's headquarters or via modern technology/video conferencing (Microsoft Teams).

The Audit, Risk Management & Compliance Committee is committed to preparing an annual report on its activities, which shall be signed and approved by the Committee Chair. This report includes the following items:

- Significant matters reviewed by the committee in relation to the financial statements and the manner in which such matters were addressed.
- An explanation of the manner in which the independence and effectiveness of the external audit process were evaluated, the approach adopted for the appointment or re-appointment of the external auditor, and information on the tenure of the current auditing firm.
- A statement of the committee's recommendation regarding the appointment, re-appointment, or removal of the external auditor, and the reasons for the Board of Directors' non-acceptance of such recommendation.
- An explanation of how the independence of the external auditor is safeguarded should it provide services other than the audit engagement to the Company (non-audit services).
- The actions taken by the committee, or to be taken, to address any deficiencies or weaknesses in the event of any failures in internal control or risk management.
- Confirmation that the committee has reviewed all medium- and high-risk reports issued by the Internal Audit Department to determine whether they stem from material weaknesses or significant deficiencies in internal control.
- Comprehensive information on the remedial plan in the event of material deficiencies in the areas of risk management and internal control systems.
- Confirmation that the committee has reviewed all related-party transactions, the observations or findings thereof, and the extent of compliance with applicable laws and regulations in this regard.

A copy of this report for the year ended 31 December 2025 is attached hereto as Appendix (1).

Corporate Governance Report

Consolidated Governance report for the year ended 31 December 2025 (continued)

6. Board Committees (continued)

6.2. Nomination & Remuneration Committee

Mr. Martin Lee Edelman, Chair of the Nomination & Remuneration Committee, acknowledges his responsibility for the committee's charter within the Company, as well as his review of its rules of procedure and ensuring their effectiveness.

The Nomination & Remuneration Committee reports to the Board of Directors on the Human Resources, Culture, and Performance Department, and on remuneration policies that reflect best practices. It also provides its recommendations regarding Board succession plans, taking into consideration the challenges and opportunities facing the Company and the future skills and expertise it requires.

The Nomination & Remuneration Committee is composed of three non-executive members, two of whom are independent. The Committee Chair holds regular meetings with Executive Management and the Head of Human Resources, Culture, and Performance to ensure that the committee members are apprised of material matters that fall within the committee's mandate.

The Nomination & Remuneration Committee comprises the following members:

Members of Nomination & Remuneration Committee	Position
Mr. Martin Lee Edelman	Chair of the Committee
Mrs. Sofia Lasky	Member
Mr. Hamad Salem Mohamed Al Ameri	Member

Notes:

- The Nomination & Remuneration Committee was reconstituted pursuant to the resolution issued by the Board of Directors in its meeting No. (02/2025) held on 19 March 2025.
- The appointment of Mr. Martin Lee Edelman as Chair of the Nomination & Remuneration Committee was confirmed, pursuant to the resolution issued by the Board of Directors in its meeting No. (02/2025) held on 19 March 2025. Appointed as an external independent member, he brings extensive experience in management, nominations, remuneration, and incentives, with a vision for business development requirements and their elevation to competitive levels in line with the highest international practices.

The Nomination & Remuneration Committee Charter defines the responsibilities assigned to the committee as follows:

- Establishing a policy for the nomination of candidates to the Board of Directors and Executive Management, aimed at ensuring gender diversity within the composition and encouraging women through incentive and training programmes, and providing the Authority with a copy of this policy and any subsequent amendments.
- Organising and monitoring the procedures for the nomination of candidates to the Board of Directors, in accordance with applicable laws and regulations.
- Annually verifying the continued fulfilment of membership criteria by the members of the Board of Directors.
- Continuously ensuring the independence of independent members.
- Preparing the policy on remuneration, benefits, incentives, and salaries for the members of the Company's Board of Directors and its employees, and reviewing it annually; the committee must verify that the remuneration and benefits granted to senior executive management are reasonable and aligned with the Company's long-term performance.
- Ensuring that remuneration and bonuses, including options and other deferred incentives and benefits offered to senior executive management, are linked to the Company's medium- and long-term performance.
- Conducting an annual review of the skills required for membership on the Board of Directors and preparing a specification of the capabilities and qualifications needed for Board membership, including defining the time commitment required of a member.
- Reviewing the structure of the Board of Directors and making recommendations regarding potential changes.
- Identifying the Company's needs for competencies at the senior executive management and employee levels, and the basis for their selection.
- Ensuring that a suitable and updated plan is in place for the continuity and succession of duties for the Company's senior executives and the chairs of the Board committees.
- Preparing the Company's human resources and training policy, monitoring its implementation, and reviewing it annually.
- Establishing and approving the policy and mechanism for nomination to the Board of Directors, and organising and monitoring the nomination procedures for Board membership, in compliance with applicable laws and regulations.
- Reviewing the structure of the Board of Directors and submitting recommendations on potential changes to the Board of Directors for approval.
- Any other functions and mandates as may be assigned by the Board of Directors from time to time.

Corporate Governance Report

Consolidated Governance report for the year ended 31 December 2025 (continued)

6. Board Committees (continued)

6.2. Nomination & Remuneration Committee (continued)

In accordance with the Nomination & Remuneration Committee Charter, which was approved by the Board of Directors (and which is periodically reviewed to ensure compliance with legislative and regulatory requirements and amended accordingly, having been recently updated by a resolution of the Board of Directors in its meeting No. (05/2025) held on 11 December 2025), it was determined that the Nomination & Remuneration Committee shall hold at least one meeting annually to carry out its responsibilities and meet its legislative requirements in accordance with SCA's regulations and rules. Accordingly, the Nomination & Remuneration Committee held three meetings in 2025, as follows:

Meeting	Date of Meeting
01/2025	14 January 2025
02/2025	06 February 2025
03/2025	17 September 2025

Attendance records for the above meetings are provided below:

Member	Position	Meeting 01/2025	Meeting 02/2025	Meeting 03/2025	Attendance Count
Mr. Martin Lee Edelman	Chair	–	✓	✓	2
Mrs. Sofia Lasky	Member	✓	✓	✓	3
Mr. Hamad Salem Mohamed Al Ameri	Member	✓	✓	✓	3

Notes:

- All apologies submitted by committee members for their inability to attend meetings are reviewed and considered at the beginning of each meeting, in accordance with the Company's Memorandum and Articles of Association and in compliance with all applicable laws and regulations.
- Attendance of committee members at these meetings, as reflected in this table, is in person, either by physical presence at the Company's headquarters or through the use of modern technologies/video conferencing (Microsoft Teams).

6.3. Executive Committee

H.E. Mohamed Khalifa Al Mubarak, Chair of the Executive Committee, acknowledges his responsibility for the committee's charter within the Company, as well as his review of its rules of procedure and ensuring their effectiveness.

The Executive Committee serves an advisory function to the Board of Directors, providing oversight and assurance on corporate strategy and prioritising projects and performance.

The committee consists of four non-executive members, including two independent members. To ensure members are regularly informed of material issues, the Chair of the Committee convenes periodic meetings with the Company's Executive Management.

The Executive Committee consists of the following members:

Executive Committee Members	Position
H.E. Mohamed Khalifa Al Mubarak	Chair of the Committee
H.E. Waleed Ahmed Salem Almokarrab Al Muhairi	Member
H.E. Mohamed Hassan Al Suwaidi	Member
H.E. Saif Saeed Ghobash	Member

Notes:

- The Executive Committee was reconstituted pursuant to the resolution issued by the Board of Directors in its meeting No. (02/2025) held on 19 March 2025.
- As of 19 March 2025, the Executive Committee comprised H.E. Mohamed Khalifa Al Mubarak, Chair; H.E. Waleed Ahmed Salem Almokarrab Al Muhairi, Member; and H.E. Mohamed Hassan Al Suwaidi, Member.
- H.E. Mohamed Khalifa Al Mubarak was appointed as Chair of the Executive Committee based on the resolution issued by the Board of Directors in its meeting No. (02/2025) held on 19 March 2025.

The Executive Committee Charter defines the responsibilities assigned to the committee as follows:

Investment Strategy and Policy Adoption

- Overseeing the investment strategy and policies at the corporate level.
- Approving decisions related to the Company's investments and development projects in accordance with the limits and restrictions set forth in the DOA Matrix.
- Reviewing and approving policies and strategies for the Company's development projects and asset management.
- Adopting the tender and procurement strategy, and awarding bids for the Company's material tenders in accordance with the limits and restrictions set forth in the DOA Matrix

Corporate Governance Report

Consolidated Governance report for the year ended 31 December 2025 (continued)

6. Board Committees (continued)

6.2. Nomination & Remuneration Committee (continued)

Supervision and Review

- Reviewing and approving KPIs for development projects and tracking performance.
- Monitoring investment and tender performance.
- Assessing the requirements for capital increases and making appropriate recommendations.
- Reviewing the impact of investment operations.
- Reviewing key financial targets and ratios set by the relevant management committees.

The Executive Committee held six meetings in 2025, as follows:

Meeting	Date of Meeting
01/2025	25 March 2025
02/2025	24 April 2025
03/2025	26 June 2025
04/2025	27 August 2025
05/2025	20 September 2025
06/2025	24 November 2025

Attendance records for the above meetings are provided below:

Member	Position	Meeting 01/2025	Meeting 02/2025	Meeting 03/2025	Meeting 04/2025	Meeting 05/2025	Meeting 06/2025	Attendance Count
H.E. Mohamed Khalifa Al Mubarak	Committee Chair	✓	✓	✓	✓	✓	✓	6
H.E. Waleed Ahmed Salem Almokarrab Al Muhairi	Member	✓	✓	✓	✓	✓	✓	6
H.E. Mohamed Hassan Al Suwaidi	Member	–	–	✓	–	✓	✓	3
H.E. Saif Saeed Ghobash		✓	✓	✓	✓	✓	–	5

Notes:

- All apologies submitted by committee members for their inability to attend meetings are reviewed and considered at the beginning of each meeting, in accordance with the Company's Memorandum and Articles of Association and in compliance with all applicable laws and regulations.
- Attendance of committee members at these meetings, as reflected in this table, is in person, either by physical presence at the Company's headquarters or through the use of modern technologies/video conferencing (Microsoft Teams).

7 Follow-Up of Insider Affairs and the Policy on Insider and Board Member Share Trading

7.1. Insider Trading Policy

The Board of Directors has adopted an insider trading policy in line with the Chairman of the Securities and Commodities Authority's Board of Directors' Decision No. (3/R.M.) of 2020 concerning Approval of the Joint Stock Companies Governance Guide (as amended by the Chairman of the Securities and Commodities Authority's Board of Directors' Decision No. (02/R.M.) of 2025), and its subsequent amendments. This policy enables the Board of Directors and the Company's employees to fulfil their legal obligations when they possess material information that could affect the Company's share price in the financial market. The policy includes a detailed explanation of the controls governing insider trading and places restrictions on trading in the securities issued by the Company.

The policy prohibits trading when there is a reasonable likelihood that non-public or undisclosed information related to the Company's business, which could affect trading prices, will be exploited. The policy applies to the Board of Directors, Executive Management, and all employees of the Company who have access to material information and data. It is noteworthy that the Company is fully committed to the periodic review and update of its insider list via the ADX website, with the most recent update occurring in December 2025, in line with the strategic and operational projects and plans adopted by the Company.

Under the policy, insiders are prohibited from trading in the Company's shares during the trading restriction periods imposed by SCA and ADX. Members of the Board of Directors, Executive Management, and employees of the Company and its subsidiaries are required to notify the market management before submitting their requests to ADX to conduct an insider trade, regardless of the transaction's value or type (sale or purchase).

The Company reserves the right to prevent or restrict any trading when it determines a reasonable likelihood that non-public (undisclosed) information concerning the Company's business could be exploited in a manner that would affect the market trading price of its shares. Furthermore, an additional blackout period may be imposed during which any trading by insiders, whether members of the Board of Directors, Executive Management, employees of the Company, or employees of its subsidiaries, is prohibited. This includes blackout periods that coincide with material deals and other significant transactions undertaken by the Company.

The members of the Board of Directors understand their obligations regarding the disclosure of their trades in the Company's shares and are committed to complying with all requirements stipulated by SCA and ADX.

Corporate Governance Report

Consolidated Governance report for the year ended 31 December 2025 (continued)

7. Follow-Up of Insider Affairs and the Policy on Insider and Board Member Share Trading (continued)

7.2. Management of Insider Affairs and Trading in the Company's Shares and Securities, and Associated Responsibilities

In accordance with the Chairman of the Securities and Commodities Authority's Board of Directors' Decision No. (3/R.M.) of 2020 concerning Approval of the Joint Stock Companies Governance Guide (as amended by the Chairman of the Securities and Commodities Authority's Board of Directors' Decision No. (02/R.M.) of 2025), and its subsequent amendments, the Company's management has assigned the responsibility for insider affairs and trading by insiders in the Company's shares and securities to a dedicated department. The Company's management has also defined the functions and mandates assigned to this department, which are as follows:

- Maintaining a dedicated and comprehensive register of the names and data of insiders, including individuals considered temporary insiders who have access to the Company's inside information prior to its disclosure. The register also includes insiders' pre- and post-disclosure transactions.
- Managing, monitoring, and overseeing insider transactions and holdings, and maintaining the insider register.
- Conducting quarterly reviews of the insider register and lists to ensure they are continuously updated, and consulting with the Company's Executive Management regarding any necessary updates to these records as they arise, in line with the requirements of the Company's business operations.
- Submitting periodic reports and lists related to insiders to both SCA and ADX.
- Ensuring the Company's insider list is continuously updated on the ADX electronic portal, and that any changes are made promptly as they occur.
- Maintaining ongoing communication with insiders to promote awareness of their trading in the Company's shares and securities. This includes continuously educating and reminding them of trading blackout periods, as stipulated by the regulations of SCA and ADX, to ensure compliance and prevent any violations.
- Periodically reviewing the insider trading policy and recommending any necessary amendments to the Board of Directors for timely approval.
- Any other functions or mandates assigned to the dedicated department by the Company's management from time to time.

The relevant department periodically reviews its governing charter, which defines its mandate and responsibilities. It also reviews the insider trading policy to ensure its alignment and compliance with applicable laws and regulations. Furthermore, the department plays a pivotal and effective role in managing insider affairs and raising awareness among insiders by educating them on the governing controls and procedures, as well as the internal policies and codes to which they are subject. This includes providing advance notice of trading blackout periods imposed by the competent authorities and emphasising the prohibition against the direct or indirect use of any inside or material information for personal gain or profit through trading in the Company's securities. The department also maintains continuous coordination with ADX to ensure the Company's insider list is kept up-to-date via the ADX electronic services, thereby ensuring ongoing adherence to all applicable laws and regulations.

7.3. Transactions and Trading involving Board Members and their First-degree Relatives in the Company's Shares throughout 2025

Please refer to Section (2.0) of this report.

8 Internal Control System

8.1. Responsibility of the Board of Directors for the Internal Control System

As noted in Section (3.0) of this report, the Board of Directors oversees the Company's internal control system and is responsible for reviewing its effectiveness and efficiency. The Board affirms its accountability for the system, its operational review, and the assurance of its effectiveness. In addition, the Board has formed the Audit, Risk Management & Compliance Committee, along with the Internal Control and Compliance Department, to aid in carrying out its corporate governance duties related to risk management and internal control. Moreover, the Board of Directors has formally authorised the Internal Audit and Compliance Departments to report directly to the Audit, Risk Management & Compliance Committee. The results of this delegation are shared with the Board in line with the regulations and legislation set by SCA. This approach strengthens the efficiency of these functions and effectively supports the Board in exercising its authority and fulfilling its entrusted responsibilities.

8.2. Head of Internal Audit

Mr. Haider Najim leads the Company's Internal Control Department, having been appointed by the Board of Directors via resolution issued in its meeting No. (05/2013) on 06 August 2013. In this role, Mr. Najim independently performs internal audits and reviews, while advising the Executive Management on the effectiveness and enhancement of the Company's internal control systems and governance. With more than 27 years of experience, Mr. Najim's expertise covers financial auditing, operations, compliance, and the investigation of irregularities. He earned a Bachelor of Commerce from McGill University, Montreal, Canada, and is a certified public accountant (CPA) in the State of Delaware, USA, as well as a certified internal auditor (CIA).

8.3. Compliance Officer

The Compliance Officer was appointed by a decision of the Audit, Risk Management & Compliance Committee dated 25 December 2024, under a delegation of authority from the Company's Board of Directors in this regard. He has been entrusted with the responsibility of ensuring the Company's and its employees' compliance with applicable laws, regulations, and issued decisions, as well as other internal policies and measures. This step aligns with the Chairman of the Securities and Commodities Authority's Board of Directors' Decision No. (3/R.M.) of 2020 concerning Approval of the Joint Stock Companies Governance Guide (as amended by the Chairman of the Securities and Commodities Authority's Board of Directors' Decision No. (02/R.M.) of 2025), and its subsequent amendments.

Mr. Amer AlShehhi has assumed the role of Compliance Officer since 25 December 2024. A certified compliance professional, Mr. AlShehhi (CAMS, CGSS, CFE) joined in 2021 with extensive experience from the UAE banking compliance sector and over 10 years in the field. He was instrumental in establishing and enhancing the Company's compliance function. Mr. AlShehhi also represents the Company as the sole UAE national member of the Designated Non-Financial Businesses and Professions (DNFBP) Working Group, a public-private partnership (PPP) initiative that is chaired by the Ministry of Economy and established by the Anti-Money Laundering and Combating the Financing of Terrorism Partnership Forum (ACPF), and is dedicated to working alongside DNFBPs across the UAE.

Corporate Governance Report

Consolidated Governance report for the year ended 31 December 2025 (continued)

8. Internal Control System (continued)

8.4. Company's Approach to Material Matters or Issues Disclosed in the Annual Reports and Financial Statements

The Board of Directors has set the standards and principles for the Company's internal control, aiming to provide objective, independent, and reliable advice and also to ensure an optimal control environment that meets the Board's requirements and supports the roles of the Board of Directors, the Audit, Risk Management & Compliance Committee, and the Executive Committee, enabling them to perform their functions effectively. Furthermore, the responsibilities of the Internal Control and Compliance Department are dictated by a charter ratified by the Audit, Risk Management & Compliance Committee and the Board of Directors, in line with the Chairman of the Securities and Commodities Authority's Board of Directors' Decision No. (3/R.M.) of 2020 concerning Approval of the Joint Stock Companies Governance Guide (as amended by the Chairman of the Securities and Commodities Authority's Board of Directors' Decision No. (02/R.M.) of 2025), and its subsequent amendments. This charter serves as the overarching policy for the Internal Control and Compliance Department's work, helping to achieve the Company's goals and realise its expectations.

The Internal Control and Compliance Department reports to, and operates under the supervision of, the Audit, Risk Management & Compliance Committee, as stated above. This allows it to function with independence and objectivity, and to engage effectively with the Chief Executive Officer and the Executive Management team. This interaction helps identify initiatives for performance improvement and business development, and provides assurances that the Company's objectives are met effectively. To ensure a high degree of independence in carrying out its activities and performing its duties, the Head of Internal Control and Compliance maintains direct access to the members of the Board of Directors. Functionally, the Head reports to the Audit, Risk Management & Compliance Committee, while administratively, they report to the Chief Executive Officer.

When the Company confronts material or urgent matters, or issues identified in the annual financial statements or through other means of disclosure, the role of the Internal Control and Compliance Department is to:

- Incorporate these matters and issues into the audit planning process;
- Provide advisory and consulting services (as required) to help clarify these matters and issues, and identify solutions;
- Ensure regular follow-up on the actions and measures taken to address these matters and issues; and
- Submit periodic reports to the Board of Directors and the Audit, Risk Management & Compliance Committee on the status of these matters and issues.

8.5. Reports issued by the Internal Control and Compliance Department to the Board of Directors

The Internal Control and Compliance Department exercises its assigned duties and responsibilities – under the direct supervision of the Audit, Risk Management & Compliance Committee – effectively and constructively. This contributes to creating an ideal work environment characterised by transparency, effectiveness, compliance, discipline, and efficiency in performance and productivity, and encourages the recruitment of qualified and experienced professional personnel. The Internal Control and Compliance Department prepares its reports in accordance with best practices in this regard and in compliance with applicable laws and regulations, performing its functions with integrity and impartiality, without any interference or influence that could affect the quality and efficiency of those reports. The Internal Control and Compliance Department submits its reports to the Audit, Risk Management & Compliance Committee regularly (and as needed) for presentation and discussion, and to enable the Audit, Risk Management & Compliance Committee to provide a recommendation thereon to the Board of Directors for appropriate decisions to be made. In this context, it is worth noting that the Internal Control and Compliance Department prepared and presented 52 reports to the Audit, Risk Management & Compliance Committee and the Board of Directors during 2025. These reports covered the various auditable business units of the Company, and the necessary decisions were issued accordingly.

Corporate Governance Report

Consolidated Governance report for the year ended 31 December 2025 (continued)

9 Risk Management

The Company considers effective risk management to be a cornerstone of good management practices and is committed to providing a risk management system to protect shareholder investments, the rights of stakeholders, and the Company's assets, and to prevent violations of applicable laws and regulations. The Board of Directors is responsible for adopting the risk management policy, reviewing the effectiveness of the risk management process, and overseeing the Company's risk exposure. The Risk Management function, in direct coordination with the Company's Executive Management on one hand and the Audit, Risk Management & Compliance Committee on the other, is tasked with implementing the Company's risk management framework and ensuring its continued effective performance. Concurrently, the Audit, Risk Management & Compliance Committee provides advice to the Board of Directors regarding the efficiency and effectiveness of risk management activities and efforts. Furthermore, the Audit, Risk Management & Compliance Committee enhances the role of the Board of Directors in fulfilling its obligations and duties related to risk management, pursuant to the resolution issued by the Company's Board of Directors in its meeting No. (04/2013) held on 01 July 2013, which stipulates that the Risk Management Department functionally reports to the Audit, Risk Management & Compliance Committee, as explicitly stated in the Charter of the Audit, Risk Management & Compliance Committee.

Enterprise risk management is considered one of the most important pillars and inputs for strategic planning management within the Group. Therefore, the Enterprise Risk Management Department has been established within the Strategy and Transformation Department. This department undertakes the following key responsibilities:

- Risk management governance by establishing policies and procedures, and defining acceptable risk levels at the Group level.
- Identifying, analysing, and managing strategic risks and mitigating their severity, in coordination with the relevant departments.
- Identifying, analysing, and managing departmental risks and mitigating their severity, in coordination with the relevant departments.
- Identifying and analysing existing risk controls and mitigations, evaluating their effectiveness, and working on their development and improvement.
- Reporting on risks to various management levels, up to the Board of Directors.
- Managing business continuity, which includes:
  - Business continuity management governance by establishing policies and procedures, and forming strategic crisis management teams and business units at the Group level.
  - Identifying and analysing the Group's sensitive and critical processes and procedures, and their target recovery times.
  - Establishing and developing business continuity strategies and plans for sensitive and critical processes, and ensuring their effectiveness.
  - Providing necessary training and awareness to various work teams on how to handle incidents and disruptions affecting critical processes.
- Reviewing and discussing any other relevant charters, policies, procedures, or documents that may be required from time to time.

In addition, the Company has appointed Mr. Abdulrahman Albeshri to the role of Risk Management Officer. A graduate of the UAE Government Leaders Program (UAE Youth Leaders Program category) in 2019, he earned a master's degree with honours and distinction in Financial and Accounting Sciences in 2016, and a bachelor's degree with honours and distinction in Accounting Sciences in 2011. Mr. Albeshri is a pioneer in leadership, internal audit, risk management, and business continuity, and a mentor in driving business performance and development, with nearly 14 years of experience in both the semi-government and private sectors in the areas of internal audit, risk management, business continuity, real estate customer service, and asset and facilities management. Mr. Albeshri is also an EFQM Excellence Assessor, certified by the European Foundation for Quality Management (EFQM) in Brussels, Belgium, and a certified ISO 22301:2012 Business Continuity Management System (BCMS) auditor.

Corporate Governance Report

Consolidated Governance report for the year ended 31 December 2025 (continued)

10 Communication with Shareholders

The Company applies a market-specific disclosure policy based on corporate governance standards and their associated requirements and procedures, aimed at providing all shareholders and investors in the market with accurate and timely information. The policy, adopted by the Company's management, outlines the procedures directed by the Board of Directors for implementation, to which the Company is committed, ensuring compliance and continuous disclosure in accordance with the requirements of SCA and ADX.

Furthermore, in line with the Company's commitment to applying the highest standards of disclosure, transparency, and credibility to the information it releases, only the holders of the following positions are authorised to make any public statements on behalf of the Company, or any other statements attributed to it:

- Chairman and members of the Board of Directors.
- Group Chief Executive Officer.
- Executive Management team.
- Board Rapporteur (Board Secretary).

The Company holds meetings with analysts and investors from time to time to provide them with necessary information. In these instances, no information is disclosed unless it has already been disclosed to the market or is disclosed simultaneously. The Company also refrains from making any comments on market expectations or rumours, unless such comments relate to an official inquiry from regulatory authorities, such as SCA and ADX.

The General Assembly represents the primary opportunity for shareholders to meet face-to-face with the Board of Directors and Executive Management. Shareholders receive a notice of the meeting that details the time, place, and agenda items. To encourage maximum shareholder participation, a proxy form with instructions is included with the notice and sent to shareholders via registered mail.

During the meeting, shareholders present are given the opportunity to ask questions. The chair of the meeting is committed to discussing as many topics and matters as time allows. Members of the Board and Executive Management also make themselves available after the meeting to speak with shareholders. In addition, the external auditor attends the General Assembly meeting and is available to answer any enquiries.

Furthermore, and to demonstrate the Company's commitment to effective communication with shareholders, the election process for candidates to the Board of Directors was conducted at the General Assembly meeting held on 19 March 2025. All procedures and requirements were followed to provide shareholders with the essential information needed to help them choose their candidates for Board membership. Information about the candidates and their biographies was published on the ADX website and the Company's official website. SCA was contacted regarding all related matters, and its approval of these procedures and adherence to its prescribed timeline was obtained, thereby regulating the process.

11 Code of Business Conduct

The Company's success is built upon its strong reputation in project execution, integrity in its dealings, and professional capabilities. The Company is committed to the highest standards of professional and legal conduct, complying with all applicable laws and regulations in the course of its business.

The Code of Business Conduct is a duty and a commitment for the Company's Board of Directors and employees, forming an integral part of their working practices. The principles and rules of business conduct to which the Company adheres are set out in its Code of Business Conduct, which has been approved by the Board of Directors. Notably, the Board of Directors reviewed and approved this charter in its meeting No. (05/2023) held on 02 October 2023. The code is reviewed periodically to ensure the application of best standards and practices in this regard.

12 Employee Disclosure Mechanism

In alignment with its Code of Business Conduct, the Company has established an employee disclosure policy to reinforce its commitment to enabling employees to report concerns about any improper conduct without fear of retaliation, harassment, or discrimination, and to ensure that any resulting investigations are conducted appropriately and in full confidence. In its meeting No. (06/2023) held on 17 August 2023, the Audit, Risk Management & Compliance Committee reviewed the Company's whistleblowing policy and monitored the development and implementation of related systems to ensure their effectiveness. The committee subsequently raised a recommendation to the Board of Directors, which approved it in its meeting No. (05/2023) held on 02 October 2023, as stated in sub-section (i) of Section (6.1).

This disclosure mechanism allows the Company's employees to express their concerns responsibly and confidentially, and without disclosing their personal data (at their discretion), without fear of discriminatory treatment. The Company takes appropriate measures to independently investigate any matters that may be raised through this mechanism.

13 Conflicts of Interest

The Company requires Board members and senior executive officers to disclose any conflict of interest that may arise from their dealings with Company affairs, and to refrain from participating in the discussion of these matters or voting on them as required. This is in addition to the general guidelines contained in the Company's Articles of Association, Code of Business Conduct, and Board Charter, and is in compliance with the decisions, laws, and regulations issued by SCA and other regulatory and legislative authorities. A series of procedures has been established to ensure the highest level of compliance with laws regarding the management of conflicts of interest. The Company also encourages Board members to raise any matter that may lead to a conflict of interest with the Chairman and members of the Board of Directors.

14 Regulatory Violations Committed by the Company during 2025

The Company did not commit any material regulatory violations during the year ended 31 December 2025.

Corporate Governance Report

Consolidated Governance report for the year ended 31 December 2025 (continued)

15 Sustainability and Corporate Social Responsibility

Sustainability at the Company
At Aldar, sustainability is a strategic lever that informs how we plan, invest, and operate. It underpins our approach to building resilient assets, unlocking innovation, and sustaining long-term business value across our portfolio.

We are focused on developing places that are adaptable, inclusive, and built for the future, delivering enduring value for our stakeholders and the region we serve. This commitment is reinforced through clear governance, integrated decision-making, and robust performance tracking, ensuring sustainability outcomes are tangible, credible, and aligned with our long-term ambitions.

In 2025, the Company made advancements across each of its eight levers of decarbonisation. Highlights included:

- Implementing low carbon design guidelines across all new projects, resulting in an average 34% improvement in energy use and an average 41% improvement in water use by design, compared to business-as-usual benchmarks.
- 90% of new projects achieved a 3 Pearl rating under Estidama, the UAE's green building rating system.
- 100% of new projects achieved a minimum 2 Star Fitwel Rating, a globally recognised standard that focuses on health and wellness in the built environment.
- Nine assets spanning over 338,826 square metres received LEED certification (Gold and Platinum).
- AED 18 million was invested across government, private, and third-sector partnerships.
- 13,114 volunteering hours were delivered.
- 100,000+ beneficiaries were reached with our CSR initiatives.
- 100% of construction and design consultancy contracts were assessed for sustainability.
- 100% of Tier-1 contractors were trained on Aldar's sustainability requirements, supported by targeted refresher sessions for higher-risk suppliers.

Our Community Outreach & Social Impact Programmes
We recognise our responsibility towards our wider community of customers, residents, visitors, employees, and other stakeholders. It is our aim to deliver positive impact for all, creating and shaping communities that thrive now and into the future. Our aim is to shape lives for the better by creating positive and tangible outcomes that enrich inclusive, happy, healthy, and resilient communities through strategic partnerships. Our three focus areas – Live, Belong, and Sustain – inform and guide our Social Impact decision-making, investments, and targets.

- **Live:** We are focused on promoting a **healthy and happy society** for all by improving the overall quality of life of communities in the UAE and beyond.
- **Belong:** We are committed to shaping an **inclusive and accessible economy** that embraces diversity, promotes inclusion, and fosters a sense of belonging.
- **Sustain:** Our goal is to build **resilient and innovative communities** by implementing solutions to achieve outcomes that respect the UAE's dynamic ecosystem, promote the country's transformation into a knowledge-based society, and encourage Emiratisation in the workforce.

Through its social responsibility efforts, Aldar aims to create sustainable value for shareholders, employees, suppliers, customers, business partners, and the communities in which it operates. In **2025** we invested approximately **AED 18 million** in our Community Outreach & Social Impact programmes.

A summary of Aldar's Community Outreach & Social Impact activities during 2025 is as follows:

LIVE
We are dedicated to fostering vibrant, healthy communities where individuals and families can thrive. Our focus is on creating environments that nurture wellbeing, happiness, and growth, ensuring that everyone can live life to the fullest.

THRIVE Scholarship Programme
Launched in 2022, the THRIVE Scholarship Programme is a key pillar of Aldar's education legacy, focused on expanding inclusive access to quality education. To date, the programme has admitted 69 students across four cohorts.

In 2025, THRIVE marked a significant milestone with the graduation of its first six scholars, reflecting the programme's long-term approach to impact and its commitment to supporting students throughout their educational journey.

Expanding Access to Education Through Mohammed Bin Rashid Al Maktoum Global Initiatives
In 2025, Aldar advanced its education impact through strategic partnerships under the Mohammed Bin Rashid Al Maktoum Global Initiatives, supporting both Dubai Cares and Digital School to improve access to quality education for underserved communities.

Through its partnership with Dubai Cares, Aldar was the exclusive sponsor of the Back to School Initiative, bringing the 2025 edition to Abu Dhabi and supporting approximately 10,000 students through the distribution of essential school kits. Across the Back to School Initiative and related school refurbishment projects, Aldar mobilised more than 500 volunteers in Abu Dhabi and Dubai.

The school refurbishment efforts focused on enhancing learning facilities at the Charity School for Girls in Dubai and refurbishing the Arab Pakistani School in Abu Dhabi, benefiting more than 3,000 students. Complementing these efforts, Aldar contributed AED 500,000 to the Donate Your Own Device 1.0 initiative, alongside ongoing in-kind device donations. The contribution enabled the refurbishment and deployment of more than 2,000 digital learning devices, supporting 9,280 learners annually and creating 37,120 learner-years of educational opportunity. In addition, 50,453 devices were responsibly recycled, delivering measurable environmental benefits and advancing digital inclusion and sustainable e-waste management.

BELONG
We are committed to ensuring that all members of the community feel valued, supported, and connected, creating spaces where people from diverse backgrounds can come together and contribute to a shared vision of unity.

Accessibility Transformation
Across our destinations, we continue to advance a cohesive accessibility journey that touches the way our teams are trained, how our spaces operate, and how visitors experience our environments. In 2025 at Yas Mall, weekly Silent Hours were reintroduced, supported by upgraded accessibility features and enhanced staff training. This included equipping

Corporate Governance Report

Consolidated Governance report for the year ended 31 December 2025 (continued)

15. Sustainability and Corporate Social Responsibility (continued)

frontline teams to recognise and respond to Sunflower Lanyards, a universal symbol that the wearer may have a non-visible disability and require additional support. This training ensures staff can identify and assist People of Determination appropriately throughout the mall.

In parallel, Aldar expanded its commitment to inclusive wellbeing spaces with the WellPod initiative. First introduced at the Accessibility EXPO 2025, which was sponsored by Aldar, the WellPod concept reimagines how quiet, supportive spaces can serve visitors who experience sensory overload or anxiety, or who simply need a calm retreat within busy retail environments. The current quiet room is now being expanded by the WellPod team to include an art space, an outdoor area, and a physical-exercise zone, providing a broader set of wellbeing options for People of Determination and their families. The enhanced WellPod will launch in Q2 of 2026, marking a major step forward in accessible, dignity-led design across Aldar destinations. This space offers a dedicated, dignity-centred environment that makes it easier for visitors with diverse needs to participate fully in community life and enjoy the mall with greater comfort and confidence.

SUSTAIN

We are focused on building communities that are resilient, forward-thinking, and prepared to meet the challenges of tomorrow. By prioritising innovation and environmental responsibility, the communities we help create can thrive amidst evolving social, environmental, and economic landscapes.

In 2025, Aldar strengthened its long-term commitment to social impact through a three-year memorandum of understanding with Ma'an. Under this agreement, Aldar has committed AED 12.5 million to scale existing and launch new community programmes that support Abu Dhabi's social agenda and the Year of Community.

Emirates Villages – Emirates Council for Balanced Development

Aldar is one of the main supporters of the Emirates Villages project, an AED 1 billion national initiative launched in 2021 to create sustainable microeconomies across 10 rural villages in the UAE. In addition to financial support, Aldar has contributed development expertise specifically through its involvement in the Al Silaa village project. The initiative aims to strengthen community engagement, encourage private sector participation, and enhance collaboration between federal and local governments, supporting long-term social and economic development in rural communities.

Feed It Forward at Yas Mall

In 2025, Replate and Yas Mall partnered to launch "Feed It Forward", the first mall-wide food rescue programme in Abu Dhabi. This initiative brings together all food and beverage operators to reduce waste, support the community, and contribute to the fight against climate change. At the end of each day, surplus food is collected and stored in welfare area chillers before being redistributed through smart fridges.

Replate's platform tracks the environmental and social impact of every donation, ensuring transparency and accountability. Participating vendors receive complimentary eco-friendly, compostable, and reusable packaging, making it easy to join the cause. Thanks to this programme, food that would otherwise be discarded within 24 hours now reaches people in need, eliminating waste and creating meaningful community impact.

16 General Information

16.1. Performance of the Company's Shares in 2025

The Company's share trading witnessed strong performance during 2025. The following table provides an overview of the Company's share price at the end of each month for the year ended 31 December 2025:

Date	Opening Price (AED)	Highest Price (AED)	Lowest Price (AED)	Closing Price (AED)
January 2025	7.71	7.73	7.62	7.65
February 2025	9.02	9.06	8.93	8.93
March 2025	8.47	8.59	8.47	8.42
April 2025	8.43	8.43	8.27	8.26
May 2025	8.37	8.43	8.37	8.31
June 2025	8.90	9.17	8.88	8.92
July 2025	9.62	9.69	9.51	9.52
August 2025	9.73	9.77	9.62	9.62
September 2025	9.51	9.58	9.45	9.48
October 2025	9.36	9.36	9.00	9.00
November 2025	8.16	8.21	8.09	8.15
December 2025	8.66	8.79	8.66	8.70

16.2. Relative Performance of the Company's Share vs. ADX General Index and Sector Index in 2025

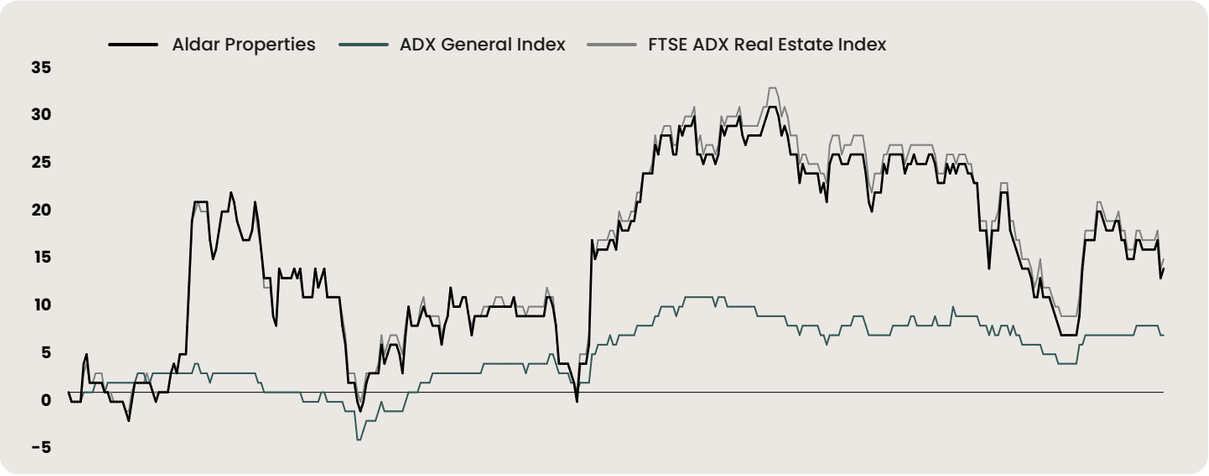
The following chart shows the performance of the Company's share relative to the ADX General Index and the sector-wide FTSE ADX Real Estate Index during the year ended 31 December 2025:

Corporate Governance Report

Consolidated Governance report for the year ended 31 December 2025 (continued)

16. General Information (continued)

16.2. Relative Performance of the Company's Share vs. ADX General Index and Sector Index in 2025 (continued)



Source: Bloomberg

16.3. Equity Distribution as at 31 December 2025 Classified by Type (Individuals, Companies, Governments) and by Origin (Local, GCC, Arab, Foreign)

The following table shows the distribution of the Company's shareholders, classified by type (Individuals, Companies, Governments) and by origin (Local, GCC, Arab, Foreign), as at 31 December 2025:

Investor/Shareholder	Individuals	Companies	Governments	Total
Local	9.02%	61.46%	1.71%	72.19%
GCC	0.27%	1.15%	0.33%	1.75%
Arab	0.30%	0.07%	0.00%	0.37%
Foreign	0.34%	25.32%	0.02%	25.68%
Total	9.93%	88.00%	2.06%	100.00%

Source: ADX

16.4. Overview of Shareholders with Equity Percentages Exceeding 5% of the Company's Share Capital as at 31 December 2025

The following table shows the shareholders whose equity percentages exceed 5% of the Company's capital as at 31 December 2025:

Shareholder	No. of Shares	Ownership Percentage
Al Mamoura Diversified Global Holding	1,975,408,347	25.12%
Sublime Commercial Investment – Sole Proprietorship LLC	960,000,000	12.21%
Sogno Three – Sole Proprietorship LLC	625,293,766	7.95%
Sogno Two – Sole Proprietorship LLC	500,000,000	6.36%

Source: ADX

16.5. Shareholder Distribution by Equity Size as at 31 December 2025

The following table shows the distribution of the Company's shareholders by equity size as at 31 December 2025:

Share Ownership (Shares)	No. of Shareholders	No. of Shares Owned	Owned Shares as Percentage of Capital
Less than 50,000	43,585	110,848,597	1.41%
From 50,000 to less than 500,000	1,511	276,821,605	3.52%
From 500,000 to less than 5,000,000	686	1,073,868,490	13.66%
5,000,000 and above	144	6,401,090,911	81.41%
Total	45,926	7,862,629,603	100%

Corporate Governance Report

Consolidated Governance report for the year ended 31 December 2025 (continued)

16. General Information (continued)

16.6. Investor Relations Controls for Listed Companies

In accordance with the Chairman of the Securities and Commodities Authority's Board of Directors' Decision No. (3/R.M.) of 2020 concerning Approval of the Joint Stock Companies Governance Guide (as amended by the Chairman of the Securities and Commodities Authority's Board of Directors' Decision No. (02/R.M.) of 2025), and its subsequent amendments, and the circular issued by the Authority regarding the controls for investor relations of listed companies, and in line with the Company's commitment to the optimal implementation of the rules and regulations in force, the Company established and developed its Investor Relations Department during the 2020-2025 period, and enhanced the department's role by fulfilling and implementing all primary and secondary requirements for investor relations, in a manner that contributes to enhancing the consistency and quality of responses to external inquiries from analysts, investors, and shareholders, strengthens the Company's investor relations and market engagement, and enhances the level of knowledge and awareness among stakeholders and their understanding of data related to the Company's performance. This is achieved through the implementation of optimal communication channels and improving the quality of its reporting. Furthermore, an advanced, efficient, and effective structure has been established at the senior management level to ensure a high degree of disclosure, transparency, and interaction with the markets.

With this in mind, the Company has developed and updated its dedicated Investor Relations website to align with the requirements and controls for investor relations as set by SCA, in an efficient and effective manner. This website can be accessed and browsed by shareholders, investors, stakeholders, and the public at the following link:

https://www.aldar.com/en/investors

In addition, to ensure the effectiveness and efficiency of the Investor Relations Department in fulfilling its role and objectives, the Company has appointed dedicated investor relations management personnel who possess academic qualifications and practical experience in business, accounting, and public relations, have comprehensive knowledge of the Company's activities and opportunities, are well-versed in the relevant legal and legislative requirements issued by the competent authorities, and are also skilled and capable of interacting with clients and providing them with the Company's technical and financial information in an easy and smooth manner, in both Arabic and English, through various communication channels. Furthermore, during 2025, the personnel in charge of this department held a series of meetings with a wide segment of current shareholders and potential investors at both domestic and international levels. These meetings aimed to enhance awareness and understanding of the Company's projects and its financial position, in a manner that builds confidence in the Company's performance, its projects, its diverse asset portfolio, and its targeted future expansion and growth prospects.

The table below includes the details of the Investor Relations Department official and the contact details for this department:

Investor Relations Department official	Mrs. Pamela Chahine
Contact Details	
Telephone	00971 2 8105555
	00971 2 8106585
Fax	00971 2 8105550
PO Box	5113, Abu Dhabi
Email	ir@aldar.com
Address	Aldar Square, Yas Island, Abu Dhabi

16.7. Special Resolutions Taken at the Company's General Assembly Meetings of Shareholders in 2025 and Actions Taken in respect thereof

In accordance with applicable laws and regulations, a special resolution is a resolution passed by a majority of votes of shareholders holding not less than three-quarters of the shares represented at a general assembly meeting of a public joint stock company.

In 2025, two General Assembly meetings of the Company's shareholders were held, on 19 March 2025 and 08 December 2025. The agenda for each meeting included items requiring special resolutions, as follows:

- The agenda of the Company's General Assembly meeting held on 19 March 2025 included one item requiring a special resolution from the Company's shareholders, which was approved by the shareholders present at the meeting. This item is as follows (set out verbatim):
  - **To approve, by a special resolution, that the Company makes voluntary community contributions during 2025, and to authorize the Board of Directors to determine the entities to which these amounts will be allocated, in accordance with the provisions of Federal Decree-Law No. (32) of 2021 on Commercial Companies, as amended from time to time, and with applicable laws and regulations.**

Corporate Governance Report

Consolidated Governance report for the year ended 31 December 2025 (continued)

16. General Information (continued)

16.7. Special Resolutions Taken at the Company's General Assembly Meetings of Shareholders in 2025 and Actions Taken in respect thereof (continued)

Based on the approval issued by the General Assembly meeting in this regard, the Company's Board of Directors has approved and allocated financial amounts and voluntary contributions that serve the community, within the authorities and standards granted to it, and in compliance with the relevant legal requirements.

- The agenda of the Company's General Assembly meeting held on 08 December 2025 included three items requiring special resolutions from the Company's shareholders, which were approved by the shareholders present at the meeting and are as follows (set out verbatim):
  - **To issue hybrid bonds or hybrid sukuk that shall be: (a) non-convertible into shares in the capital of Aldar Properties PJSC; (b) subordinated to the debts of Aldar Properties PJSC; and (c) perpetual (i.e., having no fixed maturity date) or with a fixed term (such as from 5 to 60 years), with an aggregate amount not to exceed US$2.0 billion (or its equivalent), to be offered internationally to qualified investors inside and outside the United Arab Emirates, at any time, in any number of tranches, and in any currency, whether directly by Aldar Properties PJSC as the issuer, or through a Special Purpose Vehicle (SPV) (with the Company acting as the obligor or guarantor), provided that this is in accordance with Federal Decree-Law No. 32 of 2021 on Commercial Companies, as amended.**
  - **To establish a programme for the issuance of bonds or sukuk with a value of US$3.0 billion (or its equivalent), and to issue bonds or sukuk thereunder, with a total aggregate amount not exceeding this limit, which shall be: (a) non-convertible into shares in the capital of Aldar Properties PJSC; (b) equal to senior debts of Aldar Properties PJSC; and (c) with a fixed term (such as from 5 to 60 years), to be offered internationally to qualified investors inside and outside the United Arab Emirates, at any time, in any number of tranches, and in any currency, whether directly by Aldar Properties PJSC as the issuer, or through a SPV (with Aldar Properties PJSC acting as the obligor or guarantor), provided that this is in accordance with Federal Decree-Law No. 32 of 2021 on Commercial Companies, as amended.**
  - **To authorize the Board of Directors of the Company (the "Board"), or any person authorized by the Board, to take any decision or action on behalf of the Company, as may be necessary to implement any of the special resolutions adopted at this General Assembly meeting, and to authorize the Board, or any person authorized by the Board, to determine and approve the timing, terms, and documentation in relation to any of these bond or sukuk issuances**.

Based on the approvals issued by the shareholders for these items, the Company reached out to the Authority to secure final approvals for the proposed issuance of sukuk/bonds, in accordance with what was presented, discussed, and approved by the shareholders, enabling the Company to initiate the issuance procedures in compliance with the provisions of Federal Decree-Law No. (32) of 2021 on Commercial Companies, as amended.

16.8. Board Secretary and Date of Appointment

The Company, its Board of Directors, and its Executive Management believe in the role of the Board Secretary in organising the affairs of the Board of Directors and its committees, and in the continuous coordination of matters related to their meetings. This role includes scheduling meetings, organising the agenda, playing a prominent part in coordinating among members before and during meetings, preparing the minutes, and arranging for their signing and approval. Furthermore, the Board Secretary actively coordinates communication between various company departments concerning the decisions issued by the Board of Directors and its committees to ensure their optimal implementation. The Board Secretary also maintains continuous communication with Board members, providing them with the necessary information and requirements to enable them to perform their duties effectively as members of the Board of Directors, in accordance with applicable laws, regulations, and resolutions.

The key responsibilities of the Board Secretary include:

- Documenting and preparing the minutes of the Board of Directors' meetings;
- Maintaining the reports submitted to the Board of Directors and the reports prepared by the Board;
- Providing Board members with the agenda for Board meetings, along with relevant papers, documents, and information, and any further information related to agenda items as requested by any Board member;
- Ensuring the adherence of Board members to the procedures adopted by the Board;
- Notifying Board members of the dates of Board meetings well ahead of the scheduled dates;
- Submitting draft minutes to Board members for their comments prior to their signing;
- Ensuring that Board members receive, fully and without delay, copies of the minutes of Board of Directors' meetings, as well as Company-related information and documents;
- Communicating the decisions of the Board of Directors and its committees to the Company's Executive Management and reporting on their application and implementation;
- Supporting the Board evaluation process;
- Coordinating between Board members, executive officers, and the Board's committees;
- Coordinating between Board members and the Company's Executive Management team;
- Organising the disclosure register for the Board of Directors and Executive Management in accordance with the controls and provisions of the Corporate Governance Guide for Public Joint Stock Companies and applicable legislation, and providing them with assistance and advice; and
- Verifying that a Board member does not attend (unless the Board of Directors decides otherwise) or participate in voting at a Board of Directors' meeting discussing a transaction in which the member is a related party, and that the member does not sign any decision related thereto.

Mr. Mohammad Hatim Abedalrahman was appointed as the Board Secretary by a resolution of the Board of Directors in its meeting No. (04/2020), held on 12 August 2020. Mr. Abedalrahman brings nearly 18 years of practical experience in legal affairs, compliance, and corporate discipline. He holds a bachelor's degree from the College of Sharia and Law at the United Arab Emirates University and has also been certified by "Hawkamah".

Corporate Governance Report

Consolidated Governance report for the year ended 31 December 2025 (continued)

16. General Information (continued)

16.9. Material Events of the Company during 2025

The year 2025 witnessed tangible demand for the sales of residential and commercial units across all projects developed by the Company. This was supported by the limited number of high-quality residential projects launched in the market during that period, coupled with the confidence of buyers and investors in the Company's potential and efficiency, and the quality of its products.

The most significant material events for the Company during 2025 were as follows:

- **Aldar Issues $1 Billion Hybrid Bonds in a Landmark Deal to Enhance Capital Structure and Accelerate Growth**

On 09 January 2025, the Company successfully priced its inaugural $1 billion hybrid bond issuance, following strong demand and significant interest from a wide range of regional and international investors. This issuance by the Company, as a public joint stock company, constitutes the largest-ever conventional hybrid bond issuance in the Middle East, and the deal achieved the highest credit rating and the tightest pricing spread at issuance for hybrid bonds issued by companies in the Central and Eastern Europe, Middle East, and Africa (CEEMA) region.

This initiative represents a proactive and innovative step for Aldar, as it adds a new type of hybrid financing instrument to its capital structure for the first time, which strengthens its balance sheet and credit profile, in addition to providing greater financial stability and flexibility for the Group. The proceeds of the issuance will be used to support the continuation of the Group's comprehensive transformation and growth plan and the execution of its strategic priorities, including the renewal and expansion of its land bank, its asset development portfolio for hold purposes, and acquisition opportunities.

- **Aldar Secures AED 9 Billion in Sustainability-Linked Financing Through a Joint Revolving Credit Facility**

On 13 January 2025, the Company successfully closed a sustainability-linked financing transaction through a multi-tranche, unsecured, joint revolving credit facility valued at AED 9 billion (equivalent to $2.45 billion). This marks the largest-ever sustainability-linked joint financing deal for a real estate developer in the Middle East. This facility follows Aldar's successful first-time issuance of hybrid bonds valued at AED 3.67 billion ($1 billion) earlier in the month. Collectively, these facilities strengthen the Group's capital structure, as well as its financial flexibility and sustainability, ensuring its readiness and capacity to continue executing growth initiatives within the framework of its ambitious growth strategy.

- **Aldar Sells Out All Units in Manarat Living III on Saadiyat Island for AED 940 Million**

On 31 January 2025, the Company announced the sale of all units in "Manarat Living III", the final phase of its "Manarat Living" residential complex, which offers its residents contemporary and aspirational lifestyles on Saadiyat Island, within just 24 hours, with the total sales value reaching AED 940 million. This strong demand from buyers is attributed to the appeal of Saadiyat Island as one of Abu Dhabi's most sought-after destinations, thanks to the unique concepts of its residential communities, which enjoy widespread popularity both locally and internationally. Emirati buyers accounted for 28% of total sales, while international buyers and UAE residents accounted for 72%, indicating strong global demand for residential units on Saadiyat Island. Buyers from the UAE, Jordan, China, and the UK topped the list in terms of sales volume.

- **Aldar Strengthens its Balance Sheet with a $500 Million Hybrid Bond Issuance for Apollo**

On 31 January 2025, the Company strengthened its long-term partnership with Apollo Global Management (Apollo) through a private placement of $500 million in subordinated hybrid bonds. This issuance was offered to companies, funds, and clients managed by Apollo and replaces a joint land venture that was part of the $1.4 billion investment transaction executed between Apollo and the Company in early 2022. It is one of the largest private placements of corporate hybrid bonds in the region to date. This transaction contributes to enhancing the flexibility of the Company's capital structure and is accretive to its shareholders.

- **Aldar Launches "The Wilds", its Nature-Inspired Residential Community in Dubai**

On 19 February 2025, the Company announced the launch of "The Wilds", its third residential community in Dubai, developed in partnership with Dubai Holding. "The Wilds" offers an exceptional residential experience where architecture harmonises with stunning nature, giving families and young explorers the opportunity to live in a rich oasis that redefines the concept of coexistence with nature. "The Wilds" is the first residential complex of its kind in Dubai, featuring the largest and most diverse collection of wildlife within a residential community in the Emirate. The complex will provide a unique community where residents coexist with a wide range of local animals and plants within a nature reserve akin to a forest.

- **Aldar Exceeds its Emiratisation Target by Providing Over 1,000 Job Opportunities for Emirati Cadres in Just Three Years**

On 24 February 2025, the Company announced its success in providing 1,060 job opportunities for citizens within just three years. These opportunities include positions for new graduates up to executive management roles, thereby surpassing its Emiratisation target of providing 1,000 job opportunities for citizens over five years. This achievement reflects the success of Aldar's Emiratisation strategy, which focuses on attracting skilled Emirati talent and supporting their professional development and retention across the Group's various sectors and subsidiaries. In line with its commitment to contributing to the development of the next generation of local talent and equipping them with the best skills in the private sector, Aldar pledged in 2021 to hire 1,000 Emirati nationals as part of its efforts to drive Emiratisation, with the support of the "Nafis" programme. "Nafis" is a federal government initiative, part of the "Projects of the 50", aimed at enhancing the competitive efficiency of Emirati cadres and empowering them to take up prominent positions in private sector firms. Aldar's success in achieving its Emiratisation target ahead of schedule reinforces its leading position as one of the most prominent employers and supporters of local cadres among private sector firms in the UAE, achieving a high Emiratisation rate of 44% of the Group's total workforce.

Corporate Governance Report

Consolidated Governance report for the year ended 31 December 2025 (continued)

16. General Information (continued)

16.9. Material Events of the Company during 2025 (continued)

- **Aldar Launches a Specialised Academy to Elevate the Customer Experience with the Spirit of Emirati Hospitality**

On 26 February 2025, the Company launched an in-house academy specialising in customer experience, in collaboration with Abu Dhabi Hospitality Academy – Les Roches, to develop and organise its training programmes. This academy is part of the Group's strategy aimed at elevating the level of customer experience and embedding a culture of exceptional hospitality across all of the Group's operations. Abu Dhabi Hospitality Academy – Les Roches is a leading educational institution in the field of hospitality, setting new standards by blending global expertise with Emirati hospitality culture. This approach closely aligns with the spirit of Aldar's Customer Experience Academy, which is based on the philosophy of Emirati hospitality heritage and treating every guest with a warm welcome and care.

- **Aldar Launches 72 Exceptional Residential Units in the Final Phase of "Mamsha Gardens" on Saadiyat Island**

On 03 March 2025, the Company announced the launch of 72 exceptional residential units, including apartments and townhouses, within the "Mamsha Gardens" project on Saadiyat Island. This launch, which comprises the sixth residential building phase in the project, follows the tremendous success of the initial phases during 2025. The final phase of the project confirms the growing demand for luxury homes in the most distinguished and sought-after areas in the Emirate of Abu Dhabi. The 72 residential units are designed to provide a premium residential experience within a unique coastal environment. This launch builds on the great success achieved by the first phase of the project in November 2024, reflecting the sustained demand for luxury homes in Abu Dhabi's premier locations.

- **Aldar Sells Out All Units in Phase 1 of "The Wilds", Achieving AED 5 Billion in Sales During the Launch**

On 05 March 2025, the Company announced the successful sale of all units in Phase 1 of "The Wilds" project, achieving sales of AED 5 billion during a series of local and international sales events. In this phase, Aldar launched 734 homes, comprising three-, four-, and five-bedroom villas. "The Wilds" is a unique residential community offering its residents the opportunity to live in a stunning natural environment. This project is Aldar's third residential community in Dubai, developed in partnership with Dubai Holding. The project successfully attracted a wide range of buyers, with international buyers and UAE residents accounting for 92% of sales, thereby confirming Dubai's status as a global destination for long-term residence and investment. Buyers from India, China, and the UK topped the list in terms of sales volume.

- **Partnership between Aldar and the "Digital School" to Support Communities and Enhance the Future of Digital Education**

On 11 March 2025, the Company announced its collaboration with the "Digital School", one of the projects of the Mohammed bin Rashid Al Maktoum Global Initiatives foundation, to support its pioneering "Donate Your Own Device" campaign. This new partnership aligns with the UAE's declaration of 2025 as the "Year of the Community" and Aldar's commitment to enhancing access to educational opportunities through digital platforms, ensuring that students, both within the UAE and abroad, are equipped with the necessary tools to embark on their learning journey and achieve success. The "Donate Your Own Device" campaign is an impactful initiative that seeks to bridge the global digital divide by encouraging individuals and companies to donate laptops, tablets, and other electronic devices they no longer need. In light of the growing importance of modern technology in the education sector, this meaningful campaign contributes to empowering students who lack the necessary tools and resources to benefit from the opportunities and potential of digital learning.

- **Aldar Investment Properties Strengthens its Strong Financial Position with a $500 Million Green Sukuk Issuance**

On 13 March 2025, Aldar Investment Properties, a subsidiary of the Company that owns and manages a portfolio of income-generating properties valued at AED 28 billion ($7.6 billion), successfully raised $500 million through a 10-year green sukuk issuance. The sukuk was 7.2 times oversubscribed, amid strong interest from a wide range of investors. Orders from regional and international investors accounted for 61% and 39% of the total, respectively, with the total value of orders exceeding $3.6 billion. The 10-year green sukuk was priced to yield 5.25%, with a competitive spread of 110 basis points over US Treasury bonds. This is in line with the green sukuk issued by the Company in May 2025, which achieved its tightest pricing on a public debt issuance.

- **Aldar Sponsors 1,000 Citizens for Certified Real Estate Broker Certification**

On 17 March 2025, the Company announced its sponsorship of 1,000 Emirati real estate brokers to obtain a Certified Real Estate Broker certificate in Abu Dhabi and Dubai, in addition to qualifying over 100 citizens through an advanced training programme. The programme combined local and international real estate expertise, with the participation of Aldar's team in the UAE and experts from its subsidiaries, SODIC and London Square. Participants received intensive training on Aldar's global portfolio and sales strategies to leverage promising sales opportunities, in addition to gaining a comprehensive understanding of the real estate regulations in the UAE. The programme also included specialised training on digital systems to ensure participants were knowledgeable and well-versed in Aldar's digital ecosystem.

- **Aldar Partners with Hilton to Develop the First Branded Residential Community on Yas Island**

On 12 May 2025, the Company announced a partnership with Hilton, the global hospitality company (NYSE: HLT), to develop Waldorf Astoria Residences on Yas Island. This will be the first branded residential community on the island and the first Waldorf Astoria branded residence in Abu Dhabi. In the presence of Talal Al Dhiyebi, Chief Executive Officer of the Company, the partnership was signed by Jonathan Emery, Chief Executive Officer of Aldar Development; and Daniel Wakeling, Vice President, Development Luxury & Residences, EMEA, at Hilton.

Corporate Governance Report

Consolidated Governance report for the year ended 31 December 2025 (continued)

16. General Information (continued)

16.9. Material Events of the Company during 2025 (continued)

- **Aldar Sells a Residential Building in "Mamsha Gardens" to Gaw Capital Partners for AED 586 Million**

On 13 May 2025, the Company announced the completion of the sale of a residential building within the "Mamsha Gardens" project for AED 586 million to Gaw Capital Partners, a Hong Kong-based private real estate investment firm. This transaction marks Gaw Capital Partners' first investment in the UAE, reflecting the growing interest of international investors in the Abu Dhabi real estate market, the Saadiyat Island Cultural District, and Aldar's portfolio of high-quality residential properties. The building is one of seven comprising the residential "Mamsha Gardens" community. It is distinguished by its location in the Saadiyat Island Cultural District and comprises 71 apartments and townhouse units with a total gross sellable area exceeding 16,000 square metres.

- **Aldar Launches the Luxurious "Waldorf Astoria Residences" on Yas Island**

On 15 May 2025, the Company announced the launch of the "Waldorf Astoria Residences" on Yas Island, establishing a new concept of luxury living in Abu Dhabi. The complex comprises 133 exclusive, fully furnished residential units, combining Waldorf Astoria's rich heritage in luxury hospitality with a luxurious lifestyle amidst the vibrant atmosphere for which Yas Island is known. The complex is distinguished by its prime location and stunning views, offering exceptional living experiences for its residents. The "Waldorf Astoria Residences" features stunning views of the Yas Links golf course, which hosts a championship tournament. Its units also overlook breathtaking scenery, including mangrove forests on one side and the Yas Marina Circuit – home of the Formula 1 "Abu Dhabi Grand Prix" – on the other.

- **Aldar to Become the First Real Estate Developer in the Region to Use Green Hydrogen-Based Reinforcing Steel from Emsteel**

On 20 May 2025, the Company announced that it will become the first real estate developer in the Middle East and North Africa (MENA) region to use reinforcing steel manufactured using green hydrogen in a development project. This steel, to be supplied locally by Emsteel Group, one of the region's largest listed producers of steel and building materials, will significantly reduce carbon emissions during the construction of the first zero-emission mosque in Abu Dhabi, located in Sustainable City, Yas Island. The mosque, which spans an area of 1,595 square metres and accommodates more than 850 worshippers, aims to achieve carbon neutrality certification from the Leadership in Energy and Environmental Design (LEED) rating system. The Company will work to achieve net-zero carbon emissions in both the construction and operation phases through the use of clean energy resources and low-carbon building materials, including steel manufactured using green hydrogen via low-emission manufacturing processes.

- **Aldar Lays the Foundation for a New Cold Storage Facility to Support Emirates Snack Foods' Operations**

On 22 May 2025, the Company announced the commencement of construction of a new, purpose-built cooling and distribution facility designed to support the operations of Emirates Snack Foods, one of the leading companies in the distribution of fast-moving consumer goods (FMCG) in the UAE. Marking this partnership, Jassem Saleh Busaibe, Chief Executive Officer of Aldar Investments, and Feda Saimua, Managing Partner at Emirates Snack Foods, met during "Make it in the Emirates", the premier annual event supporting the rapid growth of the State's industrial sector.

- **Yas Island Continues its Global Appeal with Aldar Selling Out All Units in the Island's First Branded Residence Project**

On 26 May 2025, the Company announced the sale of all 133 residential units in "Waldorf Astoria Residences", the first branded residence project on Yas Island, on its launch day. The luxury project achieved sales valued at AED 850 million. International buyers and UAE residents accounted for 76% of total sales, while Emirati buyers represented 24%. The project also saw strong demand from buyers from the UK and China, reflecting the growing international appeal of Yas Island as one of the leading destinations in the region.

- **Aldar Launches Fahid Island, Abu Dhabi's First Coastal Destination Designed to Promote a Healthy and Sustainable Lifestyle**

On 02 June 2025, the Company unveiled the master plan for Fahid Island, its latest coastal destination in the Emirate of Abu Dhabi, which spans an 11-kilometre waterfront with a development value exceeding AED 40 billion. The island is distinguished by its unique strategic location, which combines 4.6 kilometres of stunning beaches on one side and tranquil mangrove forests on the other, providing a complete sanctuary that enhances a healthy and sustainable lifestyle. Fahid Island covers an area of 3.4 million square metres, with every point on the island less than a five-minute walk from the beach, offering residents an exceptional living experience that combines sea views, coastal designs, diverse recreational amenities, and five-star luxury hospitality options. The Company has also signed a strategic partnership with a prestigious international educational institution to provide an advanced educational experience on Fahid Island, in line with Abu Dhabi's vision to establish itself as a regional centre for academic excellence. This educational facility will be a central component in the heart of Fahid Island, enhancing the island's appeal as an ideal destination for families.

The island is strategically located between two of Abu Dhabi's most prominent destinations: Yas Island, the premier entertainment destination, and Saadiyat Island, the Emirate's pulsating cultural heart. It is also unique for its diverse experiences, which blend cultural and entertainment options with an active lifestyle and a balance between urban vibrancy and the tranquillity of nature, all within an accessible, interconnected environment. It is less than 15 minutes away from the entertainment cities on Yas Island, the Saadiyat Cultural District, and Zayed International Airport.

- **Aldar Announces the First "King's College, Wimbledon" School in the Region on Fahid Island in Abu Dhabi**

On 09 June 2025, the Company announced the signing of an exclusive partnership between Aldar Education and the prestigious British King's College School, Wimbledon to establish its first regional campus on Fahid Island in the Emirate of Abu Dhabi. This new prestigious school, which will cover educational levels from KG to Grade 12, is scheduled to open in Abu Dhabi in September 2028, subject to receiving the necessary approvals from the Department of Education and Knowledge and the relevant regulatory authorities. This significant addition will contribute to enhancing the Emirate's world-class educational ecosystem by providing a distinguished academic path that prepares students for admission to the world's top universities.

Corporate Governance Report

Consolidated Governance report for the year ended 31 December 2025 (continued)

16. General Information (continued)

16.9. Material Events of the Company during 2025 (continued)

- **Aldar Achieves Over AED 3.5 Billion in Sales on Fahid Island Within a Week**

On 20 June 2025, the Company announced sales exceeding AED 3.5 billion for the "Fahid Beach Residences" and "Fahid Beach Apartments" projects within a week of their launch. These are the first two residential communities on Fahid Island, Abu Dhabi's new coastal destination and the first island in the world to obtain the global "Fitwel" certification. The first two communities on Fahid Island attracted a diverse segment of buyers, drawn by the island's status as Abu Dhabi's first coastal destination designed to promote a healthy and sustainable lifestyle, its unique sea views, and its proximity to the prestigious "King's College, Wimbledon" international school, located within the island's master plan. Residents and international buyers accounted for 67% of total sales, with Emirati, Russian, British, and Chinese nationals leading in terms of sales volume. This strong local and international interest confirms the growing global status of Fahid Island as a premium destination, unique for its diverse experiences that blend cultural and entertainment options with an active lifestyle, and for its balance between urban vibrancy and the tranquillity of nature.

- **Aldar Ranks Among Leading Global Real Estate Companies in Sustainability with its MSCI ESG Rating Upgraded to "A"**

On 24 June 2025, the Company announced the upgrade of its rating to "A" in the latest MSCI Environmental, Social, and Governance (ESG) assessment, placing it in the top quartile of real estate companies covered by MSCI's global ratings. This upgrade reflects the Company's continuous progress in enhancing its ESG practices across all its operations, in line with global sustainability standards. MSCI is a leading global rating agency that evaluates companies' exposure to ESG risks within their sector and their ability to manage those risks relative to peer companies. Investors widely rely on these ratings to assess how companies manage long-term risks. Achieving an "A" rating is a clear indication that the integration of ESG principles into the Group's long-term strategy is creating a tangible impact.

- **Aldar Acquires Integrated Logistics Assets in Waha Capital's "ALMARKAZ" Project for AED 528 Million**

On 30 June 2025, the Company announced its acquisition of a portfolio of high-quality logistics real estate assets from Waha Capital for AED 528 million. These assets include warehouses and specialised properties that support light industry sectors and are all located within the "ALMARKAZ" industrial complex, one of the most prominent integrated projects in Abu Dhabi's Al Dhafra region. This transaction adds 182,500 square metres of net leasable area of income-generating logistics assets to the Aldar Investments portfolio. These real estate assets, available on a freehold basis, are located within the "ALMARKAZ" industrial complex, which spans a vast area of 6 million square metres and was developed by Waha Land, a wholly-owned subsidiary of Waha Capital. The "ALMARKAZ" complex is one of the UAE's Special Economic Zones, offering its tenants numerous incentives and facilities. With additional development potential available within this complex, this transaction opens promising prospects for both the Company and Waha Capital to explore further future cooperation opportunities.

- **Aldar Sells an AED 400 Million Palace in Faya Al Saadiyat, Setting a Record for the Most Expensive Home in Abu Dhabi's History**

On 23 July 2025, the Company announced the completion of a record-breaking transaction for the sale of an ultra-luxurious, eight-bedroom palace for AED 400 million in "Faya Al Saadiyat", an exclusive residential community located on the waterfront, on one of the last remaining plots of land designated for villas on Saadiyat Island, making it the most expensive home ever sold in Abu Dhabi. This transaction reflects the continuous growth of Abu Dhabi's luxury real estate market, driven by strong demand from high-net-worth individuals, long-term residents, and international investors. This follows the Company's sale of a penthouse in the "Nobu Abu Dhabi Residences" project on Saadiyat Island for AED 137 million.

- **Aldar and Dubai Cares Renew Educational Partnership and Expand Cooperation Ahead of New School Year**

On 08 August 2025, the Company and Dubai Cares announced the expansion of their strategic cooperation, with the aim of supporting students and schools across the UAE through the "Volunteer Emirates" initiative. This move reaffirmed the depth of the partnership between them and aligned with the UAE's declaration of 2025 as the "Year of the Community". Building on the momentum of success from the previous edition, the "Back to School 2025" initiative was held on 15 August 2025 at Nabdh Al Falah in Abu Dhabi, with 300 volunteers gathering to prepare 10,000 school bags. These were distributed to students from underprivileged families across the UAE to ensure they started their school year equipped with the necessary tools, confidence, and support to succeed. This impactful initiative embodied the shared vision of both Aldar and Dubai Cares to empower communities and promote inclusive education.

- **Aldar Launches "Fahid Beach Terraces" Project to Enhance a Healthy and Sustainable Lifestyle on Fahid Island**

On 12 August 2025, the Company announced the launch of its new project, "Fahid Beach Terraces", its latest luxury residential community on the shores of Fahid Island. It is the first coastal destination in Abu Dhabi designed to promote a healthy and sustainable lifestyle. The project features a private beach club and a comprehensive range of modern amenities, offering residents the opportunity to enjoy a healthy lifestyle in harmony with nature. Every detail has been meticulously designed to embed the concept of mindful living and to strengthen the deep connection between individuals and the rhythm of the sea.

- **Aldar Launches "Al Deem Townhomes" Project on Northeast Yas Island**

On 02 September 2025, the Company announced the launch of 450 homes within the "Al Deem Residential Community" on Northeast Yas Island, available exclusively for purchase by all citizens of the UAE. The homes feature an exceptional design that blends a contemporary lifestyle with authentic Emirati values and were available for sale from 12 September 2025. This new phase of "Al Deem Townhomes" includes three- and four-bedroom homes, meticulously designed to focus on space and comfort, with the allocation of multiple majlis and entrances in each unit to ensure the highest levels of privacy and flexibility. The project also offers 26 innovative three-bedroom units, the first of their kind in the UAE, as they integrate residential and commercial use within a single building.

Corporate Governance Report

Consolidated Governance report for the year ended 31 December 2025 (continued)

16. General Information (continued)

16.9. Material Events of the Company during 2025 (continued)

- **Aldar Develops the First Integrated Tesla Customer Experience Centre in Abu Dhabi on Yas Island**

On 04 September 2025, the Company announced the development of the first integrated Tesla customer experience centre in the UAE, on Yas Island. The centre will feature an innovative showroom, a service and after-sales centre, in addition to a vehicle delivery hall, providing customers with a comprehensive one-stop experience. The project enhances Yas Island's status as a strategic destination for global brands in the UAE, while also affirming the Company's position as a key partner to customers in delivering innovative and bespoke real estate solutions.

- **Aldar Launches "Rise by Athlon", a Residential Community that Enhances the Active Lifestyle in Dubai**

On 11 September 2025, the Company announced the launch of "Rise by Athlon" in Dubai, which features eight distinctive buildings with unique designs and specialised amenities that offer residents a healthy and active lifestyle. The project represents the final phase of the "Athlon" community and overlooks its central park, forming a seamless extension of the master plan based on the concept of movement and an integrated lifestyle. This follows the tremendous success of the launch of the villa and townhouse units earlier in 2025. The development of the "Rise by Athlon" project is part of a strategic partnership with Dubai Holding, aiming to meet the growing demand for modern homes that support active lifestyles. The project includes over 1,200 residential apartments, ranging from one to three bedrooms, meticulously designed to combine spaciousness with practical functionality. The project's contemporary architectural designs embody a refreshed vision for urban living, integrating elements of a healthy lifestyle, creativity, and a fine balance that enriches daily life.

- **Aldar Sells Out All Units in "Al Deem Townhomes", Exclusive to Citizens, with Sales Exceeding AED 1.8 Billion**

On 15 September 2025, the Company announced the sale of all residential units in the "Al Deem Townhomes" project, an integrated Emirati community comprising 450 homes in the northeast of Yas Island. The total sales value exceeded AED 1.8 billion, reaffirming the strong demand for high-quality residential complexes specifically designed for Emirati families and reflecting the Company's firm commitment to developing homes that meet the diverse needs of Abu Dhabi residents. Male buyers accounted for 68% of sales in the "Al Deem" project, while female buyers constituted 32%, reflecting the diversity of the Company's customer base. Notably, the project succeeded in attracting a wide segment of first-time buyers from Aldar, accounting for 56% of purchasers, while existing customers made up 44% of the total. Sales data showed that 63% of all buyers plan to reside in their new homes in the "Al Deem" project, and that 64% of them are under the age of 45, indicating the project's strong appeal to young families. Buyers residing in Abu Dhabi accounted for 84%, while buyers from other emirates constituted 16%.

- **Aldar Announces Increase in its Stake in "Aldar Properties" – the Region's Largest Integrated Real Estate Services Platform**

On 23 September 2025, the Company announced the strengthening of its presence in the "Aldar Properties" platform, the largest integrated real estate services platform in the region, by increasing its stake in the company to 82.55%. This followed the acquisition of an indirect 17.45% stake from Modon Holding (through its wholly-owned subsidiary, ADNEC Group). Through strategic acquisitions and a strong growth trajectory, "Aldar Properties" has solidified its position as the region's largest integrated real estate services platform, managing active contracts valued at over AED 3 billion. The platform oversees the management of more than 155,000 residential units, a 15% increase over the past two years. During the same period, it successfully doubled its leasable area in the retail and Grade A office sectors to reach two million square metres. In 2025, the platform's revenue grew to approximately AED 2.6 billion, achieving an EBITDA of AED 400 million. This reflects its pivotal contribution to the Company's strategy of enhancing and diversifying sustainable long-term income streams.

- **Aldar Strengthens its Financial Liquidity with a $290 Million Additional Green Sukuk Issuance in Two Tranches**

On 24 September 2025, Aldar Investment Properties, a subsidiary of Aldar, which owns and manages a portfolio of income-generating properties valued at AED 30.7 billion ($8.4 billion), announced the successful raising of $290 million through an additional issuance of its existing green sukuk maturing in 2034 and 2035. The issuance was 2.8 times oversubscribed, attracting orders totalling $830 million. The issuance attracted widespread interest from regional and international investors, who accounted for 52% and 48%, respectively, of the final allocation for the transaction.

- **Aldar Launches its Exclusive Contemporary Lifestyle Collection on Yas Island**

On 02 October 2025, the Company announced the launch of the first project in its exclusive contemporary lifestyle collection on Yas Island: "Yas Living". This is a modern residential community overlooking the waterfront in the heart of one of the UAE's most prominent and sought-after modern destinations. The project combines modern design, community living, and contemporary amenities. With its distinctive design and modern recreational and functional facilities, the project elevates the standards of urban living to offer an exceptional choice for Yas Island residents. "Yas Living" is the latest addition to the Company's exclusive contemporary lifestyle collection, following strong buyer demand for the "Manarat Living" and "Nouran Living" projects on Saadiyat Island. It is based on the same design principles, characterised by a unique urban character, integrated planning, and an emphasis on community living, and is offered at accessible prices.

Corporate Governance Report

Consolidated Governance report for the year ended 31 December 2025 (continued)

16. General Information (continued)

16.9. Material Events of the Company during 2025 (continued)

- **Aldar Sells Out All Units in "Yas Living", Achieving Sales Exceeding AED 1.3 Billion**

On 14 October 2025, the Company announced the sale of all units in its new residential community, "Yas Living", within just days of its market launch, achieving total sales exceeding AED 1.3 billion. "Yas Living" is distinguished by its strategic location on the northeastern side of Yas Island and its stunning views of the waterfront, representing the latest addition to the Company's exclusive collection of contemporary lifestyle offerings in one of Abu Dhabi's most vibrant destinations. The project garnered significant interest from a wide and diverse segment of customers and investors, who found it to be an ideal destination that combines innovative architectural designs with integrated amenities, in addition to its strategic location in close proximity to Yas Island's most prominent entertainment landmarks, such as "Yas Mall", "Yas Park", "Warner Bros. World Abu Dhabi", "Ferrari World", and "Yas Marina Circuit".

- **Aldar Launches the Exclusive "The Row Saadiyat" Residential Community in the Heart of Abu Dhabi's Saadiyat Cultural District**

On 23 October 2025, the Company announced the launch of "The Row Saadiyat", an exclusive residential community offering a sophisticated lifestyle and featuring an exceptional location overlooking the Zayed National Museum within the Saadiyat Cultural District. Designed in collaboration with Bjarke Ingels Group (BIG), "The Row Saadiyat" embodies a sophisticated model of urban development that celebrates the beauty of the cultural district by integrating artistic touches into the fabric of daily life. The community establishes itself as the premier social destination on Saadiyat Island, elevating the concepts of modern living in the heart of one of Abu Dhabi's most attractive destinations and offering an unparalleled residential experience.

- **Aldar Develops New Rental Residential Units in Abu Dhabi with an AED 3.8 Billion Investment within its Recurring Income Portfolio**

On 27 October 2025, the Company announced the launch of a series of new projects in Abu Dhabi within its "Develop and Hold" assets portfolio, spanning residential, commercial, and logistics asset classes, with a total value of AED 3.8 billion. This move reflects the Company's commitment to reinforcing its leadership in the Abu Dhabi real estate market and diversifying its sector offerings, while also supporting the growth of its recurring income-generating asset portfolio. These projects take the value of the Company's "Develop and Hold" assets under construction to approximately AED 17.6 billion, which enhances the Group's ability to achieve long-term sustainable growth. On this occasion, Jassem Saleh Busaibe, Chief Executive Officer of Aldar Investments, said: "Our new investments reflect the strong demand we are seeing for residential units for rent, Grade-A commercial spaces, and logistics properties in Abu Dhabi. The 'Develop and Hold' strategy is a core pillar for driving growth at Aldar, as it opens up significant potential for us to grow our diversified portfolio of recurring income-generating assets across the UAE, in parallel with our efforts to meet the high demand for efficiently managed assets, which include commercial, residential, and logistics real estate, as well as hospitality, retail, and education facilities."

- **Aldar Acquires Logistics Assets from AD Ports Group for AED 565 Million**

On 12 November 2025, the Company and Khalifa Economic Zones Abu Dhabi - KEZAD Group, a subsidiary of AD Ports Group (ADX: ADPORTS), announced the completion of an acquisition agreement for two high-quality, institutional-grade industrial and logistics assets for AED 565 million. This acquisition is part of Aldar's ongoing expansion of its recurrent income-generating portfolio and solidifies its strategy to build a diversified logistics platform and expand its footprint across the UAE. The acquisition deal, concluded with AD Ports Group, includes two state-of-the-art, built-to-suit facilities, developed by KEZAD Group and currently leased to Noon and Emtelle. These facilities are among the most advanced industrial and logistics assets of their kind in the region. The Noon facility is the largest e-commerce fulfilment centre in the UAE, while the Emtelle facility is one of the world's largest factories for producing fibre optic cables and pre-connectorised solutions for the telecommunications sector. Spanning a total area of over 136,000 square metres, the facilities offer direct access to Khalifa Port, the Etihad Rail network, and major highways, ensuring high efficiency in regional and international distribution operations.

- **Aldar Launches "Yas Riva Residences" on the Yas Island Waterfront**

On 18 November 2025, the Company announced the launch of "Yas Riva Residences", a vibrant residential community located on the banks of the Yas Island waterfront. It embodies the spirit of adventure and the tranquillity of waterfront life in one of the UAE's most sought-after modern destinations. Situated on the northern coast of Yas Island, next to the highly successful and sold-out "Yas Riva" villa community, the project introduces a new waterfront living concept with a resort-inspired design that blends adventure, luxury, and community connection. This residential community seeks to appeal to individuals seeking harmony between activity and tranquillity, where days begin with energy-filled water activities and end with moments of calm and reflection on the beach.

- **Aldar and Mubadala Capital Launch "Aldar Capital", a Leading Investment Platform Connecting Global Investors to Real Asset Opportunities in the Region**

On 04 December 2025, Aldar and Mubadala Capital announced the launch of a dedicated investment management platform named "Aldar Capital", designed to connect global corporate investors with premier investment opportunities in the real estate and infrastructure sectors across the UAE and GCC markets. This move builds upon the strategic partnership between Aldar and Mubadala Investment Company, combining Aldar's expertise and leadership in the real estate development and investment sector with Mubadala Capital's exceptional institutional capabilities in fund and alternative asset management, as well as its extensive network of global investors. By establishing this platform, the partnership creates an innovative vehicle that will serve as a bridge connecting promising regional opportunities with international capital, while setting new benchmarks for governance, investment breadth, and institutional collaboration in the region.

Corporate Governance Report

Consolidated Governance report for the year ended 31 December 2025 (continued)

16. General Information (continued)

16.9. Material Events of the Company during 2025 (continued)

- **Mubadala and Aldar Launch Strategic Project Valued at Over AED 60 Billion to Expand and Develop the Financial District on Al Maryah Island**

On 08 December 2025, Mubadala Investment Company, Abu Dhabi's sovereign wealth fund, and the Company announced the launch of a landmark joint venture to develop a new phase within the expansion of Al Maryah Island. This strategic move represents a quantum leap in the development and growth of the International Financial Centre and enhances Abu Dhabi's status on the global financial and business map as the "Capital of Capital". The North Al Maryah Island area, the last undeveloped area on the island, spans approximately 500,000 square metres, with a development value exceeding AED 60 billion. The project will feature over 1.5 million square metres of office and residential space, alongside premium retail and hospitality facilities, in an integrated architectural experience that seamlessly blends the business environment, community, and modern lifestyle. This will enhance Al Maryah Island's facilities and enrich its many offerings as a global business hub and a premium destination for luxury living.

These initiatives were among the material events disclosed to SCA and ADX, and across various media channels, during 2025.

16.10. Emiratisation Rate in the Company for 2023, 2024, and 2025

The Company has adopted a policy aimed at attracting and recruiting national talent and qualified personnel who play a fundamental and effective role in supporting the Company's progress and the advancement of its projects and business. This enhances the Company's capabilities and resources and contributes to the overall development witnessed in the Emirate of Abu Dhabi, aligning with the vision of the UAE's wise leadership. Notably, the Company's management has successfully increased the Emiratisation rate in 2025. The following table shows the Company's Emiratisation rate for the years 2023, 2024, and 2025:

Year	2023	2024	2025
Emiratisation rate	41.9%	43.1%	44.4%

16.11. Transactions with Related Parties during 2025 Amounting to or Exceeding 5% of the Company's Share Capital

In 2025, the Company did not engage in any transactions with related parties whose value amounted to or exceeded 5% of the Company's share capital.

16.12. Innovative Projects and Initiatives Undertaken by the Company during 2025

The Company is committed to promoting innovation as a key element that underpins its entire approach. As a prominent player in real estate development, ownership, and management, coupled with investment in a growing PropTech portfolio, the Company recognises that innovation is a catalyst for sustainable growth and a driving force for both business and the economy.

The Company recognises the importance of adopting pioneering initiatives and projects that align with the needs of local communities, customers, shareholders, investors, and its employees. Through this commitment, the Company is dedicated to creating a competitive and transparent investment environment aimed at enhancing the efficiency of the sectors in which we operate. The objective is not only to attract capital but also to foster professional expertise in these sectors. To this end, the Company actively engaged in a series of initiatives during 2025, while maintaining continuous coordination with its customers and partners across the United Arab Emirates, including individuals, institutions, and government entities.

In its pursuit of confident innovation and the achievement of its objectives, the Company prioritises areas that align with its core values, strategic priorities, and the needs of the communities it serves. Guided by a comprehensive analysis of its strategic pillars, innovation ambitions, and prevailing market trends, the Company channels its efforts toward areas with the highest potential for scalable growth and enhanced service delivery to stakeholders. To move beyond ideation and innovate with true confidence, emphasis is placed on specific areas centred on our values, our core business, and our local communities.

Corporate Governance Report

Consolidated Governance report for the year ended 31 December 2025 (continued)

16. General Information (continued)

16.12. Innovative Projects and Initiatives Undertaken by the Company during 2025 (continued)

Our key activity areas for 2025 included:

- **Net Zero Project** – Supporting the attainment of the Company's science-based decarbonisation goals.
- **Optimal Solutions** – Developing innovative and effective solutions and business models.
- **Smart Development** – Implementing new technologies that enable the Company to build more efficiently without compromising quality.

Throughout 2025, the Company's innovation team oversaw the adoption of several key innovation initiatives, including, but not limited to:

- **3D Construction Printing (3DCP) Deployment Project**

As the project transitions from its pilot phase to full-scale implementation, one Gatehouse Unit was successfully completed in December 2025. The second unit is anticipated to be completed by January 2026, enhancing construction efficiency and accelerating the adoption of advanced technologies.

- **Water-Efficient Soil Enhancements**

A biochar-based soil improvement solution was adopted in collaboration with HyveGeo to reduce irrigation requirements and improve the quality of green spaces. Implementation is planned to start in the first quarter of 2026.

- **Scaling Construction Energy Reduction and Emissions Initiative**

Scaling the integration of advanced energy storage solutions within construction activities to decrease dependence on diesel generators, which resulted in tangible fuel cost savings and reduced carbon emissions. The initiative began its expansion in the third quarter of 2025, with further potential applications under consideration for upcoming projects.

- **Scaling Construction Water Recycling Initiative (Mruna)**

Expansion of wastewater recycling systems across 14 construction sites in 2025, which will enable the reuse of treated water for irrigation and dust suppression, while achieving water savings of over 48 million litres over the year.

- **Community Waste Recycling Initiative, Including E-Waste Recycling**

The community recycling programme continues, now incorporating a dedicated e-waste stream to promote the proper disposal of unused devices. The recycling infrastructure is running at full capacity, with the integration of AI-powered sorting technologies planned for January 2026.

- **Innovative Data Insights (Yas Island and Abu Dhabi expansion)**

Expanding the consumer and market behaviour analytics programme from Yas Island to the emirate-wide level of Abu Dhabi to support revenue growth, optimise asset performance, and enhance customer experience. Additional pilot use cases for 2026 are currently under review.

- **Internal Innovation Awareness, Upskilling, and Idea Generation (CX Challenge)**

Implementation of a structured internal innovation programme focused on enhancing customer experience, through which over 200 ideas were received from employees. In 2025, four solutions were implemented, while a final review is ongoing for other initiatives currently in progress.

Authorised Signatories		
Chairman of the Nomination & Remuneration Committee	Chair of the Audit, Risk Management & Compliance Committee	Head of Internal Audit
Mr. Martin Lee Edelman	Mrs. Sofia Lasky	Mr. Haider Najim
Board of Directors' Approval		
Approved by the Board of Directors in its meeting No. (01/2026), held on 09 February 2026		
H.E. Mohamed Khalifa Al Mubarak		
Chairman		

Audit, Risk Management & Compliance Committee Report

Appendix (1)

Members:
Mrs Sofia Abdellatif Lasky - Chairperson

Dr. Bakheet Saeed Al Katheeri - Member

Mr Ali Rashed Al Rashdi - Member

Permanent Invitees:
Mr Haider Najim- Exec Dir., Internal Audit

Frequent Invitees:
Mr Faisal Falaknaz- Group CFSO

Mr Ahmad Taha- Executive Director, Group Finance

Mr Muhammad Fayaz Khan- Associate Dir., Group Reporting and Consolidation

External Auditors

Number of meetings: 8

Meetings Held:
Friday, 07 February 2025

Thursday, 13 February 2025

Monday, 28 April 2025

Monday, 5 May 2025

Friday, 25 July 2025

Monday, 15 September 2025

Monday, 27 October 2025

Thursday, 25 December 2025

		Committee Meetings	
Director	Position	No of Meetings	Attendance in Person and by MS Teams
Sofia Abdellatif Lasky	Chairperson	8	8
Bakheet Saeed Al Katheeri	Member	8	8
Ali Rashed Al Rashdi	Member	8	8

ARCC Overview
The Audit, Risk, Compliance Committee's (ARCC or the Committee) primary role is to provide objective review and advise the Board on its oversight responsibility in relation to the:

- Integrity over the financial statements and financial reporting process
- Independence, competency, performance and remuneration of the external auditors
- Effectiveness and efficiency of the internal control systems and risk management
- Competency and performance of the Group Internal Audit (GIA) Department and
- Compliance to regulatory requirements including relevant internal policies and procedures and other corporate governance activities

Audit, Risk Management & Compliance Committee Report (continued)

Summary of Discharged Activities
The Committee's detailed responsibilities are defined within its Charter as approved by the Board and are grouped into the following 6 roles.

Financial Reporting | **External Audit** | **Internal Control & Risk Management** | **Internal Audit** | **Corporate Governance** | **Compliance**

The key outcomes achieved by the Committee during 2025 include:

Financial Reporting & External Audit – FS

- Appointed EY as external auditors for their quarterly reviews of the interim financial statements and audit of the annual financial statements for FY 2025
- Reviewed and endorsed all quarterly interim financial statements (FS) and the 2025 YE preliminary result for the Board's approval
- Reviewed and endorsed the annual FS for the Board's recommendation for approval at the Annual General Meeting
- Reviewed and discussed with management and the external auditors, EY, the results of the financial audit as well as the appropriateness of accounting policies and methods, disclosures in the FS and the corresponding financial reporting to SCA and Abu Dhabi Exchange (ADX)
- The following activities were significant transaction types that occurred through the year
  - Asset and Business Acquisitions
  - Financing Activities
  - Valuation of investment properties
  - Translation of foreign operations
  - Corporate Income Tax
- External Auditor performed a risk assessment to identify the top risks which were reported to the ARCC. Based on ARCC's direction, external auditor performed various audit procedures and issued opinions highlighting conformance to IFRS standards
- Discussed and ensured that issues or difficulties that were encountered by EY while performing their duties were addressed and resolved
- Met with EY in the absence of management for each reporting period to ensure there were no disagreements/ hindrances during the conduct of their reviews and audit and obtained confirmation of their independence
- Assessed and evaluated EY's performance in conducting their reviews and audit and verified independence of all non-audit services performed by EY, as applicable

Internal Control and Risk Management (ERM)

- Monitored the effectiveness of the internal control system through GIA reviews
- Reviewed and discussed ERM framework, key enterprise risks, risk appetite, indicators and assessments
- Reviewed management's scoping and progress in ICFR encompassing the activities of Aldar Properties, Aldar Investment, Aldar Development, Aldar Projects, Aldar Education, Aldar Estates, Aldar Hospitality and Pivot as standalone entities
- Reviewed and endorsed EY's audit opinion on ICFR for the Board's approval
- Overseen implementation of agreed actions plans from ICFR review findings and internal audit findings

Internal Audit

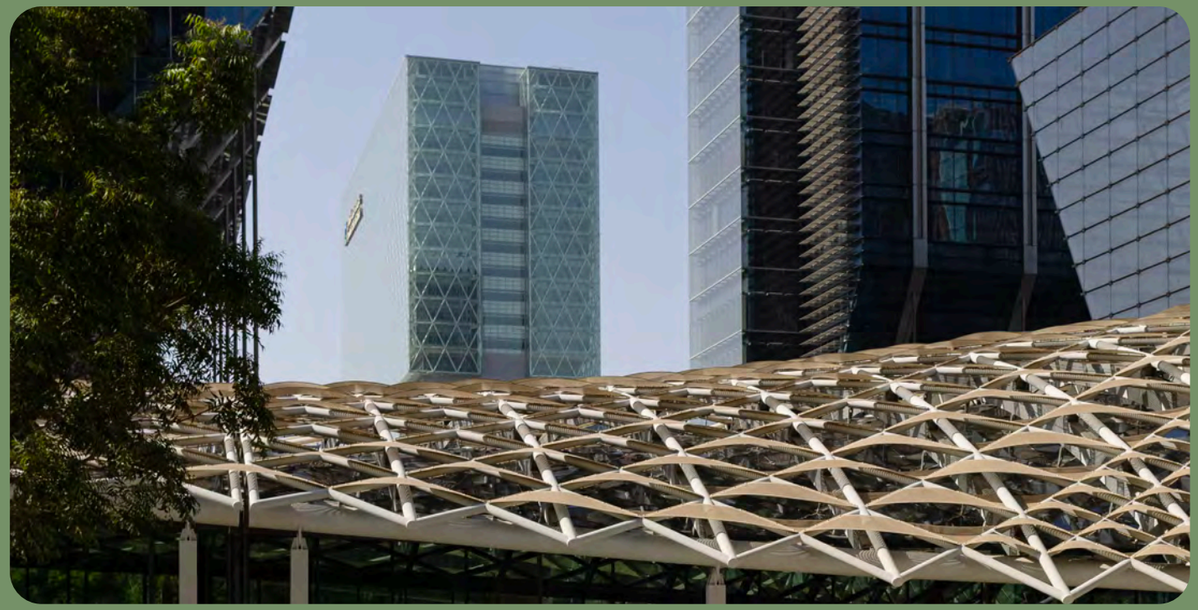
- Reviewed and approved Group Internal Audit's (GIA) operating structure and framework in response to the changes in Aldar Group's operating model. In 2025, GIA restructured to a centralized internal audit function headed by the Group Head of Internal Audit, Haider Najim.
- Reviewed and approved GIA's risk methodology incorporating Aldar's strategic pillars, engagement prioritization matrix, annual risk-based internal audit plan for the Group and their corresponding operational budget
- Maintained open lines of communication with GIA
- Reviewed and discussed GIA's reports including investigations and relevant management responses
- Discussed key findings from internal audits completed and verified that management have agreed to promptly remedy the audit findings
- Assessed and evaluated GIA's performance in delivering their services and activities
- Completed the Head of GIA's performance evaluation and provided guidance and mentoring as applicable

Corporate Governance & Compliance

- Reviewed and approved Compliance operating framework, planned compliance activities and corresponding operating budget
- Reviewed the periodic progress and YE wrap-up of compliance activities
- Reviewed and endorsed the Corporate Governance report to SCA and ADX for the Board's approval
- Kept informed on reported complaints and provide guidance as applicable

Report prepared by:

Sofia Abdellatif Lasky
ARCC Chairperson





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Financial statements

Board of Directors' Report for the year ended 31 December 2025

The Directors present their report together with the audited consolidated financial statements of Aldar Properties PJSC (the "Company") and its subsidiaries (together referred to as the "Group") for the year ended 31 December 2025.

Principal activities

The Group is engaged in various businesses primarily the development, sales, investment, construction, leasing, management and associated services for real estate. In addition, the Group is also engaged in development, construction, management and operation of hotels, schools, marinas, restaurants, beach clubs and golf courses.

Financial results

The financial results of the Group have been presented on page 170 of these consolidated financial statements.

Directors

H.E. Mohamed Khalifa Al Mubarak	Chairman
H.E. Waleed Ahmed Almokarrab Al Muhairi	Vice-Chairman
Mohamed Hassan Al Suwaidi	Director
H.E. Saif Saeed Ghobash (appointed on 19 March 2025)	Director
Mrs. Sofia Abdellatif Lasky	Director
Dr. Bakheet Saeed Bakheet Salem Al Katheeri (appointed on 19 March 2025)	Director
Eng. Hamad Salem Mohamed Al Ameri	Director
Mr. Khalifa Abdullah Khamis Al Romaithi (until 19 March 2025)	Director
Mr. Ali Saeed Abdulla Sulayem Al Falasi (until 19 March 2025)	Director

Release

The Directors release from liability management and the external auditor in connection with their duties for the year ended 31 December 2025.

For the Board of Directors



Mohamed Al Mubarak
Chairman
9 February 2026

Independent Auditor's Report to the shareholders of Aldar Properties PJSC

Report on the Audit of the Consolidated Financial Statements

Opinion

We have audited the consolidated financial statements of Aldar Properties PJSC (the "Company") and its subsidiaries (collectively referred to as the "Group"), which comprise the consolidated statement of financial position as at 31 December 2025, and the consolidated statement of profit or loss, consolidated statement of comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as at 31 December 2025 and its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board (IASB).

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the audit of the consolidated financial statements* section of our report. We are independent of the Group in accordance with the *International Code of Ethics for Professional Accountants (including International Independence Standards)* (IESBA Code), as applicable to audits of financial statements of public interest entities, together with the ethical requirements that are relevant to our audit of the consolidated financial statements in the United Arab Emirates, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key audit matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current year. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. For each matter below, our description of how our audit addressed the matter is provided in that context.

We have fulfilled the responsibilities described in the *Auditor's responsibilities for the audit of the consolidated financial statements* section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the consolidated financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis for our audit opinion on the accompanying consolidated financial statements.

Revenue recognition for property development and sales

Revenue recognition on property development and sales require significant judgements to be applied and estimates to be made. The Group assesses for each of its contracts with customers for property development and sales, whether to recognise revenue over time or at a point in time based on the consideration of whether the Group has created a real estate asset with no alternative use and whether the Group has an enforceable right for payment related to performance completed at any time during the life of the contract as disclosed in note 3.11 and note 4 to the consolidated financial statements.

Where revenue is recognised over time, the Group estimates total development and infrastructure costs required to meet the performance obligations under the contract and recognises proportionate revenue to the extent of satisfaction of performance obligations as at the end of the reporting period based on the percentage of cost incurred till date to the total estimated budgeted cost.

Revenue recognition on property development and sales was assessed as a key audit matter due to the significance of the assessment of satisfaction of performance obligations and judgements made in assessing the timing of revenue recognition.

Refer to note 4 for the judgements applied and estimates made in determining the amount of revenue to be recognized.

We determined the nature and extent of procedures to be performed with the involvement of the component auditors and performed the following procedures:

- obtained an understanding of the process implemented by the Group for revenue recognition and measurement in respect of property development and sales by discussing with the process owners and performing a walkthrough of a transaction;
- assessed the controls established by the Group over revenue recognition for property development and sales to determine if they were appropriately designed and implemented and were operating effectively;
- inspected a sample of contracts with customers for property development and sales and assessed management's identification of performance obligations and their determination of whether revenue should be recognised over time or at a point in time in accordance with the requirements of IFRS Accounting Standards by making reference to the terms and conditions specified in the contracts;
- selected a sample of revenue transactions and determined the extent of satisfaction of performance obligations through the inspection of supporting documentation;
- examined approved project cost budgets for significant on-going real estate developments and reviewed the projects' completion percentages as a percentage of total costs incurred to the total approved project budgeted costs. For a sample of projects, we recalculated the amount of revenue to be recognised; and
- assessed the adequacy of disclosures in line with the requirements of the IFRS Accounting Standards.

Independent Auditor's Report to the shareholders of Aldar Properties PJSC (continued)

Report on the Audit of the Consolidated Financial Statements (continued)

Fair value of investment properties

The Group's investment properties portfolio amounted to AED 35,227 million as at 31 December 2025 (2024: AED 28,530 million) and the net gain on revaluation of investment properties amounted to AED 1,306 million (2024: AED 841 million). The Group measures its investment properties at fair value and engages external valuers to determine the fair value of all its properties.

The determination of the fair value of the majority of these investment properties is performed using the income approach of valuation, while a residual valuation methodology has been used for investment properties under development.

The Group's determination of fair value for the investment properties requires management to make significant estimates and assumptions related to future rental rates, capitalisation rates and discount rates.

The valuation involves significant estimation uncertainty and is based on a number of assumptions. The existence of significant estimation uncertainty warrants specific audit focus in this area as any bias or error in determining the fair value could lead to a material misstatement in the consolidated financial statements.

We have identified the valuation of investment properties as a key audit matter as the fair value is determined based on level 3 valuation methodologies which requires management to make significant estimates and judgements in determining the fair value of investment properties. Refer to notes 4 and 7 for the investment properties disclosures.

We determined the nature and extent of procedures to be performed with the involvement of the component auditors and performed the following procedures:

- evaluated the controls over the valuation of investment properties to determine if they had been appropriately designed and implemented;
- assessed the external valuers' competence and capabilities and read their terms of engagement with the Group to determine if the scope of their work was sufficient for audit purposes;
- agreed the fair value amounts included in the reports of the external party valuers to the amounts reported in the consolidated statement of financial position;
- reviewed a sample of investment properties valued by external valuers, and also involved our internal real estate valuation experts to review a sample of those properties, and assessed whether the valuation of the properties was performed in accordance with the requirements of IFRS Accounting Standards;
- reviewed the sensitivity analyses on the significant assumptions to evaluate the extent of their impact on the determination of fair values; and
- assessed the adequacy of disclosures in line with the requirements of the IFRS Accounting Standards.

Other information

Other information consists of the information included in the Board of Directors' Report and Annual Report other than the consolidated financial statements and our auditor's report thereon. We obtained the Board of Directors' report prior to the date of our audit report and we expect the Annual Report to be made available to us after the date of this auditor's report. Management is responsible for the other information.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

When we read the Annual Report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance.

Responsibilities of management and those charged with governance for the consolidated financial statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with IFRS Accounting Standards and in compliance with the applicable provisions of the Articles of Association of the Company and the UAE Federal Law No. (32) of 2021 (as amended), and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

Independent Auditor's Report to the shareholders of Aldar Properties PJSC (continued)

Report on the Audit of the Consolidated Financial Statements (continued)

Auditor's responsibilities for the audit of the consolidated financial statements
Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISA will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the consolidated financial statements. We are responsible for the direction, supervision and review of the audit work performed for the purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats, or safeguards applied.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Independent Auditor's Report to the shareholders of Aldar Properties PJSC (continued)

Report on Other Legal and Regulatory Requirements

Further, as required by the UAE Federal Law No. (32) of 2021 (as amended), we report that for the year ended 31 December 2025:

i) we have obtained all the information and explanations we considered necessary for the purposes of our audit;

ii) the consolidated financial statements have been prepared and comply, in all material respects, with the applicable provisions of the UAE Federal Law No. (32) of 2021 (as amended) and the Articles of Association of the Company;

iii) the Group has maintained proper books of account;

iv) the consolidated financial information included in the Board of Directors' report is consistent with the books of account and records of the Group;

v) investments in shares and stocks are included in notes 3, 8 and 9 to the consolidated financial statements and include purchases and investments made by the Group during the year ended 31 December 2025;

vi) note 38 reflects the disclosures relating to material related party transactions and the terms under which they were conducted;

vii) based on the information that has been made available to us nothing has come to our attention which causes us to believe that the Company has contravened, during the financial year ended 31 December 2025, any of the applicable provisions of the UAE Federal Law No. (32) of 2021 (as amended) or of its Articles of Association which would materially affect its activities or its consolidated financial position as at 31 December 2025; and

viii) note 43 reflects the disclosures relating to social contributions made during the year.

Further, as required by the Resolution of the Chairman of the Abu Dhabi Accountability Authority No. (88) of 2021 regarding financial statements Audit Standards for the Subject Entities, we report that, in connection with our audit of the consolidated financial statements for the year ended 31 December 2025, nothing has come to our attention that causes us to believe that the Group has not complied, in all material respects, with any of the provisions of the following laws, regulations and circulars as applicable, which would materially affect its activities or the consolidated financial statements as at 31 December 2025:

i) its Memorandum of Association or Law of Establishment which would materially affect its activities or its financial position as at 31 December 2025; and

ii) Relevant provisions of the applicable laws, resolutions and circulars organising the Group's operations.

For Ernst & Young



Walid Nakfour
Registration No. 5479
9 February 2026
Abu Dhabi, United Arab Emirates

Financial Statements

Consolidated Statement of Financial Position as at 31 December 2025

	Note	**2025 AED'000**	2024 AED'000
Assets			
Non-current assets			
Property, plant and equipment	5	**7,024,300**	6,709,415
Intangible assets and goodwill	6	**1,788,598**	1,771,308
Investment properties	7	**35,226,772**	28,529,885
Investment in associates and joint ventures	8	**147,012**	204,182
Investment in financial assets	9	**1,343,821**	919,552
Derivative financial assets	24	**176,160**	–
Trade receivables and other assets	11	**817,027**	649,520
Deferred tax assets	11.8	**104,403**	69,702
Total non-current assets		**46,628,093**	38,853,564
Current assets			
Plots of land held for sale	12	**6,692,691**	7,151,391
Development work in progress	13	**12,014,383**	7,604,170
Inventories	14	**308,823**	493,560
Investment in financial assets	9	**129,993**	4,013
Contract assets	10	**9,241,204**	4,448,822
Trade receivables and other assets	11	**13,224,011**	12,044,191
Cash and bank balances	15	**21,335,292**	15,135,993
Total current assets		**62,946,397**	46,882,140
Total assets		**109,574,490**	85,735,704

The accompanying notes 1 to 50 form an integral part of these consolidated financial statements.

Financial Statements

Consolidated Statement of Financial Position as at 31 December 2025 (continued)

	Note	**2025 AED'000**	2024 AED'000
Equity and liabilities			
Equity			
Share capital	16	**7,862,630**	7,862,630
Statutory reserve	17.1	**3,931,315**	3,931,315
Hedging reserve	24	**132,759**	148,945
Investment revaluation reserve	17.3	**(7,076)**	(7,225)
Assets revaluation reserve	17.4	**117,366**	73,623
Foreign currency translation reserve	17.5	**(800,411)**	(834,999)
Retained earnings		**29,510,612**	23,718,642
Equity attributable to equity holders of the Company		**40,747,195**	34,892,931
Hybrid equity instrument	18	**1,815,647**	1,815,647
Non-controlling interests	46	**6,189,148**	6,087,330
Total equity		**48,751,990**	42,795,908
Non-current liabilities			
Non-convertible sukuks and dated hybrid notes	19	**14,017,121**	5,430,838
Bank borrowings	20	**9,857,438**	8,904,850
Retentions payable	21	**1,077,372**	591,339
Lease liabilities	22	**1,148,896**	919,301
Employees benefits	23	**444,663**	404,248
Trade and other payables	26	**3,972,653**	3,393,644
Deferred tax liabilities	11.9	**406,315**	212,159
Derivative financial liabilities	24	**–**	18,393
Total non-current liabilities		**30,924,458**	19,874,772

The accompanying notes 1 to 50 form an integral part of these consolidated financial statements.

Financial Statements

Consolidated Statement of Financial Position as at 31 December 2025 (continued)

	Note	2025 AED'000	2024 AED'000
Current liabilities			
Non-convertible sukuks and dated hybrid notes	19	**144,500**	1,430,324
Bank borrowings	20	**1,168,129**	620,445
Retentions payable	21	**797,590**	815,939
Lease liabilities	22	**164,272**	89,873
Advances from customers	25	**1,002,405**	814,990
Contract liabilities	10	**9,848,387**	7,656,148
Income tax payable	35	**1,011,156**	268,259
Trade and other payables	26	**15,761,603**	11,369,046
Total current liabilities		**29,898,042**	23,065,024
Total liabilities		**60,822,500**	42,939,796
Total equity and liabilities		**109,574,490**	85,735,704

To the best of our knowledge, and in accordance with the applicable reporting principles for financial reporting, the consolidated financial statements present fairly in all material respects the consolidated financial position, financial performance and cash flows of the Group.



Mohamed Al Mubarak
Chairman



Talal Al Dhiyebi
Group Chief Executive Officer



Faisal Falaknaz
Group Chief Financial & Sustainability Officer

The accompanying notes 1 to 50 form an integral part of these consolidated financial statements.

Financial Statements

Consolidated Statement of Profit or Loss for the year ended 31 December 2025

	Note	**2025 AED'000**	2024 AED'000
Revenue and rental income	27	**33,818,316**	22,998,382
Direct costs	28	**(22,242,992)**	(14,953,241)
Gross profit		**11,575,324**	8,045,141
Selling and marketing expenses	29	**(133,325)**	(129,400)
General and administrative expenses			
Staff costs	30.2	**(761,866)**	(679,322)
Depreciation and amortisation	5,6	**(638,944)**	(578,832)
Provisions, impairments and write downs, net	31	**(459,871)**	(199,186)
Others	30.1	**(620,505)**	(540,727)
Gain on revaluation of investment properties, net	7	**1,305,606**	841,477
Gain on disposal of investment properties	7	**38,618**	81,286
Share of results of associates and joint ventures	8	**173**	(1,903)
Income from financial assets at fair value through profit or loss	9	**119,566**	48,972
Finance income	32	**847,883**	715,396
Finance costs	33	**(1,396,981)**	(943,415)
Other income	34	**88,489**	199,630
Profit before tax		**9,964,167**	6,859,117
Income tax expense	35	**(1,130,586)**	(355,178)
Profit for the year		**8,833,581**	6,503,939
Attributable to:			
Equity holders of the Company		**7,610,886**	5,596,252
Non-controlling interests	46.2	**1,222,695**	907,687
		8,833,581	6,503,939
Basic and diluted earnings per share (AED)	36	**0.955**	0.699

The accompanying notes 1 to 50 form an integral part of these consolidated financial statements.

Financial Statements

Consolidated Statement of Comprehensive Income for the year ended 31 December 2025

	Note	**2025 AED'000**	2024 AED'000
Profit for the year		**8,833,581**	6,503,939
Other comprehensive income			
Items that may be reclassified to profit or loss in subsequent periods:			
Foreign exchange differences on translation of foreign operations	17	**61,560**	(496,343)
Net movement on hedging instruments reclassified to profit or loss	24,33	**(18,366)**	(18,366)
Items that will not be reclassified to profit or loss in subsequent periods:			
Revaluation surplus on transfer of asset from property, plant and equipment to investment properties	5	**43,743**	–
Fair value gain on revaluation of financial assets at fair value through other comprehensive income (FVTOCI)	9.1	**149**	1,565
Other comprehensive income/(loss) for the year		**87,086**	(513,144)
Total comprehensive income for the year		**8,920,667**	5,990,795
Attributable to:			
Equity holders of the Company		**7,673,180**	5,283,257
Non-controlling interests	46.2	**1,247,487**	707,538
		8,920,667	5,990,795

The accompanying notes 1 to 50 form an integral part of these consolidated financial statements.

Financial Statements

Consolidated Statement of Changes in Equity for the year ended 31 December 2025

	Share capital AED'000	Statutory reserve AED'000	Hedging reserve AED'000	Investment revaluation reserve AED'000	Assets revaluation reserve AED'000	Foreign currency translation reserve AED'000	Retained earnings AED'000	Equity attributable to owners of the Company AED'000	Hybrid equity instrument AED'000	Non-controlling interests AED'000	Total equity AED'000
As at 1 January 2025	**7,862,630**	**3,931,315**	**148,945**	**(7,225)**	**73,623**	**(834,999)**	**23,718,642**	**34,892,931**	**1,815,647**	**6,087,330**	**42,795,908**
Profit for the year	**–**	**–**	**–**	**–**	**–**	**–**	**7,610,886**	**7,610,886**	**–**	**1,222,695**	**8,833,581**
Other comprehensive income/(loss) for the year	**–**	**–**	**(16,186)**	**149**	**43,743**	**34,588**	**–**	**62,294**	**–**	**24,792**	**87,086**
Total comprehensive income/(loss) for the year	**–**	**–**	**(16,186)**	**149**	**43,743**	**34,588**	**7,610,886**	**7,673,180**	**–**	**1,247,487**	**8,920,667**
Dividends (note 37)	**–**	**–**	**–**	**–**	**–**	**–**	**(1,454,586)**	**(1,454,586)**	**–**	**–**	**(1,454,586)**
Coupon paid on hybrid equity instrument (note 18)	**–**	**–**	**–**	**–**	**–**	**–**	**(103,289)**	**(103,289)**	**–**	**–**	**(103,289)**
Dividends declared by a subsidiary against preference and common equity (note 46.3)	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**(55,898)**	**(55,898)**
Additional capital contribution from non-controlling interests (note 46.6)	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**557,176**	**557,176**
Repayment of contributed capital and dividends paid by a subsidiary to non-controlling interests	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**(22,457)**	**(22,457)**
Non-controlling interests arising on assets acquisition (notes (7.1 (i) & (ii))	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**1,089,724**	**1,089,724**
Acquisition of non-controlling interests (notes 46.4 & 46.5)	**–**	**–**	**–**	**–**	**–**	**–**	**(261,041)**	**(261,041)**	**–**	**(2,708,313)**	**(2,969,354)**
Derecognition of subsidiaries	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**(5,901)**	**(5,901)**
As at 31 December 2025	**7,862,630**	**3,931,315**	**132,759**	**(7,076)**	**117,366**	**(800,411)**	**29,510,612**	**40,747,195**	**1,815,647**	**6,189,148**	**48,751,990**

The accompanying notes 1 to 50 form an integral part of these consolidated financial statements.

Financial Statements

Consolidated Statement of Changes in Equity for the year ended 31 December 2025 (continued)

	Share capital AED'000	Statutory reserve AED'000	Hedging reserve AED'000	Investment revaluation reserve AED'000	Assets revaluation reserve AED'000	Foreign currency translation reserve AED'000	Retained earnings AED'000	Equity attributable to owners of the Company AED'000	Hybrid equity instrument AED'000	Non-controlling interests AED'000	Total equity AED'000
As at 1 January 2024	7,862,630	3,931,315	165,130	(8,790)	73,623	(536,624)	19,577,817	31,065,101	1,815,647	5,302,298	38,183,046
Profit for the year	–	–	–	–	–	–	5,596,252	5,596,252	–	907,687	6,503,939
Other comprehensive income/(loss) for the year	–	–	(16,185)	1,565	–	(298,375)	–	(312,995)	–	(200,149)	(513,144)
Total comprehensive income/(loss) for the year	–	–	(16,185)	1,565	–	(298,375)	5,596,252	5,283,257	–	707,538	5,990,795
Dividends (note 37)	–	–	–	–	–	–	(1,336,648)	(1,336,648)	–	–	(1,336,648)
Coupon paid on hybrid equity instrument (note 18)	–	–	–	–	–	–	(103,289)	(103,289)	–	–	(103,289)
Dividends declared by a subsidiary against preference and common equity (note 46.3)	–	–	–	–	–	–	–	–	–	(78,291)	(78,291)
Repayment of contributed capital and dividends paid by a subsidiary to non-controlling interests	–	–	–	–	–	–	–	–	–	(154,775)	(154,775)
Additional contribution from non-controlling interests (note 46.6)	–	–	–	–	–	–	–	–	–	311,070	311,070
Acquisition of non-controlling interests	–	–	–	–	–	–	(15,490)	(15,490)	–	(510)	(16,000)
As at 31 December 2024	7,862,630	3,931,315	148,945	(7,225)	73,623	(834,999)	23,718,642	34,892,931	1,815,647	6,087,330	42,795,908

The accompanying notes 1 to 50 form an integral part of these consolidated financial statements.

Financial Statements

Consolidated Statement of Cash Flows for the year ended 31 December 2025

	Note	**2025 AED'000**	2024 AED'000
Operating activities			
Profit for the year before tax		**9,964,167**	6,859,117
Adjustments to reconcile profit before tax to net cash flows:			
Depreciation and amortisation	5,6	**717,179**	620,727
Finance income	32	**(847,883)**	(715,396)
Finance costs	33	**1,396,981**	943,415
Gain on revaluation of investment properties, net	7	**(1,305,606)**	(841,477)
Share of results of associates and joint ventures	8	**(173)**	1,903
Provisions, impairments and write downs, net	31	**459,871**	199,186
Gain on disposal of investment properties	7	**(38,618)**	(81,286)
Gain on disposal of property, plant and equipment		**(5,835)**	–
Disposal of a subsidiary and joint ventures		**27,788**	–
Income from financial assets at FVTPL	9	**(119,566)**	(48,972)
Provision for employee benefits	23	**106,776**	136,299
Operating cash flows before movements in working capital		**10,355,081**	7,073,516
Movement in working capital:			
Increase in trade receivables and other assets		**(2,083,981)**	(2,827,668)
Increase in development work in progress, inventories and plots of land held for sale		**(3,192,949)**	(1,585,935)
Increase in contract assets		**(4,792,382)**	(2,573,082)
Decrease in retentions payable		**463,533**	161,916
Decrease in advances and deposits from customers		**63,596**	876,186
Decrease in contract liabilities		**2,079,521**	1,847,318
Decrease in trade and other payables		**5,728,204**	2,300,524
Cash generated from operations		**8,620,623**	5,272,775
Employee benefits paid	23	**(85,578)**	(111,068)
Income tax paid	35	**(308,822)**	(38,964)
Net cash flows from operating activities		**8,226,223**	5,122,743

The accompanying notes 1 to 50 form an integral part of these consolidated financial statements.

Financial Statements

Consolidated Statement of Cash Flows for the year ended 31 December 2025 (continued)

	Note	**2025 AED'000**	2024 AED'000
Net cash flows from operating activities		**8,226,223**	5,122,743
Investing activities			
Payment for purchase of property, plant and equipment	5	**(602,633)**	(635,014)
Payment for purchase of intangible assets	6	**(173,440)**	(60,612)
Additions to investment properties	7	**(1,506,712)**	(1,466,626)
Proceeds from disposal of investment properties and property, plant and equipment	5,7	**132,106**	364,286
Acquisition of subsidiaries, net of cash acquired	47	**(41,038)**	–
Dividend income received		**12,156**	–
Movement in term deposits with maturities greater than three months		**190,265**	(111,455)
Investment in financial assets		**(574,751)**	(243,504)
Proceeds from maturity of treasury bills		**138,653**	125,047
Investments made in treasury bills		**(255,209)**	(63,570)
Movement in restricted bank balances		**(2,451,156)**	1,953,176
Proceeds from/(investment in) associates and joint ventures		**45,822**	(50,214)
Finance income received		**836,007**	756,447
Cash distribution from financial assets		**301,216**	81,786
Net cash paid for assets acquisition		**(1,251,453)**	(270,200)
Advance paid for the acquisition of investment properties under development		**(486,455)**	(1,885,858)
Net cash flows used in investing activities		**(5,686,622)**	(1,506,311)

The accompanying notes 1 to 50 form an integral part of these consolidated financial statements.

Financial Statements

Consolidated Statement of Cash Flows for the year ended 31 December 2025 (continued)

	Note	**2025 AED'000**	2024 AED'000
Financing activities			
Proceeds from bank borrowings	20	**17,121,190**	10,310,525
Proceeds from non-convertible sukuk and dated hybrid notes	19	**6,609,272**	1,824,553
Repayments of bank borrowings	20	**(16,461,398)**	(7,189,238)
Payment of non-convertible sukuk	19	**(1,380,872)**	(455,878)
Payment of principal portion of lease liabilities	22	**(142,089)**	(80,032)
Finance costs paid		**(1,270,365)**	(872,878)
Dividends paid	37	**(1,454,586)**	(1,336,648)
Dividends paid to non-controlling interest		**(73,693)**	(233,066)
Coupon paid on hybrid equity investment	18	**(103,289)**	(103,289)
Additional contribution from non-controlling interests		**83,824**	311,070
Proceeds from settlement of derivates		**–**	11,525
Payment for purchase of land held for sale		**(404,455)**	(424,673)
Change in ownership interest in a subsidiary		**(1,133,295)**	(16,000)
Net cash flows from financing activities		**1,390,244**	1,745,971
Net increase in cash and cash equivalents		**3,929,845**	5,362,403
Cash and cash equivalents at 1 January	15	**10,222,652**	4,963,096
Effect of foreign exchange rate changes		**8,563**	(102,847)
Cash and cash equivalents at 31 December	15	**14,161,060**	10,222,652

Refer to note 44 for details of non-cash transactions excluded from the consolidated statement of cash flows.

The accompanying notes 1 to 50 form an integral part of these consolidated financial statements.

Financial Statements

Notes to the Consolidated Financial Statements for the year ended 31 December 2025

1 Corporate information

The establishment of Aldar Properties PJSC (the "Company" or "Aldar") was approved by Decision No. (16) of 2004 of the Abu Dhabi Department of Planning and Economy dated 12 October 2004. The Company's incorporation was declared by Ministerial Resolution No. (59) of 2005 issued by the UAE Minister of Economy dated 23 February 2005.

The Company is domiciled in the United Arab Emirates (UAE) and its registered office address is P.O. Box 51133, Abu Dhabi. The Company's ordinary shares are listed on the Abu Dhabi Securities Exchange.

The holding company of the Group is Alpha Dhabi Holding PJSC (the "Parent Company") which is listed on Abu Dhabi Securities Exchange.

The Company and its subsidiaries (together referred to as the "Group") are engaged in various businesses primarily the development, sales, investment, construction, leasing, management and associated services for real estate. In addition, the Group is also engaged in development, construction, management and operation of hotels, schools, marinas, restaurants, beach clubs and golf courses.

2 Adoption of new and revised IFRS Accounting Standards ("IFRSs")

2.1 New and amended IFRS Accounting Standards that are effective for the current year

The Group applied for the first-time certain standards and amendments, which are effective for annual periods beginning on or after 1 January 2025 (unless otherwise stated). The Group has not early adopted any other standard, interpretation or amendment that has been issued but is not yet effective.

Lack of exchangeability – Amendments to IAS 21

For annual reporting periods beginning on or after 1 January 2025, Lack of Exchangeability – Amendments to IAS 21 The Effects of Changes in Foreign Exchange Rates specifies how an entity should assess whether a currency is exchangeable and how it should determine a spot exchange rate when exchangeability is lacking. The amendments also require disclosure of information that enables users of its financial statements to understand how the currency not being exchangeable into the other currency affects, or is expected to affect, the entity's financial performance, financial position and cash flows.

The amendments did not have a material impact on the Group's consolidated financial statements.

2.2 New and amended IFRS Accounting Standards issued but not yet effective

The new and amended standards and interpretations that are issued, but not yet effective, up to the date of issuance of the Group's consolidated financial statements are disclosed below. The Group intends to adopt these new and amended standards and interpretations, if applicable, when they become effective.

IFRS 18 Presentation and Disclosure in Financial Statements

In April 2024, the IASB issued IFRS 18, which replaces IAS 1 *Presentation of Financial Statements*. IFRS 18 introduces new requirements for presentation within the statement of profit or loss, including specified totals and subtotals. Furthermore, entities are required to classify all income and expenses within the statement of profit or loss into one of five categories: operating, investing, financing, income taxes and discontinued operations, whereof the first three are new.

The standard requires disclosure of newly defined management-defined performance measures, subtotals of income and expenses, and it also includes new requirements for aggregation and disaggregation of financial information based on the identified 'roles' of the primary financial statements (PFS) and the notes.

In addition, narrow-scope amendments have been made to IAS 7 *Statement of Cash Flows*, which include changing the starting point for determining cash flows from operations under the indirect method, from 'profit or loss' to 'operating profit or loss' and removing the optionality around classification of cash flows from dividends and interest. In addition, there are consequential amendments to several other standards.

IFRS 18, and the amendments to the other standards, are effective for reporting periods beginning on or after 1 January 2027, but earlier application is permitted and must be disclosed. IFRS 18 will apply retrospectively. The Group is currently working to identify all impacts the amendments will have on the primary consolidated financial statements and notes to the consolidated financial statements.

IFRS 19 Subsidiaries without Public Accountability: Disclosures

In May 2024, the IASB issued IFRS 19, which allows eligible entities to elect to apply its reduced disclosure requirements while still applying the recognition, measurement and presentation requirements in other IFRS accounting standards. To be eligible, at the end of the reporting period, an entity must be a subsidiary as defined in IFRS 10, cannot have public accountability and must have a parent (ultimate or intermediate) that prepares consolidated financial statements, available for public use, which comply with IFRS accounting standards.

IFRS 19 will become effective for reporting periods beginning on or after 1 January 2027, with early application permitted.

As the Group's equity instruments are publicly traded, it is not eligible to elect to apply IFRS 19.

Financial Statements

Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

2 Adoption of new and revised IFRS Accounting Standards ("IFRSs") (continued)

2.2 New and amended IFRS Accounting Standards issued but not yet effective (continued)

Amendments to the Classification and Measurement of Financial Instruments – Amendments to IFRS 9 and IFRS 7

In May 2024, the IASB issued Amendments to IFRS 9 and IFRS 7, Amendments to the Classification and Measurement of Financial Instruments (the Amendments). The Amendments include:

- A clarification that a financial liability is derecognised on the 'settlement date' and the introduction of an accounting policy choice (if specific conditions are met) to derecognise financial liabilities settled using an electronic payment system before the settlement date;
- Additional guidance on how the contractual cash flows for financial assets with environmental, social and corporate governance (ESG) and similar features should be assessed;
- Clarifications on what constitute 'non-recourse features' and what are the characteristics of contractually linked instruments;
- The introduction of disclosures for financial instruments with contingent features and additional disclosure requirements for equity instruments classified at fair value through other comprehensive income (OCI).

The Amendments are effective for annual periods starting on or after 1 January 2026 with early adoption permitted for classification of financial assets and related disclosures only. The Group does not anticipate that the amendments will have a material effect on the Group's consolidated financial statements.

Annual Improvements to IFRS Accounting Standards – Volume 11

In July 2024, the IASB issued nine narrow scope amendments as part of its periodic maintenance of IFRS accounting standards. The amendments include clarifications, simplifications, corrections or changes to improve consistency in IFRS 1 First-time Adoption of International Financial Reporting Standards, IFRS 7 Financial instruments: Disclosure and its accompanying Guidance on implementing IFRS 7, IFRS 9 Financial Instruments, IFRS 10 Consolidated Financial Statements and IAS 7 Statements of Cash Flows.

The amendments will be effective for reporting periods beginning on or after 1 January 2026. Earlier application is permitted and must be disclosed.

The amendments are not expected to have a material impact on the Group's consolidated financial statements.

Contracts Referencing Nature-dependent Electricity – Amendments to IFRS 9 and IFRS 7

In December 2024, the IASB issued Amendments to IFRS 9 and IFRS 7 – Contracts Referencing Nature-dependent Electricity. The amendments apply only to contracts that reference nature-dependent electricity; the amendments include:

- Clarify the application of the 'own-use' requirements for in-scope contracts;
- Amend the designation requirements for a hedged item in a cash flow hedging relationship for in-scope contracts;
- Add new disclosure requirements to enable investors to understand the effect of these contracts on a company's financial performance and cash flows.

The amendments will take effect for annual reporting periods starting on or after 1 January 2026. Early adoption is allowed, but it must be disclosed. The amendments concerning the own-use exception are to be applied retrospectively, while the hedge accounting amendments should be applied prospectively to new hedging relationships designated from the initial application date. Additionally, the IFRS 7 disclosure amendments must be implemented alongside the IFRS 9 amendments. If an entity does not restate comparative information, it cannot present comparative disclosures.

The Group does not expect that the amendments will have a material impact on its consolidated financial statements.

3 Summary of material accounting policy information

3.1 Basis of preparation

The consolidated financial statements of the Group have been prepared in accordance with IFRS Accounting Standards (IFRSs) as issued by the International Accounting Standards Board (IASB) and applicable provisions of the U.A.E. Federal Law No. (32) of 2021 (as amended).

The consolidated financial statements have been prepared on a historical cost basis, except for investment properties, investment in financial assets carried at fair value through profit or loss, investment in financial assets carried at fair value through other comprehensive income, derivative financial instruments and shared-based payments which are stated at fair value at the end of each reporting period, as explained in the respective accounting polices given below.

Fair value is the price that would be received on sale of an asset or paid on transfer of a liability in an orderly transaction between market participants at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique. In estimating the fair value of a financial asset or liability, the Group takes into account the characteristics of the asset or liability if market participants would take those characteristics into account when pricing the asset or liability at the measurement date. Fair value for measurement and/or disclosure purposes in these consolidated financial statements is determined on such a basis, except for share-based payment transactions that are within the scope of IFRS 2, leasing transactions that are within the scope of IFRS 16, and measurements that have some similarities to fair value but are not fair value, such as net realisable value in IAS 2 *Inventories* or value in use in IAS 36 *Impairment of Assets*.

In addition, for financial reporting purposes, fair value measurements are categorised into level 1, 2 or 3 based on the degree to which the inputs to the fair value measurements are observable and the significance of the inputs to the fair value measurement in its entirety, which is described as follows:

- Level 1 inputs are quoted price (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date;
- Level 2 inputs are inputs, other than quoted prices included within level 1, that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices); and
- Level 3 inputs are unobservable inputs for the asset or liability that are derived from valuation techniques.

Financial Statements

Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

3 Summary of material accounting policy information (continued)

3.1 Basis of preparation (continued)

These consolidated financial statements are presented in UAE Dirhams (AED), which is the functional and presentation currency of the Group, and all values are rounded to the nearest thousand (AED'000) except when otherwise indicated. Foreign operations are included in accordance with the policies set out in note 3.14.

The consolidated financial statements provide comparative information in respect of the previous period. In addition, the Group presents an additional statement of financial position at the beginning of the preceding period when there is a retrospective application of an accounting policy, a retrospective restatement, or a reclassification of items in consolidated financial statements.

3.2 Going concern

The directors have, at the time of approving the consolidated financial statements, made a reasonable expectation that the Group have adequate resources to continue in operational existence for the foreseeable future. Thus, they continue to adopt the going concern basis of accounting in preparing the consolidated financial statements.

3.3 Basis of consolidation

The consolidated financial statements comprise the financial statements of the Company and its subsidiaries as at 31 December 2025. Control is achieved when the Group is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. Specifically, the Group controls an investee if, and only if, the Group has:

- Power over the investee (i.e., existing rights that give it the current ability to direct the relevant activities of the investee)
- Exposure, or rights, to variable returns from its involvement with the investee
- The ability to use its power over the investee to affect its returns

Generally, there is a presumption that a majority of voting rights results in control. To support this presumption and when the Group has less than a majority of the voting or similar rights of an investee, the Group considers all relevant facts and circumstances in assessing whether it has power over an investee, including:

- The size of the Group's holding of voting rights relative to the size and dispersion of holdings of the other vote holders
- Potential voting rights held by the Group, other vote holders or other parties
- Rights arising from other contractual arrangements
- Any additional facts and circumstances that indicate that the Group has, or does not have, the current ability to direct the relevant activities at the time that decisions need to be made, including voting patterns at previous shareholders' meetings.

The Group reassesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the elements of control listed above. Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary. Assets, liabilities, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated financial statements from the date the Group gains control until the date the Group ceases to control the subsidiary.

Non-controlling interests in subsidiaries are identified separately from the Group's equity therein. Those interests of non-controlling shareholders that are present ownership interests entitling their holders to a proportionate share of net assets upon liquidation may initially be measured at fair value or at the non-controlling interests' proportionate share of the fair value of the acquiree's identifiable net assets. The choice of measurement is made on an acquisition-by-acquisition basis. Other non-controlling interests are initially measured at fair value. Subsequent to acquisition, the carrying amount of non-controlling interests is the amount of those interests at initial recognition plus the non-controlling interests' share of subsequent changes in equity.

Profit or loss and each component of OCI are attributed to the equity holders of the parent of the Group and to the non-controlling interests, even if this results in the non-controlling interests having a deficit balance. Where necessary, adjustments are made to the financial statements of subsidiaries to bring the accounting policies used into line with the Group's accounting policies. All intragroup assets and liabilities, equity, income, expenses and cash flows relating to transactions between the members of the Group are eliminated on consolidation.

A change in the ownership interest of a subsidiary, without a loss of control, is accounted for as an equity transaction. The carrying amount of the Group's interests and the non-controlling interests are adjusted to reflect the changes in their relative interests in the subsidiaries. Any difference between the amount by which the noncontrolling interests are adjusted and the fair value of the consideration paid or received is recognised directly in equity and attributed to the owners of the Company.

If the Group loses control over a subsidiary, it derecognises the related assets (including goodwill), liabilities, non-controlling interest and other components of equity, while any resultant gain or loss is recognised in profit or loss. Any investment retained is recognised at fair value.

When the Group loses control of a subsidiary, the gain or loss on disposal recognised in profit or loss is calculated as the difference between (i) the aggregate of the fair value of the consideration received and the fair value of any retained interest and (ii) the previous carrying amount of the assets (including goodwill), less liabilities of the subsidiary and any non-controlling interests. All amounts previously recognised in other comprehensive income in relation to that subsidiary are accounted for as if the Group had directly disposed of the related assets or liabilities of the subsidiary (i.e. reclassified to profit or loss or transferred to another category of equity as required/permitted by applicable IFRS Accounting Standards). The fair value of any investment retained in the former subsidiary at the date when control is lost is regarded as the fair value on initial recognition for subsequent accounting under IFRS 9 Financial Instruments when applicable, or the cost on initial recognition of an investment in an associate or a joint venture.

Financial Statements

Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

3 Summary of material accounting policy information (continued)

3.3 Basis of consolidation (continued)

Details of the Company's significant operating subsidiaries and effective ownership interest are given below:

Name of subsidiary	Effective Ownership interest **2025**	Effective Ownership interest 2024	Country of incorporation	Principal activities
Active subsidiaries				
Aldar Education – Sole Proprietorship LLC	**100%**	100%	UAE	Investment in, and management of entities providing educational services
Aldar Academies – Sole Proprietorship LLC	**100%**	100%	UAE	Investment in, and management of entities providing educational services
Aldar Hotels and Hospitality LLC	**100%**	100%	UAE	Investment in, and management of, entities providing hotels and hospitality services
Aldar Marinas LLC	**100%**	100%	UAE	Managing and operating marinas, sports clubs and marine machinery
Provis Real Estate Management – Sole Proprietorship LLC	**82.55%**	65.10%	UAE	Management and leasing of real estate
Provis Real Estate Brokers LLC	**82.55%**	65.10%	UAE	Real estate brokerage
Yas Links LLC	**100%**	100%	UAE	Ownership and management of golf courses and golf clubs
Provis International Limited	**82.55%**	65.10%	UAE	Real estate activities
Pivot Engineering & General Contracting Co. (WLL)	**65.20%**	65.20%	UAE	Engineering and general construction works
Aldar Investment Properties LLC	**88.10%**	88.10%	UAE	Investment, management and associated services for real estate assets and the operation of hotels
Aldar Investment Holding Restricted Limited	**88.10%**	88.10%	UAE	Special purpose vehicle, proprietary asset management company
Khidmah – Sole Proprietorship LLC	**82.55%**	65.10%	UAE	Management and leasing of real estate
Saadiyat Accommodation – Sole Proprietorship LLC	**88.10%**	88.10%	UAE	Accommodation village
Aldar Sukuk (No. 1) Ltd.	**88.10%**	88.10%	Cayman Islands	Funding company
Aldar Sukuk (No. 2) Ltd.	**88.10%**	88.10%	Cayman Islands	Funding company
Aldar Investment Properties Sukuk Limited	**88.10%**	88.10%	Cayman Islands	Funding company
Cloud Spaces – Sole Proprietorship LLC	**100%**	100%	UAE	Real estate lease and management services
C2i Holding Limited	**100%**	100%	UAE	Special purpose vehicle
C2i Holding Sole Proprietorship LLC	**100%**	100%	UAE	Real estate lease and management services
Aldar Lifestyle – Sole Proprietorship LLC	**100%**	100%	UAE	Hospitality services
Eastern Mangroves Marina – Sole Proprietorship LLC	**100%**	100%	UAE	Managing and operating marinas
Marsa Al Bateen – Sole Proprietorship LLC	**100%**	100%	UAE	Managing and operating marinas
Advanced Real Estate Services – Sole Proprietorship LLC	**100%**	100%	UAE	Real estate services
Aldar Ventures International Holding RSC Limited	**100%**	100%	UAE	Restricted scope company
Aldar Projects LLC OPC	**100%**	100%	UAE	Project management services
Six October for Development and Investment Co. S.A.E. (SODIC)	**59.90%**	59.90%	Egypt	Real estate development
Tasareeh Engineer Services – Sole Proprietorship LLC	**100%**	100%	UAE	Development consultancy
Aldar Investment Management Limited	**100%**	100%	UAE	Assets management
Asteco Property Management LLC	**82.55%**	65.1%	UAE	Property management services
Aldar Logistics – Sole Proprietorship LLC	**88.10%**	88.10%	UAE	Real estate lease and management services

Financial Statements

Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

3 Summary of material accounting policy information (continued)
3.3 Basis of consolidation (continued)

Name of subsidiary	Effective Ownership interest 2025	Effective Ownership interest 2024	Country of incorporation	Principal activities
The Gateway Engineering Services – Sole Proprietorship LLC	**100%**	100%	UAE	Development consultancy
Al Seih Real Estate Management LLC	**91.40%**	91.40%	UAE	Management and leasing of real estate; real estate projects investment
Seih Sdeirah Real Estate LLC	**91.40%**	91.40%	UAE	Property rental and management; real estate projects investment
Saadiyat Grove – Sole Proprietorship LLC	**100%**	100%	UAE	Real estate development
Mace Macro Technical Services L.L.C.	**82.55%**	65.10%	UAE	Facilities management
Spark Security Services – Sole Proprietorship LLC	**82.55%**	65.10%	UAE	Security solutions
Spark Security Services – LLC	**82.55%**	65.10%	UAE	Security solutions
Pactive Sustainable Solutions LLC	**82.55%**	65.10%	UAE	Green building consultant, buildings energy efficiency services
Saga International Owners Association Management Services LLC	**82.55%**	65.10%	UAE	Property management services
Falcon Investments – LLC	**82.55%**	65.10%	UAE	Real Estate Lease and Management Services
Saga OA DMCC	**82.55%**	65.10%	UAE	Property management services
Al Shohub Private School – Sole Proprietorship L.L.C.	**100%**	100%	UAE	Providing educational services
Twafq Projects Development Property – Sole Proprietorship L.L.C.	**61.70%**	61.70%	UAE	Real estate lease and management services
Abu Dhabi Business Hub LLC – Sole Proprietorship L.L.C.	**61.70%**	61.70%	UAE	Real estate lease and management services
Aldar Logistics Holding Limited	**100%**	100%	UAE	Holding company
Aldar Hansel SPV Restricted Ltd. (note 46.4)	**–**	51%	UAE	Restricted scope company
Confluence Partners (HQ) RSC Ltd.	**100%**	100%	UAE	Special purpose company
Al Maryah Property Holdings Limited	**88.13%**	52.86%	UAE	Real estate holding
Double Tree by Hilton Resort & SPA Marjan Island LLC	**100%**	100%	UAE	Hospitality services
Aldar Island Hotel – Sole Proprietorship L.L.C.	**100%**	100%	UAE	Hospitality services
Bab Resorts LLC	**100%**	100%	UAE	Hospitality services
Mustard and Linen Interior Design Holdings Limited	**–**	75%	UAE	Premium interior design business
Mustard & Linen Interior Design – Sole Proprietorship L.L.C.	**–**	75%	UAE	Premium interior design business
Aldar Estates Holding Limited	**82.55%**	65.10%	UAE	Special purpose company
Aldar Estates Investment – Sole Proprietorship L.L.C.	**82.55%**	65.10%	UAE	Real estate enterprises investment, development, institution & management
Kent College LLC – FZ	**100%**	100%	UAE	Education
Kent Nursery LLC – FZ	**100%**	100%	UAE	Education
Cranleigh School Abu Dhabi – Sole Proprietorship LLC	**100%**	100%	UAE	Education
Basatin Holding SPV Limited	**82.55%**	48.80%	UAE	Landscaping service provider
Virginia International Private School – Sole Proprietorship LLC	**100%**	100%	UAE	Education

Financial Statements

Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

3 Summary of material accounting policy information (continued)
3.3 Basis of consolidation (continued)

Name of subsidiary	Effective Ownership interest 2025	Effective Ownership interest 2024	Country of incorporation	Principal activities
Aurora Holding Company Limited	**51%**	51%	UAE	Special purpose company
Aurora SPV 1 LLC	**51%**	51%	UAE	Real estate development
Aurora SPV 2 LLC	**51%**	51%	UAE	Real estate development
Aurora SPV 3 LLC	**51%**	51%	UAE	Real estate development
Aldar Development Holdings Limited	**100%**	100%	UAE	Special purpose company
Aldar Development – LLC – OPC	**100%**	100%	UAE	Real estate development
The Sustainable Investment YAS – Sole Proprietorship L.L.C.	**58%**	58%	UAE	Real estate development
The Sustainable Investment Company SPV Limited	**58%**	58%	UAE	Special purpose company
Eltizam Asset Management Estate – Sole Proprietorship LLC	**82.55%**	65.10%	UAE	Real estate lease and management
Asteco Solutions Real Estate LLC SPC	**82.55%**	65.10%	UAE	Real estate lease and management
Aldar Development (LSQ) Limited	**100%**	100%	United Kingdom	Real estate development
London Square Development (Holdings) Limited	**100%**	100%	United Kingdom	Real estate development
LSQ Management Limited	**100%**	100%	United Kingdom	Real estate development
Aldar Development (UK) Holdings Limited	**100%**	100%	UAE	Special purpose company
Aldar Hamra Holdings Limited	**100%**	100%	UAE	Special purpose company
AMI Properties Holding Limited	**60%**	60%	UAE	Special purpose company
Aldar Logistics Parks LLC	**100%**	100%	UAE	Leasing and management of self-owned property
Aldar Education Overseas Holding Limited	**100%**	100%	UAE	Special purpose company
Noya British School – Sole Proprietorship LLC	**100%**	100%	UAE	Education
Aldar Residential L.L.C – O.P.C.	**88.10%**	88.10%	UAE	Real estate lease and management services
Aldar Retail L.L.C – O.P.C.	**88.10%**	88.10%	UAE	Real estate lease and management services
Aldar Commercial L.L.C – O.P.C.	**88.10%**	88.10%	UAE	Real estate lease and management services
Cloud Spaces Limited, Sole Proprietorship	**100%**	100%	KSA	Integrated office administrative services
Aldar Commercial 2 Property Management FZ-LLC	**100%**	100%	UAE	Property management services
Aldar Holdings 4 Limited	**100%**	100%	UAE	Special purpose company

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Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

3 Summary of material accounting policy information (continued)
3.3 Basis of consolidation (continued)

Name of subsidiary	Effective Ownership interest **2025**	2024	Country of incorporation	Principal activities
New subsidiaries incorporated/acquired during the year				
Masdar B11 Limited	**52.90%**	–	UAE	Property development services
Masdar G10 Limited	**52.90%**	–	UAE	Property development services
Masdar M10-B Limited	**52.90%**	–	UAE	Property development services
Masdar M12 Limited	**52.90%**	–	UAE	Property development services
Masdar M13-T Limited	**52.90%**	–	UAE	Property development services
Masdar Musataha 1 Limited	**52.90%**	–	UAE	Property development services
Masdar Musataha 2 Limited	**52.90%**	–	UAE	Property development services
Masdar Green REIT (CEIC) Limited	**52.90%**	–	UAE	Closed ended investment company
Masdar B02 Limited	**52.90%**	–	UAE	Property development services
Masdar B03 Limited	**52.90%**	–	UAE	Property development services
Masdar B04 Limited	**52.90%**	–	UAE	Property development services
Masdar B04-O Limited	**52.90%**	–	UAE	Property development services
Masdar B05 Limited	**52.90%**	–	UAE	Property development services
Masdar M13 Limited	**52.90%**	–	UAE	Property development services
Masdar G13 Limited	**52.90%**	–	UAE	Property development services
Masdar B10 Limited	**52.90%**	–	UAE	Property development services
Industrial Properties Investments SPV Limited	**100%**	–	UAE	Logistics
Hansa Energy Solution LLC	**82.55%**	–	UAE	Sustainable energy solutions
NY Property Development – L.L.C – S.P.C.	**51%**	–	UAE	Real Estate Enterprises Investment, Development, Institution and Management
North Yas Holding Limited	**51%**	–	UAE	Property Development Services
Nexus Real Estate Services Ltd	**88.10%**	–	UAE	Real estate lease and management services
Dunes Logistics Development Partners Holding RSC Limited	**60%**	–	UAE	Real estate lease and management services
Dunes Real Estate Development Partners – L.L.C – S.P.C.	**100%**	–	UAE	Real estate lease and management services
International London Premises Limited	**100%**	–	United Kingdom	Real estate services
Fahid School Development – L.L.C – S.P.C.	**100%**	–	UAE	Real estate development and education services
Yas EV One Investment Property – L.L.C – S.P.C.	**100%**	–	UAE	Real estate enterprises investment, development, institution and management
Aldar Holding RSC Limited	**100%**	–	UAE	Special purpose vehicle

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Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

3 Summary of material accounting policy information (continued)

3.4 Business combinations

Business combinations are accounted for using the acquisition method. The cost of an acquisition is measured as the aggregate of the consideration transferred, which is measured at acquisition date fair value, and the amount of any non-controlling interests in the acquiree. For each business combination, the Group elects whether to measure the non-controlling interests in the acquiree at fair value or at the proportionate share of the acquiree's identifiable net assets. Acquisition-related costs are expensed as incurred and included in administrative expenses.

The Group determines that it has acquired a business when the acquired set of activities and assets include an input and a substantive process that together significantly contribute to the ability to create outputs. The acquired process is considered substantive if it is critical to the ability to continue producing outputs, and the inputs acquired include an organised workforce with the necessary skills, knowledge, or experience to perform that process or it significantly contributes to the ability to continue producing outputs and is considered unique or scarce or cannot be replaced without significant cost, effort, or delay in the ability to continue producing outputs. When the Group acquires a business, it assesses the financial assets and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as at the acquisition date. This includes the separation of embedded derivatives in host contracts by the acquiree.

Any contingent consideration to be transferred by the acquirer will be recognised at fair value at the acquisition date. Contingent consideration classified as equity is not remeasured and its subsequent settlement is accounted for within equity. Contingent consideration classified as an asset or liability that is a financial instrument and within the scope of IFRS 9 *Financial Instruments*, is measured at fair value with the changes in fair value recognised in the consolidated statement of profit or loss in accordance with IFRS 9. Other contingent consideration that is not within the scope of IFRS 9 is measured at fair value at each reporting date with changes in fair value recognised in profit or loss.

Changes in fair value of the contingent consideration that qualify as measurement period adjustments are adjusted retrospectively, with corresponding adjustments against goodwill. Measurement period adjustments are adjustments that arise from additional information obtained during the 'measurement period' (which cannot exceed one year from the acquisition date) about facts and circumstances that existed at the acquisition date.

The subsequent accounting for changes in the fair value of the contingent consideration that do not qualify as measurement period adjustments depends on how the contingent consideration is classified. Contingent consideration that is classified as equity is not remeasured at subsequent reporting dates and its subsequent settlement is accounted for within equity. Other contingent consideration is remeasured to fair value at subsequent reporting dates with changes in fair value recognised in profit or loss.

When a business combination is achieved in stages, the Group's previously held interests (including joint operations) in the acquired entity are remeasured to its acquisition-date fair value and the resulting gain or loss, if any, is recognised in profit or loss. Amounts arising from interests in the acquiree prior to the acquisition date that have previously been recognised in other comprehensive income are reclassified to profit or loss, where such treatment would be appropriate if that interest were disposed of.

If the initial accounting for a business combination is incomplete by the end of the reporting period in which the combination occurs, the Group reports provisional amounts for the items for which the accounting is incomplete. Those provisional amounts are adjusted during the measurement period (see above), or additional assets or liabilities are recognised, to reflect new information obtained about facts and circumstances that existed as of the acquisition date that, if known, would have affected the amounts recognised as of that date.

3.5 Goodwill

Goodwill is initially measured at cost (being the excess of the aggregate of the consideration transferred and the amount recognised for non-controlling interests and any previous interest held over the net identifiable assets acquired and liabilities assumed). If the fair value of the net assets acquired is in excess of the aggregate consideration transferred, the Group re-assesses whether it has correctly identified all of the assets acquired and all of the liabilities assumed and reviews the procedures used to measure the amounts to be recognised at the acquisition date. If the reassessment still results in an excess of the fair value of net assets acquired over the aggregate consideration transferred, the excess is recognised immediately in profit or loss as a bargain purchase gain.

Goodwill is not amortised but tested for impairment at least annually. After initial recognition, goodwill is measured at cost less any accumulated impairment losses. For the purpose of impairment testing, goodwill acquired in a business combination is, from the acquisition date, allocated to each of the Group's cash-generating units that are expected to benefit from the combination, irrespective of whether other assets or liabilities of the acquiree are assigned to those units.

If the recoverable amount of the cash-generating unit is less than the carrying amount of the unit, the impairment loss is allocated first to reduce the carrying amount of any goodwill allocated to the unit and then to the other assets of the unit pro-rata on the basis of the carrying amount of each asset in the unit. An impairment loss recognised for goodwill is not reversed in a subsequent period. On disposal of a cash-generating unit, the attributable amount of goodwill is included in the determination of the profit or loss on disposal.

Where goodwill has been allocated to a cash-generating unit (CGU) and part of the operation within that unit is disposed of, the goodwill associated with the disposed operation is included in the carrying amount of the operation when determining the gain or loss on disposal. Goodwill disposed in these circumstances is measured based on the relative values of the disposed operation and the portion of the cash-generating unit retained.

When the Group reorganises its reporting structure in a way that changes the composition of one or more cash-generating units to which goodwill has been allocated, the goodwill shall be reallocated to the units affected. This reallocation is performed using a relative value approach similar to that used when the Group disposes of an operation within a cash-generating unit.

Financial Statements

Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

3 Summary of material accounting policy information (continued)

3.6 Investment in associates and joint ventures

An associate is an entity over which the Group has significant influence that is neither a subsidiary nor an interest in a joint venture. Significant influence is the power to participate in the financial and operating policy decisions of the investee, but is not control or joint control over those policies. A joint venture is a type of joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the joint venture. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require unanimous consent of the parties sharing control. The considerations made in determining significant influence or joint control are similar to those necessary to determine control over subsidiaries.

The results and assets and liabilities of associates and joint ventures are incorporated using the equity method of accounting, except when the investment is classified as held for sale, in which case it is accounted for under IFRS 5 *Non-current Assets Held for Sale and Discontinued Operations*. Under the equity method, an investment in an associate or a joint venture is initially recognised in the consolidated financial statements at cost. The carrying amount of the investment is adjusted to recognise changes in the Group's share of net assets of the joint venture since the acquisition date. Goodwill relating to the associate or the joint venture is included in the carrying amount of the investment and is not tested for impairment separately.

Profit or loss reflects the Group's share of the results of operations of associates and joint ventures. Any change in other comprehensive income of those investees is presented as part of the Group's other comprehensive income. In addition, when there has been a change recognised directly in the equity of the associates or joint ventures, the Group recognises its share of any changes, when applicable, in the consolidated statement of changes in equity. Unrealised gains and losses resulting from transactions between the Group and the investees are eliminated to the extent of the interest in the investees.

The aggregate of the Group's share of profit or loss of an associate and a joint venture is shown on the face of the consolidated statement of profit or loss outside operating profit and represents profit or loss and non-controlling interests in the subsidiaries of the associate or joint venture.

Losses of an associate or joint venture in excess of the Group's interest in that associate or joint venture (which includes any long-term interests that, in substance, form part of the Group's net investment in associate or joint venture) are recognised only to the extent that the Group has incurred legal or constructive obligations or made payments on behalf of the associate or joint venture. The financial statements of the associate or joint venture are prepared for the same reporting period as the Group and having same accounting policies. When necessary, adjustments are made to bring the accounting policies in line with those of the Group.

The requirements of IAS 36 are applied to determine whether it is necessary to recognise any impairment loss with respect to the Group's investment in an associate or joint venture. When necessary, the entire carrying amount of the investment (including goodwill) is tested for impairment in accordance with IAS 36 as a single asset by comparing its recoverable amount (higher of value in use and fair value less costs of disposal) with its carrying amount. AnyÙimpairment loss recognised is not allocated to any asset, including goodwill that forms part of the carrying amount of the investment. Any reversal of that impairment loss is recognised in accordance with IAS 36 to the extent that the recoverable amount of the investment subsequently increases.

The Group discontinues the use of the equity method from the date when the investment ceases to be an associate or joint venture upon loss of significant influence over the associate or joint control over the joint venture. When the Group retains an interest in the former associate or joint venture and the retained interest is a financial asset, the Group measures the retained interest at fair value at that date and the fair value is regarded as its fair value on initial recognition in accordance with IFRS 9. The difference between the carrying amount of the associate or joint venture at the date the equity method was discontinued, and the fair value of any retained interest and any proceeds from disposing of a part interest in the associate or joint venture included in the determination of the gain or loss on disposal of the associate or joint venture. In addition, the Group accounts for all amounts previously recognised in other comprehensive income in relation to that associate or joint venture on the same basis as would be required if that associate had directly disposed of the related assets or liabilities. Therefore, if a gain or loss previously recognised in other comprehensive income by that associate or joint venture would be reclassified to profit or loss on the disposal of the related assets or liabilities, the Group reclassifies the gain or loss from equity to profit or loss (as a reclassification adjustment) when the associate or joint venture is disposed of.

When the Group reduces its ownership interest in an associate or joint venture but the Group continues to use the equity method, the Group reclassifies to profit or loss the proportion of the gain or loss that had previously been recognised in other comprehensive income relating to that reduction in ownership interest if that gain or loss would be reclassified to profit or loss on the disposal of the related assets or liabilities.

When a Group entity transacts with an associate or a joint venture of the Group, profits and losses resulting from the transactions with the associate or joint venture are recognised in the Group's consolidated financial statements only to the extent of interests in the associate or join venture that are not related to the Group.

Interests in associates that are held as part of the Group's investment portfolio are carried in the consolidated statement of financial position at fair value. This treatment is permitted by IAS 28 *Investments in Associates and Joint Ventures*, which allows investments in associates held by venture capital organisations to be designated, upon initial recognition, as at fair value through profit or loss and accounted for in accordance with IFRS 9, with changes in fair value recognised in the profit or loss in the period of the change.

Financial Statements

Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

3 Summary of material accounting policy information (continued)

3.7 Interest in joint operations

A joint operation is a joint arrangement whereby the parties that have joint control of the arrangement have rights to the assets, and obligations for the liabilities, relating to the arrangement. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require unanimous consent of the parties sharing control.

When a Group entity undertakes its activities under joint operations, the Group as a joint operator recognises in relation to its interest in a joint operation:

- its assets, including its share of any assets held jointly;
- its liabilities, including its share of any liabilities incurred jointly;
- its revenue from the sale of its share of the output arising from the joint operation;
- its share of the revenue from the sale of the output by the joint operation; and
- its expenses, including its share of any expenses incurred jointly.

The Group accounts for the assets, liabilities, revenues and expenses relating to its interest in a joint operation in accordance with IFRS Accounting Standards applicable to the particular assets, liabilities, revenues and expenses.

When a Group entity transacts with a joint operation in which a Group entity is a joint operator (such as a sale or contribution of assets), the Group is considered conducting the transaction with other parties to the joint operation and profits and losses resulting from the transactions are recognised in the Group's consolidated financial statements only to the extent of other parties' interests in the joint operation. When a Group entity transacts with a joint operation in which a group entity is a joint operator (such as a purchase of assets), the Group does not recognise its share of the gains and losses until it resells those assets to a third party.

3.8 Current versus non-current classification

The Group presents assets and liabilities in the consolidated statement of financial position based on current/non-current classification. An asset is current when it is:

- Expected to be realised or intended to be sold or consumed in the normal operating cycle;
- Held primarily for the purpose of trading;
- Expected to be realised within twelve months after the reporting period; or
- Cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period

All other assets are classified as non-current.

A liability is current when:

- It is expected to be settled in the normal operating cycle;
- It is held primarily for the purpose of trading;
- It is due to be settled within twelve months after the reporting period; or
- There is no unconditional right to defer the settlement of the liability for at least twelve months after the reporting period
- The terms of the liability that could, at the option of the counterparty, results in its settlement by the issue of equity instruments do not affect its classification.

The Group classifies all other liabilities as non-current. Deferred tax assets and liabilities are classified as non-current assets and liabilities.

When the Group is committed to a sale plan involving loss of control of a subsidiary, all of the assets and liabilities of that subsidiary are classified as held for sale when the criteria described above are met, regardless of whether the Group will retain a non-controlling interest in its former subsidiary after the sale.

When the Group is committed to a sale plan involving disposal of an investment in an associate or, a portion of an investment in an associate, the investment, or the portion of the investment in the associate, that will be disposed of is classified as held for sale when the criteria described above are met. The Group then ceases to apply the equity method in relation to the portion that is classified as held for sale. Any retained portion of an investment in an associate that has not been classified as held for sale continues to be accounted for using the equity method.

Financial Statements

Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

3 Summary of material accounting policy information (continued)

3.9 Non-current assets held for sale and discontinued operations

The Group classifies non-current assets and disposal groups as held for sale if their carrying amounts will be recovered principally through a sale transaction rather than through continuing use. Non-current assets and disposal groups classified as held for sale are measured at the lower of their carrying amount and fair value less costs to sell. Costs to sell are the incremental costs directly attributable to the disposal of an asset (disposal group), excluding finance costs and income tax expense.

The criteria for held for sale classification is regarded as met only when the sale is highly probable, and the asset or disposal group is available for immediate sale in its present condition. Actions required to complete the sale should indicate that it is unlikely that significant changes to the sale will be made or that the decision to sell will be withdrawn. Management must be committed to the plan to sell the asset and the sale expected to be completed within one year from the date of the classification.

Property, plant and equipment and intangible assets are not depreciated or amortised once classified as held for sale. Assets and liabilities classified as held for sale are presented separately as current items in the consolidated statement of financial position.

Discontinued operations are excluded from the results of continuing operations and are presented as a single amount as profit or loss after tax from discontinued operations in the consolidated statement of profit or loss. Cash flows from discontinued operations are included in the consolidated statement of cash flows and are disclosed separately.

3.10 Fair value measurement

The Group measures financial instruments such as investment in financial assets and derivatives, and non-financial assets such as investment properties, at fair value at each reporting date.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the to sell the asset or transfer the liability takes place either:

- In the principal market for the asset or liability; or
- In the absence of a principal market, in the most advantageous market for the asset or liability.

The principal or the most advantageous market must be accessible by the Group.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Group uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the consolidated financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- Level 1 – Quoted (unadjusted) market prices in active markets for identical assets or liabilities
- Level 2 – Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable
- Level 3 – Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable

For assets and liabilities that are recognised in the consolidated financial statements at fair value on a recurring basis, the Group determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

The Group's management determines the policies and procedures for both recurring fair value measurement, such as investment properties and unquoted financial assets, and for non-recurring measurement, such as assets held for sale in discontinued operations.

External valuers are involved for valuation of significant assets, such as investment properties. Involvement of external valuers is determined annually by the management. Selection criteria include market knowledge, reputation, independence and whether professional standards are maintained.

At each reporting date, the management analyses the movements in the values of assets and liabilities which are required to be remeasured or re-assessed as per the Group's accounting policies. For this analysis, the management verifies the major inputs applied in the latest valuation by agreeing the information in the valuation computation to contracts and other relevant documents.

The management also compares the change in the fair value of each asset and liability with relevant external sources to determine whether the change is reasonable.

Financial Statements

Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

3 Summary of material accounting policy information (continued)

3.11 Revenue recognition

For contracts determined to be within the scope of revenue recognition, the Group is required to apply a five-step model to determine when to recognise revenue, and at what amount. Revenue is measured based on the consideration to which the Group expects to be entitled in a contract with a customer and excludes amounts collected on behalf of third parties. The Group recognises revenue when it transfers control of a product or service to a customer.

The Group recognises revenue from the following major sources:

- Sale of properties (property development and sales) and provision of services
- Service charges and expenses recoverable from tenants
- Property and facilities management services
- Hospitality
- Leisure
- Construction contracts
- Education services
- Management fee

Revenue from contracts with customers for sale of properties and provision of services

The Group constructs and sells residential properties under long-term contracts with customers. Such contracts are entered into before construction of the residential properties begins.

The Group recognises revenue from contracts with customers based on a five-step model as set out in IFRS 15:

Step 1 Identify contract(s) with a customer: A contract is defined as an agreement between two or more parties that creates enforceable rights and obligations and sets out the criteria for every contract that must be met.

Step 2 Identify performance obligations in the contract: A performance obligation is a promise in a contract with a customer to transfer a good or service to the customer.

Step 3 Determine the transaction price: The transaction price is the amount of consideration to which the Group expects to be entitled in exchange for transferring promised goods or services to a customer, excluding amounts collected on behalf of third parties.

Step 4 Allocate the transaction price to the performance obligations in the contract: For a contract that has more than one performance obligation, the Group allocates the transaction price to each performance obligation in an amount that depicts the amount of consideration to which the Group expects to be entitled in exchange for satisfying each performance obligation.

Step 5 Recognise revenue when (or as) the Group satisfies a performance obligation.

The Group satisfies a performance obligation and recognises revenue over time, if one of the following criteria is met:

- The Group's performance does not create an asset with an alternate use to the Group and the Group has an enforceable right to payment for performance completed to date.
- The Group's performance creates or enhances an asset that the customer controls as the asset is created or enhanced.
- The customer simultaneously receives and consumes the benefits provided by the Group's performance as the Group performs.

For performance obligations where any of the above conditions are not met, revenue is recognised at the point in time at which the performance obligation is satisfied.

Under the terms of the contracts in the UAE and certain contracts in United Kingdom, the Group is contractually restricted from redirecting the properties to another customer and has an enforceable right to payment for work done. Therefore, revenue from construction of residential properties in the UAE and certain contracts in United Kingdom is recognised over time on a cost-to-cost method, i.e. based on the proportion of contract costs incurred for work performed to date relative to the estimated total contract costs. The Group consider that this input method is an appropriate measure of the progress towards complete satisfaction of these performance obligations under IFRS 15. In respect of the Group's contracts for development of residential properties in Egypt and certain contracts in the United Kingdom, the Group has assessed that the criteria for recording revenue over time is not met and transfer of control happens only at the time of handover of completed units to the customers and accordingly the revenue is recognised at the point in time at which the performance obligation is satisfied.

When the Group satisfies a performance obligation by delivering the promised goods or services it creates a contract-based asset on the amount of consideration earned by the performance. Where the amount of consideration received from a customer exceeds the amount of revenue recognised this gives rise to a contract liability. Revenue is measured at the fair value of the consideration received or receivable, taking into account contractually defined terms of payment and excluding taxes and duty. The Group assesses its revenue arrangements against specific criteria to determine if it is acting as principal or agent. Revenue is recognised to the extent it is probable that the economic benefits will flow to the Group and the revenue and costs, if applicable, can be measured reliably.

The Group receives advance payments and instalments from some customers in a specific jurisdiction, before the transfer of control over contracted units to customers as agreed in the contract, accordingly there is a significant financing component in those contracts, considering the length of time between the customer's payments and the transfer of control to the customer, and the interest rate prevailing in the market. The transaction price for those contracts is discounted using the interest rate implicit in the contract, and the Group uses the rate that would have been used in the event of a separate financing contract between the Group and the customer at the beginning of the contract, which is usually equal to the interest rate prevailing at the time of the contract. The Group uses the exception of the practical application for short-term payments received from customers. This means the amount collected from customers will not be modified to reflect the impact of the significant financing component if the period between the transfer of control over the units, service and payment is less than a year.

Financial Statements

Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

3 Summary of material accounting policy information (continued)

3.11 Revenue recognition (continued)

Management fee

The Group manages construction of properties under long term contracts with customers. Management fee is recognised over time using input method to recognise revenue on the basis of entity's efforts to the satisfaction of a performance obligation. Management considers that input method is an appropriate measure of the progress towards complete satisfaction of the performance obligations under IFRS 15. Where the outcome cannot be estimated reliably, revenue is measured based on the consideration from customers to which the Group expects to be entitled in a contract with a customer in an amount that corresponds directly with the value to the customer of the Group's performance completed to date and excludes amounts collected on behalf of third parties.

Service charges and expenses recoverable from tenants

For investment properties held primarily to earn rental income, the Group enters as a lessor into lease agreements that fall within the scope of IFRS 16. Certain lease agreements include certain services offered to tenants (i.e., customers) including common area services (such as security, cleaning, maintenance, utilities, health and safety) as well as other support services (e.g., customer service and management) The consideration charged to tenants for these services includes fees charged based on a percentage of the rental income and reimbursement of certain expenses incurred. These services are specified in the lease agreements and separately invoiced.

The Group has determined that these services constitute distinct non-lease components (transferred separately from the right to use the underlying asset) and are within the scope of IFRS 15. The contracts of the Group specifically highlight stand-alone price for the services.

In respect of the revenue component, these services represent a series of daily services that are individually satisfied over time because the tenants simultaneously receive and consume the benefits provided by the Group. The Group applies the time elapsed method to measure progress.

Income arising from cost recharged to tenants is recognised in the period in which the cost can be contractually recovered. The Group arranges for third parties to provide certain of these services to its tenants. The Group concluded that it acts as a principal in relation to these services as it controls the specified services before transferring them to the customer. Therefore, the Group records revenue on a gross basis.

Hospitality

Hospitality revenue corresponds to all the revenues received from guests of the hotels. The services rendered (including room rentals, food and beverage sales and other ancillary services) are distinct performance obligations, for which prices invoiced to the guests are representative of their stand-alone selling prices. These obligations are fulfilled over time when they relate to room rentals, which is over the stay within the hotel, and at a point in time for other goods or services, when they have been delivered or rendered.

Leisure

Leisure businesses comprise revenue from goods sold and services provided at golf courses, beach clubs and marinas, and is recognised at the point when the goods are sold or services are rendered.

Education services

The education and other related services rendered are distinct performance obligations, for which fees invoiced to the students are representative of their stand-alone selling prices. These obligations are fulfilled over time when they relate to learning, educative, schooling and training services, that is over the academic year the student is enrolled with the Group, and at a point in time for other services, when they have been delivered or rendered. The Group primarily generates revenue from tuition fees, registration fees and management fees. Provided it is probable that the economic benefits will flow to the Group, the revenue is recognised as follows:

- Tuition fee income is recognised on a monthly basis over the year. Tuition fees received in advance are recorded as deferred income.
- Registration fees are recognised as income on forfeiture when a registered student does not join the school and registration fees for the new students who join the school is adjusted against the tuition fee.
- Management fee is earned from the management services that the Group provides to certain schools under management and are recognised as revenue when the service is performed.
- Education service income is accrued on a monthly basis over the period of the service.

Revenue from construction contracts

The Group construct properties under long term contracts with customers. Such contracts are entered into before the construction work begins. Under the terms of the contracts, the Group is contractually restricted from redirecting the properties to another customer and has enforceable right to payment for work done. Revenue from construction isÙtherefore recognised over-time using input method to recognise revenue on the basis of entity's efforts to the satisfaction of a performance obligation in accounting for its construction contracts. Management considers that this input method is an appropriate measure of the progress towards complete satisfaction of the performance obligations under IFRS 15.

Where the outcome of a construction contract cannot be estimated reliably, revenue is measured based on the consideration to which the Group expects to be entitled in a contract with a customer and excludes amounts collected on behalf of third parties. Contract costs incurred are amortised over the period of service. There is not considered to be a significant financing component in construction contracts with customers as the period between the recognition of revenue using the input method and the payment is always less than one year. When it is possible that total contract costs will exceed total contract revenue, the expected loss is recognised as an expense in the profit or loss immediately.

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Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

3 Summary of material accounting policy information (continued)

3.11 Revenue recognition (continued)

Contract costs

Costs of contracts include all direct costs of labour, materials, depreciation of property, plant and equipment (where applicable) and costs of subcontracted works, plus an appropriate portion of construction overheads and general and administrative expenses of the year allocated to construction contracts in progress during the year at a fixed rate of the value of work done on each contract. Any under recovery at the end of the year, is charged to profit or loss as unallocated overheads.

Contract assets and liabilities

The Group has determined that contract assets and liabilities are to be recognised at the performance obligation level and not at the contract level and both contract assets and liabilities are to be presented separately in the consolidated financial statements. The Group classifies its contract assets and liabilities as current and non-current based on the timing and pattern of flow of economic benefits.

3.12 Leases

The Group assesses at contract inception whether a contract is, or contains a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

Group as a lessee

The Group recognises a right-of-use asset and a corresponding lease liability at the commencement date of the lease (i.e., the date the underlying asset is available for use) with respect to all lease arrangements in which it is the lessee, except for short-term leases (defined as leases with a lease term of 12 months or less) and leases of low value assets (such as tablets and personal computers, small items of office furniture and telephones). For these leases, the Group recognises the lease payments as an operating expense on a straight-line basis over the term of the lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased assets are consumed.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the rate implicit in the lease. If this rate cannot be readily determined, the Group uses its incremental borrowing rate. The incremental borrowing rate depends on the term, currency and start date of the lease and is determined based on a series of inputs including: the risk-free rate based on government bond rates; a country-specific risk adjustment; a credit risk adjustment based on bond yields; and an entity-specific adjustment when the risk profile of the entity that enters into the lease is different to that of the Group and the lease does not benefit from a guarantee from the Group.

Lease payments included in the measurement of the lease liability comprise:

- Fixed lease payments (including in-substance fixed payments), less any lease incentives receivable;
- Variable lease payments that depend on an index or rate, initially measured using the index or rate at the commencement date;
- The amount expected to be payable by the lessee under residual value guarantees;
- The exercise price of purchase options, if the lessee is reasonably certain to exercise the options; and
- Payments of penalties for terminating the lease if the lease term reflects the exercise of an option to terminate the lease.

The lease liability is presented as a separate line in the consolidated statement of financial position. The lease liability is subsequently measured by increasing the carrying amount to reflect interest on the lease liability (using the effective interest method) and by reducing the carrying amount to reflect the lease payments made.

The Group remeasures the lease liability (and makes a corresponding adjustment to the related right-of-use asset) whenever:

- The lease term has changed or there is a significant event or change in circumstances resulting in a change in the assessment of exercise of a purchase option, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate.
- The lease payments change due to changes in an index or rate or a change in expected payment under a guaranteed residual value, in which cases the lease liability is remeasured by discounting the revised lease payments using an unchanged discount rate (unless the lease payments change is due to a change in a floating interest rate, in which case a revised discount rate is used).
- A lease contract is modified and the lease modification is not accounted for as a separate lease, in which case the lease liability is remeasured based on the lease term of the modified lease by discounting the revised lease payments using a revised discount rate at the effective date of the modification.

The Group did not make any such adjustments during the periods presented.

The right-of-use assets comprise the initial measurement of the corresponding lease liability, lease payments made at or before the commencement day, less any lease incentives received and any initial direct costs. They are subsequently measured at cost less accumulated depreciation and impairment losses.

Financial Statements

Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

3 Summary of material accounting policy information (continued)

3.12 Leases (continued)

Whenever the Group incurs an obligation for costs to dismantle and remove a leased asset, restore the site on which it is located or restore the underlying asset to the condition required by the terms and conditions of the lease, a provision is recognised and measured under IAS 37. To the extent that the costs relate to a right-of-use asset, the costs are included in the related right-of-use asset, unless those costs are incurred to produce inventories.

After initial recognition, the Group applies fair value model to right-of-use assets that meet the definition of investment properties. For assets that meet the definition of property, plant and equipment, right of use asset is carried at cost net of depreciation and impairment and is amortised over the term of the lease. Right-of-use assets are depreciated over the shorter period of lease term and useful life of the underlying asset. If a lease transfers ownership of the underlying asset or the cost of the right-of-use asset reflects that the Group expects to exercise a purchase option, the related right-of-use asset is depreciated over the useful life of the underlying asset. The depreciation starts at the commencement date of the lease.

The right-of-use assets are presented along with the underlying asset in the consolidated statement of financial position. The Group applies IAS 36 to determine whether a right-of-use asset associated with property, plant and equipment is impaired and accounts for any identified impairment loss as described in the 'Property, Plant and Equipment' policy.

Variable rents that do not depend on an index or rate are not included in the measurement the lease liability and the right-of-use asset. The related payments are recognised as an expense in the period in which the event or condition that triggers those payments occurs and are included in the line "Other expenses" in the consolidated statement of profit or loss.

For a contract that contains a lease component and one or more additional lease or non-lease components, the Group allocates the consideration in the contract to each lease component on the basis of the relative stand-alone price of the lease component and the aggregate stand-alone price of the non-lease components.

The relative stand-alone price of lease and non-lease components is determined on the basis of the price the lessor, or a similar supplier, would charge an entity for that component, or a similar component, separately. If an observable stand-alone price is not readily available, the Group estimates the stand-alone price, maximising the use of observable information.

The non-lease components are accounted for in accordance with the Group's policies. For determination of the lease term, the Group reassesses whether it is reasonably certain to exercise an extension option, or not to exercise a termination option, upon the occurrence of either a significant event or a significant change in circumstances that:

- is within the control of the Group; and
- affects whether the Group is reasonably certain to exercise an option not previously included in its determination of the lease term, or not to exercise an option previously included in its determination of the lease term.

Group as a lessor

The Group enters into lease arrangements as a lessor with respect to its investment properties. Leases for which the Group is a lessor are classified as finance or operating leases. Whenever the terms of the lease transfers substantially all the risks and rewards of ownership to the lessee, the contract is classified as finance lease. All other leases are classified as operating leases.

Rental income

The Group earns revenue from acting as a lessor in operating leases which do not transfer substantially all the risks and rewards incidental to ownership of an investment property. In addition, the Group subleases investment property acquired under head leases with lease terms exceeding 12 months at commencement. Subleases are classified as a finance lease or an operating lease by reference to the right-of-use asset arising from the head lease, rather than by reference to the underlying investment property. All the Group's subleases are classified as operating leases.

Rental income arising from operating leases on investment property is recognised on a straight-line basis over the relevant lease term and is included in revenue in profit or loss due to its operating nature, except for contingent rental income which is recognised when it arises. Initial direct costs incurred in negotiating and arranging an operating lease are recognised as an expense over the lease term on the same basis as the lease income.

Lease incentives that are paid or payable to the lessee are deducted from lease payments. Accordingly, tenant lease incentives are recognised as a reduction of rental revenue on a straight-line basis over the term of the lease. The lease term is the non-cancellable period of the lease together with any further term for which the tenant has the option to continue the lease, where, at the inception of the lease, the Group is reasonably certain that the tenant will exercise that option.

Amounts received from tenants to terminate leases or to compensate for dilapidations are recognised in profit or loss when the right to receive them arises.

Amounts from leases under finance lease are recognised as receivables at the amount of the Group's net investment in the leases. Finance lease income is allocated to accounting periods so as to reflect a constant periodic rate of return on the Group's net investment outstanding in respect of the leases.

When a contract includes both lease and non-lease components, the Group applies IFRS 15 to allocate the consideration under the contract to each component.

Financial Statements

Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

3 Summary of material accounting policy information (continued)

3.13 Taxes

Current income tax

Current income tax assets and liabilities are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted at the reporting date in the countries where the Group operates and generates taxable income.

Current income tax relating to items recognised directly in equity is recognised in equity and not in the consolidated statement of profit or loss. Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate.

Deferred tax

Deferred tax is provided using the liability method on temporary differences between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes at the reporting date.

Deferred tax liabilities are recognised for all taxable temporary differences, except:

- When the deferred tax liability arises from the initial recognition of goodwill or an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss and does not give rise to equal taxable and deductible temporary differences
- In respect of taxable temporary differences associated with investments in subsidiaries, associates and interests in joint arrangements, when the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future

Deferred tax assets are recognised for all deductible temporary differences, the carry forward of unused tax credits and any unused tax losses. Deferred tax assets are recognised to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry forward of unused tax credits and unused tax losses can be utilised, except:

- When the deferred tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss
- In respect of deductible temporary differences associated with investments in subsidiaries, associates and interests in joint arrangements, deferred tax assets are recognised only to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilised

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are re-assessed at each reporting date and are recognised to the extent that it has become probable that future taxable profits will allow the deferred tax asset to be recovered.

In assessing the recoverability of deferred tax assets, the Group relies on the same forecast assumptions used elsewhere in the consolidated financial statements and in other management reports, which, among other things, reflect the potential impact of climate-related development on the business, such as increased cost of production as a result of measures to reduce carbon emission.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the year when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at the reporting date.

Deferred tax relating to items recognised outside profit or loss is recognised outside profit or loss. Deferred tax items are recognised in correlation to the underlying transaction either in OCI or directly in equity.

Tax benefits acquired as part of a business combination, but not satisfying the criteria for separate recognition at that date, are recognised subsequently if new information about facts and circumstances change. The adjustment is either treated as a reduction in goodwill (as long as it does not exceed goodwill) if it was incurred during the measurement period or recognised in profit or loss.

The Group offsets deferred tax assets and deferred tax liabilities if and only if it has a legally enforceable right to set off current tax assets and current tax liabilities and the deferred tax assets and deferred tax liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities which intend either to settle current tax liabilities and assets on a net basis, or to realise the assets and settle the liabilities simultaneously, in each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered.

Value added tax ("VAT")

Expenses and assets are recognised net of the amount of VAT, except:

- When the sales tax incurred on a purchase of assets or services is not recoverable from the taxation authority, in which case, the sales tax is recognised as part of the cost of acquisition of the asset or as part of the expense item, as applicable.
- When receivables and payables are stated with the amount of VAT included.

The net amount of VAT recoverable from, or payable to, the taxation authority is included as part of receivables or payables in the consolidated statement of financial position.

Financial Statements

Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

3 Summary of material accounting policy information (continued)

3.14 Foreign currencies

The Group's consolidated financial statements are presented in AED, which is also the parent company's functional currency. For each entity, the Group determines the functional currency and items included in the financial statements of each entity are measured using that functional currency. The Group uses the direct method of consolidation and on disposal of a foreign operation, the gain or loss that is reclassified to profit or loss reflects the amount that arises from using this method.

i) Transactions and balances

Transactions in foreign currencies are initially recorded by the Group's entities at their respective functional currency spot rates at the date the transaction first qualifies for recognition.

Monetary assets and liabilities denominated in foreign currencies are translated at the functional currency spot rates of exchange at the reporting date. Differences arising on settlement or translation of monetary items are recognised in profit or loss with the exception of monetary items that are designated as part of the hedge of the Group's net investment in a foreign operation. These are recognised in OCI until the net investment is disposed of, at which time, the cumulative amount is reclassified to profit or loss. Tax charges and credits attributable to exchange differences on those monetary items are also recognised in OCI.

Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates at the dates of the initial transactions. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value is determined. The gain or loss arising on translation of non-monetary items measured at fair value is treated in line with the recognition of the gain or loss on the change in fair value of the item (i.e., translation differences on items whose fair value gain or loss is recognised in OCI or profit or loss are also recognised in OCI or profit or loss, respectively).

In determining the spot exchange rate to use on initial recognition of the related asset, expense or income (or part of it) on the derecognition of a non-monetary asset or non-monetary liability relating to advance consideration, the date of the transaction is the date on which the Group initially recognises the non-monetary asset or non-monetary liability arising from the advance consideration. If there are multiple payments or receipts in advance, the Group determines the transaction date for each payment or receipt of advance consideration.

ii) Group companies

On consolidation, the assets and liabilities of foreign operations are translated into AED at the rate of exchange prevailing at the reporting date and their statements of profit or loss are translated at exchange rates prevailing at the dates of the transactions or average exchange rate of the period. The exchange differences arising on translation for consolidation are recognised in OCI. On disposal of a foreign operation, the component of OCI relating to that particular foreign operation is reclassified to profit or loss.

Any goodwill arising on the acquisition of a foreign operation and any fair value adjustments to the carrying amounts of assets and liabilities arising on the acquisition are treated as assets and liabilities of the foreign operation and translated at the spot rate of exchange at the reporting date.

In addition, in relation to a partial disposal of a subsidiary that includes a foreign operation that does not result in the group losing control over the subsidiary, the proportionate share of accumulated exchange differences are re-attributed to noncontrolling interests and are not recognised in profit or loss. For all other partial disposals (i.e. partial disposals of associates or joint arrangements that do not result in the group losing significant influence or joint control), the proportionate share of the accumulated exchange differences is reclassified to profit or loss.

3.15 Borrowing costs

Borrowing costs are interest and other costs that an entity incurs in connection with the borrowing of funds.

Borrowing costs may include:

a. interest expense calculated using the effective interest method as described in IFRS 9;

b. interest in respect of leases liabilities recognised in accordance with IFRS 16 Leases; and

c. exchange differences arising from foreign currency borrowings to the extent that they are regarded as an adjustment to interest costs.

Borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended use or sale, are added to the cost of those assets, until such time as the assets are substantially ready for their intended use or sale. Borrowing costs consist of interest and other costs that an entity incurs in connections with the borrowing of funds.

To the extent that variable rate borrowings are used to finance a qualifying asset and are hedged in an effective cash flow hedge of interest rate risk, the effective portion of the derivative is recognised in other comprehensive income and reclassified to profit or loss when the qualifying asset impacts profit or loss. To the extent that fixed rate borrowings are used to finance a qualifying asset and are hedged in an effective fair value hedge of interest rate risk, the capitalised borrowing costs reflect the hedged interest rate.

Investment income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs eligible for capitalisation.

All other borrowing costs are recognised in profit or loss in the period in which they are incurred.

Financial Statements

Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

3 Summary of material accounting policy information (continued)

3.16 Cash dividend

The Company recognises a liability to pay a dividend when the distribution is authorised, and the distribution is no longer at the discretion of the Company. A distribution is authorised when it is approved by the shareholders. A corresponding amount is recognised directly in equity.

3.17 Property, plant and equipment

Property, plant and equipment are stated at historical cost less accumulated depreciation and accumulated impairment losses. Historical cost includes expenditure that is directly attributable to the acquisition of the asset.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. All other repairs and maintenance expenses are charged to profit or loss in the period in which they are incurred.

Depreciation is calculated using the straight-line method to allocate the assets' cost to their residual values over their estimated useful lives as follows:

	Years
Buildings	5–30
Labour camps	5–10
Furniture and fixtures	4–10
Plants and machinery	2–5
Office equipment	2–5
Computers	3
Motor vehicles	3–4
Leasehold improvements	2–10

Freehold land is not depreciated.

The estimated residual values, useful lives and methods of depreciation of property, plant and equipment are reviewed at each financial year end and adjusted prospectively, if appropriate.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Right-of-use assets are depreciated over the shorter period of lease term and the useful life of the underlying asset.

An item of property, plant and equipment is derecognised upon disposal (i.e., at the date the recipient obtains control) or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in profit or loss when the asset is derecognised.

3.18 Capital work in progress

Properties or assets in the course of construction for production, supply or administrative purposes, are carried at cost, less any recognised impairment loss. Cost includes all direct costs attributable to the acquisition of the property including related staff costs, and for qualifying assets, borrowing costs capitalised in accordance with the Group's accounting policy. When the assets are ready for intended use, the capital work in progress is transferred to the appropriate property, plant and equipment category and is accounted in accordance with the Group's policies.

3.19 Investment properties

Investment properties comprise completed properties and properties under development. Completed properties are properties held to earn rentals and/or for capital appreciation and properties under development are properties being constructed or developed for future use as investment property. Investment properties under development are transferred to investment properties when they are completed and ready for their intended use.

Investment properties are measured initially at cost including transaction costs and for properties under development all direct costs attributable to the design and construction including related staff costs. Subsequent to initial recognition, investment properties are measured at fair value, which reflects market conditions at the reporting date. Gains or losses arising from changes in the fair value of investment properties are included in profit or loss in the period in which they arise. Fair values are determined based on annual valuations performed by accredited external independent valuers applying valuation models recommended by the International Valuation Standards Committee.

Transfers are made to (or from) investment property only when there is a change in use. For a transfer from investment property to owner-occupied property, the deemed cost for subsequent accounting is the fair value at the date of change in use. If owner-occupied property becomes an investment property, the Group accounts for such property in accordance with the policy stated under property, plant and equipment up to the date of change in use. If an inventory property becomes an investment property, the difference between the fair value of the property at the date of transfer and its previous carrying amount is recognised in profit or loss. The Group considers as evidence the commencement of development with a view to sale (for a transfer from investment properties to development work in progress) or inception of an operating lease to another party (for a transfer from inventories to investment properties).

Upon completion of construction or development, a property is transferred from properties under development to completed properties. Investment properties are derecognised either when they have been disposed of (i.e., at the date the recipient obtains control) or when they are permanently withdrawn from use and no future economic benefits are expected from the disposal. The difference between the net disposal proceeds and the carrying amount of the asset is recognised in profit or loss in the period of derecognition. In determining the amount of consideration to be included in the gain or loss arising from the derecognition of investment properties the Group considers the effects of variable consideration, the existence of a significant financing component, non-cash consideration, and consideration payable to the buyer (if any) in accordance with the requirements for determining the transaction price in IFRS 15.

Financial Statements

Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

3 Summary of material accounting policy information (continued)

3.20 Development work in progress

Development work in progress consists of property being developed principally for sale and is stated at the lower of cost or net realisable value. Cost comprises all direct costs attributable to the design and construction of the property including direct staff costs, and for qualifying assets, borrowing costs capitalised in accordance with the Group's accounting policy. Net realisable value is the estimated selling price in the ordinary course of the business less estimated costs to complete and applicable variable selling expenses.

For single segment development projects, the Group allocates the cost of land and related cost in proportionate basis of the Gross Floor Area ("GFA") and for multi-segment development projects, the Group allocates the cost of land and related cost in proportionate basis of the residual value of each respective segment of the development project including relative sales value of inventory units. The residual value of each segment is determined by the management of the Group using recognised valuation methods. These methods comprise the residual value method and the income capitalization method. The residual value method requires the use of estimates such as future cash flows from assets (comprising of selling and leasing rates, future revenue streams, construction costs and associated professional fees, and financing cost, etc.), targeted internal rate of return and developer's risk and targeted profit.

These estimates are based on local market conditions existing at the end of the reporting period.

In respect of the Group's property development and sales contracts in Egypt and certain contracts in the United Kingdom, the Group records revenue at a point in time when the control of property unit is transferred to the customers. All costs relating to such contracts are recorded under development work in progress until the completion of the projects. The costs recorded under development work in progress are recognised as direct costs when the property is handed over to the customer for the sold units and to inventories for the unsold units.

3.21 Inventories

Inventories comprise completed properties held for sale in the ordinary course of business, rather than to be held for rental or capital appreciation, and other operating inventories. Inventories are stated at the lower of cost and net realisable value. Cost is calculated using the weighted average cost method and comprises construction/acquisition costs and other costs incurred in bringing inventory to its present location and condition. Net realisable value is the estimated selling price in the ordinary course of business, less estimated costs of completion and the estimated costs necessary to make the sale.

When an inventory property is sold, the carrying amount of the property is recognised as an expense in the period in which the related revenue is recognised. The carrying amount of inventory properties recognised in profit or loss is determined with reference to the directly attributable costs incurred on the property sold and an allocation of any other related costs based on the relative size of the property sold.

3.22 Plots of land held for sale

Plots of land held for sale is stated at the lower of cost and net realisable value. Costs include the cost of land acquired and all direct costs attributable to the infrastructure works and development expenses of the land. Net realisable value represents the estimated selling price of the land less all estimated costs necessary to make the sale. The finance costs incurred on the financial liabilities recognised in relation to land acquired on deferred consideration basis is capitalised as part of plots of land held for sale when all the applicable conditions as per IAS 23 "Borrowing Costs" are met.

3.23 Intangible assets

Intangible assets acquired separately are measured on initial recognition at cost. The cost of intangible assets acquired in a business combination is their fair value at the date of acquisition. Following initial recognition, intangible assets are carried at cost less any accumulated amortisation and accumulated impairment losses. Internally generated intangibles, excluding capitalised development costs, are not capitalised and the related expenditure is reflected in profit or loss in the period in which the expenditure is incurred.

The useful lives of intangible assets are assessed as either finite or indefinite.

Intangible assets with finite lives are amortised over the useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method for an intangible asset with a finite useful life are reviewed at least at the end of each reporting period. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset are considered to modify the amortisation period or method, as appropriate, and are treated as changes in accounting estimates. The amortisation expense on intangible assets with finite lives is recognised in the consolidated statement of profit or loss in the expense category that is consistent with the function of the intangible assets.

Intangible assets with indefinite useful lives are not amortised, but are tested for impairment annually, either individually or at the cash-generating unit level. The assessment of indefinite life is reviewed annually to determine whether the indefinite life continues to be supportable. If not, the change in useful life from indefinite to finite is made on a prospective basis.

An intangible asset is derecognised upon disposal (i.e., at the date the recipient obtains control) or when no future economic benefits are expected from its use or disposal. Any gain or loss arising upon derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the consolidated statement of profit or loss.

Financial Statements

Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

3 Summary of material accounting policy information (continued)

3.23 Intangible assets (continued)

Research and development costs

Research costs are expensed as incurred. Development expenditures on an individual project are recognised as an intangible asset when the Group can demonstrate:

- The technical feasibility of completing the intangible asset so that the asset will be available for use or sale
- Its intention to complete and its ability and intention to use or sell the asset
- How the asset will generate future economic benefits
- The availability of resources to complete the asset
- The ability to measure reliably the expenditure during development

Following initial recognition of the development expenditure as an asset, the asset is carried at cost less any accumulated amortisation and accumulated impairment losses. Amortisation of the asset begins when development is complete, and the asset is available for use. It is amortised over the period of expected future benefit. Amortisation is recorded in cost of sales. During the period of development, the asset is tested for impairment annually.

Computer software

Acquired computer software licences are capitalised on the basis of the costs incurred to acquire and bring to use the specific software. These costs are amortised on a straight-line basis over their estimated useful lives which is normally a period of 3 to 5 years.

Customer contracts/backlog

Customer contracts/backlog have a finite useful life and are carried at cost less accumulated amortisation and impairment and mainly represent long term non-cancellable contracts with customers. Amortisation is calculated using the straight-line method to allocate the cost over their estimated useful lives, which is in the range of 5 to 10 years.

Customer relationships

Customer relationships have a finite useful life and are carried at cost less accumulated amortisation and impairment and mainly represents the value to be derived from relationship with customers. Amortisation is calculated using the straight-line method to allocate the cost over their estimated useful lives, which is in the range of 3 to 10 years and is valued at the transaction date under the multi-period excess earnings methodology considering an attrition rate of 14.9% to 65.9%.

3.24 Impairment of non-financial assets

The Group assesses, at each reporting date, whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the Group estimates the asset's recoverable amount. An asset's recoverable amount is the higher of an asset's or CGU's fair value less costs of disposal and its value in use. The recoverable amount is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets. When the carrying amount of an asset or CGU exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. In determining fair value less costs of disposal, recent market transactions are taken into account. If no such transactions can be identified, an appropriate valuation model is used. These calculations are corroborated by valuation multiples, quoted share prices for publicly traded companies or other available fair value indicators.

The Group bases its impairment calculation on most recent budgets and forecast calculations, which are prepared separately for each of the Group's CGUs to which the individual assets are allocated. These budgets and forecast calculations generally cover a period of five years. A long-term growth rate is calculated and applied to project future cash flows after the fifth year.

Impairment losses of continuing operations are recognised in the consolidated statement of profit or loss in expense categories consistent with the function of the impaired asset.

For assets excluding goodwill, an assessment is made at each reporting date to determine whether there is an indication that previously recognised impairment losses no longer exist or have decreased. If such indication exists, the Group estimates the asset's or CGU's recoverable amount. A previously recognised impairment loss is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recognised. The reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised for the asset in prior years. Such reversal is recognised in the consolidated statement of profit or loss unless the asset is carried at a revalued amount, in which case, the reversal is treated as a revaluation increase.

Goodwill and intangible assets with indefinite useful lives are tested for impairment annually and when circumstances indicate that the carrying value may be impaired. Impairment is determined for goodwill by assessing the recoverable amount of each CGU (or group of CGUs) to which the goodwill relates. When the recoverable amount of the CGU is less than its carrying amount, an impairment loss is recognised. Impairment losses relating to goodwill cannot be reversed in future periods.

Financial Statements

Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

3 Summary of material accounting policy information (continued)

3.25 Cash and cash equivalents

Cash and short-term deposits in the consolidated statement of financial position comprise cash at banks and on hand and short-term highly liquid deposits with a maturity of three months or less, that are held for the purpose of meeting short-term cash commitments , are readily convertible to a known amount of cash and subject to an insignificant risk of changes in value. For the purpose of the consolidated statement of cash flows, cash and cash equivalents consist of cash and short-term deposits, as defined above, net of outstanding bank overdrafts as they are considered an integral part of the Group's cash management.

3.26 Provisions

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the reporting date, taking into account the risks and uncertainties surrounding the obligation. When the Group expects some or all of a provision to be reimbursed, for example, under an insurance contract, the reimbursement is recognised as a separate asset, but only when the reimbursement is virtually certain and the amount of the receivable can be measured reliably. The expense relating to a provision is presented in profit or loss net of any reimbursement. If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, when appropriate, the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost.

Onerous contracts

If the Group has a contract that is onerous, the present obligations under onerous contracts are recognised and measured as a provision. However, before a separate provision for an onerous contract is established, the Group recognises any impairment loss that has occurred on assets dedicated to that contract. An onerous contract is a contract under which the unavoidable costs (i.e., the costs that the Group cannot avoid because it has the contract) of meeting the obligations under the contract exceed the economic benefits expected to be received under it. The unavoidable costs under a contract reflect the least net cost of exiting from the contract, which is the lower of the cost of fulfilling it and any compensation or penalties arising from failure to fulfil it. The cost of fulfilling a contract comprises the costs that relate directly to the contract (i.e., both incremental costs and an allocation of costs directly related to contract activities).

Contingent liabilities acquired in a business combination

Contingent liabilities acquired in a business combination are initially measured at fair value at the acquisition date. At the end of subsequent reporting periods, such contingent liabilities are remeasured at the higher of the amount that would be recognised in accordance with IAS 37 and the amount recognised initially less cumulative amount of income recognised in accordance with the principles of IFRS 15.

3.27 Provision for employees' benefits

An accrual is made for estimated liability for employees' entitlement to annual leave and leave passage as a result of services rendered by eligible employees up to the reporting date. Provision is also made for the full amount of end of service benefits due to employees in accordance with the Group's policy, which is at least equal to the benefits payable in accordance with UAE Labour Law, for their period of service up to the reporting date. The accrual relating to annual leave is disclosed as a current liability, while the provision relating to end of service benefits is disclosed as a non-current liability.

Pension contributions are made in respect of UAE national employees to the UAE General Pension and Social Security Authority in accordance with the UAE Federal Law no. (2) of 2000 for Pension and Social Security; such contributions are charged to profit or loss during the employees' period of service.

3.28 Share-based payments

For cash-settled share-based payments to employees, a liability is recognised for the services acquired, at the fair value which is measured initially at grant date and at each reporting date up to and including the settlement date, with changes in fair value net of any changes in investments held, are recognised in profit or loss. The Group does not have any equity-settled share-based payment.

3.29 Government grants

Government grants are not recognised until there is reasonable assurance that the Group will comply with the conditions attaching to them and that the grants will be received.

Government grants are recognised in profit or loss on a systematic basis over the periods in which the Group recognises as expenses the related costs for which the grants are intended to compensate. Specifically, government grants whose primary condition is that the Group should purchase, construct or otherwise acquire non-monetary assets are recognised as deferred government grant in the consolidated statement of financial position and transferred to profit or loss on a systematic and rational basis over the useful lives of the related assets.

Government grants that are receivable as compensation for expenses already incurred or for the purpose of giving immediate financial support to the Group with no future related costs are recognised in profit or loss in the period in which they become receivable. The benefit of a government loan at a below-market rate of interest is treated as a government grant, measured as the difference between proceeds received and the fair value of the loan based on prevailing market interest rates.

Land granted by the Government is recognised at nominal value where there is reasonable assurance that the land will be received and the Group will comply with any attached conditions, where applicable.

Financial Statements

Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

3 Summary of material accounting policy information (continued)

3.30 Events after the reporting period

If the Group receives information after the reporting period, but prior to the date of authorisation for issue, about conditions that existed at the end of the reporting period, it will assess whether the information affects the amounts that it recognises in its consolidated financial statements. The Group will adjust the amounts recognised in its consolidated financial statements to reflect any adjusting events after the reporting period and update the disclosures that relate to those conditions in light of the new information. For non-adjusting events after the reporting period, the Group will not change the amounts recognised in its consolidated financial statements, but will disclose the nature of the non-adjusting event and an estimate of its financial effect, or a statement that such an estimate cannot be made, if applicable.

3.31 Earnings per share (EPS)

Basic EPS is calculated by dividing the profit for the year attributable to ordinary equity holders of the parent by the weighted average number of ordinary shares outstanding during the year. Diluted EPS is calculated by dividing the profit attributable to ordinary equity holders of the parent (after adjusting for interest on the convertible preference shares) by the weighted average number of ordinary shares outstanding during the year plus the weighted average number of ordinary shares that would be issued on conversion of all the dilutive potential ordinary shares into ordinary shares.

3.32 Financial instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

Financial assets

Initial recognition and measurement

Financial assets are classified, at initial recognition, as subsequently measured at amortised cost, fair value through other comprehensive income (OCI), and fair value through profit or loss.

The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and the Group's business model for managing them. With the exception of trade receivables that do not contain a significant financing component or for which the Group has applied the practical expedient , the Group initially measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs. Trade receivables that do not contain a significant financing component or for which the Group has applied the practical expedient are measured at the transaction price.

In order for a financial asset to be classified and measured at amortised cost or fair value through OCI, it needs to give rise to cash flows that are 'solely payments of principal and interest (SPPI)' on the principal amount outstanding. This assessment is referred to as the SPPI test and is performed at an instrument level. Financial assets with cash flows that are not SPPI are classified and measured at fair value through profit or loss, irrespective of the business model.

The Group's business model for managing financial assets refers to how it manages its financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both. Financial assets classified and measured at amortised cost are held within a business model with the objective to hold financial assets in order to collect contractual cash flows while financial assets classified and measured at fair value through OCI are held within a business model with the objective of both holding to collect contractual cash flows and selling.

Purchases or sales of financial assets that require delivery of assets within a time frame established by regulation or convention in the market place (regular way trades) are recognised on the trade date, i.e., the date that the Group commits to purchase or sell the asset.

Subsequent measurement

For purposes of subsequent measurement, financial assets are classified in four categories:

- Financial assets at amortised cost (debt instruments)
- Financial assets at fair value through OCI with recycling of cumulative gains and losses (debt instruments)
- Financial assets designated at fair value through OCI with no recycling of cumulative gains and losses upon derecognition (equity instruments)
- Financial assets at fair value through profit or loss

Financial assets at amortised cost (debt instruments)

Financial assets at amortised cost are subsequently measured using the effective interest (EIR) method and are subject to impairment. Gains and losses are recognised in consolidated profit or loss when the asset is derecognised, modified or impaired.

The Group's financial assets at amortised cost mainly include trade receivables and other assets.

Financial assets at fair value through OCI (debt instruments)

For debt instruments at fair value through OCI, interest income, foreign exchange revaluation and impairment losses or reversals are recognised in the statement of profit or loss and computed in the same manner as for financial assets measured at amortised cost. The remaining fair value changes are recognised in OCI. Upon derecognition, the cumulative fair value change recognised in OCI is recycled to profit or loss.

Financial Statements

Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

3 Summary of material accounting policy information (continued)

3.32 Financial instruments (continued)

Financial assets designated at fair value through OCI (equity instruments)

Upon initial recognition, the Group can elect to classify irrevocably its equity investments as equity instruments designated at fair value through OCI when they meet the definition of equity under IAS 32 Financial Instruments: Presentation and are not held for trading. The classification is determined on an instrument-by-instrument basis. Gains and losses on these financial assets are never recycled to profit or loss. Dividends are recognised as other income in the consolidated statement of profit or loss when the right of payment has been established, except when the Group benefits from such proceeds as a recovery of part of the cost of the financial asset, in which case, such gains are recorded in OCI. Equity instruments designated at fair value through OCI are not subject to impairment assessment.

Financial assets at fair value through profit or loss

Financial assets at fair value through consolidated profit or loss are carried in the statement of financial position at fair value with net changes in fair value recognised in the consolidated statement of profit or loss. This category includes derivative instruments and equity investments which the Group had not irrevocably elected to classify at fair value through OCI. Dividends on listed equity investments are recognised as other income in the consolidated statement of profit or loss when the right of payment has been established.

Financial liabilities and equity instruments issued by the Group

Debt and equity instruments are classified as either financial liabilities or as equity instruments in accordance with the substance of the contractual agreements. Financial liabilities within the scope of IFRS 9 are classified as financial liabilities at fair value through profit or loss, loans and borrowings, or as derivative instrument as appropriate. The Group determines the classification of its financial liabilities at the initial recognition.

All financial liabilities are classified and subsequently measured at amortised cost, except for:

- financial liabilities at fair value through profit or loss. Such liabilities, including derivatives that are liabilities, are subsequently measured at fair value
- financial liabilities that arise when a transfer of a financial asset does not qualify for derecognition or when the continuing involvement approach applies
- financial guarantee contracts
- commitments to provide a loan at a below-market interest rate

At initial recognition, the Group may irrevocably designate a financial liability as measured at fair value through profit or loss when permitted, or when doing so results in more relevant information, because either:

- it eliminates or significantly reduces a measurement or recognition inconsistency (sometimes referred to as 'an accounting mismatch') that would otherwise arise from measuring assets or liabilities or recognising the gains and losses on them on different bases; or
- a group of financial liabilities or financial assets and financial liabilities is managed and its performance is evaluated on a fair value basis, in accordance with a documented risk management or investment strategy, and information about the Group is provided internally on that basis to the entity's key management personnel.

Trade and other payables

Liabilities are recognised for amounts to be paid in the future for goods or services received, whether billed by the supplier or not.

Loans and borrowings

Term loans are initially recognised at the fair value of the consideration received less directly attributable transaction costs. After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortised cost using the effective interest rate (EIR) method. Gains and losses are recognised in profit or loss when the liabilities are derecognised as well as through the EIR amortisation process. Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortisation is included as finance costs in profit or loss. This category generally applies to interest-bearing loans and borrowings.

Sukuk and dated hybrid notes

The sukuk and dated hybrid notes are stated at amortised cost using the effective profit rate method. The profit attributable to the sukuk and dated hybrid notes is calculated by applying the prevailing market profit rate, at the time of issue, for similar sukuk and dated hybrid notes instruments and any difference with the profit distributed is added to the carrying amount of the sukuk and dated hybrid notes.

Equity instruments

An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities. Equity instruments issued by the Group are recognised at the proceeds received, net of direct issue costs.

The repurchase of equity instruments issued by the Group is recognised and deducted directly in equity. No gain or loss is recognised in profit or loss on the purchase, sale, issue or cancellation of equity instruments issued by the Group.

Financial Statements

Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

3 Summary of material accounting policy information (continued)

3.32 Financial instruments (continued)

Other financial liabilities

Other financial liabilities are initially measured at fair value, net of transaction costs and are subsequently measured at amortised cost using the effective interest method, with interest expense recognised on an effective yield basis. The effective interest method is a method of calculating the amortised cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments through the expected life of the financial liability, or, where appropriate, a shorter period.

Derivative financial instruments

The Group enters into a variety of derivative financial instruments to manage its exposure to interest rate risk, including interest rate swaps. Further details of derivative financial instruments are disclosed in note 24. Derivatives are recognised initially at fair value at the date a derivative contract is entered into and are subsequently remeasured to their fair value at each reporting date. The resulting gain or loss is recognised in profit or loss immediately unless the derivative is designated and effective as a hedging instrument, in which event the timing of the recognition in profit or loss depends on the nature of the hedge relationship.

A derivative with a positive fair value is recognised as a financial asset whereas a derivative with a negative fair value is recognised as a financial liability. Derivatives are not offset in the consolidated financial statements unless the Group has both a legally enforceable right and intention to offset. A derivative is presented as a non-current asset or a non-current liability if the remaining maturity of the instrument is more than 12 months and it is not due to be realised or settled within 12 months. Other derivatives are presented as current assets or current liabilities.

Derivative not designated as hedging instruments

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and subsequently remeasured to their fair value at the end of each accounting period with any gains or losses recognised through the profit and loss account.

Embedded derivatives

An embedded derivative is a component of a hybrid contract that also includes a non-derivative host – with the effect that some of the cash flows of the combined instrument vary in a way similar to a stand-alone derivative. Derivatives embedded in hybrid contracts with a financial asset host within the scope of IFRS 9 are not separated. The entire hybrid contract is classified and subsequently measured as either amortised cost or fair value as appropriate.

Derivatives embedded in hybrid contracts with hosts that are not financial assets within the scope of IFRS 9 (e.g. financial liabilities) are treated as separate derivatives when they meet the definition of a derivative, their risks and characteristics are not closely related to those of the host contracts and the host contracts are not measured at fair value through profit and loss.

If the hybrid contract is a quoted financial liability, instead of separating the embedded derivative, the Group generally designates the whole hybrid contract at fair value through profit and loss.

An embedded derivative is presented as a non-current asset or non-current liability if the remaining maturity of the hybrid instrument to which the embedded derivative relates is more than 12 months and is not expected to be realised or settled within 12 months.

Reclassification of financial assets and financial liabilities

Where the Group changes its business model for managing financial assets, it reclassifies all affected financial assets but does not reclassify any financial liability.

Impairment of financial assets

In relation to the impairment of financial assets, the Group applies the Expected Credit Loss ("ECL") model as opposed to an incurred credit loss model. Under the expected credit loss model, the Group accounts for expected credit losses and changes in those expected credit losses at the end of each reporting period to reflect changes in credit risk since initial recognition of the financial assets. It is not necessary for a credit event to have occurred before credit losses are recognised.

A loss allowance for expected credit losses is recognised on all classes of financial assets, other than those that are measured as fair value through profit or loss and equity instruments classified and measured at fair value through other comprehensive income. The financial assets subject to impairment requirements of IFRS 9, include:

- debt investments subsequently measured at amortised cost, at fair value through other comprehensive income or at fair value through profit or loss;
- bank balances;
- trade receivables;
- lease receivables;
- contract assets; and
- loan commitments and financial guarantee contracts.

The Group has adopted the simplified approach for measuring the impairment on trade receivables, lease receivables and contract assets. Under the simplified approach, the Group measures the loss allowance at an amount equal to lifetime ECL.

Financial Statements

Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

3 Summary of material accounting policy information (continued)

3.32 Financial instruments (continued)

For all other financial instruments, the Group recognises lifetime ECL when there has been a significant increase in credit risk since initial recognition. If, on the other hand, the credit risk on the financial instrument has not increased significantly since initial recognition, the Group measures the loss allowance for that financial instrument at an amount equal to 12 months ECL. The assessment of whether lifetime ECL should be recognised is based on significant increases in the likelihood or risk of a default occurring since initial recognition instead of on evidence of a financial asset being credit-impaired at the end of the reporting period or an actual default occurring.

In assessing whether the credit risk on a financial instrument has increased significantly since initial recognition, the Group compares the risk of a default occurring on the financial instrument as at the end of the reporting period with the risk of a default occurring on the financial instrument as at the date of initial recognition. In making this assessment, the Group considers both quantitative and qualitative information that is reasonable and supportable, including historical experience and forward-looking information that is available without undue cost or effort. Irrespective of the above analysis, the Group considers that default has occurred when a financial asset is more than 90 days past due unless the Group has reasonable and supportable information to demonstrate that a more lagging default criterion is more appropriate.

In particular, the following information is taken into account when assessing whether credit risk has increased significantly since initial recognition:

- an actual or expected significant deterioration in the financial instrument's external (if available) or internal credit rating
- significant deterioration in external market indicators of credit risk for a particular financial instrument, e.g. a significant increase in the credit spread, the credit default swap prices for the debtor, or the length of time or the extent to which the fair value of a financial asset has been less than its amortised cost
- existing or forecast adverse changes in business, financial or economic conditions that are expected to cause a significant decrease in the debtor's ability to meet its debt obligations
- an actual or expected significant deterioration in the operating results of the debtor
- significant increases in credit risk on other financial instruments of the same debtor
- an actual or expected significant adverse change in the regulatory, economic, or technological environment of the debtor that results in a significant decrease in the debtor's ability to meet its debt obligations.

Despite the foregoing, the Group assumes that the credit risk on a financial instrument has not increased significantly since initial recognition if the financial instrument is determined to have low credit risk at the reporting date. A financial instrument is determined to have low credit risk if:

- the financial instrument has a low risk of default;
- the borrower has a strong capacity to meet its contractual cash flow obligations in the near term; and
- adverse changes in economic and business conditions in the longer term may, but will not necessarily, reduce the ability of the borrower to fulfil its contractual cash flow obligations.

The Group considers a financial asset to have low credit risk when it has an internal or external credit rating of 'investment grade' as per globally understood definition.

The Group regularly monitors the effectiveness of the criteria used to identify whether there has been a significant increase in credit risk and revises them as appropriate to ensure that the criteria are capable of identifying significant increase in credit risk before the amount becomes past due.

The Group considers the following as constituting an event of default for internal credit risk management purposes as historical experience indicates that receivables that meet either of the following criteria are highly doubtful of collection, unless the Group has reasonable and supportable information to demonstrate that a more lagging default criterion is more appropriate:

- when there is a breach of financial covenants by the counterparty; or
- information developed internally or obtained from external sources indicates that the debtor is unlikely to pay its creditors, including the Group, in full.

The measurement of expected credit losses is a function of the probability of default, loss given default (i.e. the magnitude of the loss if there is a default) and the exposure at default. The assessment of the probability of default and loss given default is based on historical data adjusted by forward-looking information as described above. As for the exposure at default for financial assets, this is represented by the assets' gross carrying amount at the reporting date.

Where lifetime ECL is measured on a collective basis to cater for cases where evidence of significant increases in credit risk at the individual instrument level may not yet be available, the financial instruments are grouped for the assessment of the expected credit loss. The grouping is regularly reviewed by management to ensure the constituents of each group continue to share similar credit risk characteristics.

The Group recognises an impairment loss in profit or loss for all financial instruments with a corresponding adjustment to their carrying amount through a loss allowance account, except for investments in debt instruments that are measured at FVTOCI, for which the loss allowance is recognised in other comprehensive income and accumulated in the investment revaluation reserve, and does not reduce the carrying amount of the financial asset in the consolidated statement of financial position.

Financial Statements

Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

3 Summary of material accounting policy information (continued)

3.32 Financial instruments (continued)

Derecognition

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily derecognised (i.e., removed from the Group's consolidated statement of financial position) when:

- The rights to receive cash flows from the asset have expired; or
- The Group has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement; and either (a) the Group has transferred substantially all the risks and rewards of the asset, or (b) the Group has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

When the Group has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, it evaluates if, and to what extent, it has retained the risks and rewards of ownership. When it has neither transferred nor retained substantially all of the risks and rewards of the asset, nor transferred control of the asset, the Group continues to recognise the transferred asset to the extent of its continuing involvement. In that case, the Group also recognises an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Group has retained.

Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the Group could be required to repay.

On derecognition of a financial asset measured at amortised cost, the difference between the asset's carrying amount and the sum of the consideration received and receivable is recognised in profit or loss. In addition, on derecognition of an investment in a debt instrument classified as at FVTOCI, the cumulative gain or loss previously accumulated in the investments revaluation reserve is reclassified to profit or loss. In contrast, on derecognition of an investment in an equity instrument which the Group has elected on initial recognition to measure at FVTOCI, the cumulative gain or loss previously accumulated in the investments revaluation reserve is not reclassified to profit or loss, but is transferred to retained earnings.

Write-off

The Group writes off a financial asset when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the debtor has been placed under liquidation or has entered into bankruptcy proceedings, or in the case of trade receivables, when the amounts are over two years past due, whichever occurs sooner. Financial assets written off may still be subject to enforcement activities under the Group's recovery procedures, taking into account legal advice where appropriate. Any recoveries made are recognised in profit or loss.

Offsetting of financial instruments

Financial assets and financial liabilities are offset and the net amount is reported in the consolidated statement of financial position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, to realise the assets and settle the liabilities simultaneously.

Hedge accounting

The Group uses derivative financial instruments, such as interest rate swaps, to hedge its interest rate risks, respectively. Such derivative financial instruments are initially recognised at fair value on the date on which a derivative contract is entered into and are subsequently remeasured at fair value. Derivatives are carried as financial assets when the fair value is positive and as financial liabilities when the fair value is negative.

At the inception of a hedge relationship, the Group formally designates and documents the hedge relationship to which it wishes to apply hedge accounting and the risk management objective and strategy for undertaking the hedge transactions. Furthermore, at the inception of the hedge and on an ongoing basis, the Group documents whether the hedging instrument is effective in offsetting changes in fair values or cash flows of the hedged item attributable to the hedged risk, which is when the hedging relationships meet all of the following hedge effectiveness requirements:

- There is an economic relationship between the hedged item and the hedging instrument
- The effect of credit risk does not dominate the value changes that result from that economic relationship
- The hedge ratio of the hedging relationship is the same as that resulting from the quantity of the hedged item that the Group actually hedges and the quantity of the hedging instrument that the Group actually uses to hedge that quantity of hedged item.

If a hedging relationship ceases to meet the hedge effectiveness requirement relating to the hedge ratio but the risk management objective for that designated hedging relationship remains the same, the Group adjusts the hedge ratio of the hedging relationship (i.e. rebalances the hedge) so that it meets the qualifying criteria again.

For the purpose of hedge accounting, hedges are classified as:

- Fair value hedges when hedging the exposure to changes in the fair value of a recognised asset or liability or an unrecognised firm commitment.
- Cash flow hedges when hedging the exposure to variability in cash flows that is either attributable to a particular risk associated with a recognised asset or liability or a highly probable forecast transaction or the foreign currency risk in an unrecognised firm commitment.
- Hedges of a net investment in a foreign operation.

Financial Statements

Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

3 Summary of material accounting policy information (continued)

3.32 Financial instruments (continued)

Fair value hedges

The change in the fair value of a hedging instrument is recognised in profit or loss as other gains and losses. The change in the fair value of the hedged item attributable to the risk hedged is recorded as part of the carrying value of the hedged item and is also recognised in profit or loss as other gains and losses. For fair value hedges relating to items carried at amortised cost, any adjustment to carrying value is amortised through profit or loss over the remaining term of the hedge using the EIR method. The EIR amortisation may begin as soon as an adjustment exists and no later than when the hedged item ceases to be adjusted for changes in its fair value attributable to the risk being hedged. If the hedged item is derecognised, the unamortised fair value is recognised immediately in profit or loss.

When an unrecognised firm commitment is designated as a hedged item, the subsequent cumulative change in the fair value of the firm commitment attributable to the hedged risk is recognised as an asset or liability with a corresponding gain or loss recognised in profit or loss.

The Group discontinues hedge accounting only when the hedging relationship (or a part thereof) ceases to meet the qualifying criteria (after rebalancing, if applicable). This includes instances when the hedging instrument expires or is sold, terminated or exercised. The discontinuation is accounted for prospectively. The fair value adjustment to the carrying amount of the hedged item arising from the hedged risk is amortised to profit or loss from that date.

Cash flow hedges

The effective portion of the gain or loss on the hedging instrument is recognised in other comprehensive income in the cash flow hedge reserve, while any ineffective portion is recognised immediately in profit or loss. The cash flow hedge reserve is adjusted to the lower of the cumulative gain or loss on the hedging instrument and the cumulative change in fair value of the hedged item.

If cash flow hedge accounting is discontinued, the amount that has been accumulated in other comprehensive income must remain in accumulated other comprehensive income if the hedged future cash flows are still expected to occur. Otherwise, the amount will be immediately reclassified to profit or loss as a reclassification adjustment. After discontinuation, once the hedged cash flow occurs, any amount remaining in accumulated other comprehensive income must be accounted for depending on the nature of the underlying transaction as described above.

Hedges of net investments in foreign operations

Hedges of net investments in foreign operations are accounted for similarly to cash flow hedges. Any gain or loss on the foreign currency forward contracts relating to the effective portion of the hedge is recognised in other comprehensive income and accumulated in the foreign currency translation reserve. The gain or loss relating to the ineffective portion is recognised immediately in profit or loss, and is included in 'Other gains and losses'.

Gains and losses on the hedging instrument accumulated in the foreign currency translation reserve are reclassified to profit or loss on the disposal or partial disposal of the foreign operation.

4 Significant accounting judgements, estimates and assumptions

In applying the Group's accounting policies, which are described in note 3 in the preparation of the Group's consolidated financial statements, management is required to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the accompanying disclosures, and the disclosure of contingent liabilities. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates and the uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of assets or liabilities affected in future period.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects both current and future periods.

4.1 Critical judgements in applying the Group's accounting policies

The following are the critical judgements, apart from those involving estimates (which are presented below separately), that management have made in the process of applying the Group's accounting policies and that have the most significant effect on the amounts recognised in the consolidated financial statements.

Classification of properties

In the process of classifying properties, management has made various judgements. Judgement is needed to determine whether a property qualifies as an investment properties, property, plant and equipment and/or plots of land held for sale. The Group develops criteria so that it can exercise that judgement consistently in accordance with the definitions of investment property, property, plant and equipment and plots of land held for sale. In making its judgement, management considered the detailed criteria and related guidance for the classification of properties as set out in IAS 2, IAS 16 and IAS 40, and in particular, the intended usage of property as determined by management.

Property lease classification – Group as lessor

The Group has entered into various property leases on its investment properties portfolio. The Group has determined, based on an evaluation of the terms and conditions of the arrangements, such as the lease term not constituting a major part of the economic life of the commercial property and the present value of the minimum lease payments not amounting to substantially all of the fair value of the commercial property, that it retains substantially all the risks and rewards incidental to ownership of this property and accounts for the contracts as operating leases.

Financial Statements

Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

4 Significant accounting judgements, estimates and assumptions (continued)

4.1 Critical judgements in applying the Group's accounting policies (continued)

Judgements in relation to contracts with customers

Determination of performance obligations

With respect to the sale of property, the Group concluded the goods and services transferred in each contract constitute a single performance obligation. In particular, the promised goods and services in contracts for the sale of property under development mainly include design work, procurement of materials and development of the property. Generally, the Group is responsible for all of these goods and services and the overall management of the project. Although these goods and services are capable of being distinct, the Group accounts for them as a single performance obligation because they are not distinct in the context of the contract. The Group uses those goods and services as inputs and provides a significant service of integrating them into a combined output, i.e., the completed property for which the customer has contracted.

Timing of satisfaction of performance obligations

The Group is required to assess each of its contracts with customers to determine whether performance obligations are satisfied over time or at a point in time in order to determine the appropriate method for recognising revenue. Accordingly, the Group has evaluated the timing of revenue recognition on the sale of properties based on a careful analysis of the rights and obligations under the terms of the contract and legal advice from the Group's legal counsel.

The majority of the Group's contracts relating to the sale of completed property are recognised at a point in time when control transfers. For unconditional exchanges of contracts, control is generally expected to transfer to the customer together with the legal title. For conditional exchanges, this is expected to take place when all the significant conditions are satisfied.

For contracts relating to the sale of property under development in the UAE and United Kingdom, the Group has generally concluded that the overtime criteria are met and, therefore, recognises revenue over time. These are contracts either for property sold to one customer for the entire land and building or for a multi-unit property. The Group has considered the factors contained in the contracts for the sale of property and concluded that the control of the above-mentioned property(s) is transferred to the customer over time because:

- The Group's performance creates or enhances an asset that the customer controls as the asset is created or enhanced. That is, the Group has considered various factors that indicate that the customer controls the part-constructed property as it is being constructed.
- The Group's performance does not create an asset with alternative use. Furthermore, the Group has an enforceable right to payment for performance completed to date. It has considered the factors that indicate that it is restricted (contractually or practically) from readily directing the property under development for another use during its development. In addition, the Group is, at all times, entitled to an amount that at least compensates it for performances for performance completed to date (usually costs incurred to date plus a reasonable profit margin). In making this determination, the Group has carefully considered the contractual terms as well as any legislation or legal precedent that could supplement or override those contractual terms.

For contracts relating to the sale of property under development in Egypt and some contracts in the United Kingdom, the Group has generally concluded that the overtime criteria are not met and, therefore, recognises revenue at a point in time.

Where contracts are entered into for construction (to construct an asset for the customer), the Group has assessed that based on the contracts entered into with customers and the provisions of relevant laws and regulations, the Group recognises revenue over time because the Group's performance creates or enhances an asset that the customer controls as the asset is created or enhanced.

The Group has determined that the input method is the best method for measuring progress for these contracts because there is a direct relationship between the costs incurred by the Group and the transfer of goods and services to the customer.

Where contracts are entered into to provide services (property management and facility management), the Group has assessed that based on the contracts entered into with customers and the provisions of relevant laws and regulations, the Group recognises revenue over time because the customer simultaneously receives and consumes the benefits provided by the Group's performance as the Group performs.

Where the above criteria are not met, revenue is recognised at a point in time. Where revenue is recognised at a point of time, the Group assesses each contract with customers to determine when the performance obligation of the Group under the contract is satisfied.

Determination of transaction prices

The Group is required to determine the transaction price in respect of each of its contracts with customers. In making such judgement the Group assesses the impact of any variable consideration in the contract, due to discounts or penalties, the existence of any significant financing component and any non-cash consideration in the contract.

In determining the impact of variable consideration, the Group uses the "most-likely amount" method in IFRS 15 whereby the transaction price is determined by reference to the single most likely amount in a range of possible consideration amounts.

Transfer of control in contracts with customers

In cases where the Group determines that performance obligations are satisfied at a point in time, revenue is recognised when control over the assets is transferred to the customer or benefits of the services being provided is received and consumed by the customer. In the case of contracts to sell real estate assets, this is generally when the consideration for the unit has been substantially received and there are no impediments in the handing over of the unit to the customer.

Financial Statements

Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

4 Significant accounting judgements, estimates and assumptions (continued)

4.1 Critical judgements in applying the Group's accounting policies (continued)

Consideration of significant financing component in a contract

For some contracts involving the sale of property, the Group is entitled to receive an initial deposit. The Group concluded that this is not considered a significant financing component because it is for reasons other than the provision of financing to the Group. The initial deposits are used to protect the Group from the other party failing to adequately complete some or all of its obligations under the contract where customers do not have an established credit history or have a history of late payments.

Consideration of warranties

Contracts for the sale of property contain certain warranties covering a certain period after completion of the property, such as the property meeting specific operational performance requirements. The Group assessed that these conditions represent 'assurance-type' warranties that are customarily provided as quality guarantees and are therefore accounted for under IAS 37.

Contract variations

Contract variations are recognised as revenues only to the extent that it is probable that they will not result in a significant reversal of revenue in subsequent periods. Management considers prior experience, application of contract terms and the relationship with the customer in making their judgement.

Contract claims

Contract claims are recognised as revenue only when management believes that only to the extent that it is probable that they will not result in a significant reversal of revenue in subsequent periods. Management reviews the judgement related to these contract claims periodically and adjustments are made in future periods, if assessments indicate that such adjustments are appropriate.

Identifying whether an acquisition is a business or an asset

For acquisitions made by the Group, the Group needs to make significant judgement to assess whether the assets acquired and liabilities assumed constitutes a business and whether it has acquired control of one or more assets. Where such an acquisition does not constitute a business, the acquisition is accounted for as an asset acquisition. In making this assessment, the Group applies the definition of business under IFRS 3 which requires that, to be considered a business, an acquired set of activities and assets must include, at a minimum, an input and a substantive process that together significantly contribute to the ability to create outputs.

The Group also consider IFRS 3 optional, simplified approach for assessing whether an entity has acquired a business or assets. Under this optional concentration test (which an entity can elect to apply on a transaction-by-transaction basis), if substantially all of the fair value of the gross assets acquired is concentrated in a single identifiable asset or group of similar identifiable assets, an entity can conclude that the acquisition is not a business combination. The acquisition would instead be accounted for as an asset acquisition.

If the concentration test is not met, this does not necessarily mean that the transaction is a business combination. In order to determine whether the transaction is an asset acquisition or a business combination, the entity assess if the acquired set of activities and assets includes, at a minimum, an input and a substantive process.

Principal versus agent consideration

The Group's performance obligation in one of the subsidiaries is to arrange for the provision of the specified goods or services by another party does not control the specified goods or services provided by another party before those goods or services are transferred to the customer. When the Group satisfies a performance obligation, the Group recognises revenue in the amount of management fee to which it expects to be entitled in exchange for arranging for the specified goods or services to be provided by the other party. The Group's primary obligation is to arrange for development services for development projects, and accordingly, the Group acts as agent on those development projects since:

- the Group does not control the specified goods or services provided by other parties before the services are transferred to the customer;
- primary responsibility for the fulfilling the promise does not rest with the Group;
- the Group does not bear any inventory risk since the ownership of the infrastructure, as set out in the management contracts;
- the Group does not have the price risk on the development contracts;
- customers retain the right to remove the Group as manager for the development projects based on its convenience without default from the Group

Use of practical expedient in recognising management fee

In line with an agreement with the Government of Abu Dhabi (the "Government"), the Group is overseeing the management of all projects of an entity (the "Entity") along with managing its operations. As per the agreement between the Government, the Entity and the Group, the Group is entitled to a supervision fee calculated based on the total development cost paid of the capital projects in consideration of the provision of the management services. In line with the contractual arrangement with the Government, the Group has assessed that it has a right to consideration from the Government for an amount which corresponds directly with the value to the customer of the performance completed to date, which is determined based on actual cash paid for projects of the Entity as agreed between the parties. Accordingly, in line with the requirements of IFRS 15, the Group uses practical expedient and recognises management fee on the basis of the invoice amount determined based on the actual cash paid for projects of the Entity.

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Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

4 Significant accounting judgements, estimates and assumptions (continued)

4.1 Critical judgements in applying the Group's accounting policies (continued)

Control assessment

The Group is overseeing management of an entity (the "Entity") along with managing its operations with a view to optimising its performance and administering the contracts with contractors and consultants in relation to its projects. Although the Group is entitled to manage all the operations of the Entity, the Group has assessed that it does not control the Entity since:

- the Group is performing management activities on behalf of the Government of Abu Dhabi (the "Government") and does not have any ownership interest in Entity;
- the Group is not exposed to variable returns of the Entity since it charges fixed management fees on the total invoice amount of the development costs which are reimbursed by the Government and the Group's responsibilities only include management of projects which are being carried by third party contractors;
- the Group does not have the right to transfer any of the projects of the Entity to itself without any prior approval of the Government;
- although the Group has the right to nominate directors to the board of the Entity, appoint its executive management and represent the Government in the General Assemblies, the Group will still require the Government approval in the performance of this role which remains overseeing the completion/handing over of projects and/or liquidation of the Entity on behalf of the Government, and this will also be the mandate of the board; and
- the Government retains the right to remove the Group as manager for the projects based on its convenience without default from the Group.

Classification of investments

Management designates at the time of acquisition of securities whether these should be classified as at fair value or amortised cost. In judging whether investments in securities are classified as at fair value or amortised cost, management has considered the detailed criteria for determination of such classification as set out in IFRS 9 Financial Instruments.

Significant judgement in determining the lease term of contracts with renewal options

The Group determines the lease term as the non-cancellable term of the lease, together with any periods covered by an option to extend the lease if it is reasonably certain to be exercised, or any periods covered by an option to terminate the lease, if it is reasonably certain not to be exercised.

The Group has the option, under some of its leases to lease the assets for additional years. The Group applies judgement in evaluating whether it is reasonably certain to exercise the option to renew. That is, it considers all relevant factors that create an economic incentive for it to exercise the renewal. After the commencement date, the Group reassesses the lease term if there is a significant event or change in circumstances that is within its control and affects its ability to exercise (or not to exercise) the option to renew.

Revenue recognition for turnover rent

The Group recognises income from turnover rent on the basis of audited turnover reports submitted by the tenants. In the absence of audited reports, management makes its own assessment about the tenants achieving or exceeding the stipulated turnover in the lease contracts based on their historical performance.

Consolidation of subsidiaries

The Group evaluate all the investee entities including special purpose entities to determine whether it controls the investee as per the criteria laid out by IFRS 10 *Consolidated Financial Statements*. The Group evaluate, amongst other things, its ownership interest, the contractual arrangements in place and its ability and the extent of its involvement with the relevant activities of the investee entities to determine whether it controls the investee.

4.2 Estimates and assumptions

The key assumptions concerning the future, and other key sources of estimation uncertainty at the reporting date, that may have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are discussed below. The Group bases its assumptions and estimates on parameters available when the consolidated financial statements were prepared. Existing circumstances and assumptions about the future developments, however, may change due to market changes or circumstances arising that are beyond the control of the Group. Such changes are reflected in the assumptions when they occur.

Measurement of progress when revenue is recognised over time

For those contracts involving the sale of property under development and construction contracts that meet the overtime criteria of revenue recognition, the Group's performance is measured using an input method, by reference to the inputs towards satisfying the performance obligation relative to the total expected inputs to satisfy the performance obligation, i.e., the completion of the property. The Group considers that the use of the input method, which requires revenue recognition on the basis of the Group's efforts to the satisfaction of performance obligation, provides the best reference of revenue actually earned. The Group generally uses the costs incurred method as a measure of progress for its contracts because it best depicts the Group's performance. Under this method of measuring progress, the extent of progress towards completion is measured based on the ratio of costs incurred to date to the total estimated costs at completion of the performance obligation. When costs are incurred, but do not contribute to the progress in satisfying the performance obligation (such as unexpected amounts of wasted materials, labour or other resources), the Group excludes the effect of those costs. Also, the Group adjusts the input method for any cost incurred that are not proportionate to the Group's progress in satisfying the performance obligation.

In applying the input method, the Group estimates the efforts or inputs to the satisfaction of a performance obligation. In addition to the cost of meeting contractual obligation to the customers, these estimates mainly include:

- For development contracts, the cost of development and related infrastructure;
- For construction contracts, the certified works as evaluated by project consultants; and
- For services contracts, the time elapsed.

Financial Statements

Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

4 Significant accounting judgements, estimates and assumptions (continued)

4.2 Estimates and assumptions (continued)

Calculation of loss allowance

The Group assesses the impairment of its financial assets based on the expected credit loss ("ECL") model. Under the ECL model, the Group accounts for expected credit losses and changes in those expected credit losses at the end of each reporting period to reflect changes in credit risk since initial recognition of the financial assets. The Group measures the loss allowance at an amount equal to the lifetime ECL for its financial instruments.

When measuring ECL, the Group uses reasonable and supportable forward looking information, which is based on assumptions for the future movement of different economic drivers and how these drivers will affect each other. Loss given default is an estimate of the loss arising on default. It is based on the difference between the contractual cash flows due and those that the lender would expect to receive, taking into account cash flows from collateral and integral credit enhancements. Probability of default constitutes a key input in measuring ECL. Probability of default is an estimate of the likelihood of default over a given time horizon, the calculation of which includes historical data, assumptions and expectations of future conditions.

The Group has recognised an allowance for ECL on its trade receivables, advances and prepayments for the year ended 31 December 2025 amounting to AED 281,438 thousand (2024: AED 110,643 thousand) and the total allowance for ECL amounting to AED 775,978 thousand (2024: AED 533,935 thousand).

Fair value of investment properties under development

The Group carries its investment properties at fair value, with changes in fair value recognised in the consolidated statement of profit or loss.

The fair value of investment properties is determined by independent real estate valuation experts using recognised valuation methods. These methods comprise the residual value method and the income capitalisation method.

The residual value method requires the use of estimates such as future cash flows from assets (comprising of selling and leasing rates, future revenue streams, construction costs and associated professional fees, and financing cost, etc.), targeted internal rate of return and developer's risk and targeted profit. These estimates are based on local market conditions existing at the end of the reporting period.

Under the income capitalisation method, the income receivable under existing lease agreements and projected future rental streams are capitalised at appropriate rates to reflect the investment market conditions at the valuation dates.

The Group's undiscounted future cash flows analysis and the assessment of expected remaining holding period and income projections on the investment properties requires management to make significant estimates and judgements related to future rental yields and capitalisation rates.

The key assumptions used are as follows:

	Range %
Capitalisation rates	6.75–10.00
Rental yields	5.18–8.91

Estimation of net realisable value for inventory, plots of land held for sale and development work in progress

Inventory, plots of land held for sale and properties classified under development work in progress are stated at the lower of cost or net realisable value ("NRV"). NRV is assessed with reference to sales prices, costs of completion and advances received, development plans and market conditions existing at the end of the reporting period. For certain properties, NRV is determined by the Group having taken suitable external advice and in the light of recent market transactions, where available.

The determination of net realisable value of plots of land held for sale is based on external valuations using various valuation methodologies and techniques that take into account property-specific information such as forecast selling prices, site planning (including planning consent), build costs, cost recoveries, sales rates (per square meter) and discount rates etc., all of which contain an element of judgement and uncertainty. Forecast selling prices have inherent uncertainty due to changes in market conditions. Forecast build costs can vary with market conditions and may also be incorrectly estimated due to changes in site planning, style of build or unforeseen circumstances arising during construction.

NRV for completed inventory properties is assessed by reference to market conditions and prices existing at the reporting date and is determined by the Group, based on comparable transactions identified by the Group for property in the same market serving the same real estate segment.

NRV in respect of development work in progress is assessed with reference to market prices at the reporting date for similar completed property, less estimated costs to complete the development and the estimated costs necessary to make the sale, taking into account the time value of money, if material.

Financial Statements

Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

4 Significant accounting judgements, estimates and assumptions (continued)

4.2 Estimates and assumptions (continued)

Impairment of property, plant and equipment and capital work in progress

Properties classified under property, plant and equipment and capital work in progress are assessed for impairment when there is an indication that those assets may be impaired. An impairment loss recognised in prior periods for property, plant and equipment and capital work in progress is reversed when a change has been made to estimates used to determine the asset's recoverable amount since the last impairment loss was recognised.

An impairment review or the reversal of impairment is carried out by determining the recoverable amount which takes into account the fair value of the property under consideration. The fair value of hotel properties classified under property, plant and equipment is determined by an independent real estate valuation expert using Discounted Cash Flow method.

Cash flows are determined with reference to recent market conditions, prices existing at the end of the reporting period, contractual agreements and estimations over the useful lives of the assets and discounted using a range of discount rates that reflects current market assessment of the time value of money and the risks specific to the asset. The net present values are compared to the carrying amounts to assess any probable impairment.

Useful lives of property, plant and equipment and intangible assets

Management reviews the residual values and estimated useful lives of property, plant and equipment and intangible assets at the end of each annual reporting period in accordance with IAS 16 and IAS 38. Management determined that current year expectations do not differ from previous estimates based on its review.

Income taxes

The Group's current tax provision of AED 1,011,156 thousand (2024: AED 268,259 thousand) relates to management's assessment of the amount of tax payable on open tax positions where the liabilities remain to be agreed with the relevant tax authorities.

Deferred taxes

Deferred tax assets are recognised for unused tax losses to the extent that it is probable that taxable profit will be available against which the losses can be utilised. Significant management judgement is required to determine the amount of deferred tax assets that can be recognised, based upon the likely timing and the level of future taxable profits, together with future tax planning strategies.

The Group has AED 54,715 thousand (2024: AED 32,807 thousand) of unrecognised deferred tax asset (deductible temporary differences, tax losses carried forward and corporate interest restriction disallowances carried forward). These losses relate to subsidiaries that have a history of losses, these losses do not expire and may not be used to offset taxable income elsewhere in the Group unless the losses meet the loss-relief conditions of the relevant jurisdiction to surrender it to another subsidiary. The Group neither have any taxable temporary difference nor any tax planning opportunities available that could partly support the recognition of these losses or deductible temporary differences as deferred tax assets. On this basis, the Group has determined that it cannot recognise deferred tax asset on the tax losses carried forward and deductible temporary differences.

Fair value of identifiable assets and liabilities and fair value measurement of financial instruments

The identifiable assets acquired and the liabilities assumed in business combination are recognised at their fair value. In estimating the fair value of an asset or a liability, the Group engaged third party valuation specialists to perform the valuation. The underlying assumptions and estimates in assessing the fair values are as detailed within notes 6 and 47. Contingent consideration, resulting from business combinations, is valued at fair value at the acquisition date as part of the business combination. When the contingent consideration meets the definition of a financial liability, it is subsequently remeasured to fair value at each reporting date. The determination of the fair value is based on discounted cash flows.

When the fair values of financial assets and financial liabilities recorded in the consolidated statement of financial position cannot be measured based on quoted prices in active markets, their fair value is measured using valuation techniques including the discounted cash flow (DCF) model. The inputs to these models are taken from observable markets where possible, but where this is not feasible, a degree of judgement is required in establishing fair values. Judgements include considerations of inputs such as liquidity risk, credit risk and volatility. Changes in assumptions relating to these factors could affect the reported fair value of financial instruments.

Leases – Estimating the incremental borrowing rate

The Group cannot readily determine the interest rate implicit in the lease, therefore, it uses its incremental borrowing rate (IBR) to measure lease liabilities. The IBR is the rate of interest that the Group would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment. The IBR therefore reflects what the Group 'would have to pay', which requires estimation when no observable rates are available (such as for subsidiaries that do not enter into financing transactions) or when they need to be adjusted to reflect the terms and conditions of the lease (for example, when leases are not in the subsidiary's functional currency). The Group estimates the IBR using observable inputs (such as market interest rates) when available and is required to make certain entity-specific estimates (such as the subsidiary's stand-alone credit rating).

Valuation of level 3 investments at FVTPL

The Group's financial instruments include investments in international unquoted funds measured at fair value through profit or loss. These investments, not traded in active markets, are initially recognised at transaction price, net of any transaction costs incurred. At each reporting period, their fair value is assessed using widely recognised valuation techniques. The fair value is determined based on valuations provided by the funds, which estimate the fair value of each investment on a quarterly basis. In assessing the fair value, the funds apply judgment by considering factors such as the current operating performance and future expectations of the particular investment, valuations of comparable public companies, comparable acquisition values, discounted cash flow analyses, changes in market outlook, and the third-party financing environment over time. At the Group level, fair values estimated for the period by the funds are reviewed and recognised on a quarterly basis, to capture the expected future economic benefits to be derived from the ownership of these investments, with any resulting gains or losses recognised in the consolidated statement of profit or loss.

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Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

5 Property, plant and equipment

	Land and buildings AED'000	Labour camps AED'000	Furniture and fixtures AED'000	Plant and machinery AED'000	Office equipment AED'000	Computers AED'000	Motor vehicles AED'000	Leasehold improvements AED'000	Capital work in progress AED'000	Total AED'000
Cost:										
As at 1 January 2024	9,340,683	1,429,615	817,154	132,221	88,336	242,406	55,992	180,631	542,758	12,829,796
Additions	164,774	–	74,597	27,727	8,787	27,531	12,701	56,303	291,210	663,630
Transfers from development work in progress (note 13)	33,129	–	–	–	–	–	–	–	–	33,129
Transfer from investment properties (note 7)	21,370	–	–	–	–	–	–	–	–	21,370
Disposals (note 5.2)	(3,299)	–	(99)	(180)	(253)	(200)	(132)	(230)	–	(4,393)
Transfers	276,678	–	4,085	–	1,591	2,780	–	–	(285,134)	–
Exchange differences	(32,419)	–	(2,403)	(2,587)	(1,547)	–	(2,159)	(1,042)	(11,622)	(53,779)
As at 1 January 2025	**9,800,916**	**1,429,615**	**893,334**	**157,181**	**96,914**	**272,517**	**66,402**	**235,662**	**537,212**	**13,489,753**
Additions (note 5.1)	**362,077**	**–**	**135,310**	**32,673**	**17,707**	**13,359**	**17,655**	**39,917**	**223,570**	**842,268**
Transfer (to)/from investment properties (note 7)	**(33,990)**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**395**	**(33,595)**
Disposals (note 5.2)	**(33,575)**	**–**	**(3,609)**	**(9,105)**	**(810)**	**(57)**	**(9,669)**	**(1,898)**	**–**	**(58,723)**
Transfers	**371,388**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**(371,388)**	**–**
Revaluation on transfer to investment properties (note 5.3)	**43,743**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**43,743**
Derecognised on sale of a subsidiary	**(7,137)**	**–**	**(163)**	**–**	**(315)**	**(477)**	**–**	**–**	**–**	**(8,092)**
Recognised as part of business combination (note 47)	**–**	**–**	**136**	**–**	**–**	**80**	**878**	**–**	**–**	**1,094**
Exchange differences	**5,547**	**–**	**610**	**612**	**252**	**–**	**359**	**100**	**3,009**	**10,489**
As at 31 December 2025	**10,508,969**	**1,429,615**	**1,025,618**	**181,361**	**113,748**	**285,422**	**75,625**	**273,781**	**392,798**	**14,286,937**
Accumulated depreciation and impairment losses:										
As at 1 January 2024	3,747,614	1,429,615	665,750	76,112	74,307	199,355	29,148	83,519	11,060	6,316,480
Charge for the year	309,311	–	74,575	10,161	5,916	40,674	6,231	26,257	–	473,125
Disposals (note 5.2)	–	–	(85)	(159)	(245)	(200)	(132)	(231)	–	(1,052)
Exchange differences	(3,706)	–	(1,172)	(1,227)	(734)	–	(1,018)	(358)	–	(8,215)
As at 1 January 2025	**4,053,219**	**1,429,615**	**739,068**	**84,887**	**79,244**	**239,829**	**34,229**	**109,187**	**11,060**	**6,780,338**
Charge for the year	**396,030**	**–**	**66,153**	**7,678**	**7,643**	**33,523**	**4,336**	**26,436**	**–**	**541,799**
Disposals (note 5.2)	**(30,386)**	**–**	**(3,603)**	**(9,070)**	**(810)**	**(57)**	**(1,510)**	**(1,898)**	**–**	**(47,334)**
Derecognised on sale of a subsidiary	**(1,968)**	**–**	**(20)**		**(38)**	**(116)**	**–**	**–**	**–**	**(2,142)**
Transfer to investment properties (note 7)	**(12,290)**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**(12,290)**
Exchange differences	**1,509**	**–**	**198**	**212**	**122**	**–**	**167**	**58**	**–**	**2,266**
As at 31 December 2025	**4,406,114**	**1,429,615**	**801,796**	**83,707**	**86,161**	**273,179**	**37,222**	**133,783**	**11,060**	**7,262,637**
Carrying amount:										
As at 31 December 2025	**6,102,855**	**–**	**223,822**	**97,654**	**27,587**	**12,243**	**38,403**	**139,998**	**381,738**	**7,024,300**
As at 31 December 2024	5,747,697	–	154,266	72,294	17,670	32,688	32,173	126,475	526,152	6,709,415

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Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

5 Property, plant and equipment (continued)
The depreciation charge for the year has been allocated as follows:

	2025 AED'000	2024 AED'000
Direct costs	**78,236**	41,896
General and administrative expenses	**463,563**	431,229
	541,799	473,125

5.1 The additions during the year mainly pertain to refurbishment of hotels and development/refurbishment of school buildings.

5.2 During the year, the Group sold property, plant and equipment resulting in a net gain on disposal of AED 5,835 thousand (2024: AED 1,763 thousand), note 34.

5.3 During the year, the Group entered into a lease agreement resulting in a change of use of an owner occupied property; accordingly, the property was transferred from property, plant and equipment to investment properties. The difference between the fair value and the carrying value of the property at date of transfer amounting to AED 43,743 thousand is recognised in the consolidated statement of comprehensive income in accordance with IAS 16.

5.4 Capital work in progress mainly represents the cost incurred on the development of various school buildings which were under progress at the reporting date and will be transferred to the relevant asset category of property, plant and equipment when ready for intended use.

5.5 Property, plant and equipment include right-of-use assets mainly with respect to leases of plots of land and buildings with an average lease term of 30 years. The following is the movement in right of use asset during the year:

	2025 AED'000	2024 AED'000
As at 1 January	**582,314**	583,961
Additions during the year	**239,635**	28,618
Lease modified/terminated during the year, net	**(52,892)**	15,038
Amortisation for the year	**(77,337)**	(42,661)
Exchange differences	**(228)**	(2,642)
As at 31 December	**691,492**	582,314

5.6 Land and buildings include hotel properties having a carrying amount of AED 3,444,328 thousand as at 31 December 2025 (2024: AED 3,532,931 thousand).

5.7 During the year, the Group conducted an impairment assessment which resulted in no impairment (2024: nil). Note 4 highlights significant estimation uncertainty related to determination of the fair value less costs to sell and significant assumptions used.

During the year, the Group carried out a review of recoverable amount of its hotel properties. The review resulted in the recoverable value in excess of carrying value. The recoverable value of relevant assets is based on fair value less cost to sell determined by independent valuer and has been determined by reference to the discounted cash flow method using exit yield of 7.0% to 10.0% (2024: 7.0% to 10.0%) and a discount rate of 9.0% to 12.0% (2024: 9.0% to 12.0%).

5.7 The Group conducted a sensitivity analysis for all its hotel properties classified under property, plant and equipment. The sensitivity has been conducted on the Revenue Per Available Room (RevPAR), occupancy, discount rate and exit yield. Based on this sensitivity analysis:

- A decrease in the discount rates and exit yields by 50bps would result in AED 426,159 thousand or 7.6% increase in the recoverable value, whilst an increase in the discount rates and exit yields by 50bps would result in AED 374,108 thousand or 6.7% decrease in the recoverable value; and
- An increase in the RevPAR by 5% would result in AED 597,636 thousand or 10.7% increase in the recoverable value, whilst a decrease in the RevPAR by 5% would result in AED 598,338 thousand or 10.7% decrease in the recoverable value.
- An increase in occupancy by 5% would result in AED 457,882 thousand or 8.2% increase in the recoverable value, whilst a decrease in the occupancy by 5% would result in AED 458,047 thousand or 8.2% decrease in the recoverable value.

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Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

6 Intangible assets and goodwill

	Goodwill AED'000	Customer contracts/ backlog AED'000	Customer relationship AED'000	Computer software AED'000	Total AED'000
Cost:					
As at 1 January 2024	1,179,910	432,159	274,294	246,067	2,132,430
Additions	9,218	15	–	51,379	60,612
Written-off	–	–	(4,963)	–	(4,963)
Exchange differences	(15,048)	(6,200)	–	(535)	(21,783)
As at 1 January 2025	**1,174,080**	**425,974**	**269,331**	**296,911**	**2,166,296**
Additions	**–**	**–**	**–**	**173,440**	**173,440**
Derecognised on sale of a subsidiary	**(24,763)**	**–**	**–**	**(8)**	**(24,771)**
Recognised as part of business combination (note 47)	**25,367**	**17,137**	**–**	**–**	**42,504**
Exchange differences	**1,613**	**623**	**–**	**147**	**2,383**
As at 31 December 2025	**1,176,297**	**443,734**	**269,331**	**470,490**	**2,359,852**
Accumulated amortisation:					
As at 1 January 2024	–	75,366	34,100	140,129	249,595
Charge for the year	–	38,066	59,726	49,810	147,602
Exchange differences	–	(1,873)	–	(336)	(2,209)
As at 1 January 2025	**–**	**111,559**	**93,826**	**189,603**	**394,988**
Charge for the year	**–**	**90,670**	**7,563**	**77,147**	**175,380**
Derecognised on sale of a subsidiary	**–**	**–**	**–**	**(8)**	**(8)**
Exchange differences	**–**	**769**	**–**	**125**	**894**
As at 31 December 2025	**–**	**202,998**	**101,389**	**266,867**	**571,254**
Carrying amount:					
As at 31 December 2025	**1,176,297**	**240,736**	**167,942**	**203,623**	**1,788,598**
As at 31 December 2024	1,174,080	314,415	175,505	107,308	1,771,308

The Group tests goodwill annually for impairment, or more frequently if there are indications that goodwill might be impaired.

The Group has conducted an analysis of the sensitivity of the impairment test to changes in the key assumptions used to determine the recoverable amount for each of the group of CGUs to which goodwill is allocated. Based on management assessment, the goodwill was not impaired at 31 December 2025 and 31 December 2024. The management believe that any reasonably possible change in the key assumptions on which the recoverable amount is based would not cause the aggregate carrying amount to exceed the aggregate recoverable amount of the related CGUs.

Customer contracts/backlog and customer relationship include intangible assets acquired through business combinations. The customer contracts/backlog have useful life of 2.5 to 10.5 years. The major assumptions used in the calculation include discount rate in the range of 14% to 22.2% and growth rate of up to 2%.

7 Investment properties

Investment properties comprise completed properties and investment properties under development (IPUD). The movement during the year is as follows:

	2025			2024		
	Completed properties AED'000	Properties under development AED'000	Total AED'000	Completed properties AED'000	Properties under development AED'000	Total AED'000
As at 1 January	**25,508,859**	**3,021,026**	**28,529,885**	24,185,781	2,031,761	26,217,542
Additions during the year (note 7.1)	**4,707,306**	**1,405,413**	**6,112,719**	886,944	1,175,478	2,062,422
Disposals (note 7.2)	**(76,264)**	**–**	**(76,264)**	(458,294)	–	(458,294)
Gain on revaluation, net (note 7.3)	**1,116,400**	**189,206**	**1,305,606**	841,477	–	841,477
Transfer from/(to):						
Property, plant and equipment (note 5)	**21,700**	**(395)**	**21,305**	–	(21,370)	(21,370)
Development work in progress (note 13)	**–**	**12,048**	**12,048**	12,934	–	12,934
Plots of land held for sale (notes 7.4 & 12)	**–**	**(693,527)**	**(693,527)**	–	–	
Transfer from investment properties under development to completed properties	**299,953**	**(299,953)**	**–**	109,185	(109,185)	–
Exchange differences	**12,967**	**2,033**	**15,000**	(69,168)	(55,658)	(124,826)
As at 31 December	**31,590,921**	**3,635,851**	**35,226,772**	25,508,859	3,021,026	28,529,885

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Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

7 Investment properties (continued)

7.1 The major additions during the year mainly pertains to:

(i) Aldar Investment Properties LLC (a subsidiary) acquired 60% shares in Masdar Green REIT (CEIC) Limited ("MGR"), a limited liability company registered in Abu Dhabi Global Market ("ADGM"), for a total gross consideration of AED 1,484,586 thousand, while the remaining 40% shares will be retained by Masdar City Services LLC ("Masdar"), (a subsidiary of the major shareholder – a related party) resulting in additions of AED 3,188,134 thousand in investment properties. The Group has control over and thus fully consolidate MGR in its consolidated financial statements. The acquisition also results in the recognition of AED 989,724 thousand of non-controlling interest. MGR is a private company limited by shares incorporated in the Abu Dhabi Global Market ("ADGM"), Abu Dhabi, UAE and is involved in the ownership, management and leasing of various real estate assets located in Masdar City, Abu Dhabi comprised predominantly of offices and residential properties. In accordance with the requirements of IFRS 3 *Business Combinations*, the above acquisition was accounted for as asset acquisition since substantially all the fair value of the gross assets acquired is concentrated in a group of similar identifiable assets.

(ii) Aldar Properties PJSC acquired 60% shares in Dunes Logistics Development Partners Holding RSC Limited ("Dunes"), a limited liability company registered in ADGM, for a total gross consideration of AED 150,000 thousand. While the remaining 40% shares was retained by Confluence Partners Real Estate RSC Ltd. ("Confluence") (a subsidiary of the major shareholder – a related party) resulting in additions of AED 250,000 thousand in investment properties. The Group has control over and thus fully consolidate Dunes in its consolidated financial statements. The acquisition also results in the recognition of AED 100,000 thousand of non-controlling interest. Dunes is involved in the business of developing, managing and owning real estate assets on two land plots with a total area of 2.3 million sqm located in Al Falah, Abu Dhabi. In accordance with the requirements of IFRS 3 *Business Combinations*, the above acquisition was accounted for as asset acquisition since substantially all the fair value of the gross assets acquired is concentrated in a group of similar identifiable assets.

(iii) Aldar Logistics – Sole Proprietorship LLC (a subsidiary) acquired 100% shares in Industrial Properties Investments SPV Limited ("Industrial Properties"), a limited liability company registered in ADGM, for a total gross consideration of AED 528,448 thousand, resulting in additions of AED 530,000 thousand in investment properties. Industrial Properties owns high-quality warehousing and light industrial real estate assets in the Al Dhafra region of Abu Dhabi, UAE. In accordance with the requirements of IFRS 3 *Business Combinations*, the above acquisition was accounted for as asset acquisition since substantially all the fair value of the gross assets acquired is concentrated in a group of similar identifiable assets.

(iv) Nexus Real Estate Services Ltd. (a subsidiary) acquired two Grade A industrial and logistics buildings and related Musataha rights over two plots in KEZAD, Abu Dhabi, UAE from Abu Dhabi Ports Company PJSC for a total gross consideration of AED 565,696 thousand, resulting in additions of AED 564,186 thousand to investment properties. The transaction was accounted for as an asset acquisition in accordance with IFRS 3 – *Business Combinations*, as substantially all of the fair value of the assets acquired is concentrated in similar identifiable assets.

7.2 During the year, the Group sold investment properties for AED 114,882 thousand (2024: AED 364,746 thousand) and realised a net gain of AED 38,618 thousand (2024: AED 30,052 thousand) which is recorded in consolidated statement of profit or loss under "gain on disposal of investment properties".

7.3 The net fair value gain amounting to AED 1,305,606 thousand (2024: AED 841,477 thousand) recorded during the year resulted mainly from a fair value loss amounting to AED 59,635 thousand (2024: AED 59,589 thousand) recorded on buildings held on leasehold land, netted against a fair value gain of AED 1,365,241 thousand (2024: AED 901,066 thousand) relates to the net fair value gain recorded on investment properties based on valuation carried out by the accredited independent valuers not connected with the Group. The valuers are members of professional valuers' associations and have appropriate qualifications and experience in the valuation of properties at the relevant locations. Fair value gain or loss on investment properties are presented under the line item 'gain/(loss) on revaluation of investment properties, net' in the consolidated statement of profit or loss. The investment properties are categorised under Level 3 in the fair value hierarchy.

7.4 The transfer during the year 2025 to land held for sale represents a change in use in accordance with IAS 40, as management revised its intention and commenced development of these properties for sale. Accordingly, the properties were reclassified from investment properties to land held for sale and were transferred at their carrying amounts as at the date of change in use.

7.5 Investment properties include right-of-use assets mainly with respect to leases of land plots amounting to AED 511,238 thousand (2024: AED 415,135 thousand). The additions during the year amounted to AED 199,414 thousand (2024: AED 136,270 thousand). The average lease term is 20 years. There are no extension or termination options on these leases except one lease which has a termination option.

7.6 Investment properties under development comprise of land and buildings under construction where the Group has an approved plan to develop commercial, retail, residential and logistic properties. The fair values of these properties are determined using residual value method.

7.7 Investment properties represent the Group's interest in land and buildings situated in the UAE amounting to AED 34,957,936 thousand (2024: AED 28,309,017 thousand) and outside UAE amounting to AED 268,836 thousand (2024: AED 220,868 thousand).

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Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

7 Investment properties (continued)

7.8 The fair values of the investment properties including properties under development are arrived at on the basis of a valuation carried out by accredited independent valuers not connected with the Group. The valuers are members of professional valuers' associations and have appropriate qualifications and experience in the valuation of properties at the relevant locations. In estimating the fair value of the investment properties, the highest and best use of the properties is their current use. The valuations were mainly determined by using the income capitalisation method. The valuation has been conducted as at 30 November 2025. Management believes which is also supported by the external valuer that there have been no significant changes to the fair values of investment properties between 30 November 2025 and 31 December 2025. There has been no material change to the valuation techniques during the year. Refer to note 4 for the key assumptions used in determination of fair value of investment properties and significant estimation uncertainty related to determination of the fair value.

The valuation models in accordance with those recommended by the International Valuation Standards Committee have been applied and are consistent with the principles in IFRS 13. The investment properties are categorised under Level 3 in the fair value hierarchy. There were no transfers between Levels 1, 2 or 3 during 2025 or 2024.

The Group conducted a sensitivity analysis for the 30 (2024: 26) largest assets in its investment properties portfolio with an aggregate value of AED 29,616,439 thousand (2024: AED 25,981,152 thousand). The sensitivity has been conducted on the capitalisation rates and rental rates. Based on this sensitivity analysis:

- a decrease in the capitalisation rates by 50bps would result in a AED 1,754,707 thousand (2024: AED 1,600,439 thousand) or 5.9% (2024: 6.2%) increase in the valuation, whilst an increase in the capitalisation rates by 50bps would result in AED 1,544,493 thousand (2024: AED 1,399,257 thousand) or 5.2% (2024: 4.9%) decrease in the valuation; and
- an increase in the rental rates by 10% would result in an AED 2,263,083 thousand (2024: AED 1,919,246 thousand) or 7.6% (2024: 7.4%) increase in the valuation, whilst a decrease in the rental rates by 10% would result in AED 2,263,086 thousand (2024: AED 1,919,288 thousand) or 7.6% (2024: 7.4%) decrease in the valuation.

Discount rates and capitalisation rates are different than interest rates as commonly applied to borrowing rates or cost of short term and long-term debt. Discount rates and capitalization rates are carefully derived by professional valuers in determining the fair market value of properties by using multiple valuation factors. There are interrelationships between the unobservable inputs which are generally determined by market conditions. The valuation may be affected by the interrelationship between the two noted unobservable inputs; for example, an increase in rent may be offset by an increase in the capitalisation rate, thus resulting in no net impact on the valuation. Similarly, an increase in rent in conjunction with a decrease in the capitalisation rate would amplify an increase in the value.

7.9 The rental income earned by the Group from its investment properties, all of which is leased out under operating leases, amounted to AED 2,832,417 thousand (2024: AED 2,266,939 thousand) and direct operating cost relating to these properties amounted to AED 599,910 thousand (2024: AED 494,959 thousand).

7.10 The completed investment properties consist of the following broad categories:

- Retail properties: comprising of malls and community retail spaces
- Commercial properties: comprising of properties leased as offices
- Residential properties: comprising of properties leased as residential units
- Logistics: comprising of warehouses, industrial and office complex

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Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

8 Investment in associates and joint ventures

	2025 AED'000	2024 AED'000
Investment in associates	**30,731**	37,164
Investments in joint ventures	**116,281**	167,018
	147,012	204,182

Details of each of the Group's material associates and joint ventures as at 31 December 2025 are as follows:

Investee	**Place of incorporation (registration) and operation**	**Principal activity**	**Percentage holding**	**Voting power**
Associates				
Al Sdeirah Real Estate Investment LLC ("Al Sdeirah")	Abu Dhabi, UAE	Real estate	30%	30%
Bunya Enterprises LLC ("Bunya")	Abu Dhabi, UAE	Project management	33%	33%
Iskandar Holdings Limited ("Iskandar Holdings") (note 8.1)	Cayman Islands	Real estate	19%	19%
Royal Gardens for Investment Property Co.	Egypt	Real estate development	20%	20%
AE Strategic Holding Limited ("Parkonic")	Abu Dhabi, UAE	Parking solution	50%	50%
Joint ventures				
Royal House LLC ("Royal House")	Abu Dhabi, UAE	Hotel operations	50%	50%
Palmyra SODIC Real Estate Development	Syria	Real estate development	50%	50%
Avobar Restaurant – Sole Proprietorship L.L.C. ("Avobar")	Abu Dhabi, UAE	Restaurant	30%	30%
Richmond Hill Developments (Jersey) Limited	Jersey	Real estate development	50%	50%
Vulcan Wharf Holdings LLP ("Vulcan Wharf")	England & Wales	Real estate development	50%	50%
South Development One DWC-LLC (note 8.3)	Dubai, UAE	Warehousing	–	50%
South Development Two DWC-LLC (note 8.3)	Dubai, UAE	Warehousing	–	50%
South Development Three DWC-LLC (note 8.3)	Dubai, UAE	Warehousing	100%	50%
Richmond College	England & Wales	Real estate development	50%	50%

Summarised financial information in respect of each of the Group's material associates is set out below. The summarised financial information below represents amounts shown in the associate's financial statements:

	Al Sdeirah AED'000	**Parkonic AED'000**	**Iskandar Holdings AED'000**	**Total AED'000**
As at 1 January 2024	26,802	–	6,086	32,888
Share of profit	2,838	–	–	2,838
Additions	–	–	1,438	1,438
As at 31 December 2024	29,640	–	7,524	37,164
Share of profit	**3,995**	**1,728**	**–**	**5,723**
Dividend received	**(12,156)**	**–**	**–**	**(12,156)**
As at 31 December 2025	**21,479**	**1,728**	**7,524**	**30,731**

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Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

8 Investment in associates and joint ventures (continued)

Summarised financial information in respect of each of the Group's material joint ventures is set out below.
The summarised financial information below represents amounts shown in the joint venture's financial statements:

	Al Raha IFM AED'000	Avobar AED'000	South Developments AED'000	Royal House (note 8.2) AED'000	Richmond Hill AED'000	Vulcan Wharf AED'000	Richmond College AED'000	Total AED'000
As at 1 January 2024	655	113	10,000	–	231	107,280	–	118,279
Additions	–	–	48,776	–	–	–	–	48,776
Share of profit/(loss)	–	94	(877)	(6,290)	81	(235)	2,486	(4,741)
Allocated to current account	–	–	–	6,290	–	–	–	6,290
Exchange differences	–	–	–	–	(2)	(1,615)	31	(1,586)
As at 31 December 2024	655	207	57,899	–	310	105,430	2,517	167,018
Share of profit/(loss)	**–**	**328**	**–**	**(4,764)**	**(13)**	**(64)**	**(1,037)**	**(5,550)**
Allocated to current account	**–**	**–**	**–**	**4,764**	**–**	**–**	**–**	**4,764**
Disposal (note 8.3)	**–**	**–**	**(42,899)**	**–**	**–**	**–**	**–**	**(42,899)**
Transfer to investment in a subsidiary (note 8.3)	**–**	**–**	**(15,000)**	**–**	**–**	**–**	**–**	**(15,000)**
Exchange differences	**–**	**–**	**–**	**–**	**23**	**7,744**	**181**	**7,948**
As at 31 December 2025	**655**	**535**	**–**	**–**	**320**	**113,110**	**1,661**	**116,281**

8.1 Iskandar Holdings Limited is classified as an associate of the Group although the Group owns a 19% ownership interest, as the Group has significant influence by virtue of its contractual right to appoint two out of six directors to the board of directors of the investee.

8.2 The Group considers that its amount receivable from one of the joint ventures is part of the Group's interest in the joint venture and, accordingly, loss recognised using the equity method in excess of the Group's investment in ordinary shares amounting to AED 4,764 thousand (2024: AED 6,290 thousand) was applied to the Group's receivable from the joint venture.

8.3 During the year, the Group transferred its interests in South Development One DWC-LLC and South Development Two DWC-LLC to the other shareholder and, in exchange, obtained the remaining 50% interest in South Development Three DWC-LLC. Accordingly, South Development Three DWC-LLC is fully consolidated in these consolidated financial statements.

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Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

8 Investment in associates and joint ventures (continued)

Available financial information in respect of the Group's associates is summarised below:

	2025 AED'000	2024 AED'000
Total assets	**130,280**	114,643
Total liabilities	**(23,197)**	(8,318)
Net assets	**107,083**	106,325
Group's share of net assets of associates	**30,731**	37,164
Total revenue	**17,925**	6,978
Net profit for the year	**7,451**	5,331

Latest available financial information in respect of the Group's joint ventures is summarised below:

	2025 AED'000	2024 AED'000
Total assets	**499,733**	432,563
Total liabilities	**(228,547)**	(133,455)
Net assets	**271,186**	299,108
Group's share of net assets of joint ventures	**116,281**	167,018
Total revenue	**23,128**	55,657
Net (loss)/profit for the year	**(5,550)**	6,515

Share of losses

	2025 AED'000	2024 AED'000
The unrecognised share of loss of associates for the year	**(968)**	(420)
Cumulative share of loss of associates	**(119,330)**	(118,362)

The associates and joint ventures had no material commitments or contingent liabilities as at 31 December 2025 and 31 December 2024.

The Group has discontinued recognising share of losses from few associates as the Company does not have any legal or constructive obligation.

Associates and joint ventures are accounted for using the equity method in the consolidated financial statements as set out in the Group's accounting policies in note 3.6.

Others

During 2018, the Group sold an investment in joint venture. As per the agreement, the Group is entitled to further compensation which is contingent based on performance of the buyer and market conditions not within the control of the Group. As of 31 December 2025 and 31 December 2024, the fair value of the contingent consideration amounted to nil since the inflow of economic benefits are not certain. The total contracted amount of the contingent consideration is AED 82,000 thousand (2024: AED 82,000 thousand).

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Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

9 Investment in financial assets

	2025 AED'000	2024 AED'000
Non-current		
Financial assets at fair value through other comprehensive income ("FVTOCI") (9.1)	**25,031**	24,882
Financial assets at fair value through profit or loss ("FVTPL") (9.2)	**1,318,790**	894,670
	1,343,821	919,552
Current		
Financial assets at amortised cost (9.3)	**129,993**	4,013
Total	**1,473,814**	923,565

9.1 Financial assets at FVTOCI

	2025 AED'000	2024 AED'000
Investment in UAE quoted securities	**25,029**	24,880
Investment in UAE unquoted securities	**2**	2
	25,031	24,882

Movement during the year is as follows:

	2025 AED'000	2024 AED'000
As at 1 January	**24,882**	23,317
Fair value gain	**149**	1,565
As at 31 December	**25,031**	24,882

During the years 2025 and 2024, no dividend income received from these investments.

9.2 Financial assets at FVTPL

	2025 AED'000	2024 AED'000
Investment in international unquoted funds	**1,318,790**	894,670

Movement during the year is as follows:

	2025 AED'000	2024 AED'000
As at 1 January	**894,670**	695,652
Additions	**574,751**	243,504
Distributions	**(301,216)**	(81,786)
Fair value gain, net	**119,566**	48,972
Exchange gain/(loss), net	**31,019**	(11,672)
As at 31 December	**1,318,790**	894,670

(i) During 2023, the Group signed an agreement with Carlyle Europe Realty Fund II, S. C. Sp. committing to AED 334,981 thousand into an investment vehicle. During the year ended 31 December 2025, the Group made contributions to capital calls amounting to AED 59,214 thousand (2024: AED 209,005 thousand) for investments in the warehousing and logistics sector in the United Kingdom. The investment is recorded at FVTPL and is categorised under Level 3 in the fair value hierarchy. Given the Group's representation on the Board of the company, the investment was classified as an Associate. However, since the investment is carried as part of the Group's alternative investment activities, it is accounted for as investment carried at FVTPL.

(ii) During 2023, Aldar Holding 2 Limited (a subsidiary) invested via a subscription to shares of the Co-Investment platform (CER French Self Storage Co-Investment-B, S. C. Sp.). Aldar Holding 2 has committed AED 181,422 thousand holding 29% equity stake and 42.6% of the total Co-Investor equity contribution, that will capitalise on the growing market opportunity in private real estate across Europe. During the year ended 31 December 2025, Aldar Holding 2 made contribution to the capital call amounting to AED 14,773 thousand (2024: AED 97,092 thousand). Given the holding of 29% equity stake in the Limited partnership and representation on the Board of Directors, the investment was classified as an Associate. However, since the investment is carried as part of the Group's alternative investment activities, it is accounted for as investment carried at FVTPL.

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Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

9 Investment in financial assets (continued)

9.2 Financial assets at FVTPL (continued)

(iii) During 2023, the Group entered into partnerships with Mubadala (a related party – major shareholder in the Group) and Ares Management, where the Group has committed AED 2,616,656 thousand to be deployed in medium term, that will capitalise on the growing market opportunity in private real estate credit in the United Kingdom and across Europe. During the year ended December 2025, Aldar Holding 2 made contribution to the capital call amounting to AED 474,854 thousand (2024: AED 497,220 thousand). The investment is recorded at FVTPL and is categorised under Level 3 in the fair value hierarchy. Given the Group's holding in the partnership and representation on the Board of the partnership, the investment was classified as an Associate. However, since the investment is carried as part of the Group's alternative investment activities, it is accounted for as investment carried at FVTPL.

9.3 Financial assets at amortised cost

	2025 AED'000	2024 AED'000
Investment in treasury bills*	**129,993**	4,013

* This represents investment in treasury bills made by a subsidiary and carried at amortised cost which approximates the fair value.

The Group's exposure to market and interest risk related to the financial assets is disclosed in note 40.

10 Contract assets and contract liabilities

10.1 Contract assets

Contract assets represents unbilled revenue arising from contracts for sale of properties and other services which pertains to the Group's right to consideration in exchange for goods or services that the Group has transferred to the customers. Where payments from customers are received after the associated performance obligations being met and therefore revenue recognised in the profit or loss account, contract assets are recognised. Contract asset is reclassified to trade receivables at the point at which it is invoiced to the customer.

	2025 AED'000	2024 AED'000
Contract assets: gross amounts due from customer on contracts for sale of properties	**8,916,733**	4,355,012
Others	**324,471**	93,810
	9,241,204	4,448,822

The above amount mainly represents unbilled revenue arising from contracts for sale of properties. These contracts have remaining performance obligations (unsatisfied or partially unsatisfied) with aggregated value of AED 14,508,754 thousand (2024: AED 15,170,327 thousand) which is expected to be recognised as revenue over the remaining tenor of these contracts. The majority of the amount allocated to remaining performance obligations is expected to be recognised as revenue in the next 2 years and the remaining spread over 3 to 5 years. These contract assets are fully secured against the underlying property units.

10.2 Contract liabilities

Contract liabilities represents deferred revenue arising from construction contracts and property development under off-plan sales projects. These arise if a particular milestone payment exceeds the related revenue recognised to date. These contracts have performance obligations (unsatisfied or partially unsatisfied) which is expected to be recognised as revenue over the remaining tenor of these contracts. Where payments from customers are received in advance of the associated performance obligations being met and therefore revenue being recognised in the profit or loss, contract liabilities are recognised and these include buyer deposits.

	2025 AED'000	2024 AED'000
Contract liabilities: gross amount due to customers on contracts for sale of properties	**(9,180,299)**	(6,527,189)
Contract liabilities: gross amount due to customers on contracts to construct assets	**(668,088)**	(1,128,959)
	(9,848,387)	(7,656,148)

The above amount mainly represents advances and progress billings received from customers for real estate development projects, where the related revenue has not yet been recognised based on the stage of completion. These contracts have remaining performance obligations (unsatisfied or partially unsatisfied) with aggregated value of AED 61,940,192 thousand (2024: AED 43,660,955 thousand) which is expected to be recognised as revenue over the remaining tenor of these contracts. The majority of the amount allocated to remaining performance obligations is expected to be recognised as revenue in the next 2 years and the remaining spread over 3 to 5 years.

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Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

11 Trade receivables and other assets

	2025 AED'000	2024 AED'000
Non-current portion		
Trade receivables (note 11.1)	**623,395**	383,187
Due from associates and joint ventures (note 11.2)	**255,279**	270,849
Receivables relating to project finance (note 11.3)	**120,961**	126,884
Others	**40,709**	86,774
	1,040,344	867,694
Less: allowance for expected credit loss (note 11.7)	**(223,317)**	(218,174)
	817,027	649,520
Current portion		
Trade receivables (note 11.1)	**6,293,420**	5,214,968
Advances and prepayments (note 11.1)	**5,419,257**	5,167,010
Refundable costs (note 11.4)	**314,788**	426,881
Refundable deposits (note 11.5)	**415,359**	264,884
VAT recoverable	**112,618**	86,584
Due from associates and joint ventures (note 11.2)	**40,473**	25,698
Accrued interest	**11,877**	15,762
Receivables relating to project finance (note 11.3)	**8,493**	8,180
Receivables from the Government of Abu Dhabi (note 11.6)	**–**	5,734
Others	**1,160,390**	1,144,251
	13,776,675	12,359,952
Less: allowance for expected credit loss (note 11.7)	**(552,664)**	(315,761)
	13,224,011	12,044,191

11.1 Trade receivables, advances and prepayments

Trade receivables mainly represent the amounts due in respect of sales of plots of land, properties, rental receivables, property and facilities management services, education fee and revenue from construction contracts. As at 31 December 2025, 7% of the trade receivables (2024: 6% of the trade receivables) are due from its top 5 customers (2024: five customers). Concentration of credit risk is mitigated in some cases by the fact that the customers have already made instalment payments, in some cases substantial, on the plots, which the Group would contractually be entitled to retain in the event of non-completion of the remaining contractual obligations in order to cover losses incurred by the Group.

	2025 AED'000	2024 AED'000
Trade receivables, advances and prepayments	**12,336,072**	10,765,165
Less: allowance for expected credit loss (note 11.7)	**(530,148)**	(293,923)
	11,805,924	10,471,242

Interest is charged at 12% per annum on the past due amounts in respect of sales of plots and properties.

Advances and prepayments represent advances given to the contractors and suppliers against future work. Additionally, the balance include AED 1,030,823 thousand (2024: AED 1,885,858 thousand) given as advances for the acquisition of investment properties under development.

Ageing of trade receivables

The ageing of non-impaired receivables is as follows:

	2025 AED'000	2024 AED'000
Not past due	**3,261,972**	3,014,106
Past due (up to 180 days)	**2,119,950**	929,469
Past due (more than 180 days)	**1,354,745**	1,460,657
	6,736,667	5,404,232

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Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

11 Trade receivables and other assets (continued)

11.2 Due from associates and joint ventures

	Non-current		Current	
	2025 AED'000	2024 AED'000	**2025 AED'000**	2024 AED'000
Gross receivables	**255,279**	270,849	**40,473**	25,698
Less: allowance for expected credit loss (note 11.7)	**(220,861)**	(215,155)	**(24,969)**	(24,857)
	34,418	55,694	**15,504**	841

11.3 Receivables relating to project finance

	Minimum payments		Present value of minimum payments	
	2025 AED'000	2024 AED'000	**2025 AED'000**	2024 AED'000
Amounts receivable from project finance:				
Within one year	**15,099**	15,024	**8,493**	8,180
In the second to fifth year	**76,934**	76,533	**29,818**	27,170
After five years	**129,144**	144,644	**91,143**	99,714
	221,177	236,201	**129,454**	135,064
Less: unearned finance income	**(91,723)**	(101,137)	**–**	–
Present value of minimum payments receivable	**129,454**	135,064	**129,454**	135,064

11.4 Refundable costs

Refundable costs mainly comprise of amounts receivable from the Government of Abu Dhabi in relation to costs incurred on ongoing development projects managed by the Group and which are funded by the Government of Abu Dhabi.

11.5 Refundable deposits

This represents mainly maintenance deposits.

11.6 Receivable from the Government of Abu Dhabi

Receivables from the Government of Abu Dhabi represent the amounts receivable against infrastructure handed over and land plots sold.

11.7 Allowance for expected credit loss

Movement during the year in allowance of expected credit loss:

Trade receivables, advances and prepayments

	2025 AED'000	2024 AED'000
As at 1 January	**293,923**	234,634
Charge for the year (note 31)	**275,620**	108,442
Write off of provision	**(39,395)**	(49,153)
As at 31 December (note 11.1)	**530,148**	293,923

Due from associates and joint ventures

	2025 AED'000	2024 AED'000
As at 1 January	**240,012**	237,811
Charge for the year	**5,818**	2,201
As at 31 December (note 11.2)	**245,830**	240,012

The Group recognises lifetime expected credit loss ("ECL") for trade and other receivables using the simplified approach. To determine the expected credit losses all debtors were classified into four categories and the ECL rate for each category was determined using a provision matrix:

- Category I – government related companies (0%);
- Category II – private companies with low credit risk (1% to 20%);
- Category III – private companies with high credit risk (20% to 60%); and
- Category IV – debtors at default (100%)

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Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

11 Trade receivables and other assets (continued)

11.7 Allowance for expected credit loss (continued)

These were adjusted for factors that are specific to the debtors and general economic conditions and an assessment of both the current as well as the forecast direction of conditions at the reporting date, including time value of money, where appropriate.

If the ECL rates on each time bucket had been 5% higher or lower as of 31 December, the loss allowance on trade receivables would have been higher or lower as follows:

	2025 AED'000	2024 AED'000
Not past due	**127**	92
Past due (up to 180 days)	**1,107**	921
Past due (more than 180 days)	**7,774**	8,683
	9,008	9,696

11.8 Deferred tax assets

The following are the major deferred tax assets and liabilities recognised by the Group. Deferred tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against current tax liabilities and when they relate to income taxes levied by the same taxation authority and the Group intends to settle its current tax assets and liabilities on a net basis. Deferred tax relates to the following:

	2025 AED'000	2024 AED'000
Deferred tax asset		
Provisions	**75,870**	43,091
Carried forward tax losses	**26,286**	21,638
Trade and other payables	**7,118**	6,675
Intangible assets	**15,665**	14,594
Investment properties	**19,718**	19,718
Deferred tax liabilities		
Foreign exchange differences	**(5,010)**	(5,016)
Property, plant and equipment	**(2,735)**	(449)
Others	**(32,509)**	(30,549)
Net deferred tax asset	**104,403**	69,702

Unrecognised deferred tax asset

	2025 AED'000	2024 AED'000
Deductible temporary differences	**15,494**	17,865
Corporate interest restriction disallowances carried forward	**39,221**	14,714
Tax losses carried forward	**–**	228
	54,715	32,807

Deferred tax asset has not been recognised in respect of the above-mentioned items due to uncertainties over the timing and recoverability in the foreseeable future.

The movement in the deferred tax asset is given below:

	2025 AED'000	2024 AED'000
As at 1 January	**69,702**	80,773
Charge for the year	**30,656**	16,602
Foreign exchange differences	**4,110**	(27,673)
Derecognised on sale of a subsidiary	**(65)**	–
As at 31 December	**104,403**	69,702

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Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

11 Trade receivables and other assets (continued)

11.9 Deferred tax liabilities

	2025 AED'000	2024 AED'000
Investment properties	**270,923**	107,456
Intangible assets	**87,585**	83,316
Land held for sales	**11,906**	–
Financial assets	**8,973**	–
Others	**26,928**	21,387
	406,315	212,159

The movement in the deferred tax liabilities is given below:

	2025 AED'000	2024 AED'000
As of 1 January	**212,159**	83,379
Charge for the year	**132,881**	128,787
Recognised as part of business combination	**2,571**	–
Recognised as part of assets acquisition	**36,841**	–
Others	**21,863**	(7)
As of 31 December	**406,315**	212,159

11.10 Contingent asset

During 2020, the Company sold its district cooling operations (the "Cooling Entities") comprising the Group's entire interest in Saadiyat Cooling LLC (a 85% owned subsidiary) and Saadiyat District Cooling LLC (a wholly owned subsidiary). As per the Sale Purchase Agreements and earn out agreement, the Group is also entitled to earn out consideration in the form of additional fee for each additional load for which the buyer contracts from these cooling operations. At 31 December 2025 and 31 December 2024, management assessed that the deferred consideration is a contingent asset as its existence will be confirmed by occurrence of future uncertain events not within the control of the Group and is accordingly not recognised as asset.

12 Plots of land held for sale

Plots of land held for sale represent plots of land intended to be sold in the normal course of business. If management determines to use these plots of land for development, these plots of land are transferred either to development work in progress or to investment properties under development on launch of the respective projects. Movement in plots of land held for sale during the year was as follows:

	2025 AED'000	2024 AED'000
As at 1 January	**7,151,391**	7,787,308
Additions during the year	**978,943**	1,070,250
Borrowing cost capitalised (note 12.1)	**72,927**	138,089
Recognised in costs of properties sold (direct costs)	**(50,003)**	(145,771)
Transfer from investment properties (note 7)	**693,527**	–
Transfer to development work in progress (note 13)	**(2,221,501)**	(1,689,387)
Exchange differences	**67,407**	(9,098)
As at 31 December	**6,692,691**	7,151,391

As at 31 December 2025, the Group determined net realisable value of its plots of land held for sale. The estimates of net realisable values are based on the most reliable evidence available at the reporting date of the amount that the Group is expected to realise from the sale of these properties in its ordinary course of business. These estimates also take into consideration the purpose for which the inventory is held. The determination of net realisable value of plots of land held for sale is based on external valuations using various valuation methodologies and techniques (note 4).

Plots of land held for sale are located as:

	2025 AED'000	2024 AED'000
Within UAE	**6,030,212**	6,557,470
Outside UAE	**662,479**	593,921
	6,692,691	7,151,391

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Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

12 Plots of land held for sale (continued)

12.1 Borrowing costs included in the cost of the above lands during the year, amounting to AED 72,927 thousand (2024: AED 138,089 thousand), arose on the unwinding of liability and are calculated by applying a capitalisation rate of Group incremental borrowing rate to expenditure on such assets.

The Group recognises the financial liabilities in relation to the purchase of land on deferred purchase consideration in accordance with IFRS 9. These financial liabilities are recorded and carried at "amortised cost" using the effective interest method described under IFRS 9. Subsequent measurement of the above financial liabilities results in finance cost (interest expense) being incurred on the unwinding of discount. As per IAS 23, borrowing cost that can be capitalised on a qualifying assets includes any interest expense calculated using the effective interest method on remeasurement of financial liabilities carried at amortised cost as "borrowing cost". The finance costs incurred on the financial liabilities recorded in relation to land acquired on deferred consideration basis meets the definition of "borrowing cost" under the definition of IAS 23 and accordingly capitalised as part of plots of land held for sale.

13 Development work in progress

Development work in progress represents land cost, development and construction costs incurred on properties being constructed for sale in the ordinary course of business.

Movement during the year is as follows:

	2025 AED'000	2024 AED'000
As at 1 January	**7,604,170**	6,243,802
Development costs incurred during the year (note 13.1)	**14,866,022**	9,025,139
Recognised in costs of properties sold	**(12,973,169)**	(8,216,760)
Write-off of project costs (notes 13.2 & 31)	**(14,239)**	(18,329)
Reversal of provision for impairment (notes 13.3 & 31)	**19,025**	29,564
Transfers from/(to):		
Inventories (note 14)	**–**	(148,921)
Property, plant and equipment (note 5)	**–**	(33,129)
Investment properties (note 7)	**(12,048)**	(12,934)
Plots of land held for sale (note 12)	**2,221,501**	1,689,387
Exchange differences	**303,121**	(953,649)
As at 31 December	**12,014,383**	7,604,170

Development properties are located as:

	2025 AED'000	2024 AED'000
Within UAE	**5,165,022**	3,336,255
Outside UAE	**6,849,361**	4,267,915
	12,014,383	7,604,170

13.1 Included under development costs incurred during the year is capitalised borrowing costs of AED 372,420 thousand (2024: AED 200,411 thousand).

13.2 This represents project costs relating to projects which are either non-viable design/uses and other costs relating to projects under planning which management considers not feasible to continue and accordingly written off.

13.3 As at 31 December 2025 and 31 December 2024, the Group determined net realisable value of its development work in progress and concluded that the carrying value is higher than the net realisable value resulting in reversal of provision for impairment of AED 19,025 thousand (2024: AED 29,564 thousand). The estimates of net realisable values are based on the most reliable evidence available at the reporting date, of the amount that the Group is expected to realise in its ordinary course of business. These estimates also take into consideration the purpose for which the asset is held.

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Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

14 Inventories

	2025 AED'000	2024 AED'000
Completed properties	**195,592**	399,618
Other operating inventories	**113,231**	93,942
	308,823	493,560

During the year, completed properties with an aggregate value of nil (2024: AED 148,921 thousand) were transferred to inventories from development work in progress upon completion (note 13). During the year, an amount of AED 198,645 thousand was recognised as direct costs (2024: AED 213,197 thousand).

Inventories are located as follows:

	2025 AED'000	2024 AED'000
Within UAE	**202,048**	291,337
Outside UAE	**106,775**	202,223
	308,823	493,560

During the year, in line with terms of sale purchase agreements for development projects, the Group reacquired properties with a fair value of AED 15,357 thousand (2024: AED 72,059 thousand) due to contractual non-performance of counter parties. These properties were classified as inventories based on their nature.

As at 31 December 2025 and 31 December 2024, the Group determined net realisable value of its inventories and concluded that no additional adjustment is needed in respect of bringing the carrying amount of inventories to their net realisable value.

15 Cash and cash equivalents

	2025 AED'000	2024 AED'000
Cash and bank balances	**20,719,739**	13,930,833
Short term deposits held with banks	**615,553**	1,205,160
Cash and bank balances	**21,335,292**	15,135,993

Cash and cash equivalents

	2025 AED'000	2024 AED'000
Cash and bank balances	**21,335,292**	15,135,993
Short term deposits with original maturities greater than three months	**(37,762)**	(228,027)
Restricted bank balances	**(7,136,470)**	(4,685,314)
Cash and cash equivalents	**14,161,060**	10,222,652

Cash and cash equivalents:

	2025 AED'000	2024 AED'000
Within UAE	**13,802,632**	9,878,827
Outside UAE	**358,428**	343,825
	14,161,060	10,222,652

As at 31 December 2025, cash at banks amounting to AED 394,264 thousand (2024: AED 302,919 thousand) are not included in the Group's bank balances as it is held by the Group on behalf of third parties since the Group is not acting as a principal.

Restricted bank balances include balances amounting to AED 6,211,621 thousand (2024: AED 3,363,870 thousand) which are deposited into escrow accounts representing cash received from customers against sale of development properties. The remaining balance of restricted bank balances mainly represents cash balances designated against government projects and dividend payables for which separate bank accounts are maintained.

Cash and cash equivalents include balances amounting to AED 11,819,651 thousand (2024: AED 8,040,823 thousand) which are deposited into escrow accounts representing cash received from customers against sale of development properties, which also include certain balances against which the Group has provided performance bonds and are available to the Group on demand.

The interest rate on term deposits during the year ranges between 2.15% and 4.20% (2024: between 3.50% and 5.20%) per annum for UAE and between 4.50% and 23.25% (2024: between 5.00% and 23.05%) for Egypt. Bank deposits relating to UAE operations are placed with banks in the UAE.

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Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

16 Share capital

Share capital comprises 7,862,629,603 (31 December 2024: 7,862,629,603) authorised, issued and fully paid-up ordinary shares with a par value of AED 1 each.

17 Reserves

17.1 Statutory reserve

In accordance with Articles of Association of the Company and the UAE Federal Law No. (32) of 2021 (as amended), 10% of the annual profits are transferred to the statutory reserve that is non-distributable. Transfers to this reserve may be suspended whenever the reserve reaches 50% of the paid-up share capital of the Company. As the reserves reaches 50% of the paid-up capital, the Company has suspended further transfer.

17.2 Hedging reserve

This represents the effective portion of fair value movements of the interest rate swaps contracts that are designated by the Group as hedging instruments for hedges (note 24).

17.3 Investment revaluation reserve

This represents the cumulative unreleased gains or losses that are recognised on the financial assets at FVTOCI, net of cumulative gain/loss transferred to retained earnings on disposal.

The movement of the reserve is as follows:

	2025 AED'000	2024 AED'000
As at 1 January	**(7,225)**	(8,790)
Fair value gain on revaluation through FVTOCI (note 9.1)	**149**	1,565
As at 31 December	**(7,076)**	(7,225)

17.4 Assets revaluation reserve

This represents surplus raised on the fair valuation of certain property, plant and equipment upon transfer to investment properties due to change in use.

17.5 Foreign currency translation reserve

This represents exchange difference arising from translation of the financial statements of foreign subsidiaries, associates and joint ventures. The movement during the year is given below:

	2025 AED'000	2024 AED'000
As at 1 January	**(834,999)**	(536,624)
Exchange differences on translating the net assets of foreign operations	**61,560**	(496,343)
Relating to non-controlling interests	**(26,972)**	197,968
As at 31 December	**(800,411)**	(834,999)

18 Hybrid equity instrument

During 2022, Aldar Investment Properties LLC (a subsidiary) issued USD 500,000 thousand (AED 1,837,663 thousand) Reset Subordinated Perpetual Notes (the "Notes") to an investor (the "Noteholder") in two tranches.

As per the terms of the agreement, the Notes do not have maturity date and the Group may elect at its sole discretion not to pay interest on the Notes and Noteholder does not have a right to claim such interest. Such event will not be considered an Event of Default. Pursuant to the terms and conditions of the agreement, the instrument is classified as hybrid equity instrument in line with the requirements of IAS 32 Financial Instruments: Presentation.

Transaction costs amounting to AED 22,016 thousand related to issuance of the Notes were recorded directly in equity.

Issuance period	**Issued amount**	**Coupon rate**
March 2022	USD 310,500 thousand (AED 1,141,189 thousand)	Fixed interest rate of 5.625% with a reset after 15 years
April 2022	USD 189,500 thousand (AED 696,474 thousand)	Fixed interest rate of 5.625% with a reset after 15 years

During the year, the Group paid coupons amounting to AED 103,289 (2024: AED 103,289 thousand).

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Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

19 Non-convertible sukuks and dated hybrid notes

	Current AED'000	Non-current AED'000	Total AED'000
Sukuk No. 1	**–**	**–**	**–**
Sukuk No. 2	**13,836**	**1,829,352**	**1,843,188**
Sukuk No. 3	**9,200**	**1,809,716**	**1,818,916**
Sukuk No. 4	**16,285**	**2,389,497**	**2,405,782**
Sukuk No. 5	**33,163**	**2,350,159**	**2,383,322**
Dated hybrid note No. 1	**52,022**	**3,773,416**	**3,825,438**
Dated hybrid note No. 2	**19,994**	**1,864,981**	**1,884,975**
As of 31 December 2025	**144,500**	**14,017,121**	**14,161,621**
Sukuk No. 1	1,394,664	–	1,394,664
Sukuk No. 2	13,836	1,827,397	1,841,233
Sukuk No. 3	9,200	1,806,112	1,815,312
Sukuk No. 4	12,624	1,797,329	1,809,953
As of 31 December 2024	1,430,324	5,430,838	6,861,162

Sukuk No. 1:
On 24 September 2018, Aldar Sukuk Ltd., an exempted company incorporated with limited liability under the laws of the Cayman Island and a wholly owned subsidiary of the Group issued non-convertible sukuk ("Sukuk No. 1") for a total value of AED 1,836,750 thousand (USD 500,000 thousand). Sukuk No. 1 is listed on Euronext Dublin and Abu Dhabi Securities Exchange ("ADX") and has a profit rate of 4.750% per annum payable semi-annually and was due for repayment in September 2025.

	2025 AED'000	2024 AED'000
Proceeds from issue	**–**	1,380,872
Unamortised issue costs	**–**	(3,146)
Accrued profit	**–**	16,938
Carrying amount	**–**	1,394,664
Less: current portion	**–**	(1,394,664)
Non-current portion	**–**	–

During the year 2025, the Group initiated an early redemption of Sukuk No. 1, with original maturity in September 2025. As at 31 December 2025, Sukuk No. 1 was fully settled and cancelled at a price of USD 100.079 resulting in a loss of AED 1,090 thousand recognised as other costs in the consolidated statement of profit or loss.

Sukuk No. 2:
On 15 October 2019, Aldar Sukuk (No. 2) Ltd., an exempted company incorporated with limited liability under the laws of the Cayman Island and a wholly owned subsidiary of the Group issued non-convertible sukuk ("Sukuk No. 2") for a total value of AED 1,836,750 thousand (USD 500,000 thousand). Sukuk No. 2 listed on Euronext Dublin and ADX and has a profit rate of 3.875% per annum payable semi-annually and is due for repayment in October 2029.

	2025 AED'000	2024 AED'000
Proceeds from issue	**1,836,750**	1,836,750
Unamortised issue costs	**(7,398)**	(9,352)
Accrued profit	**13,836**	13,835
Carrying amount	**1,843,188**	1,841,233
Less: current portion	**(13,836)**	(13,836)
Non-current portion	**1,829,352**	1,827,397

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Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

19 Non-convertible sukuks and dated hybrid notes (continued)

Sukuk No. 3:

During the year 2023, Aldar Investment Properties Sukuk Limited (the "Issuer"), an exempted company incorporated with limited liability under the laws of the Cayman Islands, a subsidiary of the Group, has established a trust certificate issuance programme (the "Programme") pursuant to which the Issuer may issue from time to time up to USD 2,000,000 thousand (AED 7,345,000 thousand) of trust certificates in series. On 17 May 2023, the Issuer had issued the first series of the trust certificates (the "Sukuk No. 3") amounting to USD 500,000 thousand (AED 1,836,250 thousand) under the Programme. The Sukuk No. 3 is listed on Euronext Dublin and ADX, carries a profit rate of 4.875% per annum and is due for repayment in May 2033. An amount equivalent to the net proceeds of the Sukuk No. 3 are allocated to refinance certain "Eligible Green Projects", as set out in the Green Framework, which specifies certain eligibility criteria for Eligible Green Projects. This framework supports investments in sustainable projects, including green buildings, energy-efficient property upgrades, sustainable water management, pollution control measures, and renewable energy sources.

	2025 AED'000	2024 AED'000
Gross value of issue	**1,836,250**	1,836,250
Discount on issue	**(21,731)**	(21,731)
Net proceeds from issue	**1,814,519**	1,814,519
Unamortised issue costs	**(9,460)**	(8,407)
Accrued profit	**9,200**	9,200
Discount unwinding	**4,657**	–
Carrying amount	**1,818,916**	1,815,312
Less: current portion	**(9,200)**	(9,200)
Non-current portion	**1,809,716**	1,806,112

Sukuk No. 4:

During the year 2024, Aldar Investment Properties Sukuk Limited (the "Issuer"), a subsidiary of the Group registered as an exempted company with limited liability under the laws of the Cayman Islands, issued a USD 500,000 thousand (AED 1,836,250 thousand) green sukuk as part of its USD 2,000,000 (AED 7,345,000 thousand) Trust Certificate Issue Programme, established in 2023. Under this Programme, the Issuer is authorised to periodically issue trust certificates in series, with a total value of up to USD 2,000,000 thousand (AED 7,345,000 thousand). On May 8, 2024, the Issuer issued the second series of trust certificates "Sukuk No. 4", amounting to USD 500,000 thousand (AED 1,836,250 thousand). This issuance, with a ten-year term, represents the Issuer's second green sukuk, following its inaugural USD 500,000 thousand (AED 1,836,250 thousand) sukuk issued in May 2023. Sukuk 4 is listed on Euronext Dublin and ADX, carries an annual profit rate of 5.50%, and is due for repayment in May 2034. On 29 September 2025, the Issuer issued Tap Certificates ("Sukuk 4 Tap") amounting to USD 145,000 thousand (AED 532,513 thousand) which is consolidated and form a single series with Sukuk No. 4.

	2025 AED'000	2024 AED'000
Gross value of issue	**1,836,250**	1,836,250
Discount on issue	**(11,697)**	(11,697)
Net proceeds from issue	**1,824,553**	1,824,553
Unamortised issue costs	**(10,919)**	(9,611)
Accrued profit	**16,285**	12,624
Fair value movement on hedge	**19,422**	(18,393)
Discount unwinding	**1,297**	780
Tap issued	**532,513**	–
Premium on tap issuance	**22,631**	–
Carrying amount	**2,405,782**	1,809,953
Less: current portion	**(16,285)**	(12,624)
Non-current portion	**2,389,497**	1,797,329

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Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

19 Non-convertible sukuks and dated hybrid notes (continued)

Sukuk No. 5:

During the year 2025, Aldar Investment Properties Sukuk Limited (the "Issuer"), a subsidiary of the Group registered as an exempted company with limited liability under the laws of the Cayman Islands, issued a USD 500,000 thousand (AED 1,836,250 thousand) green sukuk as part of its USD 2,000,000 thousand (AED 7,345,000 thousand) Trust Certificate Issue Programme, established in 2023. Under this Programme, the Issuer is authorised to periodically issue trust certificates in series, with a total value of up to USD 2,000,000 thousand (AED 7,345,000 thousand). On 11 March 2025, the Issuer issued the third series of trust certificates "Sukuk 5", amounting to USD 500,000 thousand (AED 1,836,250 thousand). This issuance, with a ten-year term, represents the Issuer's third green sukuk, following its inaugural USD 500,000 thousand (AED 1,836,250 thousand) sukuk issued in May 2023 and second USD 500,000 thousand (AED 1,836,250 thousand) green sukuk in May 2024. Sukuk No. 5 is listed on Euronext Dublin, and Abu Dhabi Securities Exchange ("ADX"), and carries an annual profit rate of 5.25%, and is due for repayment in March 2035. On 1 October 2025, the Issuer issued Tap Certificates ("Sukuk 5 Tap") amounting to USD 145,000 thousand (AED 532,513 thousand) which is consolidated and form a single series with Sukuk No. 5.

Consistent with Aldar's previous two green sukuks, the proceeds from Sukuk No. 5, Sukuk Tap 4 and Sukuk Tap 5 will be allocated in accordance with Aldar's Green Finance Framework.

	2025 AED'000	2024 AED'000
Gross value of issue	**1,836,250**	–
Discount on issue	**(11,181)**	–
Net proceeds from issue	**1,825,069**	
Unamortised issue costs	**(12,139)**	–
Accrued profit	**33,163**	–
Fair value movement on hedge	**(7,347)**	–
Discount unwinding	**846**	–
Tap issued	**532,513**	–
Premium on tap issuance	**11,217**	–
Carrying amount	**2,383,322**	–
Less: current portion	**(33,163)**	–
Non-current portion	**2,350,159**	–

Dated Hybrid Note No. 1:

On 15 January 2025, the Company issued USD denominated conventional resettable subordinated dated hybrid notes "Dated Hybrid Note No. 1", amounting to USD 1,000,000 thousand (AED 3,672,500 thousand) with a 30.25-year term and a non-call period of 7.25-year. Dated Hybrid Note No. 1 is listed on Euronext Dublin, and Abu Dhabi Securities Exchange ("ADX"), and carries an annual interest rate of 6.6227%, and is due for repayment in April 2055.

	2025 AED'000	2024 AED'000
Gross value of issue	**3,672,500**	–
Unamortised issue costs	**(20,645)**	–
Accrued profit	**52,022**	–
Fair value movement on hedge	**121,561**	–
Carrying amount	**3,825,438**	–
Less: current portion	**(52,022)**	–
Non-current portion	**3,773,416**	–

Dated Hybrid Note No. 2:

On 5 February 2025, the Company issued USD denominated resettable subordinated dated hybrid notes private placement "Dated Hybrid Note No. 2" amounting to USD 500,000 thousand (AED 1,836,250 thousand) with a 30.25-year term and a non-call period of 10.25 years, carries an annual interest rate of 7.0%, and is due for repayment in May 2055.

	2025 AED'000	2024 AED'000
Gross value of issue	**1,836,250**	–
Unamortised issue costs	**(13,791)**	–
Accrued profit	**19,994**	–
Fair value movement on hedge	**42,522**	–
Carrying amount	**1,884,975**	–
Less: current portion	**(19,994)**	–
Non-current portion	**1,864,981**	–

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Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

20 Bank borrowings

	Outstanding amount					
	Current AED'000	Non-current AED'000	Total AED'000	Security	Maturity	Purpose
31 December 2025:						
Term Loan 1	–	1,000,000	1,000,000	Unsecured	September 2029	General corporate purpose
Revolving Credit Facility 1	–	750,000	750,000	Unsecured	March 2029	General corporate purpose
Revolving Credit Facility 2	–	500,000	500,000	Unsecured	September 2027	General corporate purpose
Revolving Credit Facility 3	500,000	–	500,000	Unsecured	December 2026	General corporate purpose
Revolving Credit Facility 4	133,732	–	133,732	Secured	November 2026	Project finance
Term Loan 2	–	1,000,000	1,000,000	Unsecured	September 2029	General corporate purpose
Term Loan 3	10,425	72,725	83,150	Secured	December 2030	Project finance
Term Loan 4	–	–	–	Secured	September 2027	Project finance
Term Loan 5	–	500,000	500,000	Unsecured	June 2030	General corporate purpose
Term Loan 6	–	89,366	89,366	Secured	December 2030	Project finance
Revolving Credit Facility 5	–	400,000	400,000	Unsecured	December 2028	General corporate purpose
Revolving Credit Facility 6	–	1,250,000	1,250,000	Unsecured	July 2029	General corporate purpose
Revolving Credit Facility 7	–	1,000,000	1,000,000	Unsecured	May 2029	General corporate purpose
Term Loan 7	–	1,605,114	1,605,114	Unsecured	April 2028	General corporate purpose
Revolving Credit Facility 8	–	–	–	Unsecured	December 2030	General corporate purpose
Revolving Credit Facility 9	–	–	–	Unsecured	July 2029	General corporate purpose
Term Loan 8	–	210,319	210,319	Secured	December 2030	Project finance
Receivables discounting facility	3,453	–	3,453	Secured	June 2027	Receivables discounting
Syndicated Facility 1	–	621,120	621,120	Unsecured	January 2030	General corporate purpose
Syndicated Facility 2	–	266,765	266,765	Unsecured	January 2030	General corporate purpose
Syndicated Facility 3	–	530,080	530,080	Unsecured	January 2030	General corporate purpose
Syndicated Facility 4	–	22,035	22,035	Unsecured	January 2030	General corporate purpose
Term Loan 9	350,000	–	350,000	Unsecured	December 2026	General corporate purpose
Term Loan 10	24,694	–	24,694	Unsecured	July 2030	General corporate purpose
Term Loan 11	64,139	132,429	196,568	Secured	December 2030	Project finance
Term Loan 12	37,718	–	37,718	Secured	November 2030	General corporate purpose
Unamortised borrowing cost	(124)	(92,515)	(92,639)			
Accrual for interests and profits	44,092	–	44,092			
	1,168,129	9,857,438	11,025,567			

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Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

20 Bank borrowings (continued)

	Outstanding amount					
	Current AED'000	Non-current AED'000	Total AED'000	Security	Maturity	Purpose
31 December 2024:						
Term loan 1	–	1,000,000	1,000,000	Unsecured	September 2029	General corporate purpose
Revolving Credit Facility 1	–	550,000	550,000	Unsecured	March 2028	General corporate purpose
Revolving Credit Facility 2	–	500,000	500,000	Unsecured	September 2027	General corporate purpose
Revolving Credit Facility 3	500,000	–	500,000	Unsecured	December 2025	General corporate purpose
Revolving Credit Facility 4	57,823	–	57,823	Secured	December 2030	Project finance
Term loan 2	–	1,000,000	1,000,000	Unsecured	September 2029	General corporate purpose
Term loan 3	8,147	77,981	86,128	Secured	December 2031	Project finance
Term loan 4	25,288	–	25,288	Secured	September 2027	Project finance
Term loan 5	–	200,000	200,000	Unsecured	June 2029	General corporate purpose
Term loan 6	–	33,235	33,235	Secured	December 2030	Project finance
Revolving Credit Facility 5	–	1,000,000	1,000,000	Unsecured	December 2028	General corporate purpose
Revolving Credit Facility 6	–	1,500,000	1,500,000	Unsecured	July 2029	General corporate purpose
Revolving Credit Facility 7	–	1,000,000	1,000,000	Unsecured	May 2029	General corporate purpose
Term loan 7	–	1,340,871	1,340,871	Unsecured	April 2028	General corporate purpose
Revolving Credit Facility 8	–	275,000	275,000	Unsecured	December 2029	General corporate purpose
Revolving Credit Facility 9	–	415,000	415,000	Unsecured	July 2029	General corporate purpose
Term loan 8	–	65,026	65,026	Secured	December 2032	Project finance
Receivables discounting facility	7,060	–	7,060	Secured	September 2027	Receivables discounting
Unamortised borrowing cost	(117)	(52,263)	(52,380)			
Accrual for interests and profits	22,244	–	22,244			
	620,445	8,904,850	9,525,295			

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Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

20 Bank borrowings (continued)

The above loans carry margins ranging from 0.50% to 1.52% (2024: 0.70% to 2.00%) above the base lending rate. For loans obtained in the AED, the base lending rate used is EIBOR and for loans obtained in other currencies is the relevant base lending rates.

As of 31 December 2025, the Group had AED 16,410,147 thousand of undrawn, committed term and revolving credit facilities in the form of bilateral, club and syndicated agreements (31 December 2024: AED 8,106,117 thousand). Bank borrowings drawn during the year amounted to AED 17,121,190 thousand (2024: AED 10,310,525 thousand) and repaid during the year amounted to AED 16,461,398 thousand (2024: AED 7,189,238 thousand).

During the year, the Group entered an AED 9 billion equivalent sustainability-linked syndicated senior unsecured committed multi-tranche revolving credit facility. The five-year facility comprises conventional and Islamic tranches denominated in AED and USD and is linked to a floating rate and sustainability related key performance indicators.

During the year, the Group entered an AED 500,000 thousand Senior Unsecured Conventional Revolving Credit Facility with a commercial bank in the UAE. The facility is denominated in AED, and is linked to a variable rate comprising a fixed base margin over EIBOR. Additionally, during the year ended 31 December 2025, London Square Developments Limited, a subsidiary in the United Kingdom, entered a GBP 150 million (AED 740,486 thousand) Senior Unsecured Conventional Revolving Credit Facility. The facility is denominated in GBP and is linked to a variable rate comprising a fixed base margin over SONIA.

Certain bank borrowings relate to the Group's subsidiary in Egypt are secured against the following and they do not have recourse to the Group:

- Pledge to deposit all proceeds from the sales of units in the designated accounts with the lenders;
- Assignment right of the first degree on the projects account in favour of the lenders;
- Mortgage on the leased assets/units and buildings and pledge over unsold units; and
- Various development work in progress.

The split of bank borrowings by location are:

	2025 AED'000	2024 AED'000
Within UAE	**8,633,954**	7,910,650
Outside UAE	**2,391,613**	1,614,645
	11,025,567	9,525,295

21 Retentions payable

	2025 AED'000	2024 AED'000
Retentions payable within 12 months	**797,590**	815,939
Retentions payable after 12 months	**1,077,372**	591,339
	1,874,962	1,407,278

This represents amounts retained by the Group from third party contractors for construction projects.

22 Lease liabilities

Group as a lessee

The Group has entered into leases for land on which certain of the Group's buildings and investment properties are constructed. Refer to notes 5 and 7 for further information. The Group's obligations under its leases are secured by the lessor's title to the leased plots of land. Generally, the Group's leases also include restrictions on assigning and subleasing the leased assets.

Set out below are the carrying amounts and maturity analysis of lease liabilities as of 31 December:

	2025 AED'000	2024 AED'000
Maturity analysis:		
Year 1	**192,163**	99,248
Year 2	**151,332**	90,296
Year 3	**106,981**	85,767
Year 4	**112,275**	74,758
Year 5	**91,898**	74,189
Onwards	**1,860,516**	1,491,668
Balance at the end of the year	**2,515,165**	1,915,926
Less: finance cost	**(1,201,997)**	(906,752)
	1,313,168	1,009,174

The Group does not face a liquidity risk with regard to its lease liabilities. Lease liabilities are monitored within the Group's treasury function.

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Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

22 Lease liabilities (continued)

Group as a lessee (continued)

The following are the amounts recognised in the consolidated statement of profit or loss:

	2025 AED'000	2024 AED'000
Depreciation expense of right-of-use assets	**77,337**	42,664
Expense relating to short-term leases	**39,443**	52,884
Unwinding of interest expense on lease liabilities during the year (note 33)	**48,582**	44,177

The movement for the lease liability is as follows:

	2025 AED'000	2024 AED'000
As of 1 January	**1,009,174**	926,870
Additions*	**457,093**	173,814
Payments	**(190,671)**	(111,859)
Terminations/adjustments	**(9,013)**	(20,729)
Finance cost (note 33)	**48,582**	44,177
Derecognised on sale of a subsidiary	**(3,170)**	–
Exchange differences	**1,173**	(3,099)
As of 31 December	**1,313,168**	1,009,174

Analysed as:

	2025 AED'000	2024 AED'000
Non-current	**1,148,896**	919,301
Current	**164,272**	89,873
Total	**1,313,168**	1,009,174

* Include AED 18,044 thousand capitalised during the year (2024: AED 8,926 thousand).

23 Employee benefits

	2025 AED'000	2024 AED'000
Employees' end-of-service benefits	**342,597**	310,666
Long term incentive scheme	**102,066**	93,582
Balance at the end of the year	**444,663**	404,248

End-of-service benefits

Movements in the provision for employees' end of service benefits are as follows:

	2025 AED'000	2024 AED'000
As of 1 January	**310,666**	285,012
Charge for the year – net of reversal (note 30.2)	**91,176**	113,195
Acquired in business combination (note 47)	**584**	–
Derecognised on sale of a subsidiary	**(1,490)**	–
Paid during the year	**(58,339)**	(87,541)
As of 31 December	**342,597**	310,666

Long term incentive scheme

The Group's Board of Directors has approved a Long-Term Incentive ("LTI") scheme for certain employees of the Company and its subsidiaries. The LTI scheme is designed to provide long-term incentives for certain senior management team to deliver long-term shareholder returns. Under the LTI scheme, the eligible employee contributes 30% of their performance bonus towards the LTI fund and the Company matches the same percentage as an additional contribution. The contribution of both the employees and the Company are invested in Restricted Share Units ("RSU"). Participants will receive an amount based on the combined contributions which will be invested and generate a return in accordance with the investment policy set under the Discretionary Investment Portfolio Management Agreement ("DIPMA"), as mentioned below, if vesting requirements are met at the end of a 3-year retention period. A cash amount representing the value of vested portion is paid upon completion of the service condition over three years. Carrying value of LTI scheme is computed based on the relevant share price as of 31 December 2025 and 31 December 2024.

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Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

23 Employee benefits (continued)
Long term incentive scheme (continued)
Movements in the provision for long term incentive scheme are as follows:

	2025 AED'000	2024 AED'000
As of 1 January	**93,582**	54,470
Charge for the year	**15,600**	21,334
Fair value movement	**1,879**	1,771
Employee contribution	**18,244**	39,534
Paid during the year	**(27,239)**	(23,527)
As of 31 December	**102,066**	93,582

The Company entered into a DIPMA with a local bank whereby the Company has appointed the local bank to manage funding of distributions to be made by the Company to the beneficiaries under the LTI scheme. The amount funded in line with DIPMA is recorded under trade receivables and other assets (note 11). The Company remains the primary obligor to the beneficiaries in line with their entitlement under the employee agreements.

24 Derivative financial instruments

24.1 Non-convertible sukuks:
During the year 2024, the Group entered into a forward starting interest rate swap ("IRS") having notional value of USD 500,000 thousand (AED 1,836,250 thousand), under which fixed interest rate is received semi-annually and floating interest rate is paid semi-annually by the Group. The fair value movements on fixed leg of the swap is designated as a hedge of fair value movements in the 10-year Sukuk attributable to movements in USD SOFR coupon curve. Also, during the year ended 31 December 2025, the Group entered additional IRS having combined notional value of USD 790,000 thousand (AED 2,901,275 thousand), under which fixed interest rate is received semi-annually and floating interest rate is paid semi-annually by the Group. The fair value movement on fixed leg of the swaps are designated as a hedge of fair value movements in the respective hedged item attributable to movements in USD SOFR coupon curve.

The movement in derivative financial instrument is given below:

	2025 AED'000	2024 AED'000
As of 1 January	**(18,393)**	8,311
Net fair value changes (i)	**30,469**	(15,083)
Realised during the year	**–**	(11,621)
As of 31 December	**12,076**	(18,393)

(i) This includes an amount of AED 12,076 thousand (2024: AED 18,393 thousand) netted off against the non-convertible sukuk.

24.2 Dated hybrid notes:
During the year ended 31 December 2025, the Group entered into various interest rate swaps having combined notional value of USD 1,500,000 thousand (AED 5,508,750 thousand), under which fixed interest rate is received semi-annually and floating interest rate is paid semi-annually by the Group. The fair value movements on fixed leg of the swaps are designated as a hedge of fair value movements in the respective hedged item being (a) the Dated hybrid 1 and (b) the Dated hybrid 2, attributable to movements in USD SOFR coupon curve.

The movement in derivative financial instruments is given below:

	2025 AED'000	2024 AED'000
As of 1 January	**–**	–
Net fair value changes (i)	**164,084**	–
As of 31 December	**164,084**	–

(i) This includes an amount of AED 164,084 thousand (2024: nil) netted off against the non-convertible sukuk.

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Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

24 Derivative financial instruments (continued)

24.3 The derivative financial instruments are disclosed as:

	2025 AED'000	2024 AED'000
Non-current assets	**176,160**	–
Non-current liabilities	**–**	(18,393)
	176,160	(18,393)

Under interest rate swap contracts, the Group agrees to exchange the difference between fixed and floating rate interest amounts calculated on agreed notional principal amounts. Such contracts enable the Group to mitigate the risk of changing interest rates on the fair value of its issued fixed rate debt and the cash flow exposures on its issued variable rate debt. The fair value of interest rate swaps at the reporting date is determined by discounting the future cash flows using the curves at the reporting date and the credit risk inherent in the contract and is disclosed below. The average interest rate is based on the outstanding balances at the end of the financial year.

As the critical terms of the IRS and its corresponding hedged item is the same, the Group performed a qualitative assessment of effectiveness, and it is expected that the value of the IRS and the value of the corresponding hedged item will systematically change in opposite direction in response to movements in the underlying interest rates. This qualitative assessment resulted in no hedge ineffectiveness.

The fair value of interest rate derivatives at the reporting date is based on a discounted future cash flows using the applicable yield curves derived from observable interest rates. The fair values are presented below:

	31 December 2025		31 December 2024	
	Gross carrying amount AED'000	**Fair value hierarchy**	Gross carrying amount AED'000	Fair value hierarchy
Derivative financial assets:				
– forward starting interest rate swaps	**176,160**	**Level 2**	(18,393)	Level 2

The fair value of interest rate swaps at the reporting date is based on discounted future cash flows using the applicable yield curves derived from observable interest rates. The Group has a derivative exposure linked to overnight USD SOFR interest rates for USD 2,790,000 thousand (2024: USD 500,000 thousand (AED 1,836,250 thousand)) where it receives a fixed rate in exchange for bank receiving overnight USD SOFR. The fair values of these interest rate swaps is USD 47,967 thousand (2024: USD 5,008 thousand (AED 18,393 thousand)) against the Group.

The following table summarises information regarding interest rate swap and interest rate cap contracts outstanding, where the Group receives variable interest rate, at the reporting date:

	Average contracted fixed interest rate		**Notional amount**		**Carrying amount of the derivative financial asset/(liability)**	
Maturity profile	**2025**	2024	**2025 AED'000**	2024 AED'000	**2025 AED'000**	2024 AED'000
Less than 1 year	**–**	–	**–**	–	**–**	–
1 to 2 years	**–**	–	**–**	–	**–**	–
2 to 5 years	**–**	–	**–**	–	**–**	–
More than 5 years	**5.96%**	5.50%	**10,246,275**	1,836,250	**176,160**	(18,393)
Total			**10,246,275**	1,836,250	**176,160**	(18,393)

Movement in the hedging reserve was as following:

	2025 AED'000	2024 AED'000
As of 1 January	**148,945**	165,130
Cumulative net loss arising on hedging instruments reclassified to profit or loss	**(18,366)**	(18,366)
Attributable to non-controlling interest	**2,180**	2,181
As of 31 December	**132,759**	148,945

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Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

25 Advances from customers

Advances from customers represent mainly security deposits (as part of the lease arrangements, the Group receives refundable security deposits from tenants which are held as security during the lease term and are refundable at the end of the lease term), advances from customers and advances received on project management business.

26 Trade and other payables

	2025 AED'000	2024 AED'000
Non-current		
Land acquisition creditors and payable	**3,459,601**	2,815,216
Payable to government authorities for purchase of land (note 26.1)	**385,866**	384,876
Grant liability (note 26.2)	**127,186**	127,186
Payable against acquisition of subsidiary*	**–**	66,366
	3,972,653	3,393,644
Current		
Trade payables	**2,875,004**	2,361,905
Accrual for contractors' costs	**8,716,688**	4,630,796
Provisions and accruals	**1,280,864**	1,197,013
Deferred income	**836,706**	440,784
Land acquisition creditors and payable	**432,258**	439,685
Due to the Government of Abu Dhabi (note 38.1)	**350,496**	371,364
Advances from the Government of Abu Dhabi (note 38.1)	**18,631**	319,835
Payable to government authorities for purchase of land (note 26.1)	**87,922**	58,494
Payable against acquisition of subsidiary*	**87,220**	46,011
Dividends payable	**22,258**	22,258
Grant liability (note 26.2)	**91,089**	6,492
Other liabilities (note 26.3)	**962,467**	1,474,409
	15,761,603	11,369,046

* This represent payable on the acquisition of London Square Development (Holdings) Limited and LSQ management Limited (the subsidiaries) which was acquired by the Group in the year 2023.

The Group has financial and risk management policies in place to ensure that all payables are paid within the pre-agreed credit terms.

26.1 Payable to government authorities for purchase of land

	Plot of land I AED'000	Plot of land II AED'000	Plot of land III AED'000	Total AED'000
2025				
Total par value of the checks issued to the Egyptian New Urban Communities Authority ("NUCA")	**30,174** **(2,949)**	**755,232** **(328,693)**	**26,226** **(6,202)**	**811,632** **(337,844)**
Unamortised interest	**27,225**	**426,539**	**20,024**	**473,788**
Less: current portion	**13,588**	**66,348**	**7,986**	**87,922**
Non-current portion	**13,637**	**360,191**	**12,038**	**385,866**
2024				
Total par value of the checks issued to NUCA	44,702	384,603	37,306	466,611
Unamortised interest	(6,426)	(5,580)	(11,235)	(23,241)
	38,276	379,023	26,071	443,370
Less: current portion	12,743	38,459	7,292	58,494
Non-current portion	25,533	340,564	18,779	384,876

Plot of land I
In May 2022 an agreement was signed between Egyptian New Urban Communities Authority ("NUCA") and one of the Group's subsidiary to purchase a plot of land covering an area of 115.34 acres with a total value of EGP 1,156,000 thousand (AED 89,058 thousand). The remaining purchase price and any associated interest are to be paid in semi-annual instalments concluding on 8 September 2027, by this agreement the total land area allocated to the Company increased to 265.34 acres.

Plot of land II
In June 2022 a co-development agreement was signed between a subsidiary of the Group and NUCA to establish an integrated urban project with an area of 464.81 acres with a total value of EGP 11,357,000 thousand (AED 874,943 thousand).

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Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

26 Trade and other payables (continued)

26.1 Payable to government authorities for purchase of land (continued)

Plot of land III

On 1 August 2023, a subsidiary of the Group signed a contract with the NUCA to acquire a plot of land area approximately 180 acres with a total amount of EGP 807,500 thousand (AED 62,210 thousand), the down payment amount was paid, and the rest of the price and interest will be paid over 10 consecutive semi-annual instalments.

Plot of land IV

On 11 May 2025, a subsidiary of the Group signed a co-development agreement for a land with Rula Land Reclamation Company – Freiji & Partners. Subsequently, on 24 June 2025, a partial handover of 1,040 acres out of the total land area was completed to the subsidiary of the Group. An amount of EGP 580,940 thousand (AED 44,756 thousand has been paid as an advance against the variable cost for a plot of land.

26.2 Grant liability represent grant received by a foreign subsidiary of the Group from a regional governance body to support the development of projects in the specified areas which is recognised as per the terms of the relevant agreement.

26.3 Other liabilities include net contingent consideration payable of AED 60,990 thousand at 31 December 2025 (2024: AED 60,990 thousand). The aggregate amount of contingent consideration shall not exceed AED 75,000 (2024: AED 75,000 thousand). The fair value of the contingent consideration is estimated at AED 60,990 thousand. There are no changes in the fair value of contingent consideration payable as at 31 December 2025 as there were no significant changes in the range of outcomes or the assumptions used to develop the estimate. The fair value of the contingent consideration was estimated by applying an income approach. The fair value measurement is based on significant inputs that are not observable in the market therefore this is a Level 3 measurement in the fair value measurement hierarchy as at 31 December 2025 and 31 December 2024. Key assumptions include a discount rate of 9.7% and probable outflow of AED 60,990 (2024: AED 60,990 thousand).

27 Revenue and rental income

	2025 AED'000	2024 AED'000
Revenue		
Property development	**21,169,171**	13,160,975
Development management	**3,460,353**	2,251,940
Fee and related income from schools	**956,231**	862,212
Property and facilities management	**2,543,886**	2,315,642
Hospitality and leisure	**1,203,395**	1,110,748
Construction contracts	**1,627,828**	1,056,942
Others	**83,599**	61,630
Rental income		
Rental income on investment properties	**2,773,853**	2,178,293
	33,818,316	22,998,382

28 Direct costs

	2025 AED'000	2024 AED'000
Property development	**14,021,082**	8,893,950
Development management	**2,592,491**	1,580,851
Property and facilities management	**1,837,630**	1,621,853
Direct cost of investment properties	**599,910**	494,959
Hospitality and leisure	**798,310**	723,881
Construction contracts	**1,742,992**	1,102,488
Direct cost related to schools	**517,762**	445,099
Others	**132,815**	90,160
	22,242,992	14,953,241

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Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

29 Selling and marketing expenses

	2025 AED'000	2024 AED'000
Projects marketing	**53,894**	47,138
Corporate advertising and events	**37,701**	39,953
Exhibitions and sponsorships	**41,730**	42,309
	133,325	129,400

30 General and administrative expenses

30.1 Others in general and administrative expenses include the following:

	2025 AED'000	2024 AED'000
Professional fees	**140,817**	85,665
Board of Directors' remuneration (note 38)	**58,514**	41,900
General office expenses	**59,473**	64,197
Business travel	**6,203**	6,293
IT maintenance	**96,401**	51,114
Others	**259,097**	291,558
	620,505	540,727

30.2 Staff costs consist of the following:

	2025 AED'000	2024 AED'000
Salaries, bonuses and other benefits	**3,172,546**	2,708,328
Employees' end of service benefits (note 23)	**91,176**	86,305
Staff training and development	**8,499**	8,931
	3,272,221	2,803,564
Staff costs are allocated to:		
Direct costs	**2,408,789**	2,051,842
General and administrative expenses	**761,866**	679,322
Projects under development (capitalised)	**101,566**	72,400
	3,272,221	2,803,564

31 Provisions, impairments and write-downs, net

	2025 AED'000	2024 AED'000
Provision for expected credit losses, net (note 11.7)	**25,620**	8,442
Provision for impairment on due from associates and joint ventures (note 11.7)	**5,818**	2,201
Write-down of development work in progress (note 13)	**14,239**	18,329
Reversal of provision for impairment of development work in progress (note 13)	**(19,025)**	(29,564)
Provision against advances and prepayments (note 11.7)	**250,000**	100,000
Provisions against future commitments	**172,687**	50,000
Others	**10,532**	49,778
	459,871	199,186

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Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

32 Finance income

	2025 AED'000	2024 AED'000
Interest/profit earned on:		
Sharia compliant deposits	**1,097**	46,058
Bank fixed deposits	**28,646**	81,297
Call and current accounts	**626,619**	447,482
Total interest/profit earned	**656,362**	574,837
Financing income earned on receivables*	**174,106**	123,112
Other finance income	**17,415**	17,447
	847,883	715,396

* This mainly represents significant financing component implicit in the contracts with customers which provides the customer with a significant benefit of financing the transfer of properties sold.

Finance income earned on financial assets, analysed by category of asset is as follows:

	2025 AED'000	2024 AED'000
Financial assets at amortised cost		
Loans and receivables	**191,521**	140,560
Bank balances and deposits	**656,362**	574,836
	847,883	715,396

33 Finance costs

	2025 AED'000	2024 AED'000
Finance costs on bank borrowings	**542,256**	587,884
Finance costs on non-convertible sukuks	**360,627**	290,462
Finance costs on dated hybrid notes	**361,997**	–
Unwinding of finance cost on operating lease liabilities (note 22)	**48,582**	44,177
Others	**101,885**	39,258
	1,415,347	961,781
Cumulative gain arising on hedging instruments reclassified to profit or loss in relation to non-convertible sukuks	**(18,366)**	(18,366)
	1,396,981	943,415

34 Other income

	2025 AED'000	2024 AED'000
Non-tuition education income	**28,865**	25,890
Reversal of accruals and provisions (i)	**18,445**	77,003
Cooling connection fees (ii)	**8,887**	36,551
Exchange gain on bank deposits	**7,902**	26,689
Gain on disposal of property, plant and equipment	**5,835**	1,763
Gain on disposal of joint ventures	**877**	–
Loss on disposal of a subsidiary	**(28,665)**	–
Others	**46,343**	31,734
	88,489	199,630

(i) This represents reversal of provisions which were no longer required following management's assessment at reporting date of the estimated cash flows required based on latest information which highlighted that it is no longer probable that a transfer of economic benefits will be required to settle the obligation.
(ii) This represents earn-out consideration recognised as an additional fee for each additional connection load in relation to cooling operations sold by the Group in 2020.

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Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

35 Income tax

The Group recognised income tax expense based on management's estimate. Effective 1 January 2024, the Group operations in UAE are subject to income tax. The average annual effective tax rate (ETR) used relating to UAE operations for the year ended 31 December 2025 is 10.84% (2024: 4.33%), while the total ETR for the year ended 31 December 2025 is 11.35% (2024: 5.18%).

In December 2021, the Organisation for Economic Co-operation and Development ("OECD") introduced the Pillar Two framework under its Base Erosion and Profit Shifting ("BEPS") 2.0 initiative. This framework establishes a global minimum effective tax rate of 15% for large multinational enterprises ("MNEs") with annual consolidated group revenues of EUR 750 million or more in at least two of the four preceding financial years.

To align with these global tax reforms, the United Arab Emirates ("UAE") enacted DMTT legislation, which became effective for financial years beginning on or after January 1, 2025. The DMTT ensures that UAE-based entities within the scope of Pillar Two pay at least a 15% effective tax rate on their profits derived in the UAE.

As a multinational group meeting the Pillar Two threshold, the Group is subject to the UAE DMTT rules, resulting in the recognition of an additional tax expense starting January 2025.

The Pillar Two model rules introduce new taxing mechanisms under which MNEs would pay a minimum level of tax (the Minimum Tax):

- The Qualified Domestic Minimum Top-up Tax (QDMTT)
- The Income Inclusion Rule (IIR)
- The Under Taxed Payments/Profits Rule (UTPR)

The Subject to Tax Rule is a tax treaty-based rule that generally proposes a Minimum Tax on certain cross-border intercompany transactions that otherwise are not subject to a minimum level of tax. The new taxing mechanisms can impose a minimum tax on the income arising in each jurisdiction in which an MNE operates. The IIR, UTPR and QDMTT do so by imposing a top-up tax in a jurisdiction whenever the ETR, determined on a jurisdictional basis under the Pillar Two rules, is below a 15% minimum rate.

On 23 May 2023, the International Accounting Standards Board issued International Tax Reform-Pillar Two Model Rules – Amendments to IAS 12 (the Amendments). The Amendments clarify that IAS 12 applies to income taxes arising from tax law enacted or substantively enacted to implement the Pillar Two model rules published by the OECD, including tax law that implements a QDMTT. The Group has adopted these amendments, which introduce:

- A mandatory temporary exception to the accounting for deferred taxes arising from the jurisdictional implementation of the Pillar Two model rules; and
- Disclosure requirements for affected entities to help users of the consolidated financial statements better understand an entity's exposure to Pillar Two income taxes arising from that legislation

Effective 1 January 2025, following the enactment of the UAE DMTT, the Group has recognised an additional top-up tax expense to ensure compliance with 15% global minimum effective tax rate. The Group falls within the scope of DMTT based on the applicable revenue threshold. Taxation for other jurisdictions is calculated at the rates prevailing in the respective jurisdictions.

The major components of income tax expense in the consolidated statement of profit or loss for the years ended 31 December 2025 and 2024 are:

	2025 AED'000	2024 AED'000
Current income tax*:		
Current income tax expense	**1,058,815**	242,942
Change in estimate related to prior year**	**(30,523)**	–
Tax expense on dividends	**69**	51
Deferred income tax:		
Relating to origination and reversal of temporary differences	**102,225**	112,185
Income tax expense recognised in the consolidated statement of profit or loss	**1,130,586**	355,178

* Current income tax expense include an amount of AED 665,821 thousand relating to DMTT for the year ended 31 December 2025 (2024: nil).
** During the year, the Group revised its prior-year income tax provision following UAE Federal Tax Authority clarifications, resulting in a reduction in income tax expense and accounted for prospectively as a change in accounting estimate under IAS 8, with no impact on comparatives.

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Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

35 Income tax (continued)

Reconciliation of tax expense and the accounting profit for the years ended 31 December 2025 and 2024 is given below:

	2025 AED'000	2024 AED'000
Accounting profit for the year before income tax	**9,964,167**	6,859,117
Income tax using the domestic corporate tax rate @ 9% (2024: 9%)	**896,775**	617,321
Domestic minimum top-up tax	**665,821**	–
Step up cost for properties sold under UAE CIT law	**(406,992)**	(257,271)
Profit taxed at zero rate	**(65,812)**	(19,619)
Tax effect of expenses/income not considered in determining taxable profit	**10,754**	(11,684)
Tax effect of share of results of associates and joint ventures	**41**	365
Loss on disposal of a subsidiary (not deductible)	**2,520**	–
Change in estimate related to prior year	**(30,523)**	–
Effect of higher tax rates of subsidiaries operating in other jurisdictions	**58,002**	26,066
Income tax expense	**1,130,586**	355,178

The movement in the income tax payable is given below:

	2025 AED'000	2024 AED'000
As of 1 January	**268,259**	115,479
Charge for the year	**1,058,815**	242,942
Paid during the year	**(308,822)**	(40,242)
Arises on acquisition of assets	**18,397**	–
Change in estimate related to prior year	**(30,523)**	–
Foreign exchange differences	**5,030**	(49,920)
As of 31 December	**1,011,156**	268,259

36 Basic and diluted earnings per share (EPS)

Basic earnings per share amounts are calculated by dividing profit for the year attributable to ordinary equity holders of the parent by the weighted average number of ordinary shares outstanding during the period. As there are no dilutive instruments outstanding, basic and diluted earnings per share are identical.

The calculation of basic and diluted earnings per share attributable to the owners of the Company is based on the following data:

	2025	2024
Earnings (AED'000)		
Earnings for the purposes of basic and diluted earnings per share:		
Profit for the year attributable to equity holders of the Company	**7,610,886**	5,596,252
Less: distributions to the Noteholder (hybrid equity instrument – note 18)	**(103,289)**	(103,289)
	7,507,597	5,492,963
Weighted average number of shares		
Weighted average number of ordinary shares for the purpose of basic and diluted earnings per share	**7,862,629,603**	7,862,629,603
Basic and diluted earnings per share attributable to equity holders of the Company in AED	**0.955**	0.699

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Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

37 Dividends

At the annual general meeting held on 19 March 2025, the shareholders approved distribution of cash dividends of AED 1,454,586 thousand for the year ended 31 December 2024, being 18.5 fils per share. The Board of Directors, in their meeting held on 9 February 2026, proposed a cash dividend of 20.5 fils per share for the year ended 31 December 2025. The proposed dividend is subject to approval of the Shareholders at the annual general assembly.

38 Transactions and balances with related parties

The Group enters into transactions with companies and entities that fall within the definition of a related party as contained in the International Accounting Standard (IAS) 24 *Related Party Disclosures*. These represent transactions with related parties, i.e. parent company, major shareholders, associates, affiliates, directors and key management personnel of the Group, and entities controlled or significantly influenced by such parties. Pricing policies and terms of these transactions are approved by the Group's management and Board of Directors.

Major Shareholders represent Alpha Dhabi Holding PJSC (the "Parent Company") and its affiliated entities and Mubadala Investment Company PJSC (the "Major Shareholder") and its affiliated entities. The Government of Abu Dhabi is an indirect major shareholder of the Company through an entity controlled by it. The balances and transactions disclosed below with reference to Government of Abu Dhabi also include the entities controlled by Government of Abu Dhabi.

38.1 Related party balances

Balances and transactions between entities in the Group have been eliminated on consolidation and are not disclosed in this note. Significant related party balances (and the consolidated statement of financial position captions within which these are included) are as follows:

	2025 AED'000	2024 AED'000
(1) Government of Abu Dhabi		
Trade and other receivables	**1,466,074**	1,028,304
Trade and other payables	**(369,127)**	(691,199)
Contract liabilities	**(550,373)**	(1,016,329)
Bank balances	**19,378,990**	14,047,223
Bank borrowings	**(5,800,353)**	(4,325,000)
(2) Major shareholder and its affiliates		
Trade and other receivables	**26,300**	86,956
Retentions payable	**(113,190)**	(113,190)
Trade and other payables	**(1,508)**	(12,214)
(3) Parent Company and its affiliates		
Trade and other receivables	**647,189**	677,823
Retentions payable	**(413,934)**	(356,210)
Trade and other payables	**(214,632)**	(170,438)
(4) Associates and joint ventures		
Due from joint ventures	**49,921**	29,427

The amounts outstanding are unsecured and will be settled in cash. No guarantees have been given or received. Other than as disclosed in note 11, allowance of expected credit losses against due form associates and joint ventures, no provision has been made for doubtful debts in respect of the amounts owned by related parties. Certain receivables from joint ventures carry interest of 9% per annum and are repayable within 2 to 5 years.

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Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

38 Transactions and balances with related parties (continued)

38.2 Transactions with related parties

During the year, the following were the significant related party transactions, which were carried out in the normal course of business on terms agreed between the parties:

	2025 AED'000	2024 AED'000
(1) Government of Abu Dhabi		
Revenue	**3,530,322**	2,325,491
Other income	**–**	32,334
Finance income on bank deposits	**621,616**	461,808
Finance cost on bank borrowings	**(292,797)**	(261,084)
Finance income from project finance	**7,812**	8,088

	2025 AED'000	2024 AED'000
(2) Major shareholder and its affiliates		
Revenue	**135,949**	133,252
(3) Parent Company and its affiliates		
Revenue	**111,241**	126,086
Cost incurred on projects under development (i)	**(144,153)**	(31,861)
Other costs	**(32,093)**	(48,372)
(4) Associates and joint ventures		
Finance income	**13,823**	15,106
(5) Key management compensation		
Salaries, bonuses and other benefits	**52,421**	47,828
Post-employment benefits	**1,483**	1,350
Long term incentives	**7,838**	13,259
	61,742	62,437
(6) Directors' remuneration – expense (ii), (iii)	**58,514**	41,900

(i) This represents costs incurred during the year which is recognised as development work in progress for projects under development.
(ii) During the year, the Group paid Directors' remunerations amounting to AED 56,959 thousand (2024: AED 31,560 thousand).
(iii) In line with the approved remuneration during 2022 AGM, the Company has set up a deferred remuneration scheme ("DRS") for the Directors. Under the DRS scheme, the directors contribute 30% of their remuneration towards the DRS scheme and the Company matches the same percentage (30%) as an additional contribution. The contribution of both the directors and the Company are invested in Restricted Share Units ("RSU") and payment will be made in line with Aldar Group Board Remuneration Policy. The directors will be paid in cash on the earlier of three years or end of tenure based on the value of the RSU at that time. The Group has accrued AED 10,200 thousand for this scheme related to year 2025 (2024: AED 9,000 thousand).

38.3 Other transactions with related parties

(i) Letter of credits and bank guarantees issued through banks controlled by the Government of Abu Dhabi and the Major Shareholder as of 31 December 2025 amounted to AED 9,476,884 thousand (2024: AED 7,733,204 thousand).

(ii) During the year, the Group acquired certain assets and properties from the major shareholder (notes 7.1(i) and 7.1(ii)).

39 Contingencies and commitments

39.1 Capital commitments

Capital expenditure contracted but not yet incurred as at 31 December are as follow:

	2025 AED'000	2024 AED'000
Projects under development	**28,386,374**	19,115,398
Projects under management*	**4,569,730**	5,595,392
Others	**1,832,763**	1,186,995
	34,788,867	25,897,785

* Projects under management represent remaining contractual amounts relating to projects managed by the Group, of which the related agreements with contractors were entered by and continued to be under the name of the Group on behalf of the Government of Abu Dhabi. This includes AED 4,511,181 thousand (2024: AED 5,484,575 thousand) of commitment of Aldar Projects LLC-OPC (a subsidiary of the Company) which will be funded in advance by the Government of Abu Dhabi. The above commitments are spread over a period of one to five years.

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Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

39 Contingencies and commitments (continued)

39.2 Operating lease commitments

The Group as lessor

The Group has entered into operating leases on its investment property portfolio owned by the Group and have terms of between 1 and 40 years. The lessees do not have an option to purchase the property at the expiry of the lease period. Some lease arrangements include clauses to enable periodic upward revision of the rental charge according to prevailing market conditions. Some leases contain options to break before the end of the lease term.

The future minimum rentals receivable under non-cancellable operating leases contracted as at 31 December are as follows:

	2025 AED'000	2024 AED'000
Buildings:		
Within one year	**1,938,512**	1,635,693
In the second to fifth year	**5,110,793**	4,305,620
After five years	**2,876,959**	2,314,266
	9,926,264	8,255,579

In addition to the above lease commitments, the Group also have lease contracts where it is entitled to receive rent based on turnover of tenants and service charges.

39.3 Contingencies

	2025 AED'000	2024 AED'000
Bank guarantees for land purchase (i)	**2,752,184**	3,102,166
Other letter of credits and performance bonds (ii)	**7,824,984**	5,211,236
	10,577,168	8,313,402

(i) This represents bank guarantees provided for various lands acquired on deferred payment plan.
(ii) This pertains to letters of credit and performance bonds issued for various business segments within the Group in the normal course of business for operational purposes. Majority of these are provided to government authorities in line with standard business practices.

40 Financial instruments

40.1 Material accounting policy information

Details of the material accounting policy information and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument are disclosed in note 3 to the consolidated financial statements.

40.2 Categories of financial instruments

	2025 AED'000	2024 AED'000
Financial assets		
Investment in financial assets at FVTOCI	**25,031**	24,882
Investment in financial assets at FVTPL	**1,318,790**	894,670
Financial assets at amortised cost	**129,993**	4,013
Derivative financial assets	**176,160**	–
Receivables, other assets and cash and bank balances (at amortised cost)	**39,548,278**	27,211,515
	41,198,252	28,135,080
Financial liabilities		
Financial liabilities measured at amortised cost	**47,604,599**	32,553,194
Derivative financial liabilities	**–**	18,393
	47,604,599	32,571,587

40.3 Financial risk

The Group's principal financial liabilities, other than derivatives are bank borrowings, non-convertible sukuk, dated hybrid notes, contract liabilities and trade and other payables. The main purpose of these financial liabilities is to finance the Group's operations. The Group's principal financial assets include trade receivables and other assets, contract assets, and cash and short-term deposits that derive directly from its operations.

The Group is exposed to market risk, credit risk and liquidity risk. The Group's senior management oversees the management of these risks. All derivative activities for risk management purposes are carried out by specialist teams that have the appropriate skills, experience and supervision. The Board of Directors reviews and approves policies for managing each of these risks.

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Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

40 Financial instruments (continued)

40.3 Financial risk (continued)

The Group's Corporate Finance and Treasury function provides services to the business, coordinates access to domestic and international capital and financial markets, monitors and manages financial risks relating to operations of the Group based on internally developed models, benchmarks and forecasts which analyses exposures by degree and magnitude of risks. These risks include market risk (including currency risk and interest rate risk), credit risk and liquidity risk. The Group seeks to minimise the effects of financial risks by using appropriate risk management techniques including using derivative financial instruments to hedge risk exposures. The use of financial derivatives is governed by management's analysis of market trends, liquidity position and expected movements in interest rate and foreign currency rates which are reviewed by the management on a continuous basis. The Group does not enter into or trade financial instruments, including derivative financial instruments, for speculative purposes.

40.4 Capital risk

The Group manages its capital structure to ensure that entities in the Group will be able to continue as a going concern while maximising return to shareholders through the optimisation of the debt and equity balance. No major changes were made in the objectives, policies or processes for managing capital during the years ended 31 December 2025 and 31 December 2024. The primary objective of the Group's capital management is to maximise the shareholder value.

The capital structure of the Group comprises non-convertible sukuks, dated hybrid notes, bank borrowings, cash and bank balances and equity attributable to equity holders of the Company, comprising share capital, all other equity reserves, hybrid equity instrument and retained earnings as disclosed in the consolidated statement of changes in equity.

The Group manages its capital structure and makes adjustments in light of changes in economic conditions and the requirements of financial covenants with a view to promote the long-term success of the business while maintaining sustainable returns for shareholders. This is achieved through a combination of risk management actions including monitoring solvency, maintaining ample liquidity, minimising financing costs, rigorous investment appraisals and maintaining high standards of business conduct.

Key financial measures that are subject to regular review include cash flow and balance sheet projections and assessment of their ability to meet contracted commitments, projected leverage levels and compliance with borrowing covenants. The Group's policy is to maintain the leverage of the Aldar Development operating segment at less than 25 per cent and that of Aldar Investment operating segment at less than 40 per cent.

The Group monitors its cost of debt on a regular basis. At 31 December 2025, the weighted average cost of debt was 5.45% (2024: 5.55%). Investment and development opportunities are evaluated against an appropriate weighted average cost of capital to ensure that long-term shareholder value is created.

Twenty borrowing arrangements (2024: seventeen) contain covenants requiring the Group to maintain a minimum tangible net worth. Thirteen of these facilities at the Group level require a minimum tangible net worth of AED 10 billion, and seven facilities at Aldar Investment Properties LLC (a subsidiary) level require a minimum of AED 4 billion. The borrowing arrangements at the Group level also include a covenant that limits the Group's total indebtedness (with certain exclusions for subordinated, non-recourse, and non-commercial financial indebtedness) to a maximum of AED 45.90 billion.

40.5 Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: foreign currency risk, interest rate risk and other price risk, such as equity price risk and commodity risk. Financial instruments affected by market risk include bank borrowings, investment in financial assets and derivative financial instruments.

a) Foreign currency risk

Foreign currency risk is the risk that the fair value or future cash flows of an exposure will fluctuate because of changes in foreign exchange rate.

The Group may be exposed to currency and translation related risks on its borrowings denominated in US Dollars and its investments in foreign subsidiaries. In respect of the Group's transactions and balances denominated in US Dollars and Saudi Riyal, the Group is not exposed to the currency risk as the UAE Dirham and Saudi Riyal are currently pegged to the US Dollar.

The table below summarises the sensitivity of the Group's monetary and non-monetary assets and liabilities to changes in foreign exchange movements at year end. The analysis is based on the assumptions that the relevant foreign exchange rate increased/decreased by 5% with all other variables held constant:

	Assets AED'000	Liabilities AED'000	Net exposure AED'000	Effect on net equity for +/- 5% sensitivity AED'000
2025				
Egyptian pound	**7,107,233**	**(5,756,420)**	**1,350,813**	**+/- 67,541**
Pound sterling	**2,472,362**	**(2,578,998)**	**(106,636)**	**+/- 5,332**
2024				
Egyptian pound	4,083,188	(3,157,023)	926,165	+/-46,308
Pound sterling	2,092,926	(2,152,106)	(59,180)	+/-2,959

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Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

40 Financial instruments (continued)

40.5 Market risk (continued)

b) Interest rate risk

Interest rate risk is that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.

The Group is exposed to interest rate risk as the Group borrow funds at both floating and fixed interest rates. The risk is managed by the Group by maintaining an appropriate mix between fixed and floating rate borrowings. To manage this, the Group enters into interest rate swaps, in which it agrees to exchange, at specified intervals, the difference between fixed and variable rate interest amounts calculated by reference to an agreed-upon notional principal amount. The Group's exposures to interest rates on financial assets and financial liabilities are detailed in notes 9, 15 and 20.

Interest rate sensitivity analysis

The sensitivity analyses below have been determined based on the exposure to interest rates for non-derivative instruments at the end of the reporting period. For floating rate assets and liabilities, the analysis is prepared assuming the amount of asset or liability outstanding at the end of the reporting period was outstanding for the whole year.

If interest rates had been 100 basis points higher/lower and all other variables were held constant, the Group's net profit for the year ended 31 December 2025 would increase/decrease by AED 94,667 thousand (2024: increase/decrease by AED 83,429 thousand).

Interest rate swap contracts

Under interest rate swap contracts, the Group agrees to exchange the difference between fixed and floating rate interest amounts calculated on agreed notional principal amounts. Such contracts enable the Group to mitigate the risk of changing interest rate on the fair value of issued fixed rate debt and the cash flow exposures on the issued variable rate debt.

Cash flow hedges

All interest rate swap contracts exchanging floating rate interest amounts for fixed rate interest amounts are designated as cash flow hedges in order to reduce the Group's cash flow exposure resulting from variable interest rates on borrowings. The interest rate swaps and the payments on the loan occur simultaneously.

Fair value hedges

All interest rate swap contracts exchanging fixed rate interest amounts for floating rate interest amounts are designated as fair value hedges in order to mitigate the risk of changing interest rate on the fair value of issued fixed rate debt. The interest rate swaps and the payments on the fixed rate debt occur simultaneously.

Interest rate cap contracts

The Group is exposed to interest rate risk on interest bearing debt and manages its exposure to interest rate risk through the proportion of fixed and variable rate debt in its debt portfolio.

40.6 Credit risk

Credit risk is the risk that a counterparty will not meet its obligations under a financial instrument or customer contract, leading to a financial loss.

Key areas where the Group is exposed to credit risk is from its operating activities (primarily trade and other receivables, contract assets) and from its financing activities mainly bank balances, bank deposits and derivative financial assets (liquid assets).

Customer credit risk is managed by each business unit subject to the Group's established policy, procedures and control relating to customer credit risk management. The Group has adopted a policy of only dealing with creditworthy counterparties as a means of mitigating the risk of financial loss from defaults. The Group attempts to control credit risk by monitoring credit exposures, limiting transactions with specific non-related counterparties, and continually assessing the creditworthiness of such non-related counterparties.

Credit approvals and other monitoring procedures are also in place to ensure that follow-up action is taken to recover overdue amounts. Furthermore, the Group reviews the recoverable amount of each trade receivables and other receivables on an individual basis at the end of the reporting period to ensure that adequate loss allowance is made for irrecoverable amounts. In this regard, management considers that the Group's credit risk is significantly reduced. Trade receivables consist of a large number of customers. Ongoing credit evaluation is performed on the financial condition of trade receivables and other receivables.

Credit risk from balances with banks is limited because the counterparties are banks with high credit-ratings assigned by international credit-rating agencies.

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Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

40 Financial instruments (continued)

40.6 Credit risk (continued)

Concentration of credit risk

Concentration of credit risk arise when a number of counterparties are engaged in similar business activities, or activities in the same geographic region, or have similar economic features that would cause their ability to meet contractual obligations to be similarly affected by changes in economic, political or other conditions. Concentration of credit risk indicates the relative sensitivity of the Group's performance to developments affecting a particular industry or geographic location. Details on concentration of trade receivable balances are disclosed in note 11.1. Management believes that the concentration of credit risk is mitigated by having received instalment payments, in some cases substantial, which the Group would contractually be entitled to retain in the event of non-completion of the remaining contractual obligations in order to cover the losses incurred by the Group.

At 31 December 2025, 100% (2024: 100%) of the deposits were placed with 12 local banks, 1 foreign branch of a local bank and 12 foreign banks in Egypt, United Kingdom, KSA and Oman. Balances with banks are assessed to have low credit risk of default since these banks are among the major banks operating in the UAE, Egypt, United Kingdom and KSA and are regulated by the Central bank of the respective countries.

The amount that best represents maximum credit risk exposure on financial assets at the end of the reporting period, in the event counter parties fail to perform their obligations generally approximates their carrying value.

Collateral held as security and other credit enhancements

The Group does not hold any collateral or other credit enhancements to cover its credit risks associated with its financial assets, except that the credit risk associated with receivables related to property development is mitigated because they are secured over the underlying property units. The Group is not permitted to sell or repledge the underlying properties in the absence of default by the counterparty. There have not been any significant changes in the quality of the underlying properties.

40.7 Liquidity risk

The responsibility for liquidity risk management rests with the management of the Group, which has built an appropriate liquidity risk management framework for the management of the Group's short, medium and long-term funding and liquidity management requirements. The Group manages liquidity risk by maintaining adequate reserves, banking facilities and committed borrowing facilities, by continuously monitoring forecast and actual cash flows and matching the maturity profiles of financial assets and liabilities.

The table below summarises the maturity profile of the Group's financial liabilities at 31 December 2025 and 31 December 2024.

	<1 month AED'000	1 to 3 months AED'000	3 months to 1 year AED'000	1 to 5 years AED'000	>5 years AED'000	Total AED'000
31 December 2025						
Financial liabilities						
Non-interest bearing instruments (i)	**252,214**	**7,394,420**	**10,158,083**	**5,149,684**	**–**	**22,954,401**
Non-convertible sukuk and dated hybrid notes	**–**	**–**	**882,796**	**2,926,300**	**16,109,064**	**19,918,160**
Variable interest rate instruments	**–**	**23,011**	**1,760,288**	**11,373,019**	**18,639**	**13,174,957**
Lease liabilities	**16,151**	**75,808**	**100,204**	**462,486**	**1,860,516**	**2,515,165**
Total	**268,365**	**7,493,239**	**12,901,371**	**19,911,489**	**17,988,219**	**58,562,683**
31 December 2024						
Financial liabilities						
Non-interest bearing instruments (i)	265,471	4,839,274	7,289,167	3,984,983	–	16,378,895
Non-convertible sukuk and dated hybrid notes	–	16,938	1,726,942	1,021,881	6,136,878	8,902,639
Variable interest rate instruments	4,746	115,699	719,959	10,747,200	70,395	11,657,999
Lease liabilities	5,597	15,788	77,863	325,010	1,491,668	1,915,926
Derivative financial liabilities	–	–	–	–	18,393	18,393
Total	275,814	4,987,699	9,813,931	16,079,074	7,717,334	38,873,852

(i) Including security deposits from customers.

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Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

41 Fair value of financial instruments

Fair value of financial assets and financial liabilities that are not measured at fair value (but fair value disclosures are required)

Except as disclosed in the following table, management considers that the carrying amounts of financial assets and financial liabilities recognised at amortised cost in the consolidated financial statements approximate their fair values.

	31 December 2025			31 December 2024		
	Gross carrying amount AED'000	**Gross carrying amount excluding hedging adjustments AED'000**	**Fair value AED'000**	Gross carrying amount AED'000	Gross carrying amount excluding hedging adjustments AED'000	Fair value AED'000
Financial liabilities at amortised cost (Non-convertible sukuks and dated hybrid notes)						
Sukuk No. 1	**–**	**–**	**–**	1,394,664	1,394,664	1,372,007
Sukuk No. 2	**1,843,188**	**1,843,188**	**1,793,348**	1,841,233	1,841,234	1,731,670
Sukuk No. 3	**1,818,062**	**1,818,062**	**1,844,458**	1,815,312	1,815,312	1,792,933
Sukuk No. 4	**2,406,436**	**2,387,014**	**2,457,236**	1,809,953	1,828,346	1,866,824
Sukuk No. 5	**2,383,522**	**2,390,868**	**2,398,798**	–	–	–
Dated Hybrid Note No. 1	**3,825,438**	**3,703,877**	**3,839,599**	–	–	–
Dated Hybrid Note No. 2	**1,884,975**	**1,842,452**	**1,884,975**	–	–	–
Total	**14,161,621**	**13,985,461**	**14,218,414**	6,861,162	6,879,556	6,763,434

The non-convertible sukuks and dated hybrid note no. 1 are categorised under Level 1 in the fair value hierarchy while dated hybrid note no. 2 is categorised under Level 3 fair value hierarchy.

Fair value of the Group's financial assets that are measured at fair value on a recurring basis

Some of the Group's financial assets are measured at fair value at the end of each reporting period. The following table gives information about the fair values of these financial assets as at 31 December 2025 and 31 December 2024:

	Level 1 AED'000	**Level 2 AED'000**	**Level 3 AED'000**	**Total AED'000**
31 December 2025				
Investments in financial assets at FVTOCI				
Equities (note 9)	**25,029**	**–**	**2**	**25,031**
Investments in financial assets at FVTPL				
Funds (note 9)	**–**	**–**	**1,318,790**	**1,318,790**
31 December 2024				
Investments in financial assets at FVTOCI				
Equities (note 9)	24,880	–	2	24,882
Investments in financial assets at FVTPL				
Funds (note 9)	–	–	894,670	894,670

There were no transfers between level 1, level 2 or level 3 during the current or prior year.

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Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

42 Segment information

42.1 Operating segments

Segment information about the Group's operations is presented below:

Year ended 31 December 2025

	Aldar Development			Aldar Investment						
	Property development and sales AED'000	Project management services AED'000	International AED'000	Investment properties AED'000	Hospitality and leisure AED'000	Education AED'000	Estates AED'000	Others AED'000	Unallocated/ eliminations AED'000	Consolidated AED'000
Revenue and rental income from external customers										
– Over a period of time	**17,727,202**	**3,197,209**	**534,521**	**–**	**697,832**	**956,231**	**1,977,487**	**1,709,183**	**2,243**	**26,801,908**
– At a point in time	**290,174**	**263,144**	**2,617,274**	**–**	**505,563**	**–**	**566,399**	**–**	**–**	**4,242,554**
– Leasing	**–**	**–**	**19,670**	**2,731,783**	**–**	**–**	**–**	**22,401**	**–**	**2,773,854**
Inter-segments	**–**	**162,382**	**–**	**100,634**	**–**	**–**	**359,515**	**232,819**	**(855,350)**	**–**
Gross revenue (i)	**18,017,376**	**3,622,735**	**3,171,465**	**2,832,417**	**1,203,395**	**956,231**	**2,903,401**	**1,964,403**	**(853,107)**	**33,818,316**
Cost of revenue excluding service charge	**(11,603,171)**	**(2,608,345)**	**(2,666,327)**	**(427,823)**	**(798,815)**	**(553,180)**	**(2,242,280)**	**(1,873,068)**	**702,104**	**(22,070,905)**
Service charge expenses	**–**	**–**	**–**	**(172,087)**	**–**	**–**	**–**	**–**	**–**	**(172,087)**
Gross profit	**6,414,205**	**1,014,390**	**505,138**	**2,232,507**	**404,580**	**403,051**	**661,121**	**91,335**	**(151,003)**	**11,575,324**

(i) Gross revenue of investment properties includes AED 172,087 thousand (2024: AED 132,445 thousand) of revenue from service charges and contingent rent of AED 76,668 thousand (2024: AED 62,933 thousand).

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Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

42 Segment information (continued)
42.1 Operating segments (continued)

Year ended 31 December 2025

	Aldar Development			Aldar Investment						
	Property development and sales AED'000	Project management services AED'000	International AED'000	Investment properties AED'000	Hospitality and leisure AED'000	Education AED'000	Estates AED'000	Others AED'000	Unallocated/ eliminations AED'000	Consolidated AED'000
Gross profit	**6,414,205**	**1,014,390**	**505,138**	**2,232,507**	**404,580**	**403,051**	**661,121**	**91,334**	**(151,002)**	**11,575,324**
Selling and marketing expenses	(62,728)	(573)	(21,192)	(6,213)	(2,080)	(9,369)	(16,105)	(4,113)	(10,952)	(133,325)
Staff costs	(138,309)	(45,847)	(102,290)	(119,388)	(14,508)	(77,745)	(130,110)	(81,181)	(52,488)	(761,866)
Depreciation and amortisation	(101,583)	(18,097)	(13,679)	(36,524)	(277,456)	(131,728)	(96,740)	(25,835)	62,698	(638,944)
Provisions, impairments and write downs, net	(307,691)	–	9,177	(9,943)		(8,930)	(6,777)		(135,707)	(459,871)
Others general and administrative expenses	(177,756)	(17,791)	(76,431)	(63,003)	(18,147)	(62,274)	(64,380)	(18,527)	(122,196)	(620,505)
Gain on revaluation of investment properties, net	132,286	–	19,094	1,150,325	3,901	–	–	–	–	1,305,606
Gain on disposal of investment properties	–	–	25,386	13,232	–	–	–	–	–	38,618
Share of results of associates and joint ventures	–	–	(1,103)	–	–	–	1,728	(452)	–	173
Income from financial assets at fair value through profit or loss	–	–	–	–	–	–	–	115,343	4,223	119,566
Finance income	528,242	139,641	168,863	35,797	40,950	32,509	29,212	3,632	(130,963)	847,883
Finance costs	(571,693)	(271)	(98,436)	(523,064)	(55,028)	(28,431)	(6,287)	(164,959)	51,188	(1,396,981)
Other income	8,304	(346)	22,362	17,909	1,948	28,865	4,924	12,730	(8,207)	88,489
Income tax expense	(696,574)	(134,132)	(97,831)	(172,545)	(13,510)	(13,203)	(47,297)	8,870	35,636	(1,130,586)
Profit for the year	**5,026,703**	**936,974**	**339,058**	**2,519,090**	**70,650**	**132,745**	**329,289**	**(63,158)**	**(457,770)**	**8,833,581**

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Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

42 Segment information (continued)
42.1 Operating segments (continued)

Year ended 31 December 2024

	Aldar Development			Aldar Investment						
	Property development and sales AED'000	Project management services AED'000	International AED'000	Investment properties AED'000	Hospitality and leisure AED'000	Education AED'000	Estates AED'000	Others AED'000	Unallocated/ eliminations AED'000	Consolidated AED'000
Revenue and rental income from external customers										
– Over a period of time	11,004,582	1,971,529	840,163	–	597,670	862,212	1,227,905	1,128,658	(10,085)	17,622,634
– At a point in time	470,052	280,411	846,178	–	513,078	–	1,087,736	–	–	3,197,455
– Leasing	–	–	10,152	2,144,563	–	–	–	23,578	–	2,178,293
Inter-segments	286,745	–	–	122,376	–	–	306,365	88,065	(803,551)	–
Gross revenue	11,761,379	2,251,940	1,696,493	2,266,939	1,110,748	862,212	2,622,006	1,240,301	(813,636)	22,998,382
Cost of revenue excluding service charge	(7,849,450)	(1,552,541)	(1,334,369)	(362,514)	(726,437)	(488,351)	(1,983,811)	(1,187,091)	663,768	(14,820,796)
Service charge expenses	–	–	–	(132,445)	–	–	–	–	–	(132,445)
Gross profit	3,911,929	699,399	362,124	1,771,980	384,311	373,861	638,195	53,210	(149,868)	8,045,141

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Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

42 Segment information (continued)
42.1 Operating segments (continued)

Year ended 31 December 2024

	Aldar Development			Aldar Investment						
	Property development and sales AED'000	Project management services AED'000	International AED'000	Investment properties AED'000	Hospitality and leisure AED'000	Education AED'000	Estates AED'000	Others AED'000	Unallocated/ eliminations AED'000	Consolidated AED'000
Gross profit	3,911,929	699,399	362,124	1,771,980	384,311	373,861	638,195	53,210	(149,868)	8,045,141
Selling and marketing expenses	(66,497)	(421)	(18,111)	(8,566)	(2,612)	(7,272)	(11,402)	(6,435)	(8,084)	(129,400)
Staff costs	(127,927)	(34,519)	(93,744)	(90,154)	(14,602)	(82,374)	(123,837)	(68,152)	(44,013)	(679,322)
Depreciation and amortisation	(81,816)	(5,568)	(13,144)	(33,741)	(258,115)	(109,629)	(120,964)	(18,779)	62,924	(578,832)
Provisions, impairments and write downs, net	(168,884)	–	(1,837)	(1,116)	–	(2,841)	(12,325)	–	(12,183)	(199,186)
Others general and administrative expenses	(162,245)	(19,107)	(76,579)	(56,854)	(19,074)	(49,097)	(103,973)	(53,485)	(313)	(540,727)
Gain on revaluation of investment properties, net	–	–	–	841,477	–	–	–	–	–	841,477
Share of results of associates and joint ventures	(877)	–	2,332	–	–	–	–	(3,358)	–	(1,903)
Gain on disposal of investment properties	–	–	–	81,286	–	–	–	–	–	81,286
Income/(loss) from financial assets at fair value through profit or loss	–	–	–	–	–	–	–	56,233	(7,261)	48,972
Finance income	351,478	153,623	135,610	110,222	38,365	24,776	32,607	2,374	(133,659)	715,396
Finance costs	(213,803)	–	(125,666)	(494,852)	(101,633)	(28,149)	(5,242)	(7,329)	33,259	(943,415)
Other income	66,099	5,735	33,721	5,984	1,598	33,760	5,394	41,884	5,455	199,630
Income tax expense	(66,847)	(65,111)	(66,538)	(138,070)	(11,393)	(15,633)	(25,802)	11,420	22,796	(355,178)
Profit for the year	3,440,610	734,031	138,168	1,987,596	16,845	137,402	272,651	7,583	(230,947)	6,503,939

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Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

42 Segment information (continued)
42.1 Operating segments (continued)

The segment assets and capital and project expenditures are as follows:

	Aldar Development			Aldar Investment						
	Property development and sales AED'000	Project management services AED'000	International AED'000	Investment properties AED'000	Hospitality and leisure AED'000	Education AED'000	Estates AED'000	Others AED'000	Unallocated/ eliminations AED'000	Consolidated AED'000
As at 31 December 2025										
Total assets	**44,347,193**	**3,000,170**	**9,542,507**	**37,939,766**	**4,155,199**	**2,339,559**	**3,733,300**	**2,687,709**	**1,829,087**	**109,574,490**
Year ended 31 December 2025										
Capital expenditures	**817**	**337**	**1,066,864**	**28,762**	**180,904**	**276,034**	**113,379**	**78,022**	**76,092**	**1,821,211**
Project expenditures	**11,170,535**	**–**	**3,704,921**	**6,103,285**	**–**	**–**	**–**	**–**	**–**	**20,978,741**
As at 31 December 2024										
Total assets	31,413,863	3,199,253	6,089,274	29,948,310	4,249,496	2,302,793	4,048,566	1,774,338	2,709,811	85,735,704
Year ended 31 December 2024										
Capital expenditures	21,190	28,733	27,767	484	198,110	303,094	8,637	66,311	9,304	663,630
Project expenditures	6,555,150	–	2,539,487	2,023,262	–	–	–	–	–	11,117,899

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Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

42 Segment information (continued)

42.1 Operating segments (continued)

The Group's operating segments are established on the basis of those components that are evaluated regularly by the Chief Executive Officer, considered to be the Chief Operating Decision Maker ("CODM"). The CODM monitors the operating results of the Group's operating segments separately for the purpose of making decisions about resource allocation and performance assessment. Segment performance is evaluated based on revenues, gross profit, net profit and a broad range of key performance indicators in addition to segment profitability and is measured consistently with profit or loss in the consolidated financial statements.

For internal management reporting purposes, the Group's operations are aggregated into segments with similar economic characteristics. Management considers that this is best achieved with property development and sales, project management services, International subsidiaries under Aldar Development and investment properties, hospitality and leisure, education, estates and others under Aldar Investments as operating segments.

Consequently, the Group has presented 2 segments bifurcated into eight reportable sub-segments for the current and comparative year which are as follows:

Aldar Development

- Property development and sales – develop and sell properties
- Project management services – dedicated project delivery arm and the manager of the Group project management businesses including land sales and property development
- International – real estate development subsidiaries operating in Egypt and United Kingdom that mainly develop and sell real estate properties

Aldar Investment

- Investment properties – owns, manages and lease residential, commercial, logistics and retail properties
- Hospitality and leisure – owns, manage and operate hotels and leisure assets
- Education – owns, manage and operates schools offering a wide range of curriculum and ancillary services
- Estates – includes mainly property and facilities management operations, landscaping, security and advisory services
- Others – mainly includes construction business, coworking and ventures businesses

Based on the information reported to the Group's senior management for the allocation of resources, marketing strategies, management reporting lines and measurement of performance of business, the reportable segments under IFRS 8 were identified according to the structure of investment activities and services to customer groups.

The accounting policies of the reportable segments are the same as the Group's accounting policies described in note 3.

For the purposes of monitoring segment performance and allocating resources between segments:

- all assets are allocated to reportable segments other than cash and bank balances, investment in associates and joint ventures, investment in financial assets and derivative financial instruments. Assets used jointly by reportable segments are allocated on the basis of the revenues earned by individual reportable segments; and
- finance costs, finance income, other gains and losses are allocated to the individual segments.

Capital expenditure consists of additions of property, plant and equipment, plots of land held for sale while project expenditure consists of additions to investment properties and properties under development. Inter-segment revenues are eliminated upon consolidation and reflected in the 'eliminations' column. Transfer prices between operating segments are on an arm's-length basis in a manner similar to transactions with third parties.

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Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

42 Segment information (continued)

42.2 Geographical segments

The Group operates in the UAE and a few countries outside the UAE (including Egypt and United Kingdom). The domestic segment includes business activities and operations in the UAE and the international segment include business activities and operations outside the UAE.

	31 December 2025			31 December 2024		
	UAE AED'000	**International AED'000**	**Total AED'000**	UAE AED'000	International AED'000	Total AED'000
Total assets	**100,035,428**	**9,607,559**	**109,642,987**	79,569,149	6,166,555	85,735,704
Consolidated statement of profit or loss						
Revenue and rental income from external customers						
– Over a period of time	**26,195,225**	**606,683**	**26,801,908**	16,755,862	866,772	17,622,634
– At a point in time	**1,625,280**	**2,617,274**	**4,242,554**	2,351,277	846,178	3,197,455
– Leasing	**2,754,185**	**19,669**	**2,773,854**	2,168,141	10,152	2,178,293
Gross revenue	**30,574,690**	**3,243,626**	**33,818,316**	21,275,280	1,723,102	22,998,382
Cost of revenue excluding service charge	**(19,353,406)**	**(2,717,499)**	**(22,070,905)**	(13,468,557)	(1,352,239)	(14,820,796)
Service charge expenses	**(172,087)**	**–**	**(172,087)**	(132,445)	–	(132,445)
Gross profit	**11,049,197**	**526,127**	**11,575,324**	7,674,278	370,863	8,045,141
Selling and marketing expenses	**(112,133)**	**(21,192)**	**(133,325)**	(111,275)	(18,125)	(129,400)
Staff costs	**(655,413)**	**(106,453)**	**(761,866)**	(584,136)	(95,186)	(679,322)
Depreciation and amortisation	**(624,008)**	**(14,936)**	**(638,944)**	(565,203)	(13,629)	(578,832)
Provisions, impairments and write downs, net	**(468,242)**	**8,371**	**(459,871)**	(197,383)	(1,803)	(199,186)
Others general and administrative expenses	**(541,800)**	**(78,705)**	**(620,505)**	(461,397)	(79,330)	(540,727)
Gain on revaluation of investment properties, net	**1,286,512**	**19,094**	**1,305,606**	841,477	–	841,477
Share of results of associates and joint ventures	**1,276**	**(1,103)**	**173**	(4,235)	2,332	(1,903)
Gain on disposal of investment properties	**13,232**	**25,386**	**38,618**	81,286	–	81,286
Income from financial assets at fair value through profit or loss	**119,566**	**–**	**119,566**	48,972	–	48,972
Finance income	**678,898**	**168,985**	**847,883**	579,786	135,610	715,396
Finance costs	**(1,297,274)**	**(99,707)**	**(1,396,981)**	(817,611)	(125,804)	(943,415)
Other income	**65,688**	**22,801**	**88,489**	165,391	34,239	199,630
Income tax expense	**(1,032,057)**	**(98,529)**	**(1,130,586)**	(288,103)	(67,075)	(355,178)
Profit for the year	**8,483,442**	**350,139**	**8,833,581**	6,361,847	142,092	6,503,939

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Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

42 Segment information (continued)

42.2 Geographical segments (continued)

The major geographical areas of total assets, gross revenue and income tax expense and income tax paid under "International" segment are given below:

	2025 AED'000	2024 AED'000
Egypt	**7,084,885**	4,031,132
United Kingdom	**2,465,124**	2,058,141
Others	**57,550**	77,282
Total assets	**9,607,559**	6,166,555

	2025 AED'000	2024 AED'000
Egypt	**1,488,160**	700,955
United Kingdom	**1,683,305**	995,538
Others	**72,161**	26,609
Gross revenue	**3,243,626**	1,723,102

	2025 AED'000	2024 AED'000
Egypt	**98,666**	64,096
United Kingdom	**(835)**	2,442
Others	**698**	537
Income tax expense	**98,529**	67,075

	2025 AED'000	2024 AED'000
Egypt	**75,853**	38,964
United Kingdom	**–**	–
Others	**–**	–
Income tax paid	**75,853**	38,964

43 Other general and administrative expenses

Other general and administrative expenses include social contributions amounting to AED 6,105 thousand (2024: AED 8,651 thousand).

44 Non-cash transactions

The following were significant non-cash transactions relating to investing and financing activities of consolidated statement cash flows:

	2025 AED'000	2024 AED'000
Transfer between investment properties and development work in progress (note 13)	**12,048**	12,934
Transfer between investment properties and property, plant and equipment (note 5)	**21,305**	21,370
Transfer between investment properties and land held for sale (note 12)	**693,527**	–
Additions to right-of-use assets under property, plant and equipment and investment properties	**439,049**	164,888
Fair value of derivatives adjusted against hedge	**187,790**	18,394

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Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

45 Changes in liabilities arising from financing activities

The table below details changes in the Group's liabilities arising from financing activities, including both cash and non-cash changes. Liabilities arising from financing activities are those for which cash flows were, or future cash flows will be, classified in the Group's consolidated statement of cash flows as cash flows from financing activities.

	Balance at 1 January 2025 AED'000	**Financing cash flows (i) AED'000**	**Others (ii) AED'000**	**Balance at 31 December 2025 AED'000**
Bank borrowings, non-convertible sukuks and dated hybrid notes (i)	**16,386,457**	**4,609,283**	**4,191,448**	**25,187,188**
Lease liabilities	**1,009,174**	**(190,671)**	**494,665**	**1,313,168**
	17,395,631	**4,418,612**	**4,686,113**	**26,500,356**

	Balance at 1 January 2024 AED'000	Financing cash flows (i) AED'000	Others (ii) AED'000	Balance at 31 December 2024 AED'000
Bank borrowings and non-convertible sukuks (i)	12,079,166	3,617,084	690,207	16,386,457
Lease liabilities	926,870	(111,859)	194,163	1,009,174
	13,006,036	3,505,225	884,370	17,395,631

(i) The cash flows from bank borrowings, non-convertible sukuks and dated hybrid notes make up the net amount of proceeds from bank borrowings, sukuk and dated hybrid notes and repayments of borrowings and sukuk (inclusive of finance cost paid) in the consolidated statement of cash flows.

(ii) Others mainly include additions due to acquisitions of businesses, finance costs incurred, lease disposal/additions and exchange gain and losses.

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Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

46 Partly-owned subsidiaries

46.1 Financial information of subsidiaries that have material non-controlling interests is provided below:

Name of subsidiary	Place of incorporation and principal place of business	Proportion of ownership interests and voting rights held by non-controlling interests		Profit/(loss) allocated to non-controlling interests for the year		Accumulated non-controlling interests	
		2025 (%)	2024 (%)	**2025 AED'000**	2024 AED'000	**2025 AED'000**	2024 AED'000
Aldar Hansel SPV Restricted Limited (Hansel) *	UAE	**–**	49.00	**48,404**	124,383	**–**	1,778,509
Aldar Investment Holding Restricted Limited (AIHR)	UAE	**11.87**	11.87	**276,607**	235,294	**2,109,301**	1,866,918
Six October for Development and Investment Co. S.A.E. (SODIC)	Egypt	**40.14**	40.14	**151,929**	71,785	**520,037**	341,820
Al Maryah Property Holdings Limited ("Al Maryah")	UAE	**11.87**	47.14	**42,591**	104,419	**–**	402,881
Twafq Projects Development Property – Sole Proprietorship L.L.C. (Twafq)	UAE	**30.00**	30.00	**22,689**	16,607	**205,687**	182,998
Pivot Engineering & General Contracting Co. (WLL) (PIVOT)	UAE	**34.80**	34.80	**8,351**	(18,391)	**41,325**	32,974
Seih Sdeirah Real Estate LLC (Seih Sdeirah-1)	UAE	**8.60**	8.60	**–**	–	**37**	37
Al Seih Real Estate Management LLC (Seih Sdeirah-2)	UAE	**8.60**	8.60	**–**	–	**37**	37
Mustard and Linen (M&L) **	UAE	**–**	25.00	**(202)**	3,299	**–**	8,228
Aldar Estate Holding Limited (Estate)	UAE	**17.45**	34.90	**87,512**	103,101	**462,544**	854,461
Aurora Holding Company Limited (Aurora)	UAE	**49.00**	49.00	**388,460**	21,189	**404,313**	15,853
AMI Properties Holding Limited (AMI)	UAE	**40.00**	40.00	**906**	284	**217,628**	132,897
Sustainability City (SC)	UAE	**42.00**	42.00	**110,321**	245,717	**580,037**	469,717
Masdar Green REIT (CEIC) Limited (MGR)	UAE	**40.00**	–	**85,127**	–	**1,074,851**	–
Dunes Logistics Development Partners Holding RSC Limited (Dunes)	UAE	**40.00**	–	**–**	–	**100,000**	–
NY Property Development LLC – S.P.C. (NYP)	UAE	**49.00**	–	**–**	–	**473,351**	–
Total				**1,222,695**	907,687	**6,189,148**	6,087,330

* Acquired the minority stake during the year and thereafter liquidated (note 46.4).
** Disposed the entity during the year.

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Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

46 Partly-owned subsidiaries (continued)

46.2 The movement in the non-controlling interests is given below:

	2025 AED'000	2024 AED'000
As of 1 January	**6,087,330**	5,302,298
Share of profit for the year	**1,222,695**	907,687
Share of other comprehensive income/(loss) for the year	**24,792**	(200,149)
Total comprehensive income for the year	**1,247,487**	707,538
Dividends declared by a subsidiary against preference and common equity (note 46.3)	**(55,898)**	(78,291)
Repayment of contributed capital and dividends paid by a subsidiary to non-controlling interests	**(22,457)**	(154,775)
Non-controlling interest arising on business combination and assets acquisition (notes 7.1(i) & 7.1(ii))	**1,089,724**	(510)
Acquisition of non-controlling interests (notes 46.4 & 46.5)	**(2,708,313)**	–
Additional contribution from non-controlling interests (note 46.6)	**557,176**	311,070
Derecognition of subsidiaries	**(5,901)**	–
As of 31 December	**6,189,148**	6,087,330

46.3 During the year 2022, Aldar Investment Holding Restricted Limited ("AIHR" – a subsidiary and 100% shareholder of Aldar Investment Properties LLC "AIP") entered into a subscription agreement with Apollo Gretel Investor, L.P. ("Apollo") relating to AIHR, where Apollo subscribed to common equity of USD 100,000 thousand and preferred equity of USD 300,000 thousand of AIHR. The above resulted in Aldar disposing 11.121% of its shareholding in AIHR for a total cash consideration of USD 400,000 thousand (AED 1,469,000 thousand). The above transaction did not result in the Group's loss of control over AIHR. The difference between the amount by which the non-controlling interest was adjusted and the fair value of the consideration received was recognised in equity.

During the year, the preferred equity was mandatorily converted into a fixed number of ordinary shares in accordance with the terms of the subscription agreement.

The schedule below shows the effects on the equity attributable to owners that resulted from the transaction:

	AED'000
Carrying amount of the interest disposed	**1,568,000**
Consideration received	**(1,469,000)**
Change in equity attributable to owners of the Company	**99,000**

Transaction cost is charged against the retained earnings and non-controlling interest.

The amount of AED 99,000 thousand represents an additional 0.75% ownership interest in AIHR (the "Additional Interest"). The ultimate beneficial owner of the Additional Interest will be determined in accordance with the terms of a side letter entered into with Apollo and is contingent upon the final application of the Corporate Income Tax ("CIT") regime in the UAE. The CIT regime became effective in the UAE in January 2024, and accordingly, the application of the side letter is currently under discussion with Apollo.

As a consequence, the Company has recognised a financial asset and a corresponding financial liability, which are presented on a net basis as the Company has a legally enforceable right of set-off and intends to settle the asset and liability simultaneously. During the year, the Group measured the fair value of the Additional Interest at the reporting date and determined that the fair value is equal to the fair value at initial recognition.

The Company has no contractual obligation relating to the above subscription and therefore classified as equity and recorded under "non-controlling interests" in the consolidated financial statements in accordance with the requirements of IAS 32 *Financial Instruments: Presentation*.

During the year, AIHR paid preference dividend amounted to AED 55,898 thousand (2024: AED 78,291 thousand).

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Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

46 Partly-owned subsidiaries (continued)

46.4 During 2022, the Company established a 100% owned subsidiary Aldar Hansel SPV Restricted Limited ("Hansel"), a restricted scope company incorporated in Abu Dhabi Global Market, Abu Dhabi, UAE, comprising 51% of class A shares and 49% of class B shares. Subsequent to this, the Company entered into a 20 year Deferred Land Sale and Purchase Agreement ("DLSPA") with Hansel where the cash flow rights over 2.6 million sqm of land was transferred to Hansel. The Company further disposed of its class B shares in Hansel against consideration of USD 500,000 thousand (AED 1,836,000 thousand) to AP Hansel SPV LLC, a 100% owned company of Apollo Capital Management L.P ("Apollo Capital"). Apollo Capital's returns will not be predetermined and will be subject to movement in land valuations or gain from sale of land, if any, over the period of the DLSPA.

The Company has no contractual obligation attached to class B shares and therefore classified as equity and recorded under "non-controlling interests" in the consolidated financial statements in accordance with the requirements of IAS 32 *Financial Instruments: Presentation*.

During the year, Hansel paid no dividend (2024: AED 154,775 thousand).

In addition, during the year, the Group entered into class B shares repurchase deed and termination of deferred transfer of land sale and purchase agreement, to re-transfer the class B shares from AP Hansel SPV LLC to the Company pursuant to a share transfer instrument for a consideration of USD 500,000 thousand (AED 1,836,250 thousand) resulting in derecognition of non-controlling interests of AED 1,826,913 thousand with the balance settled in cash. The above termination does not result into any impact on the consolidated statement of profit or loss.

46.5 During the year, the Group acquired additional interests in the following subsidiaries from the non-controlling shareholders, resulting in changes in ownership interests without a loss of control. Accordingly, these transactions were accounted for as equity transactions in accordance with IFRS 10 – *Consolidated Financial Statements*, with the resulting differences recognised directly in retained earnings:

- **Basatin Holding SPV Ltd.** – The Group acquired the remaining 25% ownership interest, thereby increasing its shareholding to 100%. The total consideration amounted to AED 58,415 thousand (including transaction costs of AED 640 thousand), resulting in the derecognition of non-controlling interests of AED 43,074 thousand, with the resulting difference of AED 15,341 thousand recognised directly in retained earnings.
- **Al Maryah Property Holdings Limited** – The Group acquired 40% ownership interest, thereby increasing its shareholding to 88.13%. The total consideration amounted to AED 361,580 thousand, resulting in the derecognition of non-controlling interests of AED 405,618 thousand, with the difference of AED 44,038 thousand recognised directly in retained earnings.
- **Aldar Estates Holding Limited** – The Group acquired a 17.45% ownership interest from a minority shareholder, increasing its total shareholding to 82.55%. The total consideration amounted to AED 722,446 thousand, resulting in the derecognition of non-controlling interests of AED 432,708 thousand, with the difference of AED 289,738 thousand recognised directly in retained earnings.

46.6 The additional contribution during the year includes an amount of AED 83,824 thousand (2024: AED 311,070 thousand) received from a non-controlling interest of the Group. As per the shareholder's agreement, the shareholder has no right to call for repayment and the amount will be repaid from the residual profits of the entity and there is no fixed repayment term nor interest payable on this contribution and hence classified as equity. The remaining balance of AED 473,352 thousand (2024: nil) represents plots of land contributed by a non-controlling shareholder to one of the Group's subsidiaries and recognised within equity attributable to non-controlling interests.

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Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

46 Partly-owned subsidiaries (continued)

46.7 The summarised financial information in respect of the Group's subsidiaries that have material non-controlling interests is set out below. The summarised financial information below represents amounts before intergroup eliminations.

2025 AED'000	Hansel	AIHR	Estates	SODIC	Al Maryah	Pivot	Twafq	M&L	Aurora	SC	AMI	MGR	NYP	Dunes	Total
Total assets	–	33,682,889	3,733,300	7,077,383	942,754	1,246,686	1,175,594	–	7,290,614	1,326,858	551,623	3,645,949	966,024	253,083	61,892,757
Total liabilities	–	(13,055,294)	(1,975,047)	(5,756,420)	(30,185)	(1,194,250)	(491,573)	–	(6,483,583)	(333,784)	(7,143)	(958,821)	–	(153,083)	(30,439,183)
Net assets	–	20,627,595	1,758,253	1,320,963	912,569	52,436	684,021	–	807,031	993,074	544,480	2,687,128	966,024	100,000	31,453,574
Revenue	98,784	2,822,217	2,903,401	1,488,160	96,953	1,799,152	86,481	13,801	2,953,675	631,205	–	336,854	–	–	13,230,683
Profit/(loss) for the year	98,784	2,330,141	329,289	377,278	90,349	23,996	75,629	(647)	776,921	147,094	2,266	212,163	–	–	4,463,263
Other comprehensive income/(loss) for the year	–	(18,366)	–	26,973	–	–	–	–	–	–	–	–	–	–	8,607
Total comprehensive income/(loss) for the year	98,784	2,311,775	329,289	404,251	90,349	23,996	75,629	(647)	776,921	147,094	2,266	212,163	–	–	4,471,870
Attributable to the owners of the company	50,380	2,035,168	241,777	252,322	47,758	15,645	52,940	(445)	388,461	36,773	1,360	127,036	–	–	3,249,175
Attributable to the non-controlling interests	48,404	276,607	87,512	151,929	42,591	8,351	22,689	(202)	388,460	110,321	906	85,127	–	–	1,222,695
Dividends paid to non-controlling interest	–	55,898	–	685	16,000	–	–	5,772	–	–	–	–	–	–	78,355
Net cash inflows/ (outflows) from operating activities	–	2,203,793	141,129	(365,965)	42,744	68,003	10,381	–	2,422,247	(188,427)	(136,537)	226,062	–	–	4,423,430
Net cash inflows/ (outflows) from investing activities	–	(1,893,983)	(103,976)	(123,178)	(57,182)	(15,529)	(16,931)	–	2,212,504	–	(78,315)	(241,950)	–	–	(318,540)
Net cash inflows/ (outflows) from financing activities	–	(426,518)	(397,987)	441,367	–	(134)	(6,593)	–	78,112	10,024	209,959	167,947	–	–	76,177
Contingencies and commitments	–	–	555,763	1,326,792	–	943,477	–	–	9,476,980	47,888	–	713	–	–	12,351,613

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Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

46 Partly-owned subsidiaries (continued)

2024 AED'000	Hansel	AIHR	Estates	SODIC	Al Maryah	Pivot	Twafq	M&L	Aurora	SC	AMI	Total
Total assets	2,787,834	29,948,310	4,048,566	4,054,858	892,213	850,472	972,830	36,832	4,452,342	1,103,694	288,340	49,436,291
Total liabilities	(2,755,957)	(10,300,105)	(1,655,674)	(3,157,023)	(29,138)	(822,032)	(364,439)	(3,880)	(4,422,231)	(257,414)	(56,669)	(23,824,562)
Net assets	31,877	19,648,205	2,392,892	897,835	863,075	28,440	608,391	32,952	30,111	846,280	231,671	25,611,729
Revenue	190,532	2,259,400	2,622,006	700,955	241,964	1,123,464	75,758	26,529	409,308	1,213,153	749	8,863,818
Profit/(loss) for the year	189,587	1,982,090	272,651	177,900	221,508	(52,848)	55,357	13,213	44,403	327,622	713	3,232,196
Other comprehensive income/(loss) for the year	–	(18,366)	(5,152)	(197,969)	–	–	–	–	–	–	–	(221,487)
Total comprehensive income/(loss) for the year	189,587	1,963,724	267,499	(20,069)	221,508	(52,848)	55,357	13,213	44,403	327,622	713	3,010,709
Attributable to the owners of the company	65,204	1,728,430	164,398	(91,853)	117,089	(34,457)	38,750	9,914	23,214	81,905	428	2,103,022
Attributable to the non-controlling interests	124,383	235,294	103,101	71,785	104,419	(18,391)	16,607	3,299	21,189	245,717	284	907,687
Dividends paid to non-controlling interest	154,270	78,291	–	505	–	–	–	–	–	–	–	233,066
Net cash inflows/(outflows) from operating activities	189,587	1,788,318	144,625	70,485	40,642	10,558	64,290	19,322	1,726,016	(197,217)	–	3,856,626
Net cash inflows/(outflows) from investing activities	(191,229)	(1,744,200)	(46,971)	44,569	(96,273)	(19,279)	(42,094)	(3,763)	(1,705,003)	(299,146)	–	(4,103,389)
Net cash inflows/(outflows) from financing activities	4,611	(1,875,350)	(22,184)	8,104	50,000	(1,083)	(15,716)	2,583	(20,613)	518,358	–	(1,351,290)
Contingencies and commitments	–	–	357,145	1,035,589	–	690,188	–	–	2,249,538	351,525	–	4,683,985

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Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

47 Business combinations

Effective 24 July 2025, Pactive Sustainable Solutions LLC (a subsidiary) acquired a 100% equity interest in Hansa Energy Solution LLC ("Hansa") for consideration of AED 76,841 thousand including a contingent consideration of AED 15,936 thousand. Hansa, a limited liability company incorporated in Dubai, UAE, is involved in the business of sustainable energy solutions. From the date of acquisition, Hansa contributed revenue and net profit to the Group amounting to AED 58,837 thousand and AED 9,830 thousand respectively. If the acquisition had taken place at the beginning of the year, Hasna would have contributed revenue and profit to the Group amounting to AED 81,743 thousand and AED 10,155 thousand respectively. Acquisition related costs amounted to AED 1,279 thousand were expensed during the year and are included in general and administrative expenses.

The amounts recognised in respect of the provisional fair values at the date of acquisition of the identifiable assets acquired and liabilities assumed are set out in the table below:

	2025 AED'000
Assets	
Property, plant and equipment	**1,094**
Intangible assets	**17,137**
Trade and other receivables	**22,564**
Inventories	**34**
Cash and bank balances	**19,867**
Total assets	**60,696**
Liabilities	
Deferred tax liabilities	**2,571**
Employees benefits	**584**
Trade and other payables	**6,067**
Total liabilities	**9,222**
Total identifiable net assets at fair value	**51,474**
Less: purchase consideration	**(76,841)**
Goodwill	**(25,367)**

Analysis of cash flow on acquisition

	2025 AED'000
Cash paid for the acquisition	**(60,905)**
Net cash acquired on business combination	**19,867**
Net cash outflows on acquisition (included in cash flows from investing activities)	**(41,038)**
Transaction costs of the acquisition (included in cash flows from operating activities)	**(1,279)**
Net cash outflow on acquisition	**(42,317)**

The goodwill recognised is primarily attributed to the expected synergies and other benefits from the acquisition. Intangible assets acquired as part of business combination in the form of customers contracts and customers relationships, were identified as Hansa has entered in certain fixed contracts with customers to provide services for periods that exceed 1 year, in addition to generating revenue from several customers which have a long term relationship and the likelihood of clients to renew the contracts is highly probable as the majority of the client base of Hansa are long-standing client relationships.

48 Reclassification of prior year balances

Certain comparative figures have been reclassified, wherever necessary, to conform to the presentation adopted in the current year consolidated financial statements. Such reclassification has no impact on previously reported profit or equity of the Group.

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Notes to the Consolidated Financial Statements for the year ended 31 December 2025 (continued)

49 Events after the reporting period

49.1 On 14 January 2026, Aldar Properties PJSC issued USD-denominated conventional dated hybrid notes "Dated Hybrid Note No. 3", amounting to USD 1,000,000 thousand (equivalent to AED 3,672,500 thousand) with a 30.25-year maturity and a non-call period of 7.25-year. Dated Hybrid Note No. 3 is listed on Euronext Dublin, carries an annual interest rate of 5.875%, and is due for repayment in April 2056.

49.2 During the year, Aldar Retail LLC OPC, a subsidiary of the Group, entered into an agreement with Gaia SPV Holding RSC Limited ("Mubadala"), a related party and major shareholder of the Group, to contribute assets to Gaia Retail Partners Holding Ltd ("Gaia JV Co."), a private limited company incorporated in the Abu Dhabi Global Market ("ADGM"), UAE. Prior to this transaction, the Group held a 100% ownership interest in Gaia JV Co.

The transaction was structured as an in-kind asset contribution, pursuant to which the Group contributed Yas Mall, valued at approximately AED 7.0 billion (subject to adjustments in accordance with the terms of the agreement), and Mubadala contributed The Galleria Luxury Collection, valued at approximately AED 2.7 billion (subject to similar adjustments).

Upon completion of the transaction, the Group retained a 75% ownership interest in Gaia JV Co., with the remaining 25% interest held by Mubadala. The Group continues to control Gaia JV Co. and, accordingly, will continue to fully consolidate it in its consolidated financial statements.

Subsequent to the reporting period, on 28 January 2026, all significant conditions precedent were satisfied and the transaction was completed. At the date of issuance of these consolidated financial statements, the accounting for this transaction had not yet been finalised.

49.3 On 6 February 2026, Aldar Properties PJSC and Dubai Holding expanded their joint venture agreement originally entered into in 2023, adding two strategic land plots in Dubai.

50 Approval of consolidated financial statements

The consolidated financial statements were approved by the Board of Directors and authorised for issue on 9 February 2026.



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Aldar Properties PJSC

Sustainability Report 2025



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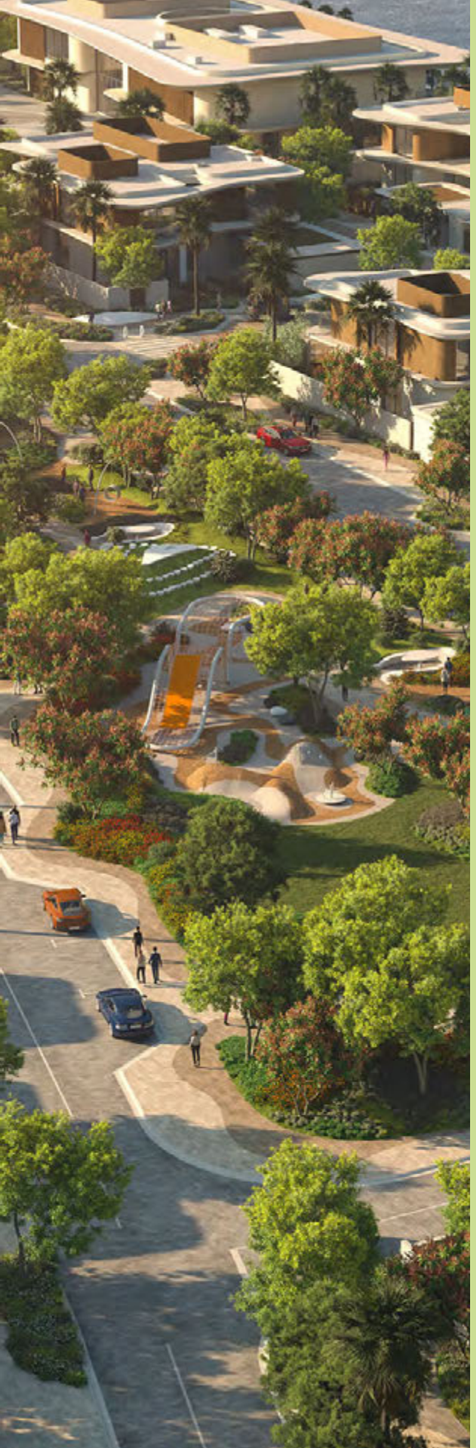
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Group CEO **Reflections**

Designated as the Year of Community in the UAE, 2025 served as a powerful reminder that enduring progress is built on strong, connected societies. For Aldar, this principle sits at the heart of our purpose. We extend beyond delivering buildings to shaping communities, supporting economic growth, and advancing the country's transition to a more resilient and sustainable future. The decisions we make, from masterplanning and capital allocation to design and operations, are intrinsically linked to the social, economic, and environmental fabric of the UAE, influencing how people live, work, and connect.

Climate action remains central to this responsibility. During the year, we advanced the implementation of our Net Zero Plan, embedding low-carbon design principles and climate-resilience considerations across major masterplans spanning more than 29 million square metres. These plans integrate adaptation measures to address extreme heat and long-term climate risk, reflecting the specific environmental realities of our region. In parallel, we strengthened the credibility of our progress with a recalibrated emissions baseline and enhanced data assurance.

At the same time, we strengthened the economic contribution of our growth. We awarded AED 66 billion in development contracts during the year, of which AED 30 billion was recirculated to the local economy through the national In-Country Value programme, directly supporting the UAE's industrial and economic diversification priorities.

Strong governance underpins the ability to remain resilient and transparent. Sustainability oversight is embedded within our risk management and decision-making frameworks, aligning strategy, capital discipline, and long-term value creation. In 2025, our performance improved across leading global ESG benchmarks, including a year-on-year uplift in our Dow Jones Sustainability Index result of more than six points, bringing our overall score to 67, alongside an upgrade of our MSCI rating to 'A'.

Equally important is our community outreach and social impact. In the Year of Community, we introduced a company-wide accessibility framework aligned with the Yas Inclusive City initiative, establishing consistent design and service standards across our destination, while we also graduated the first students from our Thrive Scholarship Programme, an initiative created to fund the education of children from low income families within Aldar schools.

In line with the UAE's Year of Family in 2026, our focus remains clear: to create resilient, inclusive, and future-ready communities that support national prosperity for generations to come. We look forward to creating even greater impact in the year ahead.

Talal Al Dhiyebi
Group Chief Executive Officer, Aldar Properties



2025 **Impact Highlights**

Creating Sustainable Places

6%
Reduction in absolute Scope 1 emissions, compared to baseline year (2023)

9%
Reduction in absolute Scope 2 emissions, compared to baseline year

48%
Reduction in lifetime in-use operational emissions of new buildings sold, compared to baseline year

96%
Construction and demolition waste recycled

338,826m²
Certified with LEED O+M Gold and Platinum

100%
Of projects launched achieved Fitwel 2-star rating

Creating Societal Value

19%
Increase in NPS customer satisfaction score

44%
Emiratisation (Aldar Corporate)

3,500+
Training hours completed

AED30bn
In-Country Value (ICV) contribution

AED18mn
Community investment

110,000
Beneficiaries reached nationwide through CSR initiatives

Creating Responsible Legacy

0.01
LTIFR (Aldar Projects)

100mn+
LTI-free manhours across multiple projects

100%
Of appointed contractors completed sustainability and compliance training

$790mn
Raised through green sukuk

AED9bn
Raised through sustainability linked syndicated revolving credit facility

ESG Ratings and Rankings

S&P Dow Jones Indices
A Division of S&P Global

67
DJSI Score (1st in Real Estate regionally, and top 10% globally)

MSCI ESG RATINGS A

A
MSCI rating for ESG risk management practices

SUSTAINALYTICS

16.7
Sustainalytics Score (low risk, below industry average)

FTSE RUSSELL
An LSEG Business

FTSE4GOOD Index Constituent for robust ESG risk management and responsible practices

About **Aldar**

Our Business Areas

Aldar Development

A master developer of integrated, liveable, and thriving communities across Abu Dhabi and UAE's most desirable destinations. Our Development business spans 3 focus areas:



Property Development & Sales
Core UAE build-to-sell projects.



Project Management Services
Managing government housing & infrastructure projects in the UAE.



International
SODIC in Egypt and London Square in the UK.

SODIC is a market-leading developer in Egypt that has created large-scale communities in Cairo and the North Coast for over 25 years. It is one of the few non-family owned companies traded on the EGX and benefits from a strong and diversified project pipeline.

London Square was acquired by Aldar in 2023 as its first expansion beyond MENA. The company is a leading residential and mixed-use developer in Greater London, offering exposure to a mature market, diversified revenue streams, and opportunities for operational synergies and cross-border sales.

Aldar Investment

Aldar Investment owns and manages AED 49 billion of recurring income-generating assets, a hospitality portfolio, as well as education and integrated property and facilities management platforms across the UAE.



Investment Properties
Core asset management business for prime real estate assets across retail, commercial, residential, industrial & logistics.



Education
27 owned and managed schools serving over 36,000 students, supported by educators from 100+ nationalities.



Hospitality & Leisure
13 hotels (~3,867 keys), golf clubs, and leisure facilities.



Estates
155,000 residential units, 2.3million m^2 GFA of prime retail and commercial space under management.



Others
Asset portfolio includes private credit and private equity investments in the UK and Europe.

Part of the **UAE Fabric**

Aldar is more than a real estate developer; we are embedded in the economic, social, and environmental architecture of the UAE. Our role extends beyond delivering buildings to shaping ecosystems where people live, learn, work and connect. From schools and homes to cultural districts, logistics hubs, retail destinations, and protected marine environments, our footprint intersects with the daily lives of communities and the long-term ambitions of the nation. At our core, we exist to connect people and nature in ways that enable progress to compound over time.

In 2025, this responsibility came into sharper focus during the UAE's Year of Community. While community investment has long been part of our operating model, the year amplified our reach and deepened our impact. We reached more than 110,000 beneficiaries through scholarships, youth development initiatives, and inclusive events designed to create meaningful participation for People of Determination.

Read more in Community Outreach and Social Impact section

Further, we introduced a company-wide accessibility framework, establishing consistent design and service standards across our destinations and communities, aligned with the Yas Inclusive City initiative and Abu Dhabi's broader inclusion agenda.

Read more in 'Belong' section

Education remains a cornerstone of our social impact. The THRIVE Scholarship Programme celebrated the graduation of its first cohort while growing to 67 students admitted to date, 16% of whom are Students of Determination. Through partnerships under the Mohammed Bin Rashid Al Maktoum Global Initiatives, including Dubai Cares and Digital Schools, we broadened access to quality education, bringing the Dubai Cares Back to School Initiative to Abu Dhabi for the first time and supporting approximately 10,000 students. We further advanced future-focused learning through partnering with the National Space Academy to host the Space Sustainability and AI Camp at Virginia International School, linking sustainability, science, and technology to real-world challenges.

Read more in 'Live' section





Our economic contribution is equally material. Through In-Country Value leadership, SME partnerships and disciplined capital deployment, we have reinvested billions of dirhams into the UAE economy, strengthening domestic supply chains and supporting national industrial capability. Strategic acquisitions in logistics and industrial real estate have expanded our platform while reinforcing Abu Dhabi's position as a regional trade and fulfilment hub. At the same time, more than 1,060 jobs have been created for UAE Nationals since 2021.

Through ETHER, we provide high-visibility retail platforms to mission-driven organisations, supporting sustainable income generation and market access. Cloud Spaces complements this by equipping entrepreneurs and start-ups with fully serviced work environments and integrated business support.

Read more in Socioeconomic Development section

As one of the UAE's largest real estate platforms, we recognise that scale carries environmental responsibility. In 2025, we accelerated embodied carbon reductions through lower-carbon steel and concrete solutions and advanced industrial decarbonisation in collaboration with national and international partners. High-performance design is now standard practice, with 20 Estidama 3 Pearl assets delivered since 2021, 9 of them in the last year alone.

Read more in Creating Sustainable Places section

Our destinations also serve as platforms for cultural continuity. In partnership with national cultural entities, we embed Emirati heritage and hospitality into placemaking, ensuring development enhances identity rather than diluting it.

Read more in Signature Experiences section

Together, these actions define what it means to be part of the UAE's fabric. We are strengthening social cohesion, deepening industrial capability, expanding opportunity, accelerating the Net Zero transition, and safeguarding ecosystems that underpin long-term prosperity. As the nation advances its economic diversification and climate ambitions, Aldar's role is to operate at scale, think generationally, and deliver enduring, measurable value.

Sustainability **Strategy**

We put sustainability at the heart of everything we do, because it is more than a responsibility. For Aldar, sustainability is a driver of innovation and growth. We embed sustainable thinking into every decision, shaping communities that thrive today and will endure for tomorrow.

Our purpose is clear and guides us in all that we do: Aldar exists to create vibrant, resilient places while delivering long-term value for you, our stakeholders, and the wider region. We integrate sustainability into our corporate strategy, governance, and performance metrics so that progress is measurable and meaningful.

This is the lens that guides our approach, which aligns with the UAE Net Zero 2050 pathway, the UN Sustainable Development Goals, and Abu Dhabi's vision for climate resilience. Guided by the EAD Abu Dhabi Climate Change Adaptation Plan, we design and plan for a future that adapts and prospers.

We organise our ESG priorities under 3 strategic pillars with clear governance, targets, and reporting. These are shown on the right.

Creating Sustainable Places

We are focused on shaping thriving communities and creating sustainable places that integrate climate resilience and resource efficiency into every stage of a building's lifecycle, accelerating our progress towards Net Zero.

Creating Societal Value

Our vision encompasses a focus on generating societal value through inclusive growth and vibrant, connected neighbourhoods that empower individuals and communities, promote equity, and drive socioeconomic development.

Creating Responsible Legacy

We uphold responsible, ethical business practices and accountability as the foundation for embedding sustainability across our value chain, providing a safe and inclusive workplace, and positioning ourselves as an 'employer of choice' to create a lasting positive legacy for stakeholders and the industry.



Enablers

- Accelerating Innovation
- Leading Impactful Communication
- Fostering Collaborative Partnerships

Defining **What Matters**

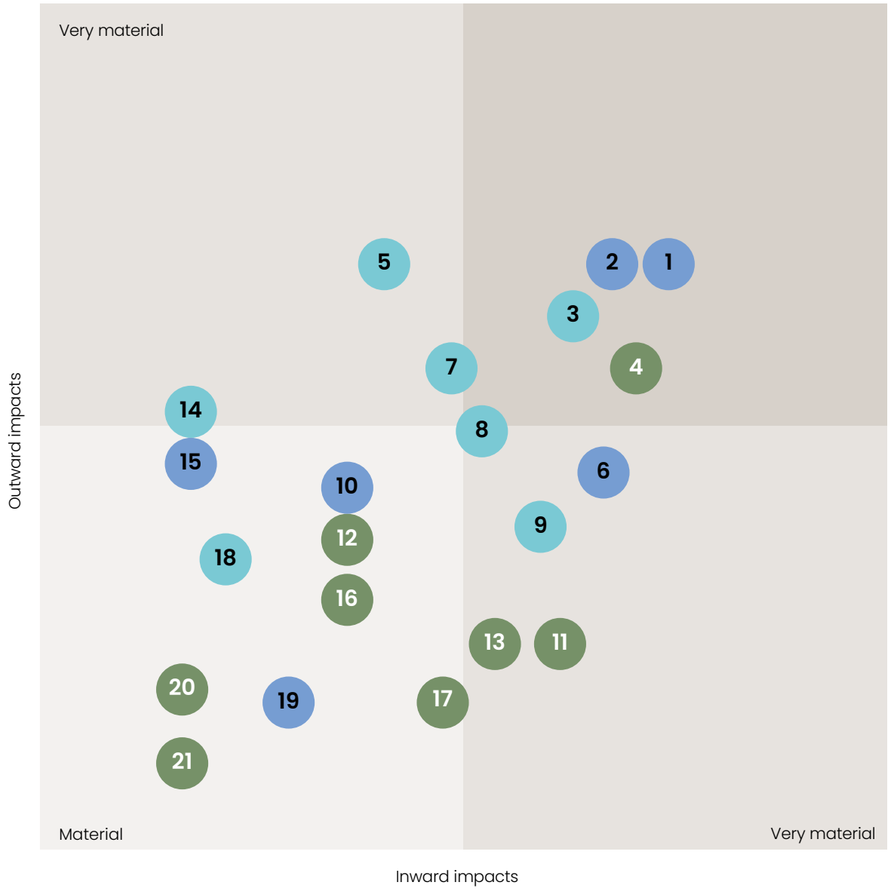
Understanding what matters most to our stakeholders is central to shaping a strategy that delivers real impact. Our materiality assessment process ensures that Aldar's priorities reflect stakeholder expectations and an evolving sustainability landscape.

This year, we continued to build on stakeholder insights and emerging global trends, sharpening our focus on the topics that matter most and embedding them more deeply into our strategy, governance, and reporting frameworks.

By focusing on these areas, we have strengthened our ability to manage risks, seize opportunities, and create shared value. Our commitment to continuous improvement means that we review material topics annually, benchmark against changing global standards, and continuously engage with our stakeholders to ensure that our priorities remain relevant and impactful.

The results of our assessment are shown to the right. For topic definitions and management approach, please refer to relevant chapters throughout this report.

Materiality Matrix



Creating Sustainable Places

4. Energy and emission management
11. Waste management
13. Water management
12. Smart cities
16. Climate resilience and adaptation
17. Innovative solutions
20. Clean energy
21. Biodiversity management

Creating Societal Value

3. Customer centricity
8. Talent development
5. Worker welfare
7. Employee wellbeing
9. Community impact
14. Socio-economic development
18. Emiratisation

Creating Responsible Legacy

1. Health and Safety
2. Anti-corruption and business ethics
6. Sustainable supply chain
10. Data protection and cybersecurity
15. ESG governance
19. Sustainable investment

Message from **Group CFSO**

At Aldar, sustainability is embedded in how we shape places and define long-term value. As a real estate developer and asset manager, environmental, social, and governance considerations are integral to how we deliver resilient communities and enduring performance. In 2025, we continued to strengthen this integration, which is reflected in our performance, our reporting, and the standards we set for ourselves as a business.

Throughout the year, we continued to make progress on our net-zero ambitions harnessing targeted interventions across the value chain. Most notably, we achieved reductions in absolute Scope 1 and Scope 2 emissions and strengthened the integrity of our data and reporting, ensuring that progress is measurable, transparent, and aligned with global expectations.

Across our portfolio, we continued to elevate standards in sustainable and wellbeing-led design, recognising these as critical elements in the way communities function and in shaping residents' lived experiences. All development projects launched in 2025 achieved at least a 3-Pearl Estidama rating, alongside recognised international certifications such as LEED and Fitwel.

We also delivered Abu Dhabi's first 5-Pearl Estidama school at Muna British Academy and our first net-zero mosque, which saw Aldar become the region's first developer to use hydrogen-based steel rebar in a development project.

Sustainable finance continued to be an important enabler. In 2025, we raised AED 2.9 billion under our sustainable finance framework, supporting investment in high-performance, low-carbon assets and efficiency initiatives. These two green sukuk issuances brought our total sustainable and green financing facilities and capital market instruments to AED 24.4 billion, reinforcing disciplined deployment of capital and contributing to the growth of sustainable finance in the region.

Our commitment to value creation also extends to supporting the communities in which we operate. In 2025, we extended our partnership with the Authority of Social Contribution (Ma'an) through a new three-year agreement, scaling programmes that advance education, workforce activation, and inclusion across local communities. We also strengthened access to housing in collaboration with the Sheikh Zayed Housing Programme and expanded support for education programmes through Dubai Cares and the Digital School; two Mohammed Bin Rashid Al Maktoum Global Initiatives.

Looking ahead, our priority remains to embed sustainability more deeply into capital allocation, operations, and partnerships to deliver resilient, transparent, and long-term value creation. At the same time, we are intensifying our commitment to social impact, investing in initiatives that strengthen communities, expand access to opportunity, and create lasting, measurable outcomes across the UAE.

Faisal Falaknaz
Group Chief Financial & Sustainability Officer,
Aldar Properties



Building **Towards Net Zero 2050**

Aldar's Net Zero Plan is the backbone of our sustainability strategy. It sets out how we decarbonise our portfolio through targeted actions, stronger data, and transparent progress tracking. Our goals are science-based, measurable, and guided by best practices like the GHG Protocol and SBTi criteria.

Target	Near-term **2033**	Long-term **2050**	Where we are **now**
Reduce **Scope 1, 2 and 3 in-use operational GHG emissions** (whole building approach) of owned buildings and managed spaces.	↓ **76.2%** reduction per m²	↓ **99.5%** reduction per m²	↓ **40%** reduction per m²
Reduce **upfront embodied Scope 3 GHG emissions** of new buildings developed.	↓ **73.1%** reduction per m²	↓ **98%** reduction per m²	↑ **13%** increase per m²
Reduce **Scope 3 GHG emissions** from lifetime in-use operational emissions of sold buildings.	↓ **61.1%** reduction per m²	↓ **97%** reduction per m²	↓ **48%** reduction per m²
Reduce absolute **Scope 1 and 2 GHG emissions** from all other sources.	↓ **54.6%** reduction	↓ **90%** reduction	↓ **47%** reduction
Reduce absolute Scope 3 GHG **emissions from waste** (category 5).	**N/A**	↓ **90%** reduction	↓ **11%** reduction

Note: Both near-term and long-term emissions reduction targets are from 2023 baseline.

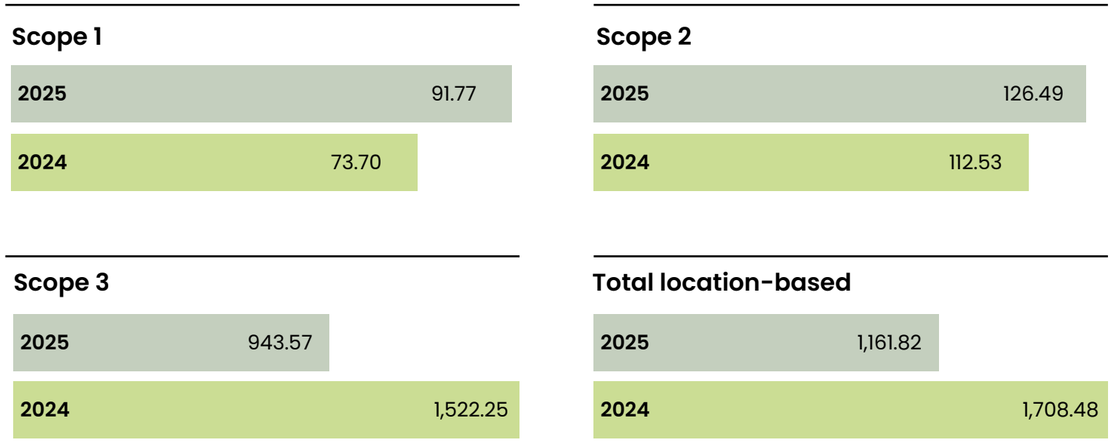
Net Zero Progress

Year-on-year changes in reported greenhouse gas emissions across Scopes 1, 2 and 3 reflect improved data coverage, portfolio growth, and variations in construction activity.

Scope 1 emissions increased primarily due to the inclusion of fuel consumption from Aldar's own construction operations in the UAE and Egypt, which were not captured in the previous reporting year, as well as improved reporting of natural gas consumption across controlled assets. While Scope 2 emissions rose in absolute terms as the operational portfolio expanded and electricity demand increased. However, lower grid emission factors contributed to improved electricity and district cooling emissions intensity per square metre.

Simultaneously, Scope 3 emissions totalled 937,300 tCO_2e in 2025, decreasing from last year due to lower Capital Goods emissions as fewer projects reached practical completion. Improved data collection also enabled greater reliance on actual construction data, enhancing the accuracy of reported embodied carbon.

GHG Emissions Across All Scopes (Thousand tCO_2e)



> Delivering Net Zero requires more than a roadmap; it demands consistent action embedded into every stage of Aldar's development and operations. To achieve this, we have applied 8 dedicated decarbonisation levers; the practical tools that enable our plan, strengthen accountability, and ensure progress is both scalable and enduring.

Explore our eight decarbonisation levers



Salwa Al Maflahi
Executive Director of Sustainability and Community Outreach

Eight Decarbonisation Levers

Our eight decarbonisation levers run across the value chain, from concept design to handover and operations. We embed whole life carbon assessment at the outset, innovate in low carbon materials, and incentivise suppliers to adopt cleaner technologies. We drive industrialised and standardised design to reduce waste and cut construction site emissions. We optimise portfolio operations by using robust data, expanding renewables on sites, and engaging tenants to sustain positive outcomes long after occupation. Each lever is governed through our programme management and assurance processes to ensure performance is measurable, repeatable and auditable.



Low Carbon Design

Aldar's Sustainable Design Standard embeds low-carbon active and passive design options, maximising energy efficiency, building performance, and asset climate resilience.

Read more on page 21



Low Carbon Supply Chain

We equip our supply chain partners with regular trainings and encourage them to embed low-carbon products, materials, and manufacturing processes, reducing our total value chain carbon footprint through collaboration.

Read more on page 24



Green Construction

Low-carbon and energy-efficient site practices and sustainable construction material procurement are prioritised as part of a whole lifecycle approach.

Read more on page 25



Clean Energy

Clean energy adoption is prioritised through grid decarbonisation and strategic procurement.

Read more on page 27



Resource Efficiency and Management

Systems and practices are continuously monitored and regularly upgraded to reduce leakage and enhance efficiency across the asset lifecycle.

Read more on page 29



Tenant Initiatives

Sustainable behaviours across leased and managed assets are promoted via a tenant engagement programme.

Read more on page 30



Circular Economy

Waste management practices prioritise diversion from landfill, increase greywater recycling, and support the local waste sector.

Read more on page 31



Sustainable Acquisitions

Sustainability considerations are integrated throughout the decision-making process for new investments and acquisitions.

Read more on page 34

Impact-driven **Collaborations and Partnerships**

Driving systemic change requires long-term collaboration. We have seen progress accelerate when we join forces with partners who share our vision for a sustainable future. Together, we can amplify impact, unlock innovation, and deliver solutions that benefit the UAE and beyond.

Accessible & Inclusive Communities:

We design and operate places so that everyone can participate with dignity. This includes accessible public realm, inclusive customer journeys, and targeted programmes for People of Determination and seniors.

Placemaking with Purpose
We establish communities where people can thrive through holistic designs, accessible amenities and affordable housing for low-income population.

Inclusive Wellbeing at Yas Mall
Quiet Hours and a dedicated Quiet Room to support sensory needs and dignified access at Yas Mall.

Disability-Friendly City (DFC) Framework
Embedding inclusive design and accessibility standards across our areas of influence while contributing to a barrier-free, citywide model through collaboration with the Department of Community Development.

Education & Talent Development:

We expand access to quality learning while building capability across Aldar's workforce and the UAE's future talent pipeline.

Abu Dhabi's first 5-Pearl school
Muna British Academy became the first school in Abu Dhabi achieving a 5-Pearl Estidama rating, supporting both educational outcomes and long-term operational performance.

Education for all
67 students admitted since 2022 through THRIVE Scholarship Programme, including 16% Students of Determination. While 10,000+ students received essential school kits, in collaboration with Dubai Cares.

Hospitality-led Culture
In-house Customer Experience (CX) Academy that trained 7,777 direct and indirect employees in 2025 across the value chain to embed hospitality and enhance customer experience.

Sustainability & Innovation:

We advance environmental responsibility through partnerships that foster green building standards, accelerate clean energy, promote sustainable urban planning, and reduce carbon across the built environment.

Conserving Saadiyat Marine National Park
Advancing biodiversity in Saadiyat Marine National Park in collaboration with Emirates Nature WWF.

AI-Enabled Operations
Adding more than 9,000 hours of productivity through integrating AI into everyday operations, while hundreds of employees were trained on AI tools.

Advancing 3D Printing
Delivering a 3D-printed gate houses in our Yas Park Gate community, reducing material waste and accelerating project timelines.

Youth & Entrepreneurship:

We enable small businesses, start-ups, and young people to thrive through space, platforms, and procurement that support a diversified UAE economy.

Supporting SMEs through C2i
Through its Cloud Spaces and Ether businesses, Aldar supports SMEs and entrepreneurs to gain growth and visibility, while expanding market access.

RUWAD
An MBA-style development program to elevate high-performing associates, with 8 graduates earning promotions in the 2025 cycle.

Emiratisation and ICV
Recirculating 30 billion into local economy, creating 1,060 jobs for UAE nationals since 2021, and boasting 44% Emiratisation rate in Aldar Corporate.

Going **Beyond Compliance**

At Aldar, we know that trust is built when we evidence what we have promised to do – consistently going above and beyond best practice. Every new project is designed to exceed regulatory requirements and so prove our commitment to leading the sector in creating sustainable, healthy, and resilient communities.

Exceeding Local Standards

Abu Dhabi regulations require a minimum 1 Pearl rating for private developments and 2 Pearl for government projects. We target 3 Pearl or higher for all newly launched developments. In 2025, we are very proud that 100% of new developments launched in Abu Dhabi achieved 3 Pearl Estidama design rating.

100% Of new developments launched in Abu Dhabi achieved 3 Pearl Estidama design rating

5 pearl Awarded to Muna British Academy, Abu Dhabi's First 5-Pearl Sustainable School

Pioneering Green Buildings

We actively pursue leading international certifications to validate both our ambition and the depth of innovation embedded across our developments.

This year, Yas Island achieved LEED Platinum certification for cities and communities, while Fahid Island secured LEED Platinum pre-certification. It advanced further to attain Fitwel 3-star certification, becoming the first community globally to be certified at an island scale. This milestone establishes a new benchmark for wellness integration and operational excellence across large-scale master-planned developments.

Yas Island LEED Platinum for Cities and Communities

Fahid Island Fitwel 3-star certification (1st globally)



Going **Beyond Compliance**

Integrated Management System

Our Integrated Management System (IMS) unifies 6 international standards into one framework, embedding sustainability across all processes. It also integrates TNFD principles and LEED v5 inputs to align with emerging global expectations.

The IMS is planned for rollout for 2026 to enable a streamlined, governance-driven approach to assurance and continuous improvement.

Our IMS integrates the following standards:

- **ISO 9001:** Quality Management
- **ISO 14001:** Environmental Management
- **ISO 41000:** Facilities Management
- **ISO 45001:** Occupational Health & Safety
- **ISO 50000:** Energy Management
- **ISO 55000:** Asset Management

Health and Wellbeing at the Core

We prioritise human health to ensure that every space we deliver promotes comfort, safety, and wellbeing for residents, visitors, and employees. Our portfolio integrates Fitwel and WELL certifications.

100% Of our new developments launched in 2025 integrate Fitwel certification



Award-Winning Leadership in Ecological Restoration

Aldar Development was recognised at Landscape Middle East 2025, winning the Biodiversity & Ecological Restoration Award for The Wilds and earning The Source a third-place commendation.

Project Highlights

1st Place
The Wilds

Restored 60,000m² of desert terrain into a connected habitat supporting 30+ wildlife species, with nearly 12,000 native trees planted.

3rd Place
The Source

Regenerative urban infrastructure that creates self-sustaining ecosystems and vital corridors for pollinators and bird life.



Memberships and Associations

Aldar is actively involved with key UAE sustainability-focused organisations, reinforcing our commitment to responsible development and environmental leadership. Our ongoing work here is a source of pride for us; we hope to continue strengthening these relationships and extending this list in years to come.

The United Nations Global Compact (UNGC) Network UAE
As a board member, Aldar plays a leadership role in promoting 10 universal principles covering human rights, labour, the environment, and anti-corruption within the UAE's business community.

The UAE Alliance for Climate Action (UACA)
As part of UACA, Aldar reinforces its climate leadership by collaborating in the development of science-based targets and advocating for policies that support emissions reduction and climate resilience.

The Emirates Green Building Council (EmiratesGBC)
Aldar collaborates with EmiratesGBC to integrate green building standards across its projects, ensuring that sustainability is embedded in design, construction, and operations.

The Clean Energy Business Council (CEBC)
Aldar was the first real estate industry entity to join CEBC as a Partner member and continues to work to enhance energy efficiency in the region. We target goals that will promote a sustainable future and support the UAE Net Zero by 2050 Strategic Initiative.

The U.S. Green Building Council (USGBC)
Aldar joined USGBC in 2024, enabling us to leverage exclusive tools, research, and insights to drive innovation and enhance our leadership.

The Abu Dhabi Mangrove Initiative (ADMI)
Aldar has signed a pledge to support ADMI, which serves as an umbrella for mangrove and blue carbon conservation and restoration projects, fostering local and international collaboration.

The Global Wellness Institute (GWI)
Aldar has partnered with the GWI as the UAE Geography of Wellness Partner to provide independent, data-led insights into the UAE's dynamic wellbeing landscape.



Creating
Sustainable Places

Every community we build begins with a promise to create spaces that respect the environment, enrich lives, and endure for generations. From low-carbon design and energy efficiency to water conservation and biodiversity protection, we embed sustainability into every stage of development. This section showcases how Aldar transforms ambition into action, delivering destinations that set new benchmarks for resilience, innovation, and environmental stewardship.

21 Low Carbon Design

24 Low Carbon Supply Chain

25 Green Construction

27 Clean Energy

29 Resource Efficiency Management

31 Circular Economy

34 Sustainable Acquisitions

35 Nature and Biodiversity

37 Climate Resilience and Adaptation

Targets and Progress

Focus Area	Target	2025 Target	2025 Progress	2026 Target	Supported UN SDGs
Low Carbon Design	**%** reduction in EUI by design from ASHRAE 2007	30%	**38%**	30%	
	% reduction in WUI by design from Estidama baseline	40%	**41%**	40%	
Low Carbon Supply Chain	**%** reduction in embodied carbon in construction (materials)	20%	**21%**	25%	
Resource Efficiency and Management	**%** reduction in energy intensity for existing assets	2%	**2.56%**	2%	
	% of construction and demolition waste to be recycled	87%	**96%**	85%	
	% increase in operational waste recycling	10%	**11%**	5%	
	% reduction in water intensity for existing assets	2%	**20%**	2%	
Sustainable Acquisitions	**%** of investment opportunities undergo ESG due diligence	100%	**100%**	100%	
Nature and Biodiversity	**%** of project sites undergo assessment of natural systems	100%	**100%**	-	
	% of plants specified for planting on site to be water efficient, native and adaptive species	50%	**70%**	50%	
Climate Resilience and Adaptation	**Area (million m²)** covered by resilience planning at design stage (3 master developments)	29	**29**	-	

Low Carbon **Design**

Sustainability is embedded in Aldar's design process from the very beginning. From master planning to detailed design and construction, our teams embed performance, resilience, and wellbeing into every project—never as an afterthought.

This integrated approach to Aldar's impact is underpinned by internal standards that go beyond national requirements. We set ourselves the target for all our new developments to achieve a minimum Estidama 3 Pearl rating, surpassing the 1 Pearl mandated by Abu Dhabi. We also strive for a mandatory energy reduction target of at least 30% versus the baseline, guided by ASHRAE references used in Estidama.

100%

of new developments launched in Abu Dhabi achieved the 3 Pearl Estidama design rating

In parallel, Aldar's Sustainable Design Guidelines that were introduced in 2023 were further enhanced this year, standardising Estidama and Fitwel requirements for both building and villa typologies, creating greater efficiency in design and allowing for consistent sustainability outcomes across all our developments.

To complement our design standards, we have sustainability-focused operational policies integrated from the earliest design stages. These policies ensure every asset supports air and water quality, maintenance, pest control, catering, and healthy food. The result is ready-to-use, high-quality, resilient spaces that promote long-term community wellbeing.

Since 2021, we have delivered 20 schools achieving Estidama 3 Pearl, with 9 completed in the past year alone. This momentum continues, with a pipeline of 10–15+ schools planned for next year, most of which are expected to achieve 3 Pearl certification. This acceleration reflects our ability to manage an ever-larger pipeline, while simultaneously demonstrating that we have mastered the formula for sustainable design.

All new developments launched in Abu Dhabi achieved a 3 Pearl Estidama design rating. Yas Island earned LEED Platinum certification for Cities and Communities, while Fahid Island secured LEED Platinum pre-certification and Fitwel 3-Star certification, becoming the first island-scale community globally to achieve this.

Yasmina British Academy receives MEED Education Project of the Year

Yasmina British Academy Expansion in Abu Dhabi was named MEED Education Project of the Year, with all 6 campus buildings achieving Estidama 3 Pearl certification. The project delivers 40–45% water savings and 30–40% energy savings compared to baseline standards.



Beyond individual buildings, Aldar's low-carbon design approach extends to the delivery of large-scale communities. Programmes spanning more than 12,000 villas, alongside schools, parks, mosques and open spaces, focus on creating liveable, sustainable places beyond formal ratings, supported by operational innovations that enhance the end-user experience. Recent projects include indoor swimming pools designed to reduce water loss and enable year-round use, informed by analysis of evaporative losses.

Industrialised construction methods play a key role in delivering these outcomes. Modularisation and standardisation streamline logistics, reduce temporary works and waste, and improve quality and programme certainty. At Al Deem, more than 400 townhouses are planned using modular techniques, with 3- and 4-bedroom mock-ups on site to validate quality, efficiency and cost. Similar approaches have been adopted at Al Silaa glamping chalets, while standardised school and mosque designs embed sustainability from the outset.

This commitment to rigorous standards is reflected at the project level. The Saadiyat Beach Mosque, designed by Sir David Adjaye, incorporates recycled and regional materials alongside passive and active strategies that reduce power loads by more than 40% against the ASHRAE 90.1 baseline. Low-flow fixtures significantly reduce water consumption, supporting a 3 Pearl Estidama rating and positioning the project to achieve LEED Gold certification.

In 2025, we designed 5.5 million m² of predominantly residential GFA, embedding sustainability at scale to drive measurable impact. Our designs achieved 154 kWh/m²/year weighted average EUI, with 38% energy efficiency improvement versus the ASHRAE 2007 baseline - well above Abu Dhabi's 12% requirement. This performance translates into approximately AED 122 million in annual customer savings while reducing government subsidy burden, proving that smart design at scale is a high-impact climate and economic lever.

38%
Energy reduction

524mn kWh
Saved annually

147,000 tCO_2
Avoided

Low Carbon Design at Richmond Square, UK

At our Richmond Square development in the UK, we commenced construction of 65 net zero carbon units, a mixture of houses and low-rise apartments, in partnership with Clarion Housing Group. This year also saw London Square become a member of the Future Homes Hub, which brings together the partnerships needed to deliver on the new homes sector's climate and environment strategies.



Case Study

Muna British Academy: Abu Dhabi's First 5-Pearl Sustainable School

Muna British Academy is a landmark in sustainable education, becoming the first school in Abu Dhabi to achieve a 5-Pearl Estidama rating—the highest level under Abu Dhabi's sustainability framework. This recognition speaks to our creation of a healthier, more comfortable learning environment designed to support both educational outcomes and long-term operational performance.

Established in 2009, Muna British Academy brings a strong academic legacy to its new campus. It was the first school in Abu Dhabi to earn an 'Outstanding' ADEK rating in 2015-16 and has maintained this distinction across 4 consecutive inspections, demonstrating consistent excellence in teaching, leadership, and student wellbeing.

In 2025, Muna British Academy moved to its purpose-built campus on Saadiyat Island, designed to support its growth into a full all-through British school. As capacity expands from 750 to 2,600 students, Aldar's design focuses on human-scale spaces, strong community identity, and environments that enhance comfort and concentration, ensuring a future-ready campus while preserving the personalised learning experience that defines the school's success.

Optimal Learning Built Environment

Active Community

9,228 m² of outdoor sports areas including 4,400 m² courts and full-size pitch, with dedicated facilities for women and children after school hours.

Long-Term Performance

Comprehensive commissioning, staff training, and 24-month performance monitoring ensure sustained efficiency.

Waste Management

Colour-coded recycling bins for paper, plastics, and metals installed across campus to encourage student participation in sustainability.



Low Carbon **Supply Chain**

Green construction materials and innovation sit at the heart of Aldar's approach to reducing embodied carbon at scale. Our specifications prioritise lower-carbon steel and concrete routes by embedding embodied-carbon requirements into material selection, supplier specifications, and procurement decisions across the supply chain.

Through our partnership with EMSTEEL, we have deployed hydrogen-produced rebar at the Yas Island Mosque, alongside specifications that include carbon-neutral rebar and steel options with more than 50% lower embodied carbon than conventional routes.

Across core structural elements, we mandate a minimum 40% cement replacement using Ground Granulated Blast-furnace Slag (GGBS), increasing this to 65% in substructures where it is technically appropriate. We are also piloting next-generation low-carbon cements that will help accelerate our future decarbonisation. In partnership with Cemex, we constructed a villa using Vertua Ultra – their lower-carbon cement product, achieving a 70% reduction in emissions compared to conventional mixes.

Material innovation is always guided by engineering feasibility. High slag concrete mixes, while ideal for foundations and basements, require longer curing times and are less suited to fast-track tower construction. Our technical teams tailor mixes to each project, using admixtures to accelerate curing where needed, ensuring the optimal balance of carbon reduction, buildability, quality, and programme efficiency.

Furthermore, we have initiated a research collaboration with New York University Abu Dhabi to explore LC3 cement, which has the potential to reduce emissions by replacing clinker with limestone and calcined clay.

By embedding lower-carbon materials into our standards, we encourage batching plants, contractors, and consultants to adopt low-carbon concrete and steel as standard practice. The industry continues to face constraints, including limited GGBS availability and regulatory hurdles associated with new chemistries, but sustained collaboration and innovation will help us to address these.

Sustainability is embedded not only in what we build, but in how we procure and deliver across our portfolio. We set clear expectations from the outset, communicate our roadmap transparently, and foster a high-performance supplier ecosystem where partners are encouraged to innovate and elevate standards.

Suppliers and contractors must demonstrate compliance with Aldar's policies and prohibited materials list, provide Environmental Product Declarations for steel, commit to net-zero targets, and submit monthly sustainability data. Targeted awareness sessions are also delivered to ensure suppliers and contractors fully understand and align with our requirements.

Case Study

Aldar's Partnership in UNIDO's Green Public Procurement Programme

Aldar is a key partner in a UAE-wide industrial decarbonisation programme that uses public procurement to accelerate the adoption of low-carbon construction materials. Working with the UAE Ministry of Industry and Advanced Technology (MOIAT) under the United Nations Industrial Development Organization's (UNIDO) Green Public Procurement initiative, the programme targets both supply and demand to unlock lower-carbon solutions across the construction value chain.

As the UAE's leading real estate developer, Aldar's contribution centres on creating substantial and consistent market demand for low-carbon solutions, helping unlock wider industry adoption and incentivise suppliers to scale greener products.

Green **Construction**

Our Sustainable Construction Site Policy defines clear KPIs and targets that drive responsible consumption across 7 focus areas, shown on the right.

Aldar's Construction Sustainability (ACS) Policy sets clear expectations for contractors, consultants, and suppliers, ensuring every project is delivered responsibly and in line with Aldar's Net Zero Action Plan. It embeds sustainability across the entire construction journey, driving efficient use of energy, water, materials, and resources while reducing carbon and wider environmental impacts.

7 Focus Areas for Aldar's Sustainable Construction Site Policy

- **Construction Governance**
- **Waste Management**
- **Water Efficiency**
- **Air Quality Improvement**
- **Biodiversity**
- **Energy Efficiency**
- **Materials Resource Management**

Case Study

World Environment Day at Al Reeman 2

In June 2025, Aldar marked World Environment Day at the Al Reeman 2 Phase 3 construction site, bringing together Tadweer Group, Abu Dhabi Municipality, and Aldar Education under the UN-announced theme "Beat Plastic Pollution".

With the aim to deepen awareness, and share best practices for cleaner, and safer environment at construction sites, the event opened with students from Aldar Academies and attendees planting a dedicated area of the site, followed by presentations from participating organisations on environmental best practices. The day concluded with a competition showcasing innovative sustainability practices from across Aldar projects.



Green Construction Strategy

Our green construction strategy focuses on interventions that materially improve energy efficiency, water use, and circularity across construction activities.

To accelerate on-site decarbonisation, we scale practical solutions such as:

Solar-hybrid Power Plants
Reducing generator diesel consumption

Wastewater Recycling Units
Introduced at sites in 2023 to avoid transport emissions and utilise the recycled water in other site activities

Circular Construction Practices
Increasing recycling rates and minimising temporary-works waste.

These measures support our broader ambition to create cleaner, smarter construction sites and embed more sustainable practices across our developments.

The next phase of our partnership with AMPD will trial the use of Battery Energy Storage Systems (BESS) to power cranes across Yas Island developments, delivering tangible reductions in on-site emissions and noise while also contributing to improved local air quality.

This operational progress is underpinned by stronger data governance to ensure performance is captured consistently and accurately.

We enhanced waste-data capture by integrating direct input from waste carriers and rolling out SMARTWaste training for site teams, improving data consistency, strengthening the reliability of reported performance, and reinforcing our commitment to continuous improvement.

Zero Food Waste Pilot

Aldar launched a pilot initiative across 2 projects to advance its goal of achieving zero food waste on all site operations. The programme focuses on collecting and segregating food waste and diverting it from landfill into environmentally friendly recycling streams, reducing environmental impact and supporting circular resource management.

The Aldar HSE Team delivered awareness sessions on food-waste minimisation and segregation to the workforce, alongside engagement with project management teams to ensure consistent and efficient implementation.

Aldar's Environmental Management System

Aldar's Environmental Management System (EMS), aligned with ISO 14001, is fully integrated with quality and health and safety systems. It operationalises our Environmental Policy by managing impacts, ensuring regulatory compliance, and embedding environmental responsibility across construction activities, structured around 4 core delivery areas that drive responsible performance and continuous improvement.

1. Environmental Induction

Environmental induction training is conducted at the start of every project, ensuring all personnel—including PMC teams, consultants, contractors and suppliers—understand Aldar's EMS requirements and their role in complying with environmental protocols. In 2025, every new project site received these inductions, building consistent awareness and capability across delivery teams.

2. Site inspections and Environmental Compliance Audits

We monitor compliance with UAE environmental requirements, ISO 14001, and Aldar policies through regular site inspections and formal audits.

In 2025, we conducted 412 environmental inspections and audited 13 projects, identifying 6 non-conformities, all of which were closed within 30 days. This assurance programme is supported by environmental alerts and good-practice sessions that reinforce evolving standards and promote technologies that reduce emissions and improve performance.

3. Data collection and verification

Environmental data is collected and verified across all projects to ensure consistent tracking against Aldar's SMART Environmental Objectives and Targets, supporting ongoing EMS performance monitoring and regulatory compliance.

4. Alerts and education

We deliver regular sustainability awareness sessions for contractors and project stakeholders showcasing technologies and systems that support emissions reductions while strengthening understanding of evolving sustainability practices, regulations, and standards.

Clean **Energy**

Aldar's clean energy strategy focuses on reducing operational emissions through renewable integration and obtaining global certifications that validate our performance. These initiatives are central to our Net Zero roadmap and demonstrate how we translate ambition into measurable outcomes.

Clean Energy Certificates

Aldar drives clean energy adoption across its entire portfolio, not only to cut emissions, but to strengthen resilience and reduce operating costs. Our approach combines on-site renewable generation with the procurement of clean energy through market-based solutions, ensuring progress towards a low-carbon future.

Aldar substantiates market-based Scope 2 electricity consumption through the use of Clean Energy Certificates (CECs) issued under the Abu Dhabi Clean Energy Certificates Scheme. The scheme is regulated by the Abu Dhabi Department of Energy, facilitated by Emirates Water and Electricity Company (EWEC), and administered through the Evident registry. The CECs are aligned with the International REC Standard (I-REC Standard) and represent the environmental attributes of electricity generated from clean energy sources.

For 2025, Aldar will substantiate its Scope 2 emissions from electricity and chilled water through CECs, continuing the approach applied since 2022. While our primary focus remains on reducing energy consumption through building and system retrofits, CECs provide an additional, market-based mechanism to credibly account for residual emissions and demonstrate our commitment to clean energy.

358,062 kWh

Generated in solar power on our construction sites in 2025

Solar PV Deployment

Our solar PV programme continued to progress in 2025, with design finalised and regulatory approvals secured for several sites. These steps mark important preparation toward future implementation, supporting Aldar's broader efforts to integrate renewable energy and reduce emissions over time. Once operational, these installations will deliver significant emissions reductions and cost savings, reinforcing our commitment to clean energy.

Case Study

SODIC East Solar Farm: Advancing Clean Energy

As part of our climate change mitigation strategy and commitment to sustainability, SODIC East launched a 499 kWp solar farm to transition towards clean energy and reduce carbon emissions. The project was designed to cover more than 50% of the energy consumption of the Club-S facility, aligning with Aldar's objective to integrate renewable energy into operations and so deliver measurable environmental benefits.

The solar farm demonstrates how sustainability and cost efficiency can go hand in hand. By reducing reliance on conventional energy sources, the project is expected to deliver significant carbon savings while lowering operational costs for the facility. This milestone reinforces Aldar's commitment to clean energy adoption and sets a precedent for future renewable projects across our portfolio.

Key Highlights

499kWp
Installed capacity

780.9MWh
Total energy produced

446.7tCO$_2$e
Avoided emissions annually

1.8mn EGP
Annual cost savings



Case Study

Pioneering Building: Integrated Clean Energy at VYE Hub, Egypt

An idea from our innovation pipeline sparked a transformative approach to renewable energy: integrating vertical solar panels into building façades. This concept evolved into a pioneering pilot at VYE Town Centre, a high-visibility retail and community hub in Egypt. It was designed to reduce grid reliance, showcase Building-Integrated Photovoltaics (BIPV), and create a replicable model for future developments.

23.5kWp

Estimated annual generation

~39,000kWh

Installed capacity

In 2025, the vision became reality through a partnership with Summit Solar Technology, delivering a coloured glass triangular PV façade combined with a rooftop solar array. Together, these systems are expected to generate around 39 MWh annually, strengthening energy resilience and advancing our net-zero ambitions.

Beyond performance, the project demonstrates the aesthetic potential of BIPV and reinforces our commitment to design-led sustainability. The façade serves as a visible symbol of innovation, complemented by plans for real-time energy dashboards to engage residents. Successful results will inform replication across other town-centre buildings, with future phases exploring battery storage for greater resilience.

This initiative exemplifies how innovation, collaboration, and technical excellence converge to deliver impact, positioning VYE Hub as a benchmark for integrated clean energy solutions in urban developments.



Resource Efficiency **and Management**

Embedding smart technologies and sustainable design principles is central to our strategy to maximise energy and water efficiency across our portfolio. Building on the strong foundation established in previous years, our focus in 2025 was on scaling retrofitting initiatives and enhancing monitoring capabilities to drive measurable improvements in resource performance.

Our targets for 2025 were clear: achieve 2% reduction in water intensity across existing assets and 10% increase in waste recycling and diversion. These goals guided every initiative, from operational enhancements to community engagement, ensuring progress aligned with both Aldar's ESG framework and UAE Vision 2031.

Energy Management

Our retrofit programme is among the largest of its kind in the region. Launched in 2021, the programme focuses on improving energy efficiency across income-generating assets, supported by a total investment exceeding AED 150 million and covering 66 assets across the portfolio.

Delivered in 6 phases, with the final phase completed in late 2025, the programme was designed to achieve an approximate 21% reduction in energy consumption. To date, it has delivered verified performance outcomes for 3 consecutive years, achieving an average 21% reduction in energy use against established baselines.

By replacing conventional high-wattage fixtures with advanced LED luminaires, we significantly lower electricity consumption and connected load, translating into measurable cost savings and substantial reductions in GHG emissions.

Case Study

LED Street Lighting Enhancement at Allegria Project

By replacing 300 street lighting fixtures from 150 W units to 100 W LED luminaires, we achieved a significant improvement in energy efficiency, reducing demand by 15 kW and delivering annual savings of approximately 68,400 kWh.

This initiative translates into cost savings of around 160,000 EGP per year under the current public lighting tariff, while avoiding roughly 31 tCO_2e of emissions annually.

68,400 kWh
Annual energy reduction

31 tCO_2e
Avoided emissions annually

160,000 EGP
Annual cost savings

Case Study

Upgrading Street Lighting for Efficiency at SODIC West Destination

By upgrading 282 street lighting fixtures from 250 W units to 100 W LED luminaires, we reduced the connected load by 42.3 kW and delivered annual energy savings of approximately 192,900 kWh.

This initiative delivers around 451,000 EGP per year in electricity cost savings under the current public lighting tariff, while avoiding nearly 87 tCO_2e of emissions annually.

192,900 kWh
Annual energy reduction

87 tCO_2e
Avoided emissions annually

451,000 EGP
Annual cost savings

Case Study

Energy Recovery in the Seawater Reverse Osmosis plant at Caesar Project

SODIC commissioned a new 1,000 m³/day Seawater Reverse Osmosis (SWRO) plant at Caesar, equipped with a Danfoss I-Save isobaric energy recovery system to prioritise long-term energy efficiency.

By integrating this high-performance technology, the plant stands as one of SODIC's most energy-optimised and sustainable water-production assets, reinforcing our commitment to operational excellence and climate action.

219,000 kWh
Annual energy reduction

99 tCO_2e
Avoided emissions annually

512,460 EGP
Annual cost savings

Water Circularity and Conservation

Water conservation remains a priority. Wastewater recycling plants on construction sites enable reuse for landscaping and dust suppression, scaling recycled water volumes from 25.5 million litres to 54.9 million litres annually during 2025. Advanced initiatives have included biochar pilot projects to improve irrigation efficiency and enclosed pool designs, which reduce evaporation and, by supporting year-round use, deliver socio-economic benefits through increased community access to swimming and recreation.

To strengthen resource management, we advanced our smart metering programme, piloted in 2023 and 2024, by installing meters across all ADGM towers this year. This initiative enables real-time monitoring and data-driven decision-making for energy and water use, supporting our long-term goal of achieving full smart metering coverage by 2030.

Building on our energy management efforts, SODIC is implementing targeted lighting initiatives that enhance efficiency, reduce operational emissions, improve nighttime comfort, and elevate the usability and character of streets, public spaces, and mixed use destinations.

Tenant Initiatives

In 2025, Aldar strengthened efforts to cut carbon emissions across our properties. Our tenant engagement programme shifted from routine communication to more actionable outreach, helping retail and residential tenants adopt energy-efficient practices and low-carbon solutions. These initiatives are designed to make sustainable living practical and impactful for everyone in our buildings.

We believe that listening is the first step towards fostering the trust and collaboration required to drive meaningful change. Quarterly tenant surveys and annual customer insights in 2025 informed initiatives such as installing EV charging stations, implementing energy management systems with Siemens, and expanding green spaces and wellness facilities.

From storm related infrastructure upgrades to enhanced gyms, landscaping improvements, and process refinements like security deposit cheques, every action reflects real resident feedback. Tailored action plans are communicated transparently, allowing communities to see progress in real time.

At the same time, we continue to nurture a culture of shared environmental responsibility.

Through community events, awareness campaigns, and targeted communications, we promote energy conservation, water efficiency, waste reduction, and broader sustainability practices. These initiatives not only deepen engagement but also encourage residents and occupants to co-create solutions that reflect their needs, reinforcing a sense of ownership and collective impact.

We delivered a comprehensive engagement programme across our retail portfolio as well, supporting mall tenants in improving waste segregation, reducing contamination, and integrating responsible operational practices. Through awareness sessions, operational guidelines and one-to-one support, we strengthened alignment on sustainability expectations and improved waste-management performance across Yas Mall and other assets.

Circular **Economy**

Through our multifaceted approach to waste management and resource circularity, Aldar continues to advance circular economy principles across the entire building lifecycle.

In 2025, we moved beyond foundational efforts to deliver measurable impact; reducing waste and introducing innovative solutions to redefine how resources are managed. We also expanded partnerships to tackle emerging challenges:

Electronic Waste Collection and Redistribution

In collaboration with the Mohammed Bin Rashid Al Maktoum Global Initiatives and Ecyclex, e-waste from communities, schools, and offices was collected, refurbished, and donated to schools in need, turning waste into opportunity.

Nadeera Yalla Return Programme

We continue to scale digital, community-based recycling through barcoded bags and app-enabled returns, which are now active across 7 Aldar communities. The programme incentivises residents to sort and return recyclables, supporting our circularity agenda and contributing to waste-diversion efforts across our portfolio.

National Food Loss and Waste Initiative – Ne'ma

As a national partner to Ne'ma, the UAE's Food Loss and Waste initiative, Aldar supports efforts to reduce food waste across households, businesses, and communities.

Our hotels distribute untouched buffet surplus during Ramadan to blue-collar workers through Ne'ma's Food Rescue Programme. While at Yas Mall, the year-round Replate initiative channels surplus from F&B vendors into a community fridge for redistribution. In 2025, our hotel teams also contributed operational insights to the UAE's first Food Loss & Waste Baseline Study, helping to establish a national benchmark.

In partnership with Ne'ma, we hosted the second edition of Al Fina'a at Al Muneera, showcasing the Baseline Study and encouraging household participation.

Across our subsidiaries, we continue to embed Ne'ma principles through awareness-raising, improved waste segregation, and engagement with residents, tenants, and partners, turning national ambition into tangible community impact.

Sustainable Materials and Circular Design

Aldar is piloting innovative circular solutions, starting with biochar. We have entered into a trial initiative, which will test biochar's potential to improve soil health and reduce irrigation and fertiliser needs. This pilot reflects our commitment to exploring sustainable landscaping practices that can deliver long-term environmental benefits.

96%

Construction waste recycled across projects (surpassing 2025 target of 80%)

From Scrap to Safety at Balghiylam Project

Projects like the Balghiylam Project (BAG) showcase creative reuse, with approximately 5% of waste wood repurposed for safety awareness materials.







5%

Of waste wood repurposed for safety awareness materials

Case Study

LAYN 3D Concrete Printing: Driving Innovation in Construction

Conventional formwork for non-structural concrete elements such as benches, planters, bins, and small pavilions often creates inefficiencies. Long lead times, high material waste from cast-and-discard moulds, and limited design flexibility have been persistent challenges in traditional construction. To address these issues, SODIC partnered with Egyptian start-up LAYN, introducing a disruptive approach to concrete prefabrication that combines sustainability, speed, and design freedom.

The collaboration adopted a venture clienting approach, co-design model, enabling rapid movement from concept to commercial pilot. LAYN was admitted to SODIC's vendor list in Q1 2025, followed by a planning workshop involving Development and Projects business units to map short-, medium-, and long-term opportunities.

The first pilot installation was delivered at the EDNC Sales Centre, with a second project completed at June beachfront.

To embed knowledge and scale innovation, SODIC and LAYN co-developed an architecture course with the American University in Cairo, training 40 students to design future 3D-printed elements such as pavilions and non-structural buildings.

The pilot delivered tangible benefits. Material waste was reduced by up to 60% compared with traditional casting methods, while production cycles were compressed from 14–21 days to just 2–4 days, with the fastest print-to-install turnaround achieved in under 10 days. Performance was validated with compressive strength recorded at 44 MPa, meeting durability standards.

Beyond technical gains, the initiative created social impact through skills development and established commercial readiness with a signed Master Services Agreement, vendor-list inclusion, and a clear roadmap for scale. The partnership was recognised externally, earning a nomination for the Egypt Entrepreneur's Award 2025 in the "Disruptive Duo" category.

Looking ahead, the focus will be on increasing fabrication speed and scaling printer capacity to enable larger elements and, eventually, structural components. This innovation reflects Aldar's commitment to industrialised construction and circularity, reducing waste and improving efficiency while fostering collaboration between industry and academia.

Key Highlights

60%
Material waste reduction

2-4 days
Production cycle

44MPa
Compressive strength

40
Students



Case Study

Reduction in Waste – Logistics

In 2025, Abu Dhabi Business Hub (ADBH) set ambitious sustainability KPIs focused on reducing municipal waste and increasing recycling rates across the portfolio, directly supporting Aldar's circular economy agenda and alignment with UAE national sustainability objectives.

However, early assessments revealed several challenges: tenants lacked awareness of proper recycling practices, infrastructure for segregation was limited, and visibility on waste data was inadequate. Operational staff also required further orientation on Aldar's Zero Single-Use Plastic (SUP) policy.

To address these issues, we launched a structured waste management enhancement programme built on 4 pillars:

Segregation at Source
Introducing dedicated recycling streams and improving bin placement.

Process Improvement
Strengthening contractor KPIs and service-level agreements tied to recycling performance.

Tenant Engagement
Driving behaviour change through targeted communication and reminders.

Data Accuracy
Implementing monthly consolidation and validation to ensure assurance-ready reporting.

These actions were underpinned by frameworks set by the Corporate Sustainability team, including a monthly assurance-ready data model and internal communications aligned with Aldar's Single-Use Plastic policy. Waste contractor monitoring was linked directly to segregation and recycling requirements, ensuring accountability at every level.

From November 2025 onwards, the initiative began delivering measurable reductions in municipal waste and improved recycling rates across ADBH assets. Dedicated recycling streams and strengthened contractor oversight drove operational improvements, while tenant engagement campaigns increased compliance with waste segregation practices.



Sustainable **Acquisitions**

Aldar's acquisition strategy has always been shaped by a commitment to sustainability that places people, communities, and long-term value at its core. Every investment decision is guided by our desire to deliver tangible benefits for our shareholders, residents, tenants, and the wider UAE community.

Our Responsible Investments Framework provides the foundation for this approach, directing capital towards projects that combine strong financial performance with sustainability and measurable social and environmental benefits. ESG criteria are embedded throughout our due diligence and investment analysis, ensuring every decision supports our decarbonisation pathway. Before acquisition, we conduct detailed ESG assessments to identify improvement opportunities early, whether through energy-efficient retrofits, integration of clean energy sources, or enhancements that elevate asset resilience and long-term value.

To reinforce this foundation, strong governance and ethical practices underpin every acquisition. We engage in regular consultations with government entities, women's associations, and local communities, maintaining open dialogue and incorporating stakeholder feedback into decision-making. This transparent and inclusive approach ensures that each acquisition aligns with Aldar's ESG framework and the UAE's national sustainability objectives, while supporting lasting quality of life across our portfolio.

Once assets are acquired, operational sustainability becomes a cornerstone of value creation. Acquired assets benefit from energy-efficient technologies, enhanced utility monitoring, and tenant engagement programmes that promote responsible consumption and operational awareness. These measures drive efficiency, reduce environmental impact, and enhance tenant experience, embedding sustainability into day-to-day operations from the outset.

Ultimately, our approach is fundamentally customer-centric, moving beyond compliance to deliver real value for those who live and work in our communities. We prioritise inclusivity, accessibility, and social impact across every new asset, ensuring acquisitions contribute to safe, well-connected environments where residents and tenants can thrive.

Strategic Acquisitions Driving Sustainable Growth

We continued to pursue strategic acquisitions that reinforce our commitment to sustainable growth, diversify income streams, and strengthen Abu Dhabi's industrial and logistics infrastructure. These investments support long-term value creation and operational resilience. Each investment opportunity is screened against our ESG criteria.

ALMARKAZ Industrial Park Assets

We acquired warehousing and light industrial assets from Waha Capital for AED 528 million, adding 180,000 m² of net leasable area in a Special Economic Zone. The park offers near-full occupancy and modular facilities designed for efficiency and adaptability.

180,000 m²
Net leasable area in ALMARKAZ Industrial Park

2
Facilities acquired in KEZAD

KEZAD Logistics Assets from AD Ports Group

We acquired 2 institutional-grade facilities for AED 565 million within Khalifa Economic Zones Abu Dhabi (KEZAD). These include an e-commerce fulfilment centre leased to Noon and a fibre-optic factory leased to Emtelle, with a combined built-up area of 136,000 m² and direct connectivity to Khalifa Port and Etihad Rail. This acquisition marks a significant milestone in Aldar's strategy to scale its logistics and industrial platform in the UAE, with assets strategically located and occupied for the long term, ensuring stable income generation.



Nature **and Biodiversity**

This year, Aldar's commitment to nature and biodiversity was reflected through a series of ambitious initiatives and strategic partnerships, while we deepened the integration of ecological stewardship into every stage of our development and operations. Our efforts were shaped by the belief that Aldar is in a unique position to protect natural habitats in the communities and environments in which we operate.

Aldar was proud to be an official partner in the IUCN Conservation Congress in 2025, with our participation reflecting both our commitment to biodiversity protection and our ambition to build sustainable places, thriving communities, and a brighter, more resilient future for all.

We always aim to go beyond compliance, pursuing voluntary partnerships and best practices that will set new benchmarks for the industry. Through our partnership with New York University Abu Dhabi, we are analysing air quality and dust movement to expand the scope of our environmental monitoring and resilience.

The research identified critical air-quality parameters and mapped dust movement across, informing mitigation measures and adaptive design strategies. Technical reports and data sets generated through the collaboration were referenced in internal guidelines and supported ongoing restoration and monitoring initiatives.

All new developments have undergone comprehensive Environmental Impact Assessment (EIA) processes and Environment Agency Abu Dhabi (EAD) approvals. We are pleased that our studies on local floral and fauna are now informing wider restoration and mitigation measures. All buildings designed in 2025 incorporated biodiverse landscaping, with more than 30 projects delivered with this as a core criterion.

Embedding Biodiversity into Development Planning

Aldar's biodiversity strategy is built on collaboration with leading environmental authorities and scientific organisations. The Enviroportal tool, developed by the Environment Agency – Abu Dhabi, supports early-stage environmental screening by identifying sensitive habitats and ecological constraints, helping inform responsible land-use and development planning.

Working closely with the EAD, we apply the tool to identify critical habitats and share these insights with development teams to guide responsible land use and minimise operational impacts.

Moving beyond compliance, we are directing funding towards research, restoration, and engagement that protects biodiversity at scale. Our participation in the Abu Dhabi Mangrove Initiative (ADMI) Partners Pledge reinforces this commitment, supporting national biodiversity priorities through research and protection activities that have tangible environmental outcomes.

IUCN Engagement and Global Leadership

In 2025, Aldar played an active role in one of the most significant global conservation events of the decade: the IUCN World Conservation Congress, hosted in Abu Dhabi for the first time. The Congress brought together over 10,000 participants from governments, academia, civil society, Indigenous Peoples' organisations, youth groups, and the private sector to shape the global nature conservation agenda for the next 20 years.

As a sponsor of the Congress, Aldar underlined its support of the UAE's ambition to place nature at the heart of development and decision-making, reinforcing the country's role as a global convenor for environmental leadership. The Congress strengthened Aldar's partnerships with leading conservation organisations, reinforcing science-led approaches to biodiversity protection across marine and coastal ecosystems.

Students from Aldar Education took part in workshops, gaining exposure to conservation science, policy debates, and best practices. This engagement reflects commitment to fostering next generation of environmental stewards.

Case Study

Aldar & Emirates Nature–WWF: Conserving Saadiyat Marine National Park

In January 2025, Aldar strengthened its partnership with the EAD and Emirates Nature–WWF to protect near-shore ecosystems at Saadiyat Marine National Park, one of Abu Dhabi's most ecologically-significant marine environments.

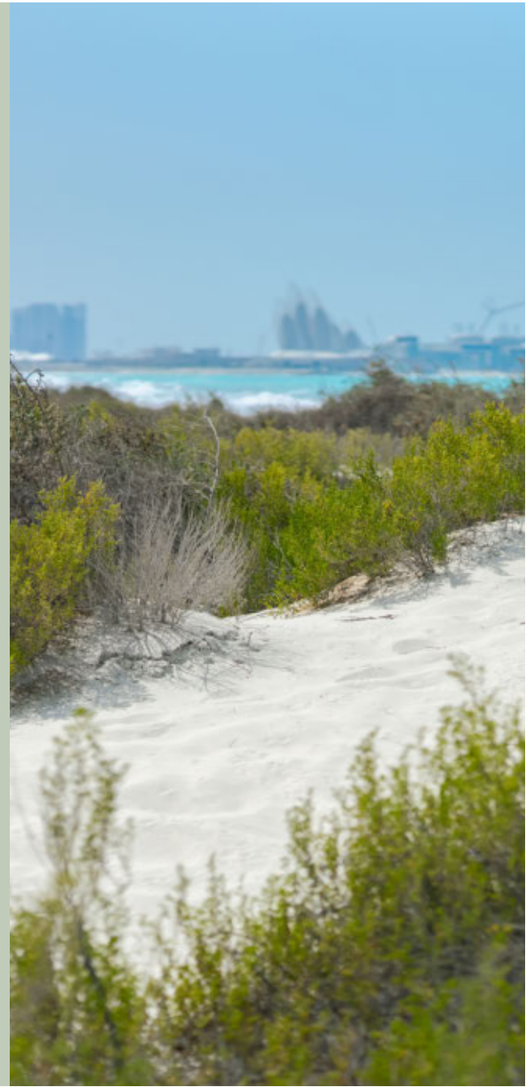
Through this partnership, we supported a comprehensive assessment of marine and coastal habitats, establishing a robust scientific baseline to guide long-term conservation, climate-resilience planning, and responsible coastal development. This work safeguards ecosystems and endangered species while embedding biodiversity into Aldar's coastal decision making.

Community engagement was central to this programme's success through involving residents and youth in field activities fostering shared responsibility for marine conservation and encouraging behavioural change.

The findings have also informed targeted recommendations to address human pressures on marine habitats, supporting improved environmental practices across beachfront developments. Together, these actions position Saadiyat Marine National Park as a model for integrated marine protection, balancing development, conservation, and community value.

Working with Emirates Nature–WWF enables Aldar to move beyond compliance, embedding science, collaboration, and long-term stewardship into how we plan, build, and operate.

WWF



Climate Resilience **and Adaptation**

As climate risks increasingly shape how cities are built and operated, Aldar recognises that resilience and adaptation are fundamental to long-term value protection and creation. Our role as a developer is to anticipate and mitigate this, by embedding climate-risk considerations across the full asset lifecycle.

Our approach focuses on designing places that will remain safe, comfortable, and liveable over decades. This comes in alignment to EAD's Climate Change Adaptation Plan for the Environment Sector (2025–2050), which provides a science-based roadmap to strengthen the Emirate's resilience to climate impacts, focusing on water security, ecosystem health, and community wellbeing.

Climate-resilience considerations—including extreme temperatures, flooding risk, and site-specific mitigation measures—are planned upfront and integrated into programmes and sequencing, ensuring that our projects are delivered ready for long-term operating conditions.

Innovations include integrating heat-resilient urban design principles, passive cooling strategies, flood-risk assessments, and climate-responsive infrastructure into new developments, while progressively strengthening the resilience of our existing assets. By planning for higher temperatures and extreme events today, we reduce long-term operational risk, protect asset performance, and enhance the wellbeing of our tenants.

In 2025, Aldar has implemented resilience planning across 3 masterplans, covering a total land area of 29 million m^2. These masterplans include Yas Island, Fahid Island, Haven, Athlon and The Wilds.

Case Study

Futureproofing Outdoor Spaces with Envimet

Heat risk is one of the most material physical climate risks for communities and real estate assets in the region. By linking outdoor thermal conditions with impacts on cooling energy demand, the Envimet study set out to connect comfort with operational resilience and long-term performance.

In the UAE, outdoor conditions directly shape how residents use and enjoy their neighbourhoods—walking, cycling, socialising, and spending time in parks and public spaces. By assessing outdoor comfort under future climate scenarios, the study gives us evidence-based insights on where and when outdoor spaces are likely to become uncomfortable as temperatures rise, and which masterplanning and design interventions can best tackle this.

These findings will inform future masterplans and detailed designs, such as the placement and density of green spaces and tree canopy, shaded pedestrian routes, public realm materials, and landscaping strategies, so we can continue delivering outdoor environments that remain usable, inviting, and wellbeing-focused. This supports Aldar's aim to develop assets that remain desirable, functional, and efficient as temperatures rise, reducing the risk of higher operating costs and reduced outdoor use over time.





Creating
Societal Value

We believe progress is measured not only in financial returns but in the positive impact we create for people and communities. In 2025, we deepened our role as a trusted partner in shaping a more inclusive, resilient, and vibrant society.

From championing education and cultural initiatives to fostering wellbeing and economic opportunity, our actions reflect a simple truth: when communities thrive, so do we.

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Placemaking **and Customer Value**

Placemaking with Purpose

Aldar's placemaking philosophy is about building communities that go beyond bricks and mortar, to establish neighbourhoods where people can thrive. We focus on holistic design that integrates green spaces, wellness amenities, and inclusive features to support every stage of life. By pursuing Fitwel certification and prioritising accessibility, we ensure our developments foster wellbeing, connection, and long-term value for residents and the wider community.

Climate-responsive Design and Planning

At the masterplan level, Aldar designs communities to encourage outdoor activity and social interaction despite challenging climatic conditions. Landscape layouts, shading strategies and spatial planning are informed by climate and resilience studies, extending the hours during which residents can comfortably use public spaces.

Landscape Design as Functional Infrastructure

Aldar conducts studies on how landscaping reduces heat, improves outdoor thermal comfort, and supports air quality, enabling safer and more comfortable walking environments and enhancing everyday community life.

Designing for Active, Connected Communities

Masterplans prioritise walkability and reduced car dependency by clustering amenities within short walking distances, supported by shaded routes and community mobility solutions. These design choices strengthen social interaction, encourage healthier lifestyles and reinforce a strong sense of place.



Accessible Homes, Dignified Living

Aldar continues to enhance quality of life across the communities it serves by investing in targeted home modification programmes that support accessibility, safety, and independent living.

Aldar invested AED 2 million into home modification initiatives designed to improve living conditions for vulnerable groups.

AED 2mn
Invested into dedicated home modification initiatives

The first programme, delivered in partnership with the Ministry of Energy and Infrastructure under the Sheikh Zayed Housing Programme, focuses on supporting Emirati senior citizens through comprehensive home renovation and maintenance works. This initiative has enabled the full refurbishment of 4 homes in Ras Al Khaimah, creating safer and more comfortable living environments that promote dignity and wellbeing.

The second programme, implemented in partnership with Ma'an and the Zayed Authority for People of Determination, provides accessibility focused home modifications for People of Determination and elderly.

To date, Aldar has completed modifications for 15 homes, with additional homes currently being assessed and scheduled for upgrades as the programme expands.

15 homes
Had accessibility modifications

Modifications include the installation of ramps, accessible bathrooms, and other tailored interventions that enhance mobility, safety, and independence for beneficiaries and their families.

Through these initiatives, Aldar leverages its core expertise as a real estate developer to deliver practical, long-term social impact, contributing to more inclusive and age-friendly communities across the UAE.



Affordable Housing

Affordability is a central pillar of our development strategy. As demand accelerates, we are delivering larger-scale communities that combine modular construction, prefabrication, and sustainable design to speed-up delivery and improve lifecycle performance. This engineering-led model enables Aldar to maintain quality-of-life standards while keeping homes within reach of residents.

This commitment is reinforced through Aldar's develop-to-hold operational model, which protects long-term affordability by retaining ownership of rented units and preventing release to speculative private landlords. It ensures service consistency while keeping homes within reach of residents.

Major new developments such as Al Reeman are central to Aldar's affordable housing commitments, introducing around 2,000 rental units within well-connected neighbourhoods that integrate green spaces and community retail. Homes in this segment support the needs of a growing mid-income workforce driving housing demand across the emirate. Sustainability remains foundational across developments, with smart systems, resource-efficient technologies, and circularity initiatives embedded.

Aldar's Strategic Partnership with the Global Wellness Institute (GWI)

Aldar has partnered with the GWI as the UAE Geography of Wellness Partner to provide independent, data-led insights into the UAE's dynamic wellbeing landscape.

This collaboration underpins GWI's Geography of Wellness report, which shows the UAE wellness economy as the fastest-growing in the Middle East and North Africa, now valued at USD40.8 billion, with sectors like wellness real estate, personal care and spa services leading the charge.

> **We're especially grateful to Aldar, who are creating some of the most innovative wellness real estate projects in the world, for partnering with us to bring these country-specific insights to light.**

Susie Ellis
GWI chair and CEO



Customer Centricity

At Aldar, customer centricity drives everything we do. We create vibrant, accessible, and affordable places while delivering exceptional experiences at every touchpoint. Listening is core to our approach: our voice-of-the-customer programme, through surveys, forums, and app testing, captures insights across the value chain, informing targeted action plans that resolve pain points quickly, with progress shared transparently.

18%
Increase year-on-year for 2025 NPS performance

89/100
CSAT across all assets

Key metrics like Net Promoter Score (NPS) and Customer Satisfaction (CSAT) are centrally managed, reviewed by the CX Committee, and linked to management and colleague incentives, embedding customer experience into our culture. In 2025, this focus delivered a 19% year-on-year NPS increase, a 10-point jump over last year.

Signature Experiences

Our Signature Experience Vision 2030 is grounded in 5 clearly defined hospitality experience pillars that guide how we intentionally design and consistently deliver exceptional experiences: perfect the details, anticipate needs, build relationships, elevate key moments, and create belonging.

Signature Experiences is Aldar's strategic direction across every stage of the customer journey. It sets a consistent, hospitality-led standard for how people experience our places—at every touchpoint, in every business. It's how our vision comes to life in the everyday moments that matter most to our customers, through service rituals, trained behaviours, and a closed feedback loop that keeps us improving. It matters because it drives trust, loyalty, and long-term community value; it's how customer centricity becomes something people genuinely feel, not just something we measure.

Signature Experiences succeed because we are clear about the moments that matter, we train our teams to deliver them consistently, and we continuously learn from what our customers tell us through NPS and CSAT surveys, as well as qualitative insights. In 2025, we developed 130 Signature Experiences across Education, Retail, Development, Communities and Property Management Leasing.

Bringing Signature Experiences Across the Customer Journey

Aldar Development and Estates

Signature Experiences shape the full homeowner journey—from discovery and purchase through onboarding, handover, and community living. They apply a consistent, hospitality-led standard to key moments, ensuring customers feel informed, welcomed, and cared for throughout.

Education

In Aldar Education, Signature Experiences are delivered through seamless, supportive family journeys. An enhanced welcome for new families, combining personalised tours, onboarding guidance, and welcoming events, sets students up for success and supported strong performance.

In 2025, our NPS witnessed a 27% year-on-year increase, while CSAT reached 87%. Retention rates also strengthened across the network, with notable performance uplifts at Al Bateen Academy and Al Shohub Private School.

Retail

In retail destinations, Signature Experiences prioritise accessibility, comfort, and service that anticipates visitor needs. They are designed around both visitor and tenant journeys, from pre-shopping to post-shopping for visitors, and from exploration and onboarding through daily operations and partnership fortenants.

At Yas Mall, this includes wheelchair access, quiet rooms, and trained staff supporting People of Determination, enabling 100% physical accessibility certification from the World Disability Union and strengthening trust and loyalty across a diverse visitor base.

Hospitality

Signature Experiences are embedded across all Aldar's Hospitality assets, bringing Emirati hospitality to life through Emirati Sana welcome rituals that express warmth, generosity, and a strong sense of place. In 2025, this was strengthened through the launch of the Be Generous initiative across all self-operated business units, encouraging teams to make generosity the everyday standard. Exceptional guest moments are recognised monthly, reinforcing a culture where generosity defines the experience.

Designing Meaningful Moments

Delivering a seamless, human-centred customer journey is a core part of how Aldar brings its Signature Experience to life. Signature Experience is simply the Aldar way of ensuring that every interaction feels clear, caring, and consistent; wherever someone meets us, across communities, retail, education, hospitality, or on digital channels.

Digital experience plays a vital role in making this real. Platforms such as Live Aldar and Hello Aldar simplify everyday tasks, from accessing property services to receiving instant support, reducing the need for site visits and eliminating paperwork. These tools give customers reliable, real-time information and create a smoother journey from onboarding to long-term engagement. Behind the scenes, deeper system integrations and automated workflows strengthen service consistency, ensuring that requests are resolved quickly and securely.

Beyond digital touchpoints, physical experiences remain essential to how customers feel the Aldar difference. Across our communities and developments, small, well-timed gestures, from personalised greetings supported by Automatic Number Plate Recognition (ANPR), to welcome lounges and onboarding gifts during handover, help new residents feel at home from the start.

In our retail destinations, features such as shuttle buses, hands-free shopping, styling lounges, and clear wayfinding bring convenience and comfort into the heart of the visit.

Inclusive service is a core part of our operations, embedded from the outset through how our teams are trained. Through the Aldar Customer Experience (CX) Academy, inclusive customer experience content is a dedicated part of the signature experience curriculum, ensuring accessibility is a baseline standard rather than an add-on. All training materials have been reviewed and upgraded to reflect inclusive and accessibility best practices, equipping teams to confidently serve customers of all abilities at every touchpoint. By embedding inclusive design, language, and behaviours into training, the CX Academy helps translate Aldar's commitment to accessibility into consistent, everyday experiences across communities, retail, hospitality, and education.

Case Study

The CX Academy: Embedding a Hospitality-led Culture

We launched the in-house Aldar Customer Experience (CX) Academy in early 2025, with Abu Dhabi Hospitality Academy – Les Roches, to embed a hospitality-led service culture across the Group and support the Abu Dhabi Customer Experience Strategy. Inspired by traditional Emirati hospitality, the Academy focuses on creating Signature Experiences at every touchpoint. In 2025, the CX training was delivered to 7,777 direct and indirect employees across sales, community and facilities management, retail, hospitality, and schools, with plans in place for a purpose-built facility on Yas Island.



Community Outreach **and Social Impact**

Aldar's community outreach framework is anchored in the purpose-driven Live, Belong, Sustain framework. This reflects our commitment to shaping vibrant communities, fostering a sense of belonging, and ensuring long-term resilience through sustainable innovation.

In 2025, Aldar invested AED 18 million on social impact initiatives, engaging more than 3,087 volunteers and delivering around 13,114 hours, supporting programmes that reached more than 110,000 beneficiaries nationwide.

AED18mn
Invested on social impact initiatives

110,000
Beneficiaries reached nationwide

Live
Healthy and Happy Communities

We are dedicated to fostering communities where individuals and families can thrive. Our focus is on creating environments that nurture well-being, happiness, and growth, ensuring that everyone can live life to the full.

- Access to Housing and Safety
- Happy and Healthy Families
- Access to Quality Education

Belong
Inclusive and Accessible Communities

We are committed to ensuring that all members of the community feel valued, supported, and connected, creating spaces where people from diverse backgrounds can come together and contribute to a shared vision of unity.

- Empower People of Determination
- Relief Campaigns for Vulnerable Communities
- Improve Blue Collar Workers Welfare

Sustain
Resilient and Innovative Communities

We are committed to creating resilient, future-ready communities where innovation and environmental responsibility support long-term wellbeing, enabling people and places to thrive together amid evolving social, environmental, and economic challenges.

- Empower Social Enterprises
- Foster UAE National Talent
- Community and Youth Outreach

Live

Thrive Scholarship Programme

Aldar's Thrive Scholarship Programme reflects our continued commitment to delivering quality education and promoting equity across the UAE. Since its inception in 2022, Thrive has supported more than 65 students, with 16% of this made up of students of determination, empowering them to excel academically without financial constraints while nurturing a sense of social responsibility. With steady annual intakes, the programme remains on track to meet its goal of supporting more than 100 students by 2030.

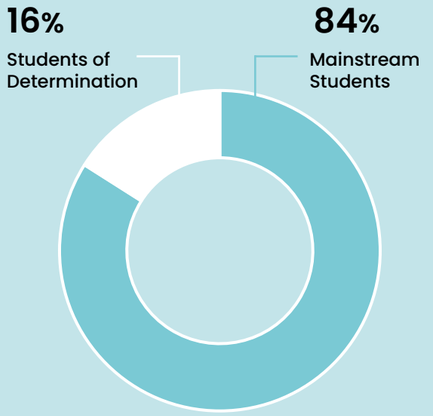
In 2025, the Thrive Scholarship Programme proudly celebrated a major milestone: the graduation of our first 6 students. This marks an exciting new chapter in Aldar's commitment to empowering future leaders through inclusive education.

6 Students have graduated

14 New mainstream students across academic, athletic, and creative talent streams

67 Total students admitted

Thrive Students





‘Year of Community’ Strategic Partnerships for Social Impact

Aldar’s partnerships play a central role in advancing social impact across the UAE, enabling us to reach communities more meaningfully and respond to evolving societal needs. Our approach in 2025 focused on deepening long-term collaborations and shaping programmes that deliver measurable outcomes during the Year of Community.

Aldar & Ma’an: Expanding an Ongoing Partnership

In 2025, Aldar strengthened its long-term commitment to social impact through a 3-year Memorandum of Understanding with the Authority of Social Contribution – Ma’an. Under this agreement, Aldar committed AED 12.5 million to scale existing and launch new community programmes that support Abu Dhabi’s social agenda.

Throughout the year, Aldar aligned its programmes and investments to support the Year of Community’s vision, mobilising volunteers, expanding outreach, and creating inclusive spaces that bring people together.

The partnership expands key initiatives including the Blue-Collar Activation Programme, the Thrive Scholarship Fund (now jointly operated by Aldar and Ma’an), and the Social Impact Fund.

It also integrates digital giving through the Darna loyalty platform, encourages employee volunteering, and unlocks additional in-kind support across Aldar’s assets.

The agreement builds on a successful history between Aldar and Ma’an, which has already funded 11 social programmes, reaching more than 2,845 beneficiaries and contributing over AED 6.5 million since 2020. These achievements include Aldar’s participation in the UAE’s first Social Impact Bonds as a social investor, supporting People of Determination, employment initiatives and family support programmes.

Following the successful completion of Aldar’s first Social Impact Bond investments, Aldar reinvested the financial returns into community impact. As a result, Aldar received AED 3.85 million in returns and contributed a further AED 150,000, bringing the total reinvested amount to AED 4 million. This funding now supports Aldar’s Together For Education Campaign, focused on the renovation of Khalifa Bin Zayed Arab Pakistani School in Abu Dhabi to enhance learning environments and educational facilities.

Aldar and Abu Dhabi Awqaf Partnership

Aldar is collaborating with Awqaf to deliver a purpose-driven real estate endowment initiative that combines long-term value creation with measurable social impact. The project is designed to provide accessible, value-based real estate offerings while allocating a defined percentage of proceeds to the Life Endowment, supporting priority community cases including the elderly and People of Determination. By integrating endowment principles into a sustainable real estate model, the initiative strengthens community wellbeing, promotes inclusive growth, and establishes a scalable approach to delivering enduring social outcomes aligned with national development priorities.



Expanding Access to Housing and Safety

Complementing this long-term investment, our MoU with the Ministry of Energy and Infrastructure backed the Sheikh Zayed Housing Programme, providing AED 1 million to renovate homes for 7 Emirati senior citizens who fall outside standard eligibility criteria.

Promoting Health, and Active Living

During Ramadan, Aldar, in partnership with The National Multiple Sclerosis Society, delivered an awareness initiative aimed at encouraging community engagement and promoting awareness around Multiple Sclerosis. The campaign included a group-wide and community challenge using the Steppi app, where participants competed based on the number of steps achieved. As part of the initiative, Aldar also hosted a community awareness talk to highlight NMSS and strengthen understanding of its impact.

Expanding Access to Education Through Mohammed Bin Rashid Al Maktoum Global Initiatives

In 2025, Aldar strengthened its education impact through strategic partnerships with initiatives under the Mohammed Bin Rashid Al Maktoum Global Initiatives (MBRGI), including Dubai Cares and Digital Schools, supporting efforts to expand access to quality education for underserved communities. Through its partnership with Dubai Cares, Aldar served as the exclusive sponsor of the Back-to-School Initiative, bringing the programme to Abu Dhabi for the second year in a row and supporting approximately 10,000 students through the distribution of essential school kits.

Employee engagement played a key role in delivering impact, with more than 500 Aldar volunteers participating in school refurbishments and Back to School activities. These efforts included upgrades to the Charity School for Girls in Dubai and the Arab Pakistani School in Abu Dhabi, benefiting around 3,000 students.

Complementing this work, Aldar expanded its collaboration with Digital Schools, contributing AED 500,000 to the Donate Your Own Device initiative and scaling its internal e-waste campaign. These efforts enabled the refurbishment and deployment of over 2,000 digital devices, supporting 9,280 learners annually, while responsibly recycling 50,453 devices and advancing both digital inclusion and sustainable e-waste management.

Inspiring Future Innovators Through Space Sustainability and AI

In December 2025, Aldar Education partnered with the National Space Academy to host the Space Sustainability and AI Camp at Virginia International School, reinforcing its commitment to future-focused learning. Over 3 days, students aged 9–15 explored space science, sustainability, and artificial intelligence through interactive, standards-aligned activities. The Camp featured 3 tracks—Space and Rocketry, Space and Sustainability, and Space and Artificial Intelligence—connecting classroom learning to real-world challenges and strengthening Aldar's vision of building resilient, future-ready communities.



Belong

Accessibility City Transformation

As part of Aldar's long-term commitment to building more inclusive cities, the company launched a multi-year accessibility transformation roadmap in 2023, aimed at embedding accessibility and inclusive design across its retail, education, hospitality, residential, and commercial environments.

The initiative focuses on improving how people experience Aldar's spaces, from physical infrastructure to service interactions and community participation. During 2025, Aldar began the second phase of this roadmap by introducing pilot initiatives, operational training, and targeted accessibility enhancements across selected assets, laying the foundation for a broader rollout in the coming years.

Mobility aids were placed at key entry points across selected assets to provide immediate support for visitors who may require assistance navigating large environments.

At Yas Mall, Aldar introduced Quiet Hours as part of a broader effort to create more sensory-considerate retail environments. These scheduled periods reduce noise and stimulation to support visitors who may benefit from calmer spaces, including individuals with sensory sensitivities. Yas Mall also completed a full physical accessibility audit and certification, recognising the mall's infrastructure accessibility standards.

Alongside physical upgrades, Aldar invested in people to ensure that inclusion is reflected in everyday interactions. Frontline across our portfolio have received training on Inclusive practices to ensure equitable customer experiences for all, recognising and supporting guests with various needs, and empowering colleagues to better understand how to respond with appropriate awareness, respect, and assistance when non-visible disabilities may be present.

In parallel, Aldar continued to create opportunities for community participation and empowerment. Initiatives such as the Games of Hope event and internship programs for more than 25 Zayed Authorities students at Yas Mall offices and shops, which helped expand employment exposure and community engagement for People of Determination.

Collaborative initiatives also supported inclusive entrepreneurship. Through our partnership with Zayed Authorities, we presented products made by PoD sold through ETHER, including a specially designed Ramadan prayer mat collection and a newborn gift set launched during the summer.

These initiatives represent the early phase of Aldar's broader accessibility transformation, laying the groundwork for the 2026–2027 roadmap focused on inclusive policies, operational capability building, infrastructure improvements and long-term social inclusion partnerships.



Disability-Friendly City (DFC) Framework

Aldar's accessibility initiatives align with the Abu Dhabi Strategy for People of Determination 2020-2025, led by the Department of Community Development. The strategy is followed by the launch of Disability Friendly City Framework as a collaboration between Aldar & DCD, sets a long-term implementation and tracking tool for a more inclusive and accessible emirate for people of determination and the elderly.

The DFC framework is structured around five interconnected domains, reflecting a whole-city approach in which accessibility is supported through policy, infrastructure, services, technology and community engagement.

Inclusive Urban Policy and Programme Development

Aldar contributes to this domain by embedding accessibility considerations into its operational programmes and partnerships. This includes collaboration with organisations such as the Zayed Authorities for People of Determination through initiatives such as work placement opportunities, support for inclusive social enterprises including Bee Café and community engagement programmes that promote economic participation. Aldar also sponsors inclusive sporting initiatives such as the UAE Special Olympics & Games of Hope, which create platforms for athletes of determination to compete and build pathways for inclusive participation.

Inclusive Urban Design and Infrastructure

Across its destinations, Aldar continues to introduce physical accessibility improvements to support ease of movement and independent access. At Yas Mall, accessibility upgrades include mobility assistance such as wheelchair availability, designated accessible services and facilities designed to support visitors with diverse needs. Quiet rooms are also being introduced to provide sensory-friendly spaces for guests who may require a calmer environment.

Advocacy, Empowerment, and Social & Family Inclusion

Across its destinations, Aldar continues to introduce physical accessibility improvements to support ease of movement and independent access. At Yas Mall, accessibility upgrades include mobility assistance such as wheelchair availability, designated accessible services and facilities designed to support visitors with diverse needs. Quiet rooms are also being introduced to provide sensory-friendly spaces for guests who may require a calmer environment.

Information, Communication Technologies, Assistive Technologies, and Innovation

Aldar is working to improve accessibility within customer experience and communication. Initiatives such as the Hidden Disabilities Sunflower programme at Yas Mall help frontline teams better recognise and support guests with non-visible disabilities. The programme is supported through staff training and awareness initiatives designed to improve service response and accessibility awareness among customer-facing teams.

Emergency Preparedness, Resilience and Sustainability

This domain focuses on integrating accessibility considerations into emergency preparedness, climate resilience and long-term sustainability planning. It includes efforts to improve inclusive emergency communication, accessible shelters and preparedness measures to support vulnerable populations during emergencies.

Through ongoing engagement with government entities, social organisations and the community of people of determination, Aldar continues to support accessibility improvements across its developments and customer experiences. This alignment contributes to the broader ambition of advancing accessibility and inclusion across Abu Dhabi.

Empowering Mobility through ‘Wheels for Wellbeing’

Through the Wheels for Wellbeing initiative, Aldar supports inclusive mobility experiences that introduce children and adults of all abilities to adapted cycling in a safe and supportive environment. The programme helps participants build coordination, confidence, and independence while encouraging active lifestyles within their communities.

In 2025, the initiative expanded to four schools and five community locations, providing participants with opportunities to engage in accessible settings designed to promote participation and enjoyment.

Games of Hope

In partnership with Heroes of Hope, Aldar hosted the 4th flagship Games of Hope events designed to create inclusive sporting opportunities for athletes of determination.

Two of the 2025 events took place on Yas Island, bringing together more than 200 athletes of determination, supported by 300 community volunteers and attended by over 300 family members and supporters. The events featured a range of inclusive fitness and team sports activities, including basketball and rugby competitions.

The Games of Hope provide a visible platform for athletes of determination to build confidence, develop sporting skills, and participate in community sport. By creating structured opportunities for competition and training, the initiative also supports the longer-term ambition of enabling athletes of determination to participate in mainstream sporting events and pursue pathways in sport.

Looking ahead, Aldar aims to continue expanding the programme to strengthen inclusive sporting opportunities and support the development of future athletes.



Inclusive Wellbeing Spaces

At Accessibility Expo 2025, Aldar introduced the Quiet Room, a sensory-friendly wellbeing space designed to support visitors who may experience sensory overload, as well as anyone seeking a calm place to pause and regroup.

The concept space showcased a warm, tactile environment using natural materials, soft forms, and gentle lighting to demonstrate how sensory-conscious design can improve comfort and accessibility in public environments. The installation also hosted art workshops, breathing exercises, and sensory-friendly activities to highlight the importance of inclusive spaces and gather insights that informed the final design.

Building on the positive response, Aldar is expanding the Quiet Room into a permanent multi-zone installation at Yas Mall, scheduled to open in 2026. The final design translates the concept into a fully realised space featuring mineral-based plaster, warm sand and cork tones, and flowing architectural elements that create a calm and intuitive sensory experience for visitors.

Social Campaigns and Activations

To mark Purple Tuesday, a global initiative promoting accessibility and inclusion, Aldar hosted a series of awareness activities across its communities and workplaces. At Al Mamoura School, Australian Paralympian and children's author Jessica Smith led an inclusive storytelling session with students, using her personal journey to spark conversations around resilience, diversity and acceptance. Across Aldar destinations, selected assets were illuminated in purple to raise public awareness of the importance of accessible environments.

Internally, Aldar Square hosted a three-day Impact Morning Club activation that brought employees together through a range of inclusive activities. The programme featured an interactive art workshop with Emirati artist Abdulla Lutfi, whose work reflects his experience as an artist of determination. The activation also included a week-long Bee Café takeover and the sale of organic produce from the Zayed Higher Organization market, creating opportunities to support social enterprises led by people of determination.

Together, these initiatives helped build awareness, encourage dialogue and highlight the role of inclusive communities in everyday life.



Building an Inclusive Service Culture through CX Training Programme

Creating truly inclusive environments extends beyond physical design. It requires people, systems, and service culture to evolve together. Recognising that frontline interactions shape how accessibility is experienced day-to-day, Aldar launched its Inclusive Customer Experience Training Programme, a portfolio-wide capacity-building initiative designed to equip employees and partners with the skills and awareness needed to deliver accessible and respectful service to all.

Developed as a long-term legacy initiative, the programme reflects Aldar's commitment to embedding inclusion into everyday customer interactions across its destinations, communities and hospitality assets.

A Portfolio-Wide Approach to Inclusive Service

The Inclusive Customer Experience program was designed to reach a wide cross-section of Aldar's workforce and operational ecosystem, including retail teams, hospitality staff, community management teams, security personnel and frontline service providers. The training focuses on practical service scenarios, ensuring that employees feel confident supporting guests with a wide range of needs, including people of determination, elderly visitors, families and individuals with non-visible disabilities.

Through this approach, Aldar is helping to shift accessibility from a compliance-based concept to a lived service culture, where inclusion is reflected not only in infrastructure but also in the quality of everyday interactions.

Multi-Layered Training Content

The programme combines several learning layers to ensure knowledge is both practical and sustainable:

Foundational Awareness Training

Participants are introduced to key principles of disability inclusion, respectful communication, and the diversity of visible and non-visible disabilities. The training also provides guidance on appropriate language and etiquette when supporting guests with different accessibility needs.

Practical Service Scenarios

Through real-world case studies and role-based learning, employees explore how to respond to common service situations, such as assisting guests experiencing sensory overload, supporting individuals with mobility challenges, or recognising and responding appropriately to hidden disabilities.

Frontline Operational Readiness

Specialised modules focus on operational teams working in customer-facing roles, including reception teams, security staff and service desk personnel. These sessions emphasise situational awareness, confidence in offering assistance and understanding available accessibility services across Aldar assets.

Supporting Inclusive Initiatives Across the Portfolio

The Inclusive CX training programme supports the successful implementation of accessibility initiatives across Aldar destinations. For example, training sessions help frontline teams recognise and support visitors participating in the Hidden Disabilities Sunflower programme, and respond sensitively to guests who may require access to sensory-friendly spaces such as Quiet Rooms.

Creating Lasting Cultural Change

The Inclusive CX programme is designed not as a one-time training exercise, but as an ongoing cultural initiative that continues to evolve as Aldar expands its accessibility efforts. By embedding inclusive service principles into training, onboarding and operational practice, Aldar aims to create environments where visitors feel supported, respected and welcomed.

As accessibility initiatives continue to grow across Aldar's destinations, the Inclusive CX training programme plays a critical role in ensuring that infrastructure improvements are matched by human understanding, helping transform accessibility from a design feature into a shared organisational mindset.

Through this programme, Aldar continues to strengthen its commitment to inclusive communities and to supporting Abu Dhabi's broader ambition of creating accessible, welcoming environments for all.

Sustain

Social Responsibility for Worker Welfare

Better Together

In 2025, Aldar partnered with Emirates Foundation to deliver Better Together: Volunteer to Give Back to Workers, a community initiative aligned with the aspirations of the UAE Year of Community. Held at Space42 Arena in Al Raha, Abu Dhabi on International Workers' Day, the activation recognised the vital role workers play in building and sustaining the UAE's growth and infrastructure.

The campaign brought together over 1,600 volunteers, including Aldar employees, students from Aldar Education schools, and volunteers from Emirates Foundation's Takatof programme, who collectively contributed more than 6,500 volunteering hours. Volunteers assembled and distributed 24,000 gift packages for workers across the UAE, reflecting Aldar's commitment to inclusive community engagement, shared responsibility, and human-centred progress.

Feed It Forward

Replate and Yas Mall have partnered to launch Feed It Forward, the first mall-wide food rescue programme in Abu Dhabi. This initiative brings together all Food & Beverage operators to reduce waste, and support the community. At the end of each day, surplus food is collected and stored in welfare area chillers before being redistributed through smart fridges.

This year, we distributed more than 18,000 packages to people in need. Thanks to this programme, food that would otherwise be discarded within 24 hours is now supporting vulnerable communities, eliminating waste and creating meaningful community impact.

Read more on page 31



Socioeconomic **Development**

As a leading employer and a driving force behind the UAE's economic diversification, Aldar is dedicated to nurturing the next generation of Emirati talent and building resilient, inclusive local economies. Through targeted youth development and entrepreneurship programmes, Aldar empowers small businesses and startups to thrive, providing emerging enterprises with the resources, mentorship, and opportunities they need to scale and succeed.

Enabling Business Growth Through Cloud Spaces

Aldar's commitment to economic opportunity is anchored in supporting local businesses and expanding pathways for UAE talent.

Our partnership with the Khalifa Fund plays a central role in this effort, helping us strengthen the Small and Medium-sized Enterprise (SME) ecosystem and promote entrepreneurship across Abu Dhabi. Through a joint MoU, we are deepening support for SMEs by maintaining dedicated spending targets and ensuring smaller suppliers can access opportunities across our portfolio. This work is complemented by Aldar's regional CV database, which enables us to recruit locally and widen employment prospects for jobseekers across the UAE.

Similarly, our partnership with the Abu Dhabi Department of Economic Development (DED) further amplifies this impact. As an early partner in the SME Champions Programme, Aldar has helped expand tender access for local businesses, boosting their competitiveness and enabling smaller enterprises to participate in major development projects. This programme continues to be recognised for its strong contribution to micro- and small-business growth, reinforcing Aldar's role in shaping a resilient and inclusive local economy.



Case Study

Empowering Small Businesses with Ether

Aldar is committed to advancing socio-economic development by empowering small businesses and supporting local social enterprises through access to high-visibility retail opportunities. Central to this commitment is Ether, a pioneering concept store at Yas Mall that brings together artisans, emerging local brands, and niche international labels, offering a lifestyle experience that goes beyond traditional retail. Celebrating creativity, individuality, and entrepreneurial spirit, Ether provides a platform where purpose-driven brands can grow alongside established names.

Through dedicated, sponsored spaces at Ether, Aldar supports mission-driven enterprises such as Al Ghadeer UAE Crafts under the Emirates Red Crescent and initiatives under the Zayed Authority, helping them expand market access, reach new customers, and generate sustainable income. By placing these businesses in a major destination mall, Aldar is strengthening commercial resilience while supporting inclusive economic opportunity.

In 2025, Ether demonstrated the impact of this model, recording nearly 40% sales growth year-on-year, driven by new shop-in-shop concepts and the strong performance of Emirati brands. Building on this momentum, Ether partnered with the Khalifa Fund to develop a 200m² space dedicated to Emirati fashion and food & beverage brands, scheduled to launch by mid-February 2026.

As a community-driven platform, Ether also supports social inclusion. In 2025, it partnered with the Zayed Higher Organization for People of Determination, sponsoring outfits for World Down Syndrome Day and welcoming 5 trainees into a 3-month work placement programme; reinforcing Aldar's commitment to retail environments that deliver lasting economic and social value.



Case Study

Enabling Business Growth through Cloud Spaces

Cloud Spaces is a pioneering provider of flexible workspace solutions across the UAE, KSA and beyond, redefining how businesses and professionals work, connect, and grow. Designed to support entrepreneurs and organisations at every stage, Cloud Spaces offers fully serviced offices and co-working environments that combine smart design, curated amenities and integrated business support.

Since opening its flagship location at Yas Mall in 2020, the first flexible workspace concept of its kind within a shopping mall in the region, Cloud Spaces has focused on creating inspiring, welcoming environments that support productivity, collaboration, and long-term success. Each location blends design-led interiors with professional services, delivering workspaces that feel energetic and purpose-built for modern business needs.

The brand offers flexible workspaces, including private offices, co-working areas, lounges, and event spaces, supported by on-site teams, with premium amenities like The Oxygen Bar café and a 100-guest auditorium at our location in Dubai Mall.

Today, Cloud Spaces operates across five lifestyle malls in the UAE, with a growing footprint in Dubai and Abu Dhabi, an upcoming location in Ras Al Khaimah, and one opened in 2025 at iconic Kingdom Tower in Riyadh.

In 2025, Cloud Spaces strengthened its role as a business enabler by fostering a connected and resilient professional community. The brand hosted 22 curated events spanning knowledge-sharing, industry insights, and networking, alongside quarterly in-house client gatherings designed to encourage collaboration across its ecosystem. These initiatives achieved an NPS score of 69 in 2025, and were successfully replicated in both the UAE and Saudi Arabia.

Beyond workspaces, Cloud Spaces supports clients through dedicated public and government relation services, assisting with company formation, licensing, renewals, and regulatory processes. By staying closely aligned with government authorities and regulatory bodies, Cloud Spaces helps businesses remain compliant while minimising operational friction, allowing clients to focus on growth with confidence.



National In-Country Value (ICV)

The National ICV programme remains a cornerstone of the UAE's Vision 2031, championing economic diversification, fostering entrepreneurship, and building resilient economic partnerships. For Aldar, ICV is a key strategic pillar that creates shared value for our company, our stakeholders, and the broader UAE community.

In 2025, Aldar continued to prioritise local suppliers and partners, aligning procurement with the ICV objectives of Emiratisation, GDP diversification, and strategic national interests. This year, Aldar awarded contracts worth AED 66 billion, with AED 30 billion being recirculated into local economy. We have also achieved an ICV score of 72% at Aldar Properties PJSC—one of the highest among UAE developers.

AED 30bn
Recirculated into local economy through ICV

Aldar was the first developer to introduce ICV requirements in Dubai and the Northern Emirates, leveraging our scale to filter contractors and bring local economic benefits to new markets.

'Make it in the Emirates' Award

Aldar's leadership in ICV and Emiratisation was recognised in 2025 with the "Make It in the Emirates" award by the Ministry of Industry and Advanced technology, reflecting our ongoing efforts to nurture local talent and drive meaningful employment opportunities.



Emiratisation

Aldar's commitment to Emiratisation is both ambitious and enduring, reflecting our belief that empowering UAE nationals is essential to the nation's long-term prosperity. We offer a variety of career paths and development opportunities for both experienced professionals and graduates, supporting the next generation of UAE leaders.

We're proud to have created 1,060 jobs for UAE nationals in just 4 years, since 2021. Our continued progress achievement aligns with the federal NAFIS programme, a cornerstone of the UAE's 'Projects of the 50', designed to increase Emirati competitiveness and empower nationals in private sector roles.

Today, Emiratis represent 44% of the workforce at Aldar Corporate, positioning us as one of the UAE's largest private-sector employers of local talent. This commitment extends to leadership, with more than half of Aldar's executive leadership team and 35% of all senior management roles now held by UAE nationals. These figures underscore our results-driven Emiratisation strategy, which focuses on attracting, developing, and retaining Emirati talent across all subsidiaries and business units.



Empowering **our People**

In 2025, our people remained at the heart of Aldar's success. They brought our values to life every day, shaping a culture built on collaboration and care.

Listening to our people

We launched our first Interdepartmental Survey to understand how teams experience collaboration across Aldar. Focusing on 5 key dimensions (Responsiveness, Empathy, Clarity of Communication, Workflow Visibility, and Reliability), the survey was designed to strengthen our culture of openness and trust.

83%
Employee survey response rate

A total of 736 employees were invited to participate, with an impressive 83% response rate. The survey achieved an overall satisfaction score of 79%, providing valuable insights that will guide efforts to strengthen collaboration and create a more connected, supportive workplace where every voice is acknowledged.

Embracing Diversity and Inclusion

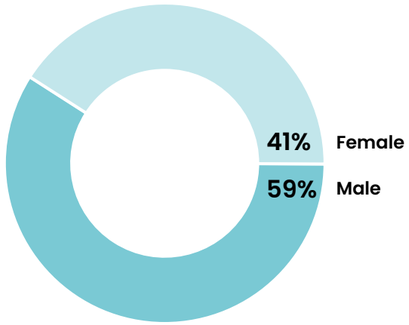
We value the diversity of perspectives that drive Aldar forward. Our workforce brings together different ages, genders, nationalities, and skills to serve a broad customer base and fuel innovation.

Aldar's culture is defined by openness, inclusivity, and collaboration, with equal opportunity embedded and targeted actions to attract and develop underrepresented groups. Our Culture Transformation Project continues to embed these values into performance KPIs, aligning behaviours and goals with Aldar's broader mission.

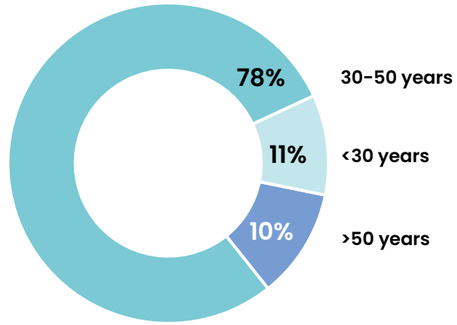
Read our Diversity & Inclusion policy here

Workforce Diversity at Aldar Corporate

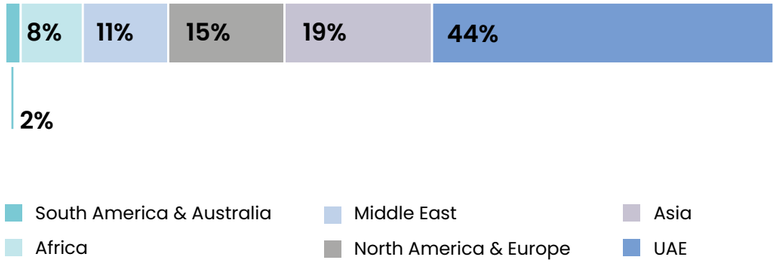
Gender Diversity



Age Diversity



National Diversity



Fostering Engagement and Recognition

We encourage employees to celebrate each other's achievements and commit to our values through the Value-Based Recognition Programme. Recognition mechanisms, including peer-driven shoutouts and digital badges, reinforce a culture of appreciation, engagement, and collaboration across all of our teams.

Upholding a Respectful and Safe Workplace

Aldar enforces a strict zero-tolerance policy toward discriminatory behaviour and harassment, ensuring a respectful work environment for all. This commitment is upheld through robust compliance frameworks, regular audits, and comprehensive training programmes that educate employees about their rights and responsibilities. Employees can submit complaints via email or anonymously through the "AWARE" whistleblower programme, ensuring that every voice is heard and protected.

Read our Whistleblower Policy here

Aldar Youth Council

The Aldar Youth Council provides a formal platform for young professionals across the Group, strengthening connections with senior leadership and the wider UAE youth ecosystem. Operating under the guidance of the Federal Youth Authority, the Council plays a strategic role in developing socially responsible leaders and accelerating the growth of Aldar's emerging talent pipeline.

In 2025, the Council comprised 14 members under the age of 35 and focused on delivering targeted initiatives that support employee empowerment, leadership development, and community engagement. Its work is designed to translate youth perspectives into practical actions that create measurable value for both employees and the organisation.

In 2025, the Youth Council focused on 3 priority initiatives designed to deliver tangible value to employees and the business:

Coffee with Aldar Leaders
Delivered over 5 sessions, engaging more than 60 youth employees in direct dialogue with senior leadership. The initiative strengthened visibility, knowledge-sharing, and professional development across the group.

The Buddy Program
Finalised the programme design, including a full booklet and standard operating procedures, in close coordination with HR. The programme is fully rollout-ready and scheduled for launch in January 2026.

Marriage Package
Contributed to the development of Aldar's new Marriage Leave Policy as part of the Benefits Playbook enhancement, aligned with national priorities under the Year of the Family. This initiative supports youth wellbeing and strengthens Aldar's stance on family-focused benefits.
The policy has been endorsed by the Management Committee and formally communicated across the organisation.

Beyond its core initiatives, the Youth Council delivered a year-round programme of activities focused on employee engagement, wellbeing, and external representation.
Through targeted wellness and fitness sessions, interactive engagement activities, leadership-led knowledge-sharing platforms, and active participation in national and international youth forums, the Council strengthened visibility and collaboration across and beyond Aldar.



Investing in Talent Development, Learning, and Growth

Talent development remained a core priority for Aldar in 2025, with employees completing more than 3,500 hours of learning designed to strengthen both technical and leadership capability. These programmes spanned academic advancement, such as sponsoring our first MBA candidate at NYU Stern and supporting Yousif Al Mubarak's qualification as a solicitor through the University of Law. It also included specialist upskilling delivered through partnerships with Emeritus and leading universities, focusing on future-critical areas including AI, digital transformation, product design, capital management, and customer experience, ensuring that teams across the organisation are equipped to support Aldar's long-term strategy.

In 2025, Aldar allocated AED 7.35 million to internal training. Development opportunities reached talent at every level, from early-career professionals to senior leadership, reflecting our commitment to inclusive growth.

We also drew on the expertise of Aldar's own leaders and specialists to deliver focused, high-impact learning sessions across priority topics, including:

- **Fraud Management training** led by Internal Audit in partnership with Deloitte, attended by 52 employees.
- **An overview of Aldar Investment purpose and strategy** delivered by our Chief Finance Officer to 27 members of the Strategy and Enterprise Project Management Office (EPMO) teams.
- **In-house AI training for EPMO teams** delivered by Group Technology and Digital Future, equipping participants with practical skills to enhance project management processes.

Growing Early-Career Talent

In 2025, 56 interns joined us from leading universities and schools, gaining hands-on exposure to real projects across our portfolio.

We welcomed 25 students from the University of Navarra and 14 from Les Roches hospitality academy, offering them direct insight into Aldar's iconic developments and our commitment to innovation and signature experiences. These talent initiatives are designed to inspire young professionals, broaden their industry understanding, and build a strong pipeline of future contributors.

Key highlights

3,500+
Training hours

AED 7.35mn
Spent on internal training

56
Interns joined Aldar from leading universities and schools

25
Students employed from University of Navarra

14
Students employed from Les Roches hospitality academy

8
Graduates earning promotions in 2025 RUWAD Programme

Accelerating Leadership Potential Through RUWAD

The Youth Council's flagship RUWAD Programme, running since 2024, continued to elevate high-performing associates through an MBA-style development journey. 24 participants advanced their capabilities through micro-credentialing in AI, digital transformation, customer experience, and data analytics, while working alongside innovation experts to tackle strategic business challenges.

The programme resulted in 8 graduates earning promotions in the 2025 cycle, demonstrating how RUWAD accelerates leadership readiness and strengthens Aldar's long-term talent pipeline.

Lead by Example: Mentorship in Action

Following the launch of our group-wide mentorship initiative in 2024, 10 senior leaders - including 9 Chiefs, mentored 100 employees across Aldar, delivering in total 30 sessions. Through focused sessions on Leading Self, Leading Others, and Leading Change, participants gained practical insights and direct access to leadership experience. This programme strengthened leadership capability, enhanced cross-entity collaboration, and reinforced our culture of empowerment and role-modelling

Building Future-Ready Capabilities at SODIC

In 2025, SODIC advanced its talent development strategy with a series of targeted programmes designed to strengthen leadership, business acumen, and technical expertise across the organisation. These initiatives empowered employees at multiple levels, fostering a culture of continuous learning and preparing teams to drive SODIC's long-term strategic goals.

1. Lead Forward Development Programme

SODIC successfully delivered the comprehensive Lead Forward Development Programme targeting 109 Heads and Directors, and delivering approximately 100 hours of training. The programme was designed to equip senior leaders with skills and insights to drive organisational excellence across 6 curated modules:

- Leadership & Engagement Practices;
- Performance Excellence;
- Finance for Non-Financiers;
- Leading with AI; and
- A business simulation focused on strategy and resource allocation.

2. Dimensions of Leadership and Advanced Leadership Practices

To strengthen its leadership pipeline, SODIC delivered 2 rounds of the Dimensions of Leadership Programme for managers, focusing on core leadership capabilities and objective-driven management. The 30-hour programme engaged 30 participants, building a strong foundation for effective people leadership. Additionally, the Advanced Leadership Practices Programme delivered 16 training hours to 21 managers and senior managers to strengthen advanced leadership capabilities and strategic thinking.

3. Strategic Simulations

Simdustry simulations were rolled out in 2025, offering one round for Directors and Heads of Departments and another for Senior Managers and Managers. These immersive experiences guided 38 participants through SODIC's full end-to-end product life cycle, deepening business acumen, understanding of the value chain, and financial decision-making capabilities over 16 hours.

4. Technical Capability Building

Recognising the importance of technical expertise, SODIC launched the Design & Engineering Team Development Track. This 120-hour initiative focused on advanced urban planning, enhancing modelling practices, and encouraging the adoption of more efficient and advanced technical methodologies. The programme targeted 25 employees, elevating the technical proficiency of the design and engineering teams.

Worker Welfare

Aldar's commitment to worker welfare extends across our entire supply chain, impacting the lives of more than 100,000 workers in 2025, with 100% of Tier 1 contractors screened on Worker Welfare practices. Recognising that worker wellbeing is fundamental to sustainable growth, Aldar has established a comprehensive programme that goes beyond industry norms and sets a new benchmark for ethical practice in the region.

In partnership with the Ministry of Human Resources, Aldar sponsored National Day events for workers across the country, fostering a sense of belonging and appreciation. As part of our broader commitment to worker welfare and social sustainability, we implemented a comprehensive range of wellbeing initiatives aimed at promoting health, dignity, and inclusion across project sites.

A total of 23,500 self-care kits were distributed to workers to support personal hygiene and preventive health care.

To enhance access to essential medical services, mobile health clinics were deployed at project locations, providing dental and vision check-ups to employees.

Supporting mental and physical well-being, yoga sessions were conducted to help workers manage daily stress and improve overall happiness. In addition, health awareness programmes, including educational sessions on cancer prevention, were organised to promote early detection and healthier lifestyle choices.

To further strengthen social inclusion and community engagement, cultural evenings were organised, providing a platform to showcase talents in music, singing and dance, thereby enhancing morale and reinforcing a sense of belonging.

Aldar actively safeguards worker welfare through an anonymous platform and grievance mechanism, allowing employees across construction, operations, and maintenance to raise concerns anonymously. In 2025, the grievance app was expanded across 25 entities, reaching 48,000 workers, with 79% of reported issues resolved promptly and transparently. Regular audits are conducted to ensure contractors and partners meet Aldar's high standards, with 100% of Tier 1 contractors screened in 2025.





Creating
Responsible Legacy

Aldar stands as a trustworthy, reliable, and responsible leader in ESG, setting new standards for ethical conduct, governance, and supply chain innovation across the region. By strengthening oversight at the highest levels of leadership, integrating sustainability into our core business processes, and championing responsible procurement at scale, we are shaping a governance model that is built for long-term resilience.

This commitment enables us to create environments where stakeholders can act with confidence, where risks are managed proactively, and where our actions consistently reflect the values we stand for.

65 Health, Safety, and Wellbeing

68 Accelerating Innovation

70 Digital Transformation

74 Sustainable Supply Chain

75 Governance

Health, Safety, **and Wellbeing**

Our approach to Health and Safety is governed by a Group-wide Occupational Safety and Health (OSH) Policy and an ISO 45001 third party accredited OSH Management System.

This framework goes beyond legal compliance; it assigns clear roles and responsibilities, defines leading and lagging indicators, and embeds a continuous improvement cycle of risk identification, mitigation, training, monitoring and assurance across our portfolio.

Read our OSH policy here

These outcomes reflect robust planning and disciplined execution across a complex capital programme. They are supported by monthly performance reviews against project-specific OSH objectives and targets, and a formal, portfolio-level trend analysis to anticipate and prevent harm.

We embed and enforce OSH standards that are fully aligned with Aldar's OSH Management System and statutory requirements across all projects. Senior leadership engagement is visible and routine through leadership safety walks, campaign launches and competency-building programmes, fostering a mature, resilient safety culture.

In 2025 we strengthened our proactive monitoring approach through targeted critical risk inspections, management walkthroughs, internal and second-party audits, comprehensive site welfare arrangements and fire safety audits, as well as maintaining independent verification through third-party audits and reviews. Our OSH governance was further validated this year by successfully completing the ISO 45001:2018 surveillance audit with zero non-conformities.

HSE training is delivered through structured, risk-based programmes aligned to project scopes and operational hazards. Mandatory training includes site induction, hazard awareness, and task-specific competency modules for high-risk activities such as lifting operations, working at height, confined spaces, and plant and machinery. In addition, all new HSE personnel undergo a formal orientation on the Aldar OSH Management System and portfolio-wide standards, ensuring consistent application of safety requirements across projects.

Aldar reinforces OSH governance through structured awareness and engagement campaigns that translate safety requirements into actionable practices. Initiatives such as the Safety in Heat programme provide training on minimum controls, acclimatisation, hydration, shaded rest, and medical screening, ensuring compliance with MOHRE standards throughout the UAE summer. Each campaign is refreshed annually and tailored to the specific scope and risk profile of individual projects, promoting consistent safety awareness across the portfolio. Aldar maintains a proactive, multi-layered safety monitoring system across all projects, including inspections, leadership walks, committee oversight, and independent audits.

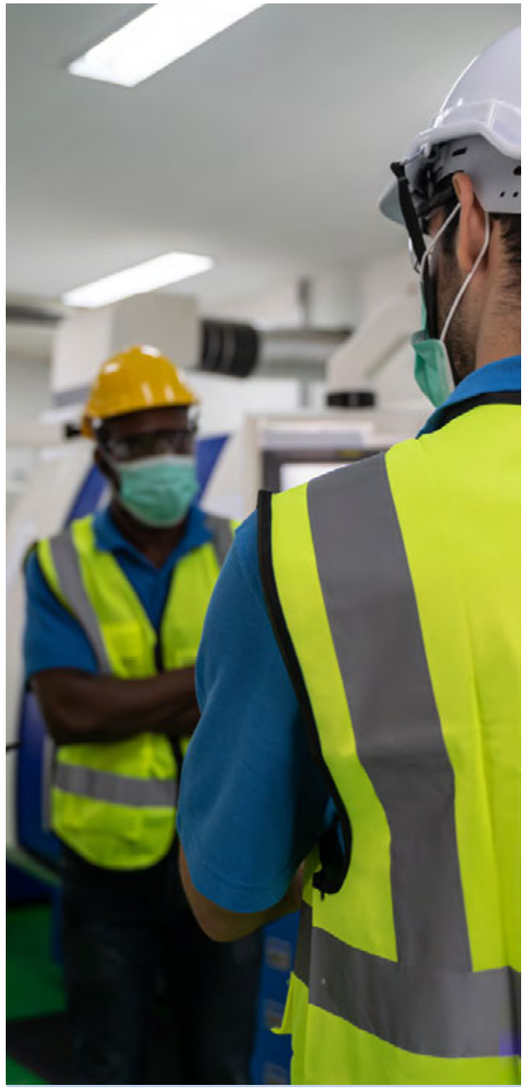
Key Highlights

245+ mn
Manhours across Aldar projects

0.01
LTIFR (below annual target of 0.35)

100+ mn
LTI-free manhours across multiple projects

600+
Proactive site inspections conducted by Aldar



Lessons Learned

Lessons from incidents are shared through OSH Alerts and technical workshops, driving continuous improvement and reinforcing robust safety controls.

Despite robust safety measures, we are deeply saddened to report that two contractor fatalities occurred in 2025. Each loss is a profound tragedy, and our thoughts are with the families, friends, and colleagues affected. The first occurred at Al Reeman Phase 3 during the erection of a precast wall panel, where a panel toppled during lifting, resulting in a fatality. The second, however, took place at Sama Yas, where a worker from an enabling contractor received a fatal electric shock while attempting to unplug a power socket unsafely ahead of pile-breaking activities.

As a response, both incidents were fully investigated in coordination with relevant authorities, with findings incorporated into strengthened portfolio-wide safety controls, including:

Strengthening load-securing and lifting controls

Upgrading electrical systems across sites with compliant distribution boards, proper earthing, and structured inspection and maintenance regimes

Rolling out portfolio-wide OSH Alerts to reinforce critical requirements

These actions were supported by Aldar's broader safety management framework, including a centralised risk register, project-level task-specific risk assessments, and active Health and Safety Committees that monitor performance and drive continuous improvement across all projects.

Safety in Practice

To reinforce critical technical skills, Aldar delivered portfolio-wide Electrical Safety and Precast Safety Workshops following incident reviews. These sessions allowed teams to work through real scenarios, refresh safe-isolation and lifting-sequence procedures, and complete competency checks to confirm readiness for high-risk tasks. Updated permit-to-work requirements were introduced to ensure that only authorised, competent personnel conduct electrical and precast operations.

Practical learning was further strengthened through the HSE Tent; a travelling, interactive demonstration space used before mobilisation of project builds. HSE Tents are equipped with scale models, including toy trucks and rigging mock-ups, helping senior site leaders and HSE teams to visualise high-risk scenarios and examine best-practice controls in a hands-on environment.

Case Study

Traffic Management Safety at Al Nahda

Traffic safety remains a critical focus in Aldar's OSH strategy, especially during enabling works with heavy machinery and high vehicle movement.

At Al Nahda, inspections identified gaps in traffic safety and logistics, triggering a comprehensive compliance campaign, including joint risk assessments, a detailed Traffic Management Plan with SOPs and permits.

Actions to reduce speeding incidents included one-way systems on narrow haul roads to curb overtaking, as well as Red/Green zones to minimise man–machine interaction.

These measures eliminated LTIs and addressed unsafe practices at the de-tarping station. In 2026, a portfolio-wide Traffic Safety Inspection Programme will extend proactive planning, training, and technology-driven monitoring across all projects.

> **Campaign-specific actions—such as the full commitment and active involvement of the Aldar team, along with all project stakeholders whose management personally conducted subject-focused training sessions—boosted workforce morale and encouraged teams to pause and reflect before starting tasks. This approach fostered meaningful discussions among peers and colleagues, reinforcing a culture of safety and collaboration..**

Naid Dzananovic
Senior OSH Manager, KBR (PMC)

Case Study

Summer Safety Campaign – Al Reeman Phase 3

At the start of summer, Aldar's OSH Department launched its Heat Stress Campaign to safeguard workers during extreme temperatures. The initiative equipped project teams to assess risks early and implement preventive measures, including acclimatisation periods, targeted awareness training for third parties, hydration stations, rest shelters, and rehabilitation facilities.

A comprehensive Summer Safety Plan, developed collaboratively with stakeholders, aligned with MOHRE requirements and reinforced Aldar's commitment to workforce health and operational excellence.

Training remained central to this strategy, with tailored matrices ensuring employees understood hazards before commencing work. Critical activities such as working at height, confined space entry, and plant operations required competency-based training, while new staff received full HSE orientation. These combined efforts strengthened a culture of safety built on prevention, collaboration, and continuous improvement, keeping health and wellbeing at the heart of every project. and practical safety leadership.



Looking ahead, we will strengthen our "zero harm" culture through continued proactive monitoring, project-level OSH objectives, and expanded training and awareness. Key focus areas include:

- **Competency Assurance:** Maintaining qualified OSH personnel and updating critical-task licences.
- **Trend Analysis:** Using near-miss and unsafe act data to target interventions early.
- **Stakeholder Coordination:** Regular engagement with Project Management Consultants, consultants, and contractors to align standards.
- **HSE innovation:** Leveraging AI analytics, short-form video content, and interactive HSE roadshows to improve engagement and practical safety leadership.
- **Plant–people interface safety:** A pilot radar-based detection system on heavy vehicles, triggering an audible alert when a worker enters a defined safe zone and enabling drivers to stop before contact occurs.
- **HSE Tent collaboration with ADM** to raise HSE standards across the construction industry

Accelerating **Innovation**

Innovation is a core driver of Aldar's sustainable growth and industry leadership. In 2025, we advanced this further by turning ideas into scalable solutions that reshape how the built environment is designed, delivered, and managed. Grounded in research, technology, and creative problem-solving, our innovations deliver measurable social, environmental, and economic value.

Aligned with the UAE's vision for a knowledge-driven economy, our initiatives enhance quality of life, reduce environmental impact, and strengthen social and economic opportunity across 3 pillars:

Social value
Smarter, safer, and more inclusive spaces enabled by predictive insights, AI-assisted monitoring, and digital services.

Environmental impact
More efficient operations and cloud-enabled systems that reduce emissions, waste, and water use while increasing wastewater recycling.

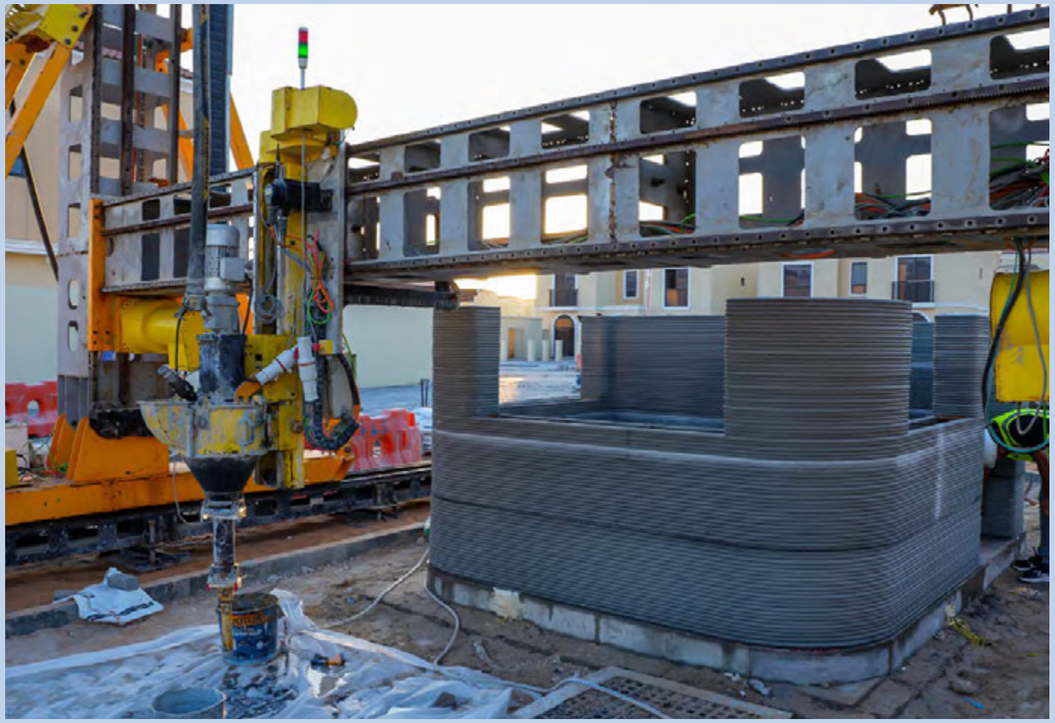
Economic growth
Improved productivity, lower operating costs, and expanded talent opportunities through advanced digital ecosystems.

Case Study

Pioneering 3D Printing

In 2025, Aldar delivered a 3D-printed gate houses in our Yas Park Gate community in Abu Dhabi , setting a benchmark for the industry. This achievement demonstrates our ability to integrate advanced design capabilities with sustainable practices, reducing material waste and accelerating project timelines.

Read more in our 2025 Innovation Report



Case Study

Innovating Through SODIC

SODIC applies an open-innovation model that mirrors Aldar's approach, scouting and onboarding startups through a venture-client framework, co-designing solutions with internal teams, validating with academic partners, and managing initiatives through structured governance.

AUC Innovation Hub Partnership

We formalised a strategic partnership with the American University in Cairo's (AUC) Innovation Hub to build a pipeline for talent and applied research. Students contribute design inputs and startups gain real-world testing in SODIC's development pipeline—accelerating ideation and validation.

Capacity Building

SODIC hosted targeted workshops, an internal hackathon for the Development Business Unit, and a roundtable with contractors and startups to shape the future of construction in Egypt. Together with AUC and LAYN, we co-developed an architecture course in computational design and 3D printing to upskill the next generation.

Energy-Positive Façades (VYE Hub)

We tested a solar-generating building envelope at VYE Hub to turn façades into energy assets. The pilot is under performance review; once KPIs are validated, we are planning a staged roll-out across additional compounds.

Smart Mobility: Divercity Ride (Eastown)

A clean-energy mobility pilot in Eastown improved resident convenience while supporting low-carbon living, demonstrating that smart-city solutions can deliver both experience and emissions benefits.



Digital **Transformation**

Digital transformation at Aldar is a strategic enabler of sustainability, customer experience, and operational excellence. In 2025, we accelerated this journey by further embedding AI, advanced simulation tools, and data-driven decision-making across our operations, creating smarter communities and redefining how customers interact with us.

At the heart of this transformation is Live Aldar, our flagship digital platform. Designed as a one-stop ecosystem for all customer types, Live Aldar enables end-to-end property transactions entirely online, supported by secure e-signature capabilities under UAE's E-Law framework. The platform offers personalised dashboards for residents, investors, and brokers, consolidating services such as community management, payment tracking, and loyalty rewards.

By reducing the need for physical site visits and paper-based workflows, Live Aldar enhances convenience and contributes to lowering our carbon footprint. In 2025, this innovation helped drive Aldar's record-breaking development sales of AED 35.5 billion, with a significant share coming from international buyers who leveraged the platform for remote transactions.

Our digital strategy is anchored in 3 AI-driven pillars:

AI-Infused Operations
Integrating AI into procurement, design, and project management to deliver real-time insights and predictive analytics

Our "Secret Sauce" Transformation
Rethinking end-to-end business journeys with an AI-first mindset, from supplier selection to feasibility analysis

Signature Customer Experience
Leveraging AI to personalise interactions and provide seamless, always-on support

AI-Enabled Operations

2025 marked Aldar's most significant leap forward in digital transformation to date. Through a production-first innovation model, we modernised core systems, automated business processes and expanded AI capability that laid the foundations to be a truly data-driven organisation.

To support faster decision-making and operational efficiency, we began integrating AI into everyday operations across Finance, Procurement, HR, Project Controls, and Security.

This returned over 9,000 hours of productivity to our teams, enabling faster decisions, fewer delays, and leaner operations.

AI is also transforming how we design and build. Predictive algorithms optimise material selection and process efficiency, while AI scanning tools deployed on construction sites enable real-time benchmarking and clash detection, reducing rework and material waste. In project delivery, AI-powered schedule and risk models improved forecasting accuracy. Complementing these efforts, digital twin environments and advanced simulation tools streamline city planning and asset management, cutting resource use and improving operational resilience.

To unlock the vast potential of AI and enable effective AI-led digital transformation, we invest in extensive employee training. In 2025, hundreds of employees were trained on AI tools such as Microsoft Copilot and GPT-based solutions, equipping teams to harness technology effectively.

Integrating AI into every day operations

40-60%	Faster approval cycles
25-45%	Less recruitment shortlisting times
270,000+	Routine transactions were automated



Towards0: ESG Intelligence

One of the year's key milestones was the launch of the Group Enterprise Sustainability Data Platform, Towards0, implemented with Schneider Electric. The platform scaled ESG and HSE data coverage, significantly enhancing reporting accuracy, transparency, and accountability across all operational assets. By establishing a single source of truth for sustainability data, Towards0 strengthens Aldar's eligibility for green finance and ensures alignment with SBTi and UAE climate reporting requirements.

Reflecting its ambition, the platform supports regulatory compliance and accelerates data-driven decarbonisation, reinforcing Aldar's commitment to a low-carbon future in line with the UAE's Net Zero 2050 vision.

> **The implementation of Resource Advisor will help us stay on track to reach our Net Zero goals. Together, we're unlocking smarter ways to build, operate, and sustain, with innovation that delivers impact where it matters most.**
>
> **Salwa Al Maflahi**
> **Executive Director of Sustainability and Community Outreach**

Digitising the Supply Chain

In 2025, Aldar deepened supplier and employee engagement through targeted digital enablement. Suppliers were onboarded via structured Oracle Fusion training and co-innovation sprints, with 100% of participants rating the sessions as useful due to reduced reporting friction, faster onboarding, and higher-quality ESG submissions.

Building on this momentum, new engagement models, including supplier AI innovation sprints and a Change Champions network—prioritised high-impact, scalable initiatives, delivering measurable returns and tangible ESG outcomes.

Elevate: Building a Unified, Digital Procurement Model

Aldar launched Elevate Phase 1 to replace a fragmented, manual procurement landscape with a single, standardised operating model. Previously, supplier data was spread across 11 legacy systems, creating duplication, limited visibility, and governance risks.

Using Oracle Fusion, Elevate consolidated supplier data into 12,000 cleansed records, introduced structured onboarding and lifecycle management, and replaced manual RFQs with auditable, system-driven workflows. A new Supplier Portal enables self-service updates, improving data quality and efficiency.

55%
Suppliers activated in phase 1 digital procurement

Phase 1 achieved strong adoption, with 78% of tender managers trained and 55% of suppliers activated. Phase 2 will extend digital coverage and scale AI-enabled capabilities to further improve efficiency, compliance, and sustainability across the supply chain.

> **Over the past 6 months, we have witnessed an incredible milestone where all procurement functions across the Group came together with a shared objective. This collaboration was marked by collaboration, focusing solely on our ultimate goal: enhancing and optimising our processes. This unified approach not only streamlined our operations but also fostered a spirit of teamwork and collective success. It is truly inspiring to see how our combined efforts have led to such a positive outcome**
>
> **Alaa Naser**
> **Associate Director - Procurement Operations**

Project NOVA: Digitising Pre-Construction and Project Controls

Project NOVA was launched to replace fragmented, email-driven processes with a single digital platform for pre-construction and project controls. Before NOVA, key activities such as Capital Project Planning, Manage Project Schedules, Variation Orders and Cost Reporting relied on spreadsheets and fragmented systems, limiting visibility and governance.

400+
Users onboarded in project NOVA phase 1

Following Phase I completion, NOVA onboarded over 400 users and delivered measurable efficiency gains, including a 22% reduction in time spent, fundamentally strengthening pre-construction governance and transparency. Phase II will scale these gains across construction and operations, expanding system integrations and AI-enabled capabilities to enable end-to-end lifecycle project control.

> **It offers a unified platform that brings data, processes, and stakeholders together in a structured and transparent manner. We believe that its implementation will lead to measurable benefits such as streamlined communication, reduced errors and misalignments, and significant time savings across project phases. We are positive about the opportunities this brings and confident that it will aid our delivery outcomes moving forward**
>
> **Hanadi Jaber & Rinad Elatrash,**
> **Project Controls Team**

Case Study

Azure Cloud

Aldar has leveraged the data hosting platform Microsoft Azure Cloud since 2019 to enhance sustainability and efficiency across our operations. Azure's scalable architecture allows us to optimise computing resources, reducing energy waste, while its data centres are powered by renewable energy, contributing to our clean energy targets.

Despite Aldar's exponential growth and consumption of cloud resources in 2025, cloud operations only generated a total of 29.6 tCO_2e based on the latest year-end data. Aldar's AzureCloud emissions can be translated into the following everyday activities & impacts:

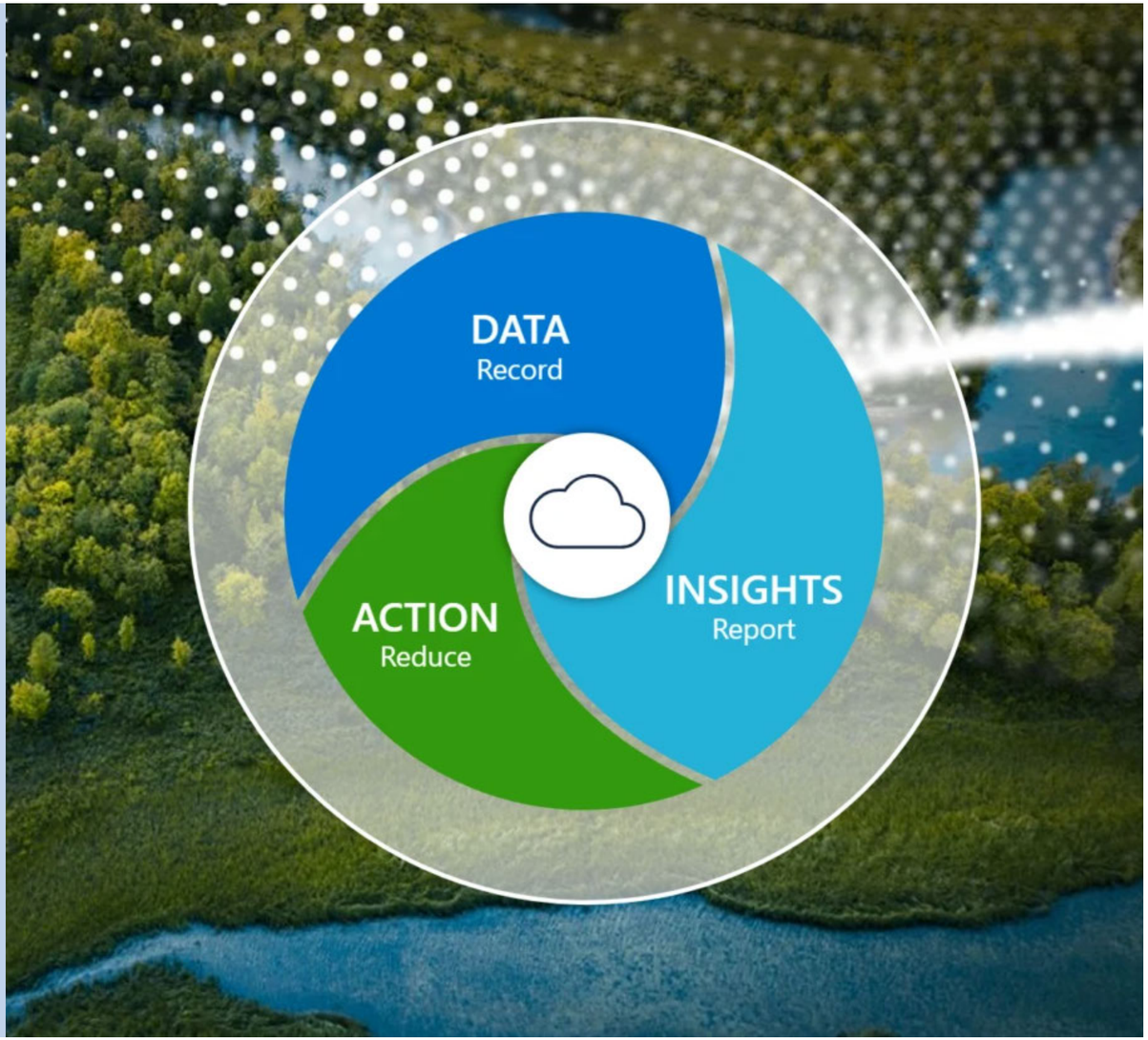
236,800km

Driven by a typical single petrol engine car

One metric ton of CO_2 is roughly equivalent to driving a typical passenger vehicle about ≈8,000km. Thus, 29.6 tCO_2e corresponds to approximately 236,800 km.

40 houses

The electricity consumption of ~40 homes for a full year. Based on the average family home consuming the equivalent of 0.74 tCO_2e of electricity per year.



Sustainable **Supply Chain**

Building strong relationships with our suppliers supports Aldar's ability to deliver projects that meet the highest standards of ethics, sustainability, and innovation. In 2025, we advanced this commitment through bold initiatives that set new benchmarks for the industry and reinforce our role as a trusted partner in shaping a sustainable future.

Contractors are evaluated through a comprehensive rating system covering sustainability data, recycling rates, renewable energy use, carbon intensity, single-use plastic elimination, employee wellness initiatives, and adherence to Aldar's low-carbon materials policy.

Incentives include monetary awards, faster payment cycles, and targeted training, creating tangible motivation for partners to embed sustainable practices, fostering accountability and collaboration across the value chain.

Aldar's procurement processes embed strict ESG requirements from pre-qualification through contract execution, ensuring worker welfare and sustainability compliance are non-negotiable. Consultants and contractors are mandated to submit Net Zero plans and progress reports to qualify for tenders, with these criteria directly impacting bid evaluations.

In 2025, 100% of appointed contractors completed sustainability and compliance training, and high-value tenders - construction above AED 5m and non-construction above AED 500k - were assessed against sustainability and governance standards, ensuring only capable, compliant partners deliver high-risk projects.

Through supplier engagement forums, Aldar fosters open dialogue and collaboration, encouraging consultants to propose sustainable designs and materials. Aldar's Sustainability Supplier Training will be conducted annually to educate suppliers on Aldar's sustainability evaluation requirements and commitment goals, and to explain how they can support these objectives by collaborating on sustainable supply practices and the decarbonisation pathway.

By combining clear requirements with transparent evaluation, we create a partner-focused environment that balances commercial flexibility with sustainability leadership, reinforcing our position as the supplier's preferred developer.

100%

Of appointed contractors completed sustainability and compliance training

Driving Sustainability Through Incentives and Compliance

This year, Aldar launched the UAE's first supply chain incentive programme rewarding sustainability certifications, a pioneering step that drives contractors and consultants to meet recognised environmental and social standards. Aligned with the UAE's Net Zero 2050 commitment, the Industrial Decarbonisation Roadmap by MoIAT, and the Green Public Procurement Pledge, the programme integrates sustainability into procurement while supporting the National In-Country Value (ICV) objectives.



Governance

Our sustainability journey is underpinned by a strong governance model, transparent practices, and inclusive engagement. Performance metrics remain linked to compensation at all levels, creating a culture of accountability and continuous improvement. Our IMS consolidates quality, environment, health and safety, facilities management, energy, and asset management into a unified framework. This approach enhances compliance with global standards and drives operational efficiency, ensuring that sustainability principles are embedded across every facet of our business.

The Board provides active oversight of ESG matters, reviewing progress quarterly and approving all significant actions. ESG remains a principal strategic risk, with exposure, mitigation plans, and risk appetite regularly reported.

Execution sits with the Group Executive Management Committee (EMC), supported by the Chief Financial and Sustainability Officer. The Corporate Sustainability Department coordinates implementation and presents recommendations to the EMC and Board, ensuring alignment and accountability.

Sustainability is embedded into Aldar's strategic framework to monitor progress and report to the EMC and Board. Performance indicators tied to management scorecards and individual bonuses reinforce accountability at every level, including climate-related objectives linked to senior executive remuneration.

The Board of Directors is supported by specialised committees, including the ARCC, which plays a central role in governance, risk management, and compliance. The ARCC meets regularly, maintains direct access to the Head of Group Internal Audit, and engages openly with executive management, external auditors, and assurance providers.

In 2025, Aldar centralised the Group Internal Audit (GIA) function to strengthen independence and consistency. GIA provides objective assurance to the ARCC on risk management, internal controls, and governance, operating under IIA Standards and the Three Lines Model. Its mandate covers financial, operational, technology, regulatory, and sustainability-related risks. The Head of GIA issues an annual independence declaration to confirm compliance with IIA standards.



Sustainable Finance

Aldar's Green Finance Framework underpins its climate resilience agenda by directing capital toward energy retrofits, renewable infrastructure, and water efficiency, accelerating Net Zero progress while future-proofing assets against climate risk.

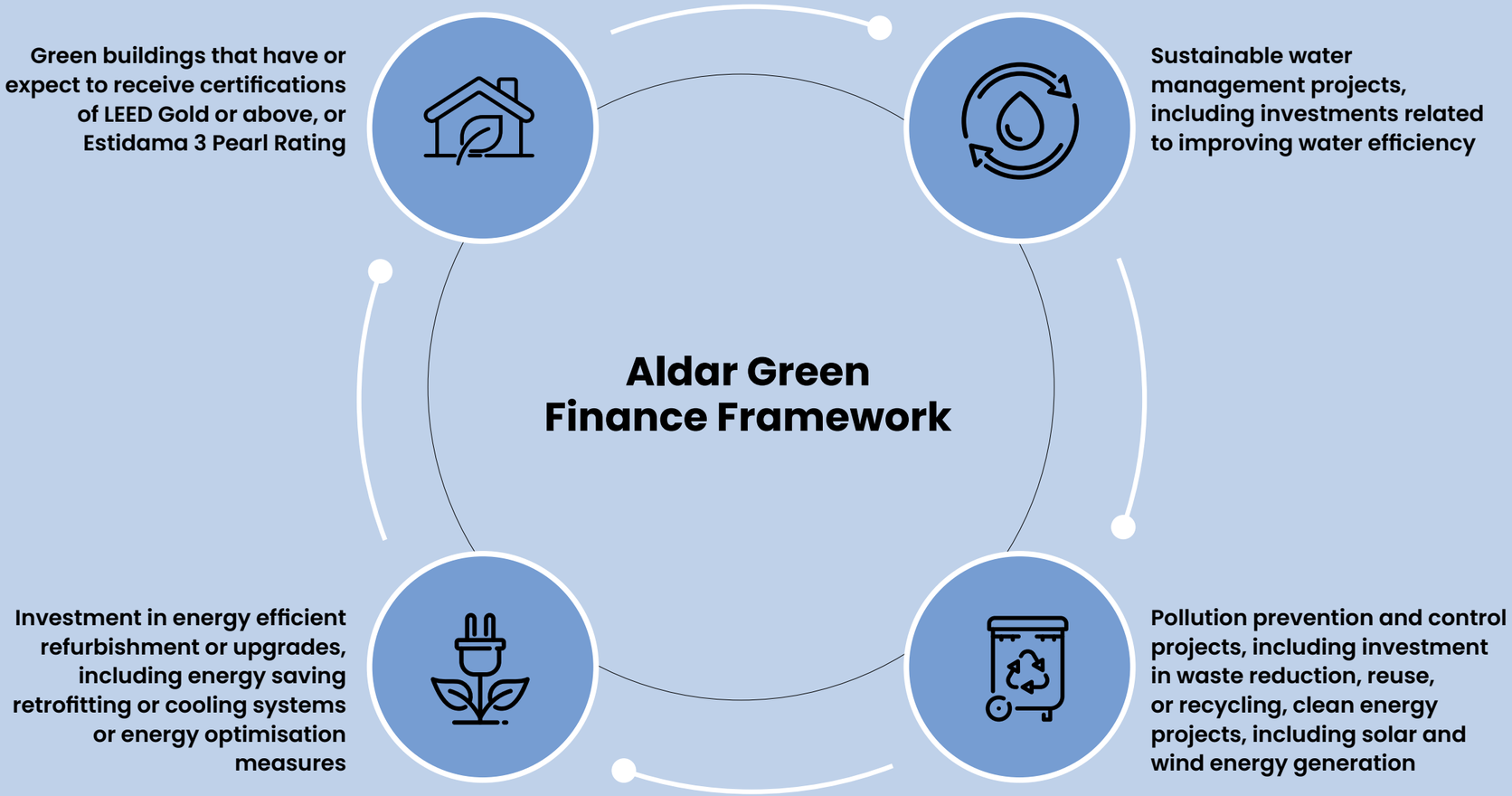
In 2025, further financing arrangements were completed, taking Aldar's total sustainable and green financing facilities and capital market instruments to AED 24.4bn. Our sustainability-linked loans consider energy efficiency, water efficiency and waste management. It is our intention to demonstrate effective use of green finance in our sector and region to catalyse growth in the wider green finance ecosystem.

$790mn

Raised through green sukuk in 2025

AED9bn

Raised through sustainability linked syndicated revolving credit facility



Ethical Conduct

As one of Abu Dhabi's largest companies and a regional sustainability leader, Aldar upholds the highest standards of ethical business practice. Our Code of Business Conduct and Third-Party Code of Conduct form the foundation of our culture, setting clear expectations for integrity, compliance, and responsible behaviour.

The Codes cover critical areas including conflicts of interest, whistleblowing, insider trading, gifts and entertainment, anti-money laundering, health and safety, and environmental sustainability. Internal reporting mechanisms ensure employees can raise concerns confidently, while third-party requirements apply to suppliers, contractors, and consultants.

Governance is reinforced through our dedicated Compliance, Internal Audit, and People & Communications teams, who are supported by the Audit, Risk and Compliance Committee (ARCC) at Board level. All new joiners receive inductions on key Code principles, and risk-based audits assess governance, internal controls, and fraud risks annually under an approved audit plan.

By embedding ethics into every interaction, we ensure transparency, accountability, and trust across our operations and partnerships.

Anti-Corruption

Aldar maintains a zero-tolerance approach to bribery, fraud, and corruption. Our Anti-Corruption Policy applies to all employees, leadership, and third parties connected to our business, setting clear expectations for lawful and ethical conduct.

Read more in our Anti-Corruption Policy

The policy prohibits bribery, facilitation payments, kickbacks, undisclosed conflicts of interest, market abuse, and money laundering, and requires accurate records, appropriate approvals, and strong segregation of duties. Oversight sits with the Head of Legal, supported by Internal Audit, with Board-level oversight provided by the ARCC.

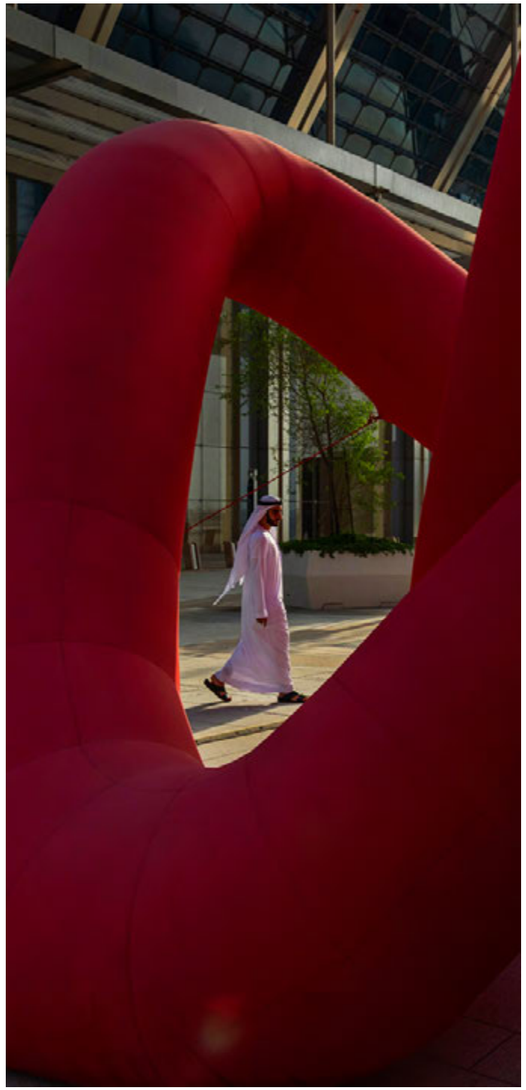
Mandatory anti-corruption training covers the Code of Business Conduct, conflicts of interest, gifts and entertainment, and third-party risks, with targeted modules for higher-risk functions. Internal Audit delivers a risk-based annual plan, tracking findings and remediation to closure, with clear and consistently applied consequences for misconduct.

Whistleblower Policy

Aldar encourages employees and business partners to speak up without fear of retaliation about suspected breaches of the Code of Business Conduct or unethical behaviour.

The Whistleblower Policy applies to all employees and third parties. Reports can be made confidentially via email or anonymously through AWARE, Aldar's whistleblowing platform, with strong protections for reporter identity, confidentiality, and non-retaliation.

The Head of Internal Audit oversees investigations, working with Legal, Compliance, HR, and operations, with external investigators appointed by the ARCC where independence is required. Aggregated insights are shared with management and the ARCC to inform remediation, training, risk registers, and audit plans, supporting continuous improvement across the Group.



Data Protection and Cybersecurity

In 2025, Aldar achieved a transformative leap in cybersecurity, moving from the use of fragmented tools to a fully integrated, intelligence-driven ecosystem powered by Microsoft Defender, Sentinel, and Defender Experts.

This strategic shift has delivered end-to-end visibility, proactive threat prevention, and rapid response capabilities across every layer of our digital environment. Today, Aldar stands as the first organisation in the region to reach this level of comprehensive Microsoft security adoption.

In 2025, we transformed our security operations and cut threat detection time from 4 hours to just 60 seconds, and response time to as little as 5 minutes around the clock. This leap in speed, powered by AI and automation, ensures uninterrupted service and protects sensitive data, delivering greater trust and resilience for our customers and stakeholders.

Green Cybersecurity Architecture

It is important to us that our approach to security is both robust and sustainable. Following this philosophy, we have completed:

- **Migration** to cloud-native security tools, eliminating high-power on-premises hardware
- **Decommissioning** of outdated servers, reducing energy consumption
- **Automated** patch management, minimising idle energy use
- **Improvement** of remote incident response capabilities, reducing travel and paper-based documentation
- **Adoption** of Managed Extended Detection & Response (MXDR) and digital playbooks, supporting a paperless, energy-efficient model

Case Study

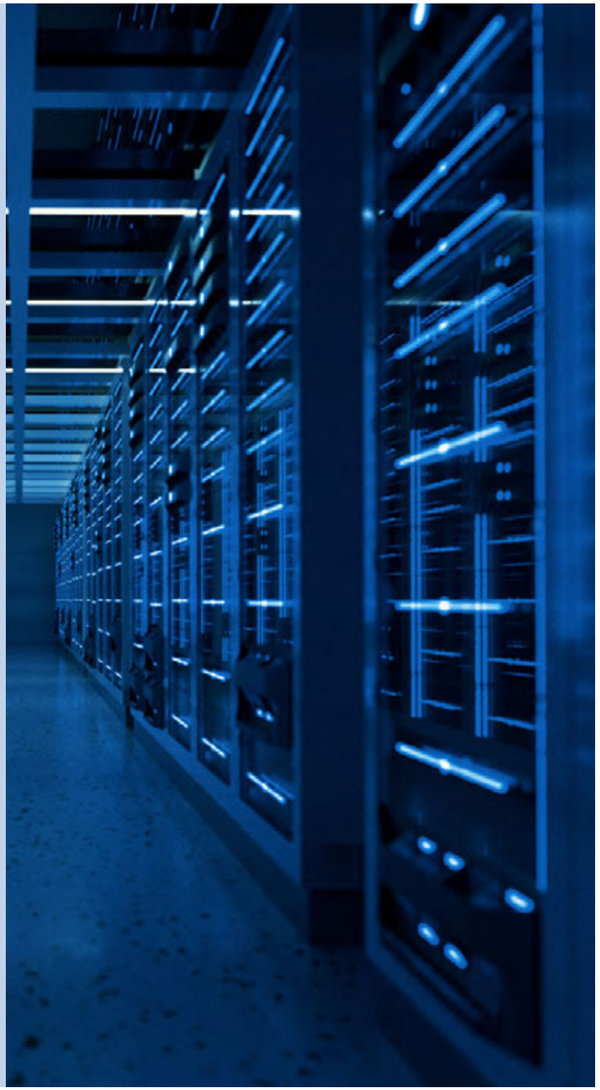
AI-Powered Cybersecurity

Aldar implemented an AI-enabled security operating model designed to match the speed and scale of the evolving threat landscape.

This approach introduced intelligent automation, behavioural analytics, and real-time correlation to reduce manual effort, improve consistency, and accelerate decision-making. By integrating AI directly into daily security operations, Aldar strengthened its ability to detect, assess, and respond to threats at scale, without increasing headcount.

The AI initiatives included autonomous security investigations, intelligent incident triage and correlation, AI-powered email threat analysis for users, and accelerated third-party security assessments.

This transformation delivered significant and measurable results, automating more than 34,000 operational hours in 2025, which was effectively equivalent to deploying over 29 additional security analysts and generating AED 5.7 million in cost avoidance.





Appendix

Transparent, credible disclosure of data and qualitative information underpins our sustainability approach.

80 Data Pack

94 Basis of Reporting - Reporting Criteria and Methodology

118 GRI Content Index

Data **Pack**

GHG emissions by source by business (tCO_2e)		2024		2025	
Scope	**GHG emissions source**	**Aldar Development**	**Aldar Investment**	**Aldar Development**	**Aldar Investment**
Scope 1	Stationary (fuel) combustion	-	2,609	32,458	11,891
	Fugitive (refrigerants) emissions	-	31,107	41	21,451
	Mobile combustion	-	26,205	1,939	23,987
	Total Scope 1	**-**	**59,921**	**34,438**	**57,329**
Scope 2	Purchased electricity	89	75,510	26,742	66,919
	District Cooling	-	28,192	-	32,826
	Mobile combustion (electricity)	-	1	-	-
	Total Scope 2	**89**	**103,702**	**26,742**	**99,745**

GHG emissions by source by business (tCO_2e)		2024		2025	
Scope	**GHG emissions source**	**Aldar Development**	**Aldar Investment**	**Aldar Development**	**Aldar Investment**
Scope 3	Purchased goods and services (operations)	-	2,156	-	3,313
	Purchased goods and services (corporate)	-	148,480	19,189	47,022
	Capital goods (embodied carbon of completed floor area)	881,745	65,565	32,496	672
	Fuel and energy related activities	-	11,717	6,319	10,956
	Upstream transportation and distribution	-	259	-	-
	Waste in operations	-	28,414	5,089	11,139
	Business travel	-	1,364	2	231
	Employees commuting	-	34,890	4,844	42,048
	Upstream leased assets	-	-	-	-
	Use of sold products	112,701	122,516	461,810	88,890
	End of life of sold products	2,214		37	-
	Downstream leased assets	-	98,115	5,504	203,451
	Investments	-	759	-	555
	Total Scope 3	**996,660**	**514,235**	**535,290**	**408,278**

Total emissions tCO_2e (Scope 1, 2 & 3)

	2023					2024					2025				
Scope	**Aldar Group**	**Aldar Development**	**Aldar Investment**	**UAE**	**International**	**Aldar Group**	**Aldar Development**	**Aldar Investment**	**UAE**	**International**	**Aldar Group**	**Aldar Development**	**Aldar Investment**	**UAE**	**International**
Scope 1	97,220	-	97,220	97,220	-	59,921	-	59,921	59,921	-	91,767	34,438	57,329	57,629	34,438
Scope 2	138,701	89	138,612	138,701	-	103,701	-	103,701	103,702	-	126,487	26,742	99,745	99,745	26,742
Scope 3	1,366,246	973,590	392,656	735,225	631,021	1,511,006	996,660	514,346	611,345	899,661	943,568	535,290	408,278	899,047	44,251
Total Scope 1,2 & 3	1,602,167	973,679	628,488	971,146	631,021	1,674,628	996,660	677,968	774,968	899,661	1,161,822	596,471	565,351	1,056,120	105,701

Energy Management (Aldar Group)

Stationary Combustion	Unit	2024	2025
Petrol consumption from operations	Liters	59,610	952
Petrol consumption from non-assets	Liters	376,269	2,097,767
Petrol Total	**Liters**	**435,879**	**2,098,719**
Diesel consumption from operations	Liters	24,741	42,082
Diesel consumption from non-assets	Liters	165,161	3,534,343
Diesel Total	**Liters**	**189,902**	**3,576,424**
Natural gas consumption from operations	Cubic metres	301,820	14,819,848
Natural gas consumption from non-assets	Cubic metres	0	2,796
Natural Gas Total	**Cubic metres**	**301,820**	**14,822,644**
LPG consumption from operations	Liters	378,758	111,092
LPG consumption from non-assets	Liters	17,200	0
LPG Total	**Liters**	**395,958**	**111,092**
Fuel oil from operations	Liters	0	1,636
Fuel oil from non-assets	Liters	0	0
Fuel oil Total	**Liters**	**0**	**1,636**

Mobile Combustion	Unit	2024	2025
Petrol consumption from vehicles	Liters	3,585,632	3,882,019
Diesel consumption from vehicles	Liters	7,479,034	6,957,104

Refrigeration and AC Equipment Leakage	Unit	2024	2025
R22	Kilogram	1,804	4,670
R32	Kilogram	24	10
R410a	Kilogram	14,338	7,011
HFC-134a	Kilogram	253	442
Total Refrigerants	**Kilogram**	**16,419**	**12,133**

Electricity	Unit	2024	2025
Electricity consumption from non-renewable sources	kWh	235,967,878	330,174,900

Cooling	Unit	2024	2025
Electricity for District Cooling consumption	kWh	88,102,153	76,440,556
Total energy consumption (cooling and electricity)	**kWh**	**324,070,031**	**406,615,456**

Water Management (Aldar Group)

Water Consumption	Unit	2024	2025
Total water consumption (sites and building)	Cubic metres	3,518,136	6,354,055
Total water consumtion - sites	Cubic metres	1,839,265	461,726
Total water consumption - buildings	Cubic metres	1,678,871	5,892,329

Waste Management (Aldar Group)

Waste Generation and Recycling	Unit	2024	2025
Total waste generated - assets	Tonnes	22,395	36,849
Total waste recycled - assets	Tonnes	3,179	5,724
Total waste generated non-assets	Tonnes	35,488	0

HR Disclosures	Aldar Corporate			Aldar Education			Aldar Hospitality			Aldar Estates			C2i			Pivot			Aldar Logistics		SODIC
	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025	2024	2025	2025
Total Number of full-time Employees (#)	696	780	795	4,872	4,672	3,812	52	55	1,262[1]	5,549	18,790	19,508	101	112	184	836	1,122	12,300[2]	18	21	4,364
Full-time Employees by Gender																					
Employees - Male (%)	61%	60%	59%	20%	21%	20%	58%	55%	76%	75%	85%	84%	55%	55%	53%	92%	94%	99%	61%	71%	86%
Employees - Female (%)	39%	40%	41%	80%	79%	80%	42%	45%	24%	25%	15%	16%	45%	45%	47%	8%	6%	1%	39%	29%	14%
Full-time Employees by Age																					
Employees - Under 30 (%)	16%	13%	11%	15%	16%	17%	13%	16%	42%	44%	35%	35%	31%	30%	29%	15%	14%	33%	17%	14%	24%
Employees - 30-50 (%)	76%	78%	78%	75%	74%	73%	67%	65%	56%	54%	61%	62%	68%	69%	69%	72%	74%	64%	56%	62%	67%
Employees - Over 50 (%)	8%	8%	10%	10%	10%	9%	19%	18%	2%	2%	4%	3%	1%	1%	2%	12%	12%	2%	28%	24%	9%
Full-time Employees by Nationality																					
Employees - UAE Nationals (%)	40%	43%	44%	11%	9%	12%	12%	16%	3%	1%	0.46%	1.62%	2%	5%	6%	6%	4%	0%	0%	0%	-
Employees - Other Middle East (%)	12%	11%	11%	15%	14%	11%	6%	5%	1%	2%	3%	2%	16%	14%	16%	21%	11%	1%	11%	10%	-
Employees - Africa (%)	8%	8%	8%	20%	20%	19%	8%	11%	11%	14%	15%	17%	22%	21%	25%	2%	14%	3%	6%	19%	-
Employees - Asia (%)	23%	22%	19%	28%	28%	27%	60%	58%	82%	83%	80%	78%	52%	52%	45%	70%	70%	95%	72%	62%	-
Employees - North America and Europe (%)	15%	14%	15%	26%	28%	30%	13%	7%	2%	0%	1%	1%	7%	5%	7%	0%	0%	0%	11%	10%	-
Employees - South America and Australia (%)	1%	1%	2%	1%	1%	1%	2%	2%	1%	0%	0%	0%	1%	2%	1%	0%	0%	0%	0%	0%	-
Full-time Employees by Management Level																					
Male Employees in Top-management positions (%)	81%	83%	79%	57%	33%	58%	44%	43%	65%	90%	78%	78%	40%	60%	67%	100%	100%	100%	100%	100%	81%
Male Employees in Middle-management positions (%)	73%	71%	67%	43%	45%	45%	79%	71%	74%	69%	71%	70%	54%	56%	56%	94%	97%	97%	67%	57%	80%
Male Employees in Non-management positions (%)	46%	43%	43%	19%	19%	18%	52%	48%	76%	76%	85%	84%	56%	55%	51%	92%	94%	99%	50%	75%	86%
Female Employees in Top-management positions (%)	19%	17%	21%	43%	67%	42%	56%	57%	35%	10%	22%	22%	60%	40%	33%	0%	0%	0%	0%	0%	19%
Female Employees in Middle-management positions (%)	27%	29%	33%	57%	55%	55%	21%	29%	26%	31%	29%	30%	46%	44%	44%	6%	3%	3%	33%	43%	20%
Female Employees in Non-management positions (%)	54%	57%	57%	81%	81%	82%	48%	52%	24%	24%	15%	16%	44%	45%	49%	8%	6%	1%	50%	25%	14%

[1]2025 reporting scope expanded to include Aldar Hospitality Corporate and Subsidiaries.

[2]2025 reporting scope expanded to include blue-collar workers under Pivot

HR Disclosures (Cont'd)	Aldar Corporate			Aldar Education			Aldar Hospitality			Aldar Estates			C2i			Pivot			Aldar Logistics		SODIC
	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025	2024	2025	2025
Employees by function																					
Male Employees in Revenue Generating Functions (%)	59%	56%	53%	17%	9%	4%	-	-	78%	-	-	-	52%	52%	48%	-	98%	100%	33%	33%	75%
Female Employees in Revenue Generating Functions(%)	41%	44%	47%	83%	91%	96%	-	-	22%	-	-	-	48%	48%	52%	-	2%	0%	67%	67%	25%
Male Employees in STEM functions (%)	73%	70%	71%	41%	44%	48%	-	-	68%	-	-	-	100%	64%	57%	-	69%	97%	67%	87%	87%
Female Employees in STEM functions (%)	27%	30%	29%	59%	56%	52%	-	-	32%	-	-	-	0%	36%	43%	-	31%	3%	33%	13%	13%
Employees by Contract Type																					
Part-time Employees (#)	0	0	0	-	3	2	-	0	9	0	0	-	0	0	0	-	36	78	0	-	69
Female part-time Employees (%)	0%	0%	0%	-	-	50%	-	0%	22%	-	-	-	0%	0%	0%	-	25%	18%	-	-	9%
Male part-time Employees (%)	0%	0%	0%	-	0%	50%	-	0%	78%	-	-	-	0%	0%	0%	-	75%	82%	-	-	91%
Permanent Employees																					
Permanent Employees (#)	696	780	795	-	4,664	3,800	52	55	1,253	5,549	18,790	19,500	101	112	184	-	1122	12,378	18	21	3,309
Female Permanent Employees (%)	39%	40%	41%	-	79%	80%	42%	45%	24%	25%	15%	16%	45%	45%	47%	-	6%	1%	39%	29%	11%
Male Permanent Employees (%)	61%	60%	59%	-	21%	20%	58%	55%	76%	75%	85%	84%	55%	55%	53%	-	94%	99%	61%	71%	89%
Temporary Employees																					
Temporary Employees (#)	0	0	0	-	175	14	-	0	624	0	0	-	0	0	0	-	36	-	0	-	1,055
Female Temporary Employees (%)	0%	0%	0%	-	98%	86%	-	0%	15%	-	-	-	0%	0%	0%	-	25%	-	0%	-	-
Male Temporary Employees (%)	0%	0%	0%	-	2%	14%	-	0%	85%	-	-	-	0%	0%	0%	-	75%	-	0%	-	-
People of Determination																					
People of Determination within the total full time employees (#)	5	4	2	2	2	3	0	0	6	0	0	6	0	0	0	0	2	2	0	-	40
Employee Hires and Leavers																					
Number of New Hires (#)	119	192	150	1,292	1,037	1,138	17	12	377	2,125	5,188	4,844	60	48	72	514	459	4,986	6	5	1,494

HR Disclosures (Cont'd)	Aldar Corporate			Aldar Education			Aldar Hospitality			Aldar Estates			C2i			Pivot			Aldar Logistics		SODIC
	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025	2024	2025	2025
New Hires by Gender																					
New Hires - Male (%)	69%	58%	62%	18%	24%	20%	53%	58%	69%	75%	82%	81%	47%	48%	47%	94%	96%	100%	50%	80%	81%
New Hires - Female (%)	31%	42%	38%	82%	76%	80%	47%	42%	31%	25%	18%	19%	53%	52%	53%	6%	4%	0%	50%	20%	19%
New Hires by Age																					
New Hires - Under 30 (%)	16%	13%	16%	29%	32%	29%	18%	42%	62%	56%	50%	53%	35%	50%	29%	20%	21%	46%	17%	20%	44%
New Hires - 30-50 (%)	81%	79%	80%	66%	63%	64%	65%	58%	37%	43%	48%	46%	63%	46%	69%	70%	72%	53%	83%	60%	52%
New Hires - Over 50 (%)	3%	8%	4%	5%	5%	6%	18%	0%	1%	1%	1%	-	2%	4%	1%	10%	7%	1%	0%	20%	4%
Internal Hires																					
Internal Hires	11	13	0	144	222	73	0	1	112	23	-	50	3	1	0	0	-	314	0	1	159
Internal Hires by Gender																					
Internal Hires - Male (%)	91%	54%	0%	26%	16%	22%	-	100%	78%	65%	-	52%	0%	0%	0%	-	-	97%	0%	0%	90%
Internal Hires - Female (%)	9%	46%	0%	74%	84%	78%	-	0%	22%	35%	-	48%	100%	100%	0%	-	-	3%	0%	100%	10%
Internal Hires by Age																					
Internal Hires - Under 30 (%)	18%	23%	0%	-	15%	14%	-	0%	57%	65%	-	24%	0%	100%	0%	-	-	24%	0%	0%	19%
Internal Hires - 30-50 (%)	82%	77%	0%	-	76%	75%	-	100%	43%	35%	-	74%	67%	0%	0%	-	-	69%	0%	100%	74%
Internal Hires - Over 50 (%)	0%	0%	0%	-	9%	11%	-	0%	0%	0%	-	2%	33%	0%	0%	-	-	6%	0%	0%	6%
Internal Hires by Management Level																					
Internal Hires in Top - Management positions (%)	55%	0%	0%	0%	0%	0%	-	0%	1%	0%	-	0%	0%	0%	0%	-	-	1%	0%	0%	1%
Internal Hires in Middle - Management positions (%)	27%	54%	0%	8%	11%	16%	-	0%	11%	78%	-	4%	100%	0%	0%	-	-	7%	0%	0%	16%
Internal Hires in Non - Management positions (%)	18%	46%	0%	92%	89%	84%	-	100%	88%	22%	-	96%	0%	100%	0%	-	-	92%	0%	100%	84%

HR Disclosures (Cont'd)	Aldar Corporate			Aldar Education			Aldar Hospitality			Aldar Estates			C2i			Pivot			Aldar Logistics		SODIC
	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025	2024	2025	2025
Employee Turnover																					
Total Turnover Rate (%)	24%	15%	15%	18%	19%	36%	44%	18%	27%	24%	19%	26%	26%	25%	25%	13%	24%	11%	11%	10%	30%
Total Turnover Rate - Male (%)	65%	66%	68%	23%	20%	18%	30%	70%	66%	77%	81%	83%	46%	36%	52%	94%	94%	99%	100%	0%	82%
Total Turnover Rate - Female (%)	35%	34%	32%	77%	80%	82%	64%	30%	34%	23%	19%	17%	54%	64%	48%	6%	6%	1%	0%	100%	18%
Turnover Rate by Age																					
Total Turnover Rate - Under 30 (%)	14%	12%	9%	24%	25%	22%	57%	30%	53%	44%	40%	37%	23%	18%	41%	13%	17%	32%	0%	0%	42%
Total Turnover Rate - 30-50 (%)	79%	76%	83%	66%	64%	68%	46%	50%	44%	54%	57%	61%	69%	79%	59%	69%	74%	65%	50%	50%	54%
Total Turnover Rate - Over 50 (%)	7%	12%	8%	10%	11%	10%	30%	20%	3%	2%	3%	2%	8%	4%	0%	19%	8%	3%	50%	50%	4%
Voluntary Turnover																					
Total Voluntary Turnover Rate (%)	9%	8%	8%	14%	14%	21%	41%	13%	23%	20%	22%	22%	19%	15%	17%	10%	18%	6%	6%	5%	28%
Voluntary Turnover Rate - Male (%)	67%	63%	63%	22%	19%	19%		71%	64%	77%	71%	82%	42%	18%	50%	93%	94%	98%	100%	0%	83%
Voluntary Turnover Rate - Female (%)	33%	37%	37%	78%	81%	81%		29%	36%	23%	29%	18%	58%	82%	50%	7%	6%	2%	0%	100%	17%
Voluntary Turnover Rate by Age																					
Voluntary Turnover Rate - Under 30 (%)	11%	19%	15%	27%	26%	24%		29%	51%	46%	47%	37%	26%	35%	41%	16%	18%	32%	0%	0%	42%
Voluntary Turnover Rate - 30-50 (%)	86%	78%	83%	65%	64%	67%		57%	47%	53%	51%	61%	74%	59%	59%	71%	77%	64%	0%	0%	54%
Voluntary Turnover Rate - Over 50 (%)	3%	3%	2%	8%	11%	9%		14%	2%	1%	2%	2%	0%	6%	0%	13%	5%	4%	100%	100%	4%
Voluntary Turnover Rate by Management Level																					
Voluntary Turnover Rate in Top-management Positions (%)	15%	2%	3%	0%	0%	0%		43%	2%	0%	0%	0%	0%	0%	0%	1%	0%	0%	0%	0%	0%
Voluntary Turnover Rate in Mid-management Positions (%)	42%	49%	50%	7%	6%	6%		0%	11%	9%	12%	0%	11%	12%	6%	9%	8%	2%	0%	0%	4%
Voluntary Turnover Rate in Non-management Positions (%)	42%	49%	47%	93%	94%	94%		57%	87%	90%	87%	99%	89%	88%	94%	90%	92%	98%	100%	100%	95%

HR Disclosures (Cont'd)	Aldar Corporate			Aldar Education			Aldar Hospitality			Aldar Estates			C2i			Pivot			Aldar Logistics		SODIC
	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025	2024	2025	2025
Parental leave																					
Total employees that took parental leave (male)	22	41	43	34	41	57	1	2	4	57	42	35	0	3	2	6	4	30	0	-	-
Total employees that took parental leave (female)	14	21	35	137	195	176	0	0	5	16	7	5	3	2	1	0	4	6	0	-	11
Total employees who returned to work after parental leave ended (return to work) (male)	22	41	43	-	41	54	1	2	4	56	42	35	0	3	2	6	4	30	0	-	-
Total employees who returned to work after parental leave ended (return to work) (female)	14	21	35	-	187	168	0	0	5	16	7	5	0	1	1	0	4	6	0	-	8
Return to work rate	100%	100%	100%	-	97%	95%	100%	100%	100%	98.63%	100%	100%	0%	80%	100%	100%	100%	100%	0%		73%
Training and development																					
Total training hours for total full-time	13,920	9,367	28,134	-	-	17,126	-	-	28,301	4,216	4,735	15,573	0	1,753	1,865	17,764	0	14,286	-	235	10,872
Total training hours for full-time females	8,771	4,206	12,860	-	-	13,874	-	-	6,692	1,476	698	6,245	0	1,193	846	299	0	48	-	230	1,831
Total training hours for full-time males	5,149	5,162	15,274	-	-	3,252	-	-	21,609	2,740	4,037	9,327	0	560	1,019	17,465	0	14,238	-	4	9,041
Total training hours for full-time non management	10,371	3,864	12,168	-	-	11,064	-	-	24,054	3,191	4,232	14,405	0	1,041	1,382	16,224	-	14,216	-	4	5,880
Total training hours for full-time middle management	3,369	5,310	14,803	-	-	3,918	-	-	3,598	765	474	487	0	712	411	1,440	-	62	-	230	4,662
Total training hours for full-time top management	180	189	1,163	-	-	2,145	-	-	649	259	28.0	681	0	0	72	100	-	8	-	-	330
Average hours of training per year per full-time employee	20.00	12.01	35.39	-	-	1.51	-	-	23.35	0.76	0.25	0.80	-	15.65	10.14	21.25	-	1.16	-	11.17	2.49
Average hours of training per year per female full-time employee	32.25	13.35	39.21	-	-	1.46	-	-	98.61	1.06	0.25	2.05	-	23.86	9.72	4.67	-	0.72	-	38.42	2.95
Average hours of training per year per male full-time employee	12.14	11.10	32.71	-	-	1.74	-	-	30.60	0.66	0.25	0.57	-	9.03	10.51	22.62	-	1.16	-	0.27	2.42
Average hours of training per year for full-time non-management	31.14	11.36	39.38	-	-	1.24	-	-	27.48	0.64	0.23	0.75	-	11.44	10.09	20.33		1.17	-	0.33	1.46
Average hours of training per year for full-time middle management	10.90	14.16	35.41	-	-	2.13	-	-	183.78	1.33	1.38	6.32	-	44.50	10.02	40.00		0.68	-	32.93	14.39
Average hours of training per year for full-time top management	3.33	2.91	17.10	-	-	3.30	-	-	1,010.76	25.95	0.33	6.88	-	0	12.00	50.00		1.00	-	-	15.71

HR Disclosures (Cont'd)	Aldar Corporate			Aldar Education			Aldar Hospitality			Aldar Estates			C2i			Pivot			Aldar Logistics		SODIC
	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025	2024	2025	2025
Gender Pay Gap																					
Gender Pay Gap	-	-	0.50	-	-	2.75	-	-	0.60	-	-	-	-	-	0.14	-	-	1.00	-	0.20	0.24
Top Management (Female to Male)	-	0.19	0.20	-	2.42	0.59	-	1.21	0.59	-	-	-	-	0.66	0.22	-	0.00	-	0.00	-	0.35
Middle Management (Female to Male)	-	0.40	0.50	-	1.23	1.03	-	0.42	0.47	-	-	-	-	0.69	0.08	-	0.03	1.00	0.20	0.46	0.30
Non Management (Female to Male)	-	1.28	1.30	-	3.25	1.83	-	1.12	1.11	-	-	-	-	0.90	0.01	-	0.09	1.00	1.80	0.33	0.19

Health & Safety Disclosures	Aldar Projects			Aldar Education			Aldar Hospitality			Aldar Estates		
	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025
Health & Safety Disclosures for Direct Employees												
Total employee manhours	-	247,637	242,762	8,964,480	8,596,480	7,928,960	108,160	115,280	2,657,872	13,171,816	18,756,404	34,538,552
Employee Number of work-related Lost Time Injuries (LTI)	-	0	0	0	2	0	0	0	11	4	8	20
Employee Lost Time Injury Frequency rate (LTIFR)	-	0	0	0	0.23	0	0	0	4.14	0.30	0.43	0.58
Employee fatalities as a result of work-related injury	-	0	0	0	0	0	0	0	0	0	2.00	0
Number of recordable injuries - Employees	-	0	0	0	0	1	0	0	102	0	0	155.00
Employee Total Recordable Injury Rate (TRIR)	-	0	0	0	0.23	0.13	0	0	38.38	0	0.53	4.49
Work related injury (non-LTI) - Employees	-	0	0	0	0	0	0	0	72	0	1.00	119
Health & Safety Disclosures for Contracted Workers												
Total contractor manhours	176,750,485	198,080,929	245,334,105	34,890,688	34,890,688	8,660,288	1,759,868	621,362	240,576	0	28,800	35,184,480
Contractor Total Number of work-related Lost Time Injuries (LTI)	6	5	3	0	0	0	1	0	2	0	0	4
Contractor Lost Time Injury Frequency rate (LTIFR)	0.034	0.03	0.01	0	0	0	0.57	0	8.31	0	0	0.11
Contractor fatalities as a result of work-related injury	2	0	2	0	0	0	0	0	-	0	0	0
Number of recordable injuries - contractors	0	0	5	0	0	1	0	0	2	0	0	0
Contractor Total Recordable Injury Rate (TRIR)	0	0.03	0.02	0	0	0.12	0	0	8.31	0	0	0
Work related injury (non-LTI) - Contractors	0	0	2	0	0	0	0	0	12	0	0	12
H&S System												
Total workers covered by the health and safety management system	100%	100%	100%	100%	100%	100%	100%	100%	100%	80%	80%	-
Total workers covered by the health and safety management system that has been internally audited	100%	100%	100%	100%	100%	100%	100%	100%	100%	80%	80%	-
Total workers covered by the health and safety management system that has been audited or certified by an external party	100%	100%	100%	100%	100%	100%	50%	100%	100%	80%	80%	-
Workforce represented in joint management-worker H&S committees	100%	100%	100%	100%	100%	100%	10%	10%	100%	40%	40%	-

Health & Safety Disclosures (Cont'd)	Pivot			Aldar Logistics		C2i			SODIC
	2023	2024	2025	2024	2025	2023	2024	2025	2025
Health & Safety Disclosures for Direct Employees									
Total employee manhours	15,998,400	21,325,500	28,735,568	38,880	32,784	185,840	241,280	323,680	8,889,338
Employee Number of work-related Lost Time Injuries (LTI)	3	6	7	0	0	0	0	0	16
Employee Lost Time Injury Frequency rate (LTIFR)	0.14	0.28	0.24	0	0	0	0	0	1.80
Employee fatalities as a result of work-related injury	0	0	0	0	0	0	0	0	0
Number of recordable injuries - Employees	0	0	38	0	0	0	0	0	23
Employee Total Recordable Injury Rate (TRIR)	0	0.28	1.32	0	0	0	0	0	2.59
Work related injury (non-LTI) - Employees	0	0	0	0	0	0	0	0	0
Health & Safety Disclosures for Contracted Workers									
Total contractor man-hours	5,918,400	14,553,000	20,643,110	84,240	97,735	-	-	-	7,574,003
Contractor Total Number of work-related Lost Time Injuries (LTI)	0	0	0	0	0	-	-	-	0
Contractor Lost Time Injury Frequency rate (LTIFR)	0	0	0	0	0	-	-	-	0
Contractor fatalities as a result of work-related injury	0	0	1	0	1	-	-	-	0
Number of recordable injuries - contractors	0	0	7	0	0	-	-	-	3
Contractor Total Recordable Injury Rate (TRIR)	0	0	0.34	0	0	-	-	-	0.40
Work related injury (non-LTI) - Contractors	0	0	7	0	0	-	-	-	-
H&S System									
Total workers covered by the health and safety management system	-	-	100%	-	-	-	-	-	100%
Total workers covered by the health and safety management system that has been internally audited	-	-	100%	-	-	-	-	-	100%
Total workers covered by the health and safety management system that has been audited or certified by an external party	-	-	100%	-	-	-	-	-	100%
Workforce represented in joint management-worker H&S committees	-	-	100%	-	-	-	-	-	50%

Other Disclosures	Aldar Corporate		
	2023	2024	2025
Procurement			
Supplier assessment at the tender/bidding stage	100%	100%	100%
Tier-1 contractors and sub-contractors were audited against worker welfare criteria	100%	100%	100%
Number of site projects that are subject to environmental audits	12	12	12
Percentage of new site projects that were screened using environmental criteria	100%	100%	100%
Total number of contractors awarded	29	50	131
Total number of consultants awarded	128	129	295
Total spend on contractors and consultants (awarded)	27.6	25.2	66.13
Percentage of total tier 1 suppliers and/or contractors screened for human rights - alternatively (worker welfare) in the last three years	100%	100%	100%
Percentage of total tier 1 suppliers and/or contractors screened for human rights where risks have been identified (Medium & High-risk	19%	19%	52%
Percentage of total tier 1 suppliers and/or contractors screened for human rights with mitigation actions taken	100%	100%	100%
Total number of suppliers and/or contractors supported in corrective action plan implementation	2	2	10
Worker Welfare			
Worker welfare grievances resolved	-	84.70%	79%
Worker welfare audit completed	-	100%	100%
Net-Zero and Decarbonisation			
LEED certification (m^2)	-	736,247	338,826
Tenants engagement in net zero and sustainability	-	47.28%	-

Basis of Reporting: **Reporting criteria and methodology**

1. Reporting organisation

Aldar Properties PJSC is a real estate investor, developer and asset manager with international activities in UAE, Egypt and the UK. The headquarters are in Abu Dhabi and the highest value of the portfolio is in the UAE. Aldar Properties PJSC comprises two main businesses Aldar Development and Aldar Investment, and it is structured in 38 subsidiaries which operate cohesively as a unified Group. This approach enhances the agility and local accountability, expedites decision-making processes, improves operational efficiency, and expedites the integration of sustainability throughout the organisation.

Aldar Group Sustainability Framework has four main pillars, Economy, Community, People and Environment. Energy, carbon and climate has been identified to be an area of higher significance to stakeholders and ESG impact.

2. Organisational and operational boundaries

Aldar Properties PJSC is structured in Segments, Divisions and Subsidiaries across three main geographies: United Arab Emirates (UAE), Egypt and the United Kingdom (UK). The organisation structure is shown in the table to the right.

Aldar Properties PJSC greenhouse gas (GHG) emissions inventory consolidates and reports emissions for all subsidiaries.

Aldar Properties PJSC organisational structure (2025)

Subsidiary	Portfolio	Country	Primary activities
Aldar Development			
Development Management	Property Development and Sales	UAE	Developer
Aldar Projects	Project Management Services	UAE	Design/Construction management
Aldar International	SODIC Residential	Egypt	Developer
	SODIC Retail	Egypt	Developer
	SODIC Commercial	Egypt	Developer
	SODIC Corporate	Egypt	Developer
	LSQ	UK	Developer
	LSQ Corporate	UK	Developer
Aldar Investment			
Aldar Education	Aldar Academies Owned	UAE	Asset Management
	Aldar Academies Managed	UAE	Asset Management
	Aldar Academies Corporate	UAE	Owner-occupier
Aldar Estates	Property Management	UAE	Asset Management
	Facility Management	UAE	Facilities Management
	Integrated Community Services	UAE	Facilities Management
	Valuation and Advisory	UAE	Other services
	Community Management Operations	UAE	Asset Management
	Aldar Estates Corporate	UAE	Owner- occupier
Aldar Hotels and Hospitality	AH&H Under HMA	UAE	Owner-lessor
	AH&H Franchise	UAE	Asset Management
	AH&H Managed	UAE	Asset Management
	AH&H Corporate	UAE	Other services

Subsidiary	Portfolio	Country	Primary activities
Aldar Investment (continued)			
Aldar Investment Properties	Retail LLC	UAE	Asset Management
	Commercial LLC	UAE	Asset Management
	AIP LLC	UAE	Asset Management
	Residential LLC	UAE	Asset Management
	Aldar Logistics	UAE	Owner-occupier
	Aldar Logistics Corporate	UAE	Owner-lessor
	AIP Corporate	UAE	Owner-occupier
	Development to Hold (D-Hold)	UAE	Developer
C2i	C2i Offices	UAE	Asset Management
	C2i Retail	UAE	Asset Management
	C2i F&B	UAE	Asset Management
	C2i JVs	UAE	Asset Management
	C2i Corporate	UAE	Owner-occupier
Pivot	Pivot	UAE	Construction
	Pivot Corporate	UAE	Owner-occupier
	Aldar Corporate	UAE	Owner-occupier
	Residential OA	UAE	Owner-lessor

3. Decarbonisation target boundary

Aldar Properties PJSC is committed to use best international practise to set decarbonisation and net zero targets. Aldar have participated in the Expert Advisory Group for the Science Based Targets initiative (SBTi) Buildings sector guidance and contributed with their experience in real-estate development and management. Aldar Properties PJSC subsidiaries have multiple functions, and they fall under the intended user categories of Developer, Owner-occupier, Owner-lessor and Property manager according to the Buildings Sector Science-Based Targets guidance[1]. The target boundaries have been defined following the Buildings Sector SBTi Target-Setting criteria[2].

Organisational boundary: All targets are set at Group level and not subsidiary level. The GHG inventory and the target boundary include all subsidiaries. The organisational boundary is consistent with the boundary used in annual reporting procedures. Aldar accounts for and reports GHG emissions following the "operational control" consolidation approach.

GHG coverage: The inventory and targets cover all relevant emissions of the greenhouse gases required by the GHG Protocol Corporate Standard. GHG emissions are estimated and reported in carbon dioxide equivalent unit (CO_2e).

Scope coverage: Scope 1, 2 and 3 emissions are reported and covered by targets.

Emissions coverage[3]: For near-term targets, the minimum scope 3 target coverage is 67% of total reported (including any excluded) scope 3 emissions. For net-zero (long-term) targets, the target boundary shall cover at least 90% of total scope 3 emissions.

According to the Buildings Sector target-setting criteria (Table 2, p.18), there are different scope 3 emissions categories required to be included in the boundary based on the user functions. For Aldar at Group level this mapping is shown below:

Required scope 3 emissions categories based on the Buildings sector criteria.

User	Category 1 Purchased Goods and Services	Category 2 Capital Goods	Category 11 Use of Sold Products	Category 13 Downstream Leased Assets
Developer		Category 1 and/or Category 2 to capture upfront embodied emissions of new buildings.	*	
Owner-occupier		**		
Owner-lessor		**		***
Property manager			*	Category 11 or Category 13 depending on emissions reporting.

* Only for sold buildings reaching practical completion in the reporting year. It includes annual emissions from energy use for assets managed from Aldar (i.e. Aldar provides management services to the asset).

**Only if first owner

***Where not already in Scope 1 or 2 using the whole building approach.

Pink cells denote conditional applicability based on the comment as presented in the table.

According to SBTI Buildings Sector Criteria, the target boundary shall include as minimum the scope 3 emissions categories shown in the table. In order to achieve the long term 90% scope 3 GHG emissions target coverage, additional emissions sources were added to the target boundary, covering 91% of Aldar's scope 3 GHG emissions.

1. SBTi Buildings Sector Science-Based Targets Explanatory Document (2024) Version 1.0, Section 4.4.2 Intended Users, pp.24.
2. SBTi Buildings Sector Science-Based Target-setting Criteria (2024) Version 1.0, Section 1.3 GHG Accounting and Target Boundaries pp.17.
3. SBTi Corporate Net-Zero Standard (2024) Version 1.2, Criteria and Recommendations for near-term and net-zero targets, C6-C7, pp8.

Minimum target coverage according to mandatory reporting requirements.

	Category 1 Purchased Goods and Services	Capital Goods Category 2	Category 11 Use of Sold Products	Category 13 Downstream Leased Assets	Total Scope 3	Target coverage due to reporting requirements
Aldar Properties PJSC	82,511	338,247	734,340	135,554	1,366,246	**89.4%**

* Please note that the table refers to the 2023 GHG emissions as a recalculation and restatement has been required according to the revised emissions figures and the Restatement Policy (in Section 7 of the Basis of Reporting).

Scope 2 related targets are set and progress reported based on the market-based approach. The GHG Inventory reports both location- and market-based scope 2 emissions, as required.

4. Reporting periods

The current reporting period is from 1 January to 31 December 2025. Annual GHG emissions are published as part of the annual sustainability report. The new base year is 2023 (instead of 2021) and targets have been recalculated accordingly. The reasons for the recalculation and selection of the base year are presented in Section 6.

Aldar decarbonisation and net-zero carbon emissions targets have been calculated and reported with a 2023 base year (FY23). The base year emissions are from the period 1 January 2023 to 31 December 2023. This base year has been selected as it was the most complete, high quality and representative of Aldar Properties PJSC structure and activities.

5. Reporting Methodology

This report provides an overview of the reporting criteria and the methodology for the compilation of the greenhouse gas (GHG) emissions inventory for Aldar Properties PJSC. The emissions are calculated at asset and subsidiary level and are reported at different levels according to the organisational structure. The following sections include methods and key assumptions used for the GHG emissions inventory.

New assets / developments are responsible for a significant share of Aldar scope 3 emissions mainly reported under Capital Goods (Cat. 2) and lifetime in-use emissions of sold assets reaching practical completion (Cat. 11) in the reporting year. Aldar Projects, Pivot and SODIC in Egypt operate across the real-estate construction industry with different activities according to the projects and clients (i.e. Aldar owned or third-party private and government). Reporting requirements from three main sources were reviewed: the GHG Protocol Corporate Value Chain (Scope 3) Standard , the UK Green Building Council (UKGBC) Embodied carbon guidance and the SBTi Buildings Sector Science-Based Target-Setting Criteria.

The reporting requirements were categorised based on the “Primary Business Function” of Aldar divisions as outlined within the definitions and business activities of the SBTi Buildings Sector Targets Explanatory Document . Overall, each Aldar division has been linked with a “Primary Business Function” according to typical business activities. Then, the requirements to report specific emissions categories were reviewed and summarised as shown in the Scope 3 Category 13 emissions table and corporate (non-asset) emissions have been reported in the inventory and included in the SBTi Corporate Net Zero Standard targets when applicable.

Reporting requirements according to the Primary Business functions following the SBTi definition of users in the SBTi Buildings Sector Targets guidance.

Primary Business function	Report in Cat.2 - Capital goods - assets	Report Cat. 11 – lifetime in-use	Report Cat. 12 – end of life
Asset Management	No	No	No
Construction	No	No	No
Design	No	Yes	No
Developer	Yes	Yes	Yes
Facilities Management	No	No	No
Owner-lessor	Yes, if first owner	Yes	Yes
Owner-occupier	Yes, if first owner	Yes	Yes
Tenant	No	No	No
Other services	No	No	No
Project management - Gov	No	No	No

Several scenarios have been developed from the evaluation of the 2023 & 2024 emissions inventories, and discussions with Aldar divisions and subsidiary representatives. The table below presents the categorisation of Aldar projects and divisions based on typical business activities and consequent operational control. The last column comments on the relevant SBTi targets for different categories of emissions.

Reporting requirements for new developments according to the identified business activities, presented for the main Aldar divisions and subsidiaries with a role in constructing new assets.

Division	Business activity	Scope 1	Scope 2	Scope 3	SBTi Targets
SODIC	Main Contractor – own construction sites. Work undertaken directly by SODIC. **Construction**	Fuel for owned/operated machinery and vehicles. Fuel for generators in owned construction sites. *Reported yearly.*	Grid electricity purchased for owned construction sites. *Reported yearly.*	Materials for construction in Cat. 1 – Purchased Goods and Services. Transport of materials in Cat. 4 Upstream transport. *Reported yearly.*	Outside Building Sector embodied carbon and in-use operational intensity target. Corporate emissions accounted for in the Corporate Net-Zero targets.
SODIC	Construction management – all work sub-contracted out. **Developer**	Corporate - Fuel used while providing management services – reported as scope 1 in Stationary combustion for assets, Fuels used other than assets and Mobile combustion.	Corporate - Electricity used for vehicles and offices of SODIC – already reported in assets.	As-built upfront embodied carbon A0-A5 to be reported as total in the year of completion in Cat. 2 Capital Goods. Report lifetime in-use (Cat.11) and end-of-life (Cat. 12) emissions in the year the sold assets have reached practical completion.	Building Sector embodied carbon and in-use operational emissions intensity targets. Lifetime in-use operational emissions and corporate emissions accounted for in the Corporate Net-Zero targets.
Pivot	Main Contractor – own construction sites. Work undertaken directly by Pivot. **Construction**	Fuel for owned/operated machinery and vehicles. Fuel for generators in owned construction sites. *Reported yearly.*	Grid electricity purchased for owned construction sites.	Materials for construction in Cat. 1 – Purchased Goods and Services. Transport of materials in Cat. 4 Upstream transport. *Reported yearly.*	Outside Building Sector embodied carbon and in-use operational intensity target. Corporate emissions accounted for in the Corporate Net-Zero targets.
Aldar Projects	Construction management – all work sub-contracted out. **Developer**	Corporate - Fuel used while providing the management services – reported as scope 1 in Stationary combustion for assets, Fuels used other than assets and Mobile combustion.	Corporate - Electricity used for vehicles and offices of Aldar Projects – already reported in assets.	As-built upfront embodied carbon A0-A5 to be reported as total in the year of completion in Cat. 2 Capital Goods. Report lifetime in-use (Cat.11) and end-of-life (Cat. 12) emissions in the year sold assets have reached practical completion.	Building Sector embodied carbon and in-use operational emissions intensity targets. Lifetime in-use operational emissions and corporate emissions accounted for in the Corporate Net-Zero targets.
Aldar Projects	Designer – engineering services **Designer**	Corporate - Fuel used while providing the management services – reported as scope 1 in Stationary combustion for assets, Fuels used other than assets and Mobile combustion.	Corporate - Electricity used for vehicles and offices of Aldar Projects – already reported in assets.	Report lifetime in-use (Cat.11) emissions for the assets at completion of the project.	Outside Building Sector embodied carbon and in-use operational emissions intensity targets. Lifetime in-use operational emissions and corporate emissions accounted for in the Corporate Net-Zero targets.

When Aldar is both the developer and the constructor, some emissions will be reported twice, but only ever once in Scope 1 and 2. There is no duplication of emissions in scope 1 and scope 2 (i.e. double-counting). At the point of practical completion, the annual scope 1 and scope 2 from construction sites would be aggregated and reported as total in Capital Goods, scope 3 emissions. The most likely example is fuel used on construction sites which should be reported in Scope 1 by the constructor, then later included in the Whole Life Carbon Assessment and reported in Scope 3 Cat. 2 by the developer at the point of practical completion. This provides consistency with the other cases where Aldar is either developer or constructor and also allows Aldar to report against the upfront embodied carbon targets defined by the SBTi Buildings criteria.
Infrastructure enabling projects do not fall within the SBTi Building Sector guidance. The emissions are reported separately with corporate Capital Goods and lifetime in-use operational emissions (if relevant), and they are accounted for in the Corporate Net-Zero Targets following the cross-sector 1.5°C-aligned pathway. The relevant categories of emissions have been defined according to the same categorisation with the new developments of buildings.

5.1 Scope 1 emissions

Scope 1 emissions method

Disclosed metric	Definition	Method	Units	Main assumptions	Reference / comments
Fuel consumption in assets (buildings and marinas)	Carbon emissions from the combustion of fuels for cooking and on-site electricity generators.	Fuel consumption data are reported based on metred/observed fuel use. This is mainly based on: • Utility bills and consumption data from utility providers. • Manual monthly metre readings from facilities management teams. Majority of assets will not use fuel on a regular basis for their operations. There is no heating, and natural gas use is limited to cooking and domestic hot water in some cases. Consumption data per fuel are summarised at an asset level and emissions are calculated with the relevant emission factors. The allocation of emissions to scopes and categories has been predefined based on the operational control approach for controlled and leased out (tenanted) floor areas (as Gross Floor Areas, GFA).	kWh	If fuel consumption data are not provided for assets, it has been assumed that there was no consumption. Based only on reported observations.	
Fugitive emissions - refrigerants	Carbon emissions based on the global warming potential of leaking refrigerants.	Data on fugitive emissions are collected and reported based on the following hierarchy: **Priority 1**: Reported annual leakage from refrigerant top-ups in the reporting year **Priority 2**: Estimated annual leakage based on empirical data about refrigerant leaked /kW capacity. This is estimated separately, and final leakage is recorded in the inventory. Emissions are calculated and allocated to controlled and leased out (tenanted) areas when data is available. It has been considered that refrigerant quantities reported as "Whole building total" refer to scope 1 emissions (i.e. tenants have not provided data for refrigerant top-up in systems that Aldar Properties PJSC has no operational control).	kg of refrigerant top up	It is expected that there will not be annual refrigerant leakage reported (see also comment (3) below). Fugitive emissions will be reported the year the systems have a top-up that implies the loss of refrigerant quantity from last top-up. • Refrigerant type assumed R410a when other data has not been available. • When total refrigerant quantity in the system is known instead of leakage, a generic assumption is made for average annual leakage ~5% for all cooling system types. The amount of refrigerant emitted each year will likely vary. Using an average of three years data could give a more accurate view of the baseline system leakage.	Generic assumption based on expectations for common, existing/older systems. • 5% assumption comes from IPCC Good Practise Guidelines and Uncertainty Management in National Greenhouse Gas Inventories (2000). It is provided as indicative for reference purposes only and it should only be used if system-specific data are not available. • Net Zero Estate Playbook, (2021) A guide to decarbonising government property, V.1, Section • Existing buildings: Converting energy and refrigerant type data into emissions, pp. 29

Disclosed metric	Definition	Method	Units	Main assumptions	Reference / comments
Fuel use for owned (including long leased) vehicle fleet, machinery.	Carbon emissions associated with fuel use in owned/leased vehicle fleet (i.e. diesel/petrol)	This metric covers fuel purchased and used by Aldar. It does not include fuel purchased by subcontractors. Machinery energy use data such as fuel quantity is reported per subsidiary and activity for all relevant geographies (i.e. UAE and Egypt). According to the fuel type, reported fuel quantity is converted to kWh and then emissions are calculated. Mobile combustion emissions associated with Aldar owned/leased vehicle fleet are calculated based on the following hierarchy: **Priority 1**: Reported fuel quantity from service providers, fuel expense claims. **Priority 2**: Estimated based on distance travelled, vehicle type and fuel type data from trip/vehicle logs. Fuel and mileage/vehicle type related emissions factors are used to calculate the associated carbon emissions.	Litres of fuel		

5.2 Scope 2 emissions

Scope 2 emissions method

Disclosed metric	Definition	Method	Units	Main assumptions	Reference / comments
Electricity and district cooling consumption in assets (buildings and marinas)	Carbon emissions associated with the use of electricity and chilled water (district cooling) in buildings/sites.	Electricity and cooling data are quarterly reported through a Sustainability Data Management System. The data are collected by: • Utility bills and consumption data from utility providers. • Manual monthly metre readings from facilities management teams. The data hierarchy followed is: **Priority 1**: Reported, metred electricity/chilled water. Chilled water is reported in tonne-hour refrigeration and converted to kWh assuming 1 tonne-hour (refrigeration) = 3.51685 kWh. **Priority 2**: Energy use intensity (kWh/m²) from historical data for each asset class and types of cooling (District/On-site). **Priority 3**: Energy use intensity (kWh/m²) from audits/surveys/certifications. **Priority 4**: International energy use intensity (kWh/m²) benchmarks. The empirical energy use intensity data have been further evaluated to ensure the representativeness of the sample used for the estimations. The evaluation assessed: (1) The number of datapoints (assets) in the sample, (2) the % floor area coverage for each datapoint in the sample and (3) how generic the results are in comparison with benchmarks and results from other asset classes. Electricity and chilled water consumption were allocated to controlled and leased out, tenanted spaces, and the location-based emissions have been calculated based on regional grid/network average emissions factors. Market-based electricity and district cooling emissions can be calculated and reported based on supplier-specific emissions rates. Market-based scope 2 emissions can also be reported with the use of financial products such as Clean Energy Certificates and power purchase agreements (PPAs) for renewable electricity and chilled water supply. Market-based emissions are estimated separately. When supplier specific emission factors are not available, a regional "residual mix" emissions factors should be used. This represents the fuel mix after all claims on electricity generation have been made. For district cooling, the average network emissions factor is used (same with location-based).	kWh	The criteria to use the empirical intensity metric (Priority 2) were: (1) the sample should have more than 2 datapoints, (2) the datapoints should represent >50% of the total floor area of the relevant asset class and type of cooling. If the criteria were not satisfied, and energy use intensity (kWh/m²) from audits/surveys/ certifications was not available, then benchmarks were used instead (Priority 4) based on the ASHRAE Energy Efficiency in Existing Building standard. Same benchmarks applied to both landlord-controlled and leased out, tenanted areas. Average intensity of sub-classes was used for the average electricity use intensity for each asset class. Chilled water is reported in tonne-hour refrigeration and converted to kWh assuming 1 tonne-hour (refrigeration) = 3.51685 kWh. District cooling – chilled water intensity benchmarks were not available (empirical intensity data used where available). Leased out (tenanted) areas district cooling intensity was assumed to be the same with landlord-controlled areas. Corporate Office assumed to be similar with Commercial asset class. Retail assumed to be similar with Community Retail.	Priority 4 Benchmarks: ANSI ASHRAE Standard 100-2018, Energy Efficiency in Existing Buildings, pp.11 - Table 7-2a Building activity site energy targets. Benchmark does not differentiate electricity consumption between different cooling systems. kBTU/ft2.yr converted to kWh/m², multiplying values by 3.1546. 1 tonne-hour (refrigeration) = 3.51685 kWh.
Owned (including long leased) vehicle feet	Carbon emissions associated with electricity use in owned/leased vehicle fleet (i.e. Electric/plug-in hybrid vehicles)	The calculation follows the same method steps and priorities as in the case of machinery and vehicles fleet with internal combustion engines (Scope 1 emissions, Table 5.1). The main difference is the selection of "electricity" as the main fuel that affects the selection of the relevant emission factors.	kWh		

5.3 Scope 3 emissions

Scope 3 emissions method

Disclosed metric	Definition	Method	Units	Main assumptions	Reference / comments
Purchased Goods & Services (PGS) – Category 1	Category 1 Carbon emissions associated with expenditure for supplies, consumables, and services purchased in the reporting year.	Scope 3, upstream supply chain emissions were allocated in two subcategories. Category 1a, includes carbon emissions associated with materials used for "main" products/activities such as landscaping, construction, refurbishments. Category 1b focuses on services, consumables, office supplies, consultancy fees, IT etc. It excludes salaries, rental fees and utility bills. Business travel expenditure has been assessed separately in the corresponding category (Scope 3, Category 6). Current PGS emissions data is based on expenditure data from subsidiaries. Spend data were collected, aggregated and reported under generic expenditure categories that describe the expenditure. Totals spend per category was reported in UAE Dirham. Then, it was converted to US Dollars for the emissions assessment (1 UAE Dirham = 0.2724 USD). Based on the expenditure category and description, the totals spend (in USD) are matched with categories from the US Environmentally Extended Input-Output (EEIO) database. The EEIO database comprises cradle-to-gate emission factors (kgCO_2e/USD) for U.S. commodities, industrial processes and manufacturing. Product related upfront embodied carbon can also be reported separately with input of construction material types, material quantities, specific Environmental Product Declaration (EPD) data, or estimated based on the UK Inventory of Carbon and Energy (ICE) database. There were no data reported in FY23 under that approach.	UAE Dirham	Based on the expenditure category and description, the totals spend (in USD) are matched with categories from the US Environmentally Extended Input-Output (EEIO) database. The EEIO database comprises cradle-to-gate emission factors (kgCO_2e/USD) for U.S. commodities, industrial processes and manufacturing. The expenditure categories have been matched with EEIO categories based on the provided description and subjective judgement of the activities they refer to. EEIO datasets are comprised of greenhouse gas (GHG) emission factors (Factors) for 1,016 U.S. commodities as defined by the 2017 version of the North American Industry Classification System (NAICS). The emission factors represent the average supply chain emissions without margins. The emission factors are based on GHG data representing 2019. Data from 2019 were adjusted to 2023 values considering the global inflation movement.	EEIO emission factors: US supply chain GHG Emission factors (NAICS) dataset (**https://catalog.data.gov/ dataset/supply-chain-greenhouse-gas-emission-factors-v1-2-by-naics-6/resource/fbc78d3c-49bd-40c0-9dac-2ed16c07a305**). Global inflation changes annual data (**https://www. statista.com/statistics/256598/global-inflation-rate-compared-to-previous-year/**) UAE Dirham to US Dollars historical exchange rates (**https://www.exchangerates.org.uk/AED-USD-spot-exchange-rates-history-2021.html**)
Capital goods – Category 2	Carbon emissions from asset acquisitions (as first owner) and completed new developments in the reporting year.	The capital goods emissions include the upfront embodied emissions for new buildings completed in the reporting year, and assets from acquisitions when Aldar is the first owner. The data hierarchy (for buildings) follows the priorities below: **Priority 1**: Upfront embodied carbon from Whole life carbon assessments (WLCA). **Priority 2**: Specific EPD data, fuel consumption for transport of materials to construction sites, energy use from construction sites, waste and water consumption from construction activities. **Priority 3**: ICE benchmark categories for materials. Estimation of fuel use from distance/fuel type and freight mode assumptions. Non-buildings related capital goods emissions have been estimated based on expenditure data with the same method used for Purchased Goods and Services emissions.	kg of carbon dioxide equivalent (kgCO_2e)	Non-buildings related capital goods emissions have been estimated based on expenditure data with the same method used for Purchased Goods and Services emissions. Regarding the distance for transport of different materials to site under Priority 2, all distances have been estimated based on default transport scenarios. The scenarios were modified from RICS to represent typical UAE distances as reported in OneClick LCA. A dedicated table has been added in New Development worksheet in the inventory model to account for the embodied carbon from new acquisitions.	RICS Whole Life Carbon Assessment (WLCA) (2023) (https://www.rics.org/content/dam/ricsglobal/ documents/standards/Whole_life_carbon_ assessment_PS_Sept23.pdf) Second Edition, version 3 guidance. Section 5.1.3, pp. 78 (see task 2 deliverable on Embodied carbon). OneClick LCA. Available at: **https://oneclicklcaapp.com** Details on Table 3-3, pp14, Aldar Task 2-Embodied carbon report by Arup (22 December 2023).

Disclosed metric	Definition	Method	Units	Main assumptions	Reference / comments
Upstream transportation and distribution – Category 4	Carbon emissions from the transportation of goods and materials in third-party vehicles.	The data priorities are: **Priority 1**: Fuel consumption and fuel type for the transport of goods from warehouses to Aldar Properties PJSC owned and managed businesses. **Priority 2**: Distance travelled, total weight of goods and freight mode. **Priority 3**: Spend data allocated to EEIO categories for freight transportation. The emission factors included the well-to-tank (WTT) upstream emissions for the fuel. Air travel emissions have been estimated assuming an average class type (e.g. economy, business).	Fuel quantity, distances travelled or spend data in UAE Dirham	This category reports non-construction development goods and materials (e.g. food and office supplies). Construction related emissions have been included in the upfront embodied carbon emissions under Capital Goods in Category 2.	EEIO emission factors: US supply chain GHG Emission factors (NAICS) dataset (**https://catalog.data.gov/ dataset/supply-chain-greenhouse-gas-emission-factors-v1-2-by-naics-6/resource/fbc78d3c-49bd-40c0-9dac-2ed16c07a305**).
Waste from operations, sites and assets – Category 5	Carbon emissions from different waste types according to treatment method.	Waste carbon emissions calculation is based on reported waste quantities for each waste disposal stream (Landfill, Recycling, Incineration) from assets, construction sites and non-asset related activities that fall within the Aldar reporting boundary. Data are collected annually from Aldar subsidiaries and facilities management teams based on subcontractors' waste management records. Waste from assets has been estimated based on three priorities: **Priority 1**: Waste quantities per waste disposal stream observed in reporting period. **Priority 2**: Landfill waste based on historical data or from spend data. For combustion (incineration) and recycling, the emission factors consider transport to an energy recovery or materials reclamation facility only. This is in line with GHG Protocol Guidelines, with subsequent emissions attributed to electricity generation or recycled material production respectively. For landfill, the emission factors include collection, transportation and landfill emissions ('gate to grave').	tonnes of waste to landfill, recycling and incineration	Priority 2 – waste intensity estimated based on current inventory data. Assumes all waste to landfill. The waste intensity in cubic metres waste/square metre (m^3/m^2) GFA landlord-controlled area. Corporate office waste intensity assumed similar with school.	Estimated based on assets in the inventory with observed data.

Disclosed metric	Definition	Method	Units	Main assumptions	Reference / comments
Water use (Added to Scope 3, Category 1b – Purchased goods and services)	Carbon emissions associated with water consumption in the controlled areas of assets.	Water consumption has been calculated based on the data hierarchy: **Priority 1**: Reported, metred water consumption from landlord-controlled areas. **Priority 2**: Estimated water usage based on empirical data (water use intensity per asset class) or from spend data. Water consumption from assets is collected annually through: • Utility bills and consumption data from utility providers. • Manual monthly metre readings from facilities management teams. The carbon emissions were added to Category 1 (1b) purchased goods and services. The carbon emissions from tenant water use have been excluded as they sit outside the inventory boundary. The emissions factor represents the UAE water production with desalination, and it is equal to 10.30 $kgCO_2e/m_3$. This is an estimation based on the Emirates Water and Electricity Company (EWEC) Statement of Future Capacity Requirements 2024-2037: Summary Report – Figure 5.2 EWEC emissions intensity of power and water production: Base Case, 2019-2037, pp24.	Cubic metres of drinking water	Water use intensities for Priority 2 data is based on current inventory data. Water use per square metre of leased-out and landlord-controlled GFA is estimated from observed data. Corporate office water use intensity (m^3/m^2 GFA) assumed to be similar with School asset class.	Estimated based on assets in the inventory with observed data.
Business travel – Category 6	Carbon emissions from Aldar employees travel for business in third party vehicles.	For business travel, the data priorities are: **Priority 1**: Fuel consumption and fuel type for the trip. **Priority 2**: Distance travelled and travel mode. **Priority 3**: Spend data allocated to EEIO categories for air and ground transportation. The emission factors included the well-to-tank (WTT) upstream emissions for the fuel. Air travel emissions have been estimated assuming an average class type (e.g. economy, business).	Fuel quantity, distances travelled or spend data in UAE Dirham	Priority 3 – Uses expenditure data to calculate travel emissions. The expenditure data has been matched with EEIO categories based on the provided description and subjective judgement of the activities they refer to. Same limitations from EEIO dataset apply as in Purchased Goods and Services. Fuel and travel emission factors include combustion and well-to-tank (WTT) emissions.	**data.gov/dataset/supply-chain-greenhouse-** EEIO emission factors: US supply chain GHG Emission factors (NAICS) dataset (**https://catalog.** **gas-emission-factors-v1-2-by-naics-6/resource/ fbc78d3c-49bd-40c0-9dac-2ed16c07a305**).

Disclosed metric	Definition	Method	Units	Main assumptions	Reference / comments
Employee commuting – Category 7	Carbon emissions from Aldar employees commuting from their home to their usual place of work.	Employee commuting is using a similar approach to business travel in the calculation of the emissions. The data hierarchy is: **Priority 1**: Fuel consumption and fuel type for the trip. **Priority 2**: Distance travelled and travel mode. **Priority 3**: Estimated based on the number of full-time employees (FTE) and assumptions about the average distance travelled and the travel mode split among car, bus and cycling/walking. The emission factors included the well-to-tank (WTT) upstream emissions for the fuel.	Fuel quantity, distances travelled or numbers of full-time employees	Priority 3 – Estimates emissions based on the number of full-time employees, and assumptions on the travel mode split (car/bus/cycling-walking %) and average distance travelled in km. The assumptions have been based on a Traffic survey data published online by NUMBEO for Abu Dhabi.	Traffic in Abu Dhabi, UAE (**https://www.numbeo.com/traffic/in/Abu-Dhabi**)
Upstream leased assets – Category 8	Includes emissions from the operation of leased assets where Alar Properties PJSC is the lessee/tenant	GHG emissions in this category include only emissions from leased assets operated by Alar Properties PJSC subsidiaries that have not been included in scope 1 and scope 2 emissions.	kWh or spend data	In general, the portfolio is not expected to include such assets. In 2023 there was corporate office space with emissions that fell under this category. In 2024, subsidiaries have moved to owned building facilities.	
Downstream leased assets – Category 13	Carbon emissions associated mainly with the energy use of tenants.	These carbon emissions are associated with tenant activities and they come from assets owned by Aldar and managed either by Aldar or a third party (Aldar has no operational control over the asset). The carbon emissions in this category are calculated for the leased out, tenant-controlled areas, following the scope 1 and scope 2 emissions methods.	kWh		
Use of sold products – Category 11	Category 11 – associated with in-use operational carbon emissions from sold assets in the reporting year.	The inventory includes emissions from lifetime in-use operational energy consumption for sold assets where Aldar was the developer. It includes both regulated and unregulated energy consumption. All sold assets report the Gross Floor Area (GFA) sold in the reporting year and the estimated remaining lifetime for the asset. The data priorities are: **Priority 1**: Lifetime operational energy use (B6) from Whole life carbon assessments (WLCA). Optionally, embodied carbon for repair and replacement (B3-B4). **Priority 2**: Energy consumption data (electricity, district cooling and fuels) based on design studies, energy performance certificates and accreditations, surveys, empirical data or other estimations and assumptions. Carbon emissions have been calculated based on estimated lifetime energy consumption data and the corresponding emission factors. Embodied carbon emissions from WLCAs were not available in 2024.	kg of carbon dioxide equivalent ($kgCO_2e$) or kWh	Building lifetime assumption 60 years.	**SBTi Buildings Sector Science-Based Target-setting Criteria** (2024) Buildings-R5, Version 1.0, pp.21

Disclosed metric	Definition	Method	Units	Main assumptions	Reference / comments
End of life treatment of sold products – Category 12	Category 12 – associated with waste disposal and its treatment at the end of life of sold assets.	This category estimates emissions from the disposal of assets, sold during the reporting year at the end of their life. The data hierarchy is: **Priority 1**: End-of-life embodied carbon from Whole life carbon assessments (WLCA). **Priority 2**: Waste quantities for different waste types estimated by bills of quantities (BOQ) data, and an assumption for the waste treatment split across landfill, recycling and incineration. For combustion (incineration) and recycling, the emission factors consider transport to an energy recovery or materials reclamation facility only. This is in line with GHG Protocol Guidelines, with subsequent emissions attributed to electricity generation or recycled material production respectively. For landfill, the emission factors include collection, transportation and landfill emissions ('gate to grave').	tonnes of waste disposal to landfill, recycling or incineration	Whole life carbon assessments (WLCA) are not widely available. The estimation of the emissions is based on Bill of Quantities for the sold assets or typical Aldar assets with similar specifications. It was assumed that all waste is split into 25% landfill, 50% Recycling/composting, 25% Incineration waste streams regardless of the materials.	Aldar Bill of Quantities for selected reference assets.
Investments – Category 15	This category reports emissions from investments where Aldar Properties PJSC is a shareholder.	In this category, the share of an asset/investment's GHG emissions from energy use is reported from investments where Aldar Properties PJSC has no operational control. The data hierarchy is: **Priority 1:** Energy consumption and refrigerants leaked from the investment in the reporting year. Share held (%) from Aldar Properties PJSC. **Priority 2:** Estimated scope 1 and scope 2 GHG emissions based on historical data or other sources such as surveys and certifications.	tCO_2e		

5.4 Emission and conversion factors

The emission factors come from a variety of sources. Regional emission factors are used as a priority. Electricity and district cooling emission factors are tracked closely and updated when latest data become available. Embodied carbon of materials emission factors are replaced by regional/local supplier-specific emissions factors when available. The sources of the emission factors are:

Details on emissions factors used in the inventory.

Emission factors	Origin	Source	Update
Electricity (grid)	Regional - UAE	Scope 2: Statement of Future Capacity Requirement 2024-2037, EWEC (2024) Scope 3: Dubai Electricity & Water Authority (DEWA sustainability report 2021) (T&D) and Aldar 2022 model data based on EAD GHG Executive summary	Annually if available.
Electricity (grid)	Regional - Egypt	Scope 2: Grid emission factor as communicated from SODIC based on 2024 reported data. Source: Egyptian Electric Utility and Consumer Protection Regulatory Agency (ERA) https://egyptera.org/en/. Scope 3: Assumes same % losses with UAE - Calculated as 2% losses from elecricity T&D networks as quoted in pp.6 of the Dubai Electricity & Water Authority (DEWA) Sustainability Report 2024.	Annually. Last year available 2022.
District cooling	Regional - UAE	Scope 2: Value based on factor provided from Aldar (0.351 kgCO_2e/RT-Hr). Assumes 1 tonne-hour refrigeration = 3.51685 kWh. Scope 3: Assumed same ratio of upstream to scope 2 as in grid electricity.	Annually if available.
Refrigerants	International	UK Department for Energy Security and Net Zero (DESNZ). **UK Government GHG Conversion factors** for company reporting>Refrigerant & other	Annually if datasets are updated.
Water production from de-salination	Regional - UAE	Emirates Water & Electricity Co. (EWEC) Statistical Report 2024, pp43 - CO_2 Intensities (Power and Water). For Egypt, Water emission factor as communicated from SODIC based on 2024 reported data. Source: Egyptian Electric Utility and Consumer Protection Regulatory Agency (ERA) https://egyptera.org/en/ .	Annually if available.
Stationary combustion fuel	International	UK Department for Energy Security and Net Zero (DESNZ). **UK Government GHG Conversion factors** for company reporting>Fuels	Annually if datasets are updated.
Landfill waste	UAE - Dubai	**GHG inventory and projections for Abu Dhabi Emirate (2021)** – 2018 data. Summary report. Chapter 8. Waste sector emissions. pp.84	Annually if available.
Wastewater treatment	UAE - Dubai	**GHG inventory and projections for Abu Dhabi Emirate (2021)** – 2018 data. Summary report. Chapter 8. Waste sector emissions. pp.84	Annually if available.
All other waste materials	UK	UK Department for Energy Security and Net Zero (DESNZ). **UK Government GHG Conversion factors** for company reporting>Waste Disposal	Annually.
Passenger vehicles	UK	UK Department for Energy Security and Net Zero (DESNZ). **UK Government GHG Conversion factors** for company reporting>Passenger Vehicles. Scope 1 + Scope 3 (WTT).	Annually.
Business travel	UK	UK Department for Energy Security and Net Zero (DESNZ). **UK Government GHG Conversion factors** for company reporting>Business travel. Scope 1 + Scope 3 (WTT).	Annually.
Freight	UK	UK Department for Energy Security and Net Zero (DESNZ). **UK Government GHG Conversion factors** for company reporting>Freighting goods. Scope 1 + Scope 3 (WTT).	Annually.
Embodied carbon of construction materials (A1-A3)	UK	UK Department for Energy Security and Net Zero (DESNZ). **UK Government GHG Conversion factors** for company reporting>Material use. The Inventory of Carbon and Energy **(ICE) Database** V3.0 Beta (10 Nov 2019).	Annually. Newer versions of ICE database.
Environmentally extended input-output (EEIO)	USA	EEIO emission factors: US supply chain GHG Emission factors **(NAICS) dataset**. Data represent 2019 GHG emissions. EEIO models allow to calculate emissions from spend data by allocating the expenditure into specific categories that represent the emissions intensity of industrial processes and services.	Newer versions of NAICS or datasets that reflect regional industry specific emissions when they become available.

Volumetric conversion factors to different units based on UK Department for Energy Security and Net Zero (DESNZ). **UK Government GHG Conversion factors** for company reporting.

5.5 Social Reporting Criteria

Social Metrics

Disclosure and Criteria	Definition	Scope	Units	Method	Source
Workforce breakdown (GRI 405-1)	Full-time employees broken down per: • Gender • Age Group • Geographical Areas • Management Category[1] • Employee Function[2]	• Aldar Corporate • Aldar Estates • Aldar Education • Aldar Pivot • Aldar Hospitality • Aldar Logistics • C2i • SODIC	Number (#)	Total FTEs across fully owned subsidiaries under the scope of reporting criteria	Reported from HR database systems
			Percentage (%)	Number of FTEs specified by gender divided by total number of FTEs	
				Number of FTEs specified by age group divided by total number of FTEs	
				Number of FTEs specified by geographical areas divided by total number of FTEs	
				Number of FTEs specified by gender in each management category divided by total number FTEs in the pertaining management category	
				Number of FTEs specified by gender in each employee function divided by total number of FTEs in the pertaining function	
Employee Turnover Rate (GRI 401-1)	A. Total number of new hires and rate of new hires, by age group, and gender B. Rate of employee turnover by age group, and gender	• Aldar Corporate • Aldar Estates • Aldar Education • Aldar Pivot • Aldar Hospitality • Aldar Logistics • C2i • SODIC	Number and Percentage (%)	• Total new hire FTEs • Number of new hire FTEs specified by gender/age divided by total new hire FTEs • Number of FTEs who left specified by gender/age divided by total number of turnovers	Reported from HR database systems

[1]Employee Categories: Classification for the below categories is based on internal categorisation:

- Top management: CEO, Chief, Executive Director and Director
- Middle management: Associate Directors, Senior Vice President, Vice President and Assistant Vice President
- Non-Management: Other than classified in top and middle management will be classified in this category

[2]Employee Function: Management has disclosed two broad functional categories in the sustainability report:

- STEM Function – refers to employees engaged in roles related to Science, Technology, Engineering, and Mathematics. These are typically technical roles such as engineers, IT specialists, data analysts, or technical project managers.
- Revenue Generating Function – includes roles directly responsible for generating income or sales for the business. Examples could include sales teams, business development, client relationship managers, or any frontline staff whose primary function contributes to revenue creation.

Disclosure and Criteria	Definition	Scope	Units	Method	Source
Gender Pay Ratio (GRI 405-2)	Ratio of Average Annual basic salary and other cash incentives between full-time females and males for each employee category	• Aldar Corporate • Aldar Education • Aldar Pivot • Aldar Hospitality • Aldar Logistics • C2i • SODIC	Ratio	Average total annual basic salary and other cash incentives (in AED) of all female FTEs to the average of total annual basic salary and other cash incentives (in AED) of all male FTEs by employee category	Reported from HR database systems
Average Training Hours Per Employee (GRI 404-1)	Average hours of training undertaken by FTEs by gender, and employee category	• Aldar Corporate • Aldar Estates • Aldar Education • Aldar Hospitality • Aldar Pivot • Aldar Logistics • C2i • SODIC	Hours (#)	Total hours of formal training attended per FTE specified by gender/employee category divided by total FTEs in the pertaining gender/ employee category	Reported from HR database systems
Work related injuries (GRI 403-9)	Lost Time Injuries (LTIs)	• Aldar Education • Aldar Estates • Aldar Hospitality • Aldar Logistics • Aldar Pivot • Aldar Projects • C2i • SODIC	Number (#)	Number of LTIs (employees and contractors)	Report from HSE Statistic reports
	Number of fatalities		Number (#)	Number of fatalities (employees and contractors)	Report from HSE Statistic reports
	Lost Time Injury Rate (LTIR) per 1-million-man hour		Rate	Number of LTIs divided by total number of man-hours worked multiplied by 1 million man-hours (employees and contractors)	Calculated
	Total Recordable Injury Rate (TRIR) per 1-million-man hour		Rate	Number of TRIR divided by total number of man-hours worked multiplied by 1 million man-hours (employees and contractors)	Calculated
Welfare audits (Internal criteria)	The percentage of active tier 1 contractors audited based on the worker welfare standards against all the active tier 1 contractors who were onboarded till 1st July 2025 and working on active Aldar's construction sites in and after Q3 2025.	• Aldar Properties • Aldar Estates • Aldar Education • Aldar Pivot • Aldar Hospitality • Aldar Projects • SODIC	Percentage (%)	Number of Active tier 1 contractors completed audits divided by total number of active tier 1 contractor	Reported from Asite Platform (Worker Welfare database) *The Audit is conducted by a third-party consultant to advise the compliance status of the active tier 1 contractors

Disclosure and Criteria	Definition	Scope	Units	Method	Source
Percentage of Grievances resolved (Internal criteria)	Percentage of grievances resolved with remedy during the reporting period	• Basatin • Khidmah • Spark • 800TEK • OrionTEK • ASGC • Inspire • Innovo • Pivot • Fibrex • Nurol • Al Fajhan • ACC • Tristar • NBHH • Tornado • Hilalco • SBD • Ali & sons • China state • Masri • Al Geemi • Jeet • Nael Contracting • Copri	Percentage (%)	Number of grievances resolved divided by total number of grievances reported	Reported from Ulula application (Worker Welfare database)
LEED Certification (internal criteria)	Total Gross floor area (GFA) that has achieved LEED Operations & Maintenance (O&M) certification	• Cranleigh School • Yas Rotana • Centro Yas Island • Hala Arjaan by Rotana • Daman House • Zone RA • The Bridges Residences • Rixos Bab Al Bahr • Cranleigh Staff Accommodation	Gross floor area (m^2)	Total GFA in m^2 across the specified operational existing buildings	Certification records from the USGBC (LEEDs O&M)
Percentage of commercial & retail tenants engaged on Net Zero/sustainability (internal criteria)	Percentage of commercial and retail tenants actively engaged in Net Zero and sustainability initiatives within Aldar properties portfolio	Covers tenants interested in sustainability programmes, energy efficiency initiatives green lease agreements, and other Net Zero related engagements for Aldar properties	Percentage (%)	Total area in (m^2) of tenants engaged divided by total area in (m^2) of all existing commercial and retail assets	Tenant engagement records, sustainability programme participation data, and feedback from property management teams.

*LEED Operations and Maintenance (O&M) certification is a green building certification under the LEED (Leadership in Energy and Environmental Design) framework, specifically tailored for existing buildings that are in use and being operated and maintained.

5.6 Exclusions

This section summarises the categories of emissions in the inventory, and the reasons for excluding any emissions from reporting.

Exclusions of categories of emissions from reporting.

Emissions source	Reason for exclusion
Scope 1	
Fuel consumption in assets (buildings and marinas).	No exclusions.
Fuel used from vehicle fleets/mobile combustion and machinery.	No exclusions.
Fugitive refrigerant gas emissions	No exclusions.
Backup generators	No exclusions.
Scope 2	
Electricity (location – based), District cooling	No exclusions.
Electricity (market – based)	Estimated and reported separately.
Electric vehicle fleet	Monitored for future reporting if emissions become significant in future. Currently it is not a material source of emissions.
Scope 3	
Upstream scope 3 emissions	
Purchased goods and services	No exclusions.
Capital Goods	No exclusions.
Fuel- and energy- related activities	No exclusions.
Upstream transport and distribution	Transport of materials to construction sites reported in Capital goods (for completed buildings developments). Otherwise reported in Purchased Goods and Services when data available.
Waste generated in operations	No exclusions.
Water use	Reported in Purchased Goods and Services.
Business travel	No exclusions.
Employee commuting	Excludes homeworking – not relevant to Aldar operations.
Upstream leased assets	No exclusions.
Downstream scope 3 emissions	
Downstream transport and distribution	Not relevant to Aldar products. Aldar sells buildings and infrastructure related assets.
Processing of sold products	Not relevant to Aldar products. Aldar sells buildings and infrastructure related assets.
Use of sold products	No exclusions.
End-of-life of sold products	No exclusions.
Downstream leased assets	No exclusions.
Franchises	Not relevant. Aldar does not own franchises.
Investments	Not relevant. Aldar is not a financial institution. Emissions from future joint ventures may be reported in this category depending on share and operational control.

5.7 Data confidence

Data confidence on reported emissions is evaluated based on the proportion of (%) total emissions in each category calculated from primary datasets. Primary datasets (Priority 1 in method) comprise actual data from metre readings/observations. The confidence level criteria used are: Low [0 – 35%], Moderate [36 – 70%] and High [71 – 100%].

Confidence assessment of 2023 base year data based on data quality.

Emissions source	Confidence	% of emissions calculated based on primary – Priority 1 datasets (in relation to total emissions reported in category)
Scope 1		
Fuel combustion - assets	High	100%
Mobile combustion – vehicles fleet	High	98%
Fugitive refrigerant gas emissions	High	82%
Scope 2		
Electricity -assets	High	96%
District cooling - assets	High	92%
Scope 3		
Purchased goods and services	Low	100% from spend data based on 2019 US EEIO database.
Purchased goods and services – Water use from landlord-controlled areas in assets	High	97%
Capital goods	Medium	Buildings – upfront embodied carbon of materials from Aldar BoQ and construction data. Transport related emissions estimated based on distance scenarios. Construction site fuel, waste and water use partially complete with historical data from previous developments.
Fuel- and energy- related activities	High	Calculated from fuel and energy data.
Waste generated in operations	High	90% for assets, 100% for non-assets.
Business travel	Low	Estimated by spend data and distance assumptions.
Employee commuting	Low	Estimated based of FTE and assumption on travel mode and trip distances.
Upstream leased assets	High	98% of carbon emissions calculated from metred electricity consumption. A 2% of carbon emissions estimated with spend data based on 2019 US EEIO database.
Use of sold products	Moderate	Estimated based on annual consumption data and benchmarks.
End-of-life for sold products	High	86% of total end-of-life emissions from sold assets from primary data.
Downstream leased assets	High	93% emissions from electricity and district cooling (71% electricity- 22% chilled water) from leased-out (tenanted) areas. 73% of electricity and 85% of district cooling emissions from primary data.

6. Model and reference data updates

The GHG emissions are reported annually as part of Aldar Properties PJSC sustainability report. The emissions calculation uses a data hierarchy that prioritises primary data and estimates missing data with proxies and benchmarks. The method and data priorities have been presented in Section 5. Data are collected and estimated for energy use from buildings, fuel use of machinery and vehicle fleet, water use, waste from buildings and operations, expenditure data, and embodied carbon for new developments.

The emissions calculation is based on assigning emission factors to the energy/activity data. The emission factors represent the GHG emissions intensity of the activity.

Activity data updates: The annual GHG inventory accounts for the emissions during the reporting period. The input data as described in the methods section and summarised above shall be updated every year.

Efforts should be prioritised to collect high-quality, primary data, especially in emissions categories with high materiality (significant as share of total emissions). In general, low-quality data would be estimated with assumptions and benchmarks.

Benchmarks and assumptions: Assumptions and benchmarks should be reviewed annually and updated to reflect the latest relevant guidance and knowledge. Almost all assumptions and benchmarks are based on international standards and evidence. The priority should be to replace these with region-specific studies and local datasets. Benchmarks from empirical datasets are valuable but they should be carefully developed with consideration to the size and representativeness of the samples.

Electricity and district cooling emission factors: Regional average grid/network emission factors should be updated annually when they become available by the relevant source.

Fuel related emission factors: Emission factors related with the combustion of fossil fuels remain generally the same through years with small variations due to fuel properties. Diesel, LNG, LPG, and petrol should ideally be updated annually. In general, fuel emission factors for fuel reported in the inventory should be reviewed annually and updated accordingly.

Materials embodied carbon: Factors should be updated when regional/supplier specific data or newer versions of the used datasets become available.

Water use and waste data: Should be updated when latest regional data/evidence is released.

All other emission factors should be updated when newer versions of the datasets become available (see also Section 5.4).

1. Asset 115 - Phase 3 WAREHOUSE-7, 8, 9, 10 & MOSQUE Outside Area (ADBH). The outside areas are shared with other warehouses, and the energy use / emissions have already been captured within data reported for other warehouses. Entry remains as reference, but emissions have not been estimated to avoid double-counting.
2. Mohammed Bin Hamad Al Sharqi - Fujairah - 3 missing months of electricity use estimated with the average electricity use intensity of Al Kharan, Al Maereid and Mushairif Schools.
3. 'Whole building' data has been allocated to landlord/tenant based on asset type and operational control - emissions allocation.
4. Aldar Logistics petrol in mobile combustion was estimated from cost assuming Special 95 avg 2.54 AED/litre https://gulfnews.com/gold-forex/historical-fuel-rates
5. R410a refrigerant assumed for all reported quantities with a missing refrigerant type.
6. Falak Commercial - Floor areas assumed based on unverified online data. https://propsearch.ae/dubai/6-falak . Assumed District Cooling based on efficiency claims and online results that Dubai Internet City has DC systems.
7. Huna Food Hall – LPG/natural gas consumption removed from inventory as this is reported within Yas Mall Natural gas volumes.
8. Nurai Island is closed for renovation. Excluded to avoid estimation of energy use with benchmarks.
9. For LPG a conversion factor of 7.0951 kWh per litre has been used as 1 litre of LPG = 7.0951 kWh.
10. C2i Office - ADGM Cloud Spaces. Considered landlord energy use and it has been deducted from ADGM Sarab Tower as Cloud Spaces are part of the Tower. District cooling has been considered zero as this has been reported with Sarab Tower.
11. C2i Head office, Ether, Huna, Yas cloud Spaces energy use has been included in the inventory as CA/landlord instead of tenant, and removed from Yas Mall tenant total. They are tenants to Aldar Investment, so this is controlled area for GHG emissions accounting purposes.
12. Lifetime operational emissions assumptions: Baniyas Villas, baseline EUI 231 kWh/m^2/year, designed to achieve EUI 159 kWh/m^2/year (34.5% improvement from baseline) HB Offices, baseline building energy consumption 12,542,610.78 kWh/year, designed to achieve building energy consumption 10,681,954.15 kWh/year (14.8% improvement from baseline)
13. In Capital Goods, (scope 3, Cat.2) it has been confirmed that the "Non-Drinking" water in columns AN:AO is not desalinated. It has been accounted as "wastewater" to apply an emission factor lower than drinking water with desalination.
14. Assets #144 SODIC Medical District, #150 Strip II and #155 The Polygon. They all have reported very large energy consumption with unrealistically low leased areas. The emissions have been calculated based on the metered data. The leased floorspace areas have been removed from the tool because they were used for the benchmark calculation and the result was unrealistically high benchmarks that skewed the results.

7. Restatement policy

Aldar Properties PJSC aim to report organisational GHG emissions based on best quality data and information available at the time.

It is possible that there will be years when inorganic growth (though acquisitions) may be substantial. Inorganic growth will likely cause organisational restructure, and it may lead to recalculation of the base years and evaluation of the target ambition. The GHG inventory may need to be adjusted to reflect the latest structure of Aldar Properties PJSC and its subsidiaries.

In the effort to collect best quality data and increase the accuracy of the reported GHG emissions, Aldar Properties PJSC actively engages with its subsidiaries to develop tools and data collection processes. This effort is ongoing, and it is expected to increase the quality of data used gradually. Global and sector specific methods, and best practise for reporting emissions may also evolve in time. Significant changes in methods to align with current best practise, improvement of data quality and updates on benchmarks and assumptions may require adjusting data and restate the GHG emissions inventory. In that case, base and target years, and target ambition may require to be recalculated and if necessary updated. Methods and reporting criteria are reviewed annually. Targets are reviewed at minimum every five years to ensure that the overall decarbonisation ambition remains the same or better.

Aldar Properties PJSC is committed to disclose its environmental footprint and targets with transparency. Any changes and adjustments necessary will be disclosed within the annual report.

7.1 Recalculating base year and targets

The recalculation policy follows the SBTi Net-Zero Standard Criteria (Version 1.2, C32 & C33, pp.14). Targets shall be recalculated and revalidated when:

1. There are changes in the consolidation approach chosen for the GHG inventory.
2. Emissions of exclusions in the inventory or target boundary change significantly.
3. There are significant changes in company structure and activities (e.g. acquisition, divestiture etc.)
4. Adjustments to data sources or calculation methodologies result in significant changes to the total base year emissions or the target boundary base year emissions (e.g. discovery of significant errors or a number of cumulative errors that are collectively significant).
5. There are other significant changes to projections/assumptions used in setting the science-based targets (e.g. changes in growth projections).

Aldar Properties PJSC apply a significance threshold of 5%. For base year emissions, a change of 5% in the total base year emissions would trigger a base year emissions recalculation.

If the base year needs to be recalculated or restated, then the targets are evaluated and adjusted if needed to reflect the same or higher target ambition.

In 2023 and 2024, there have been a number of significant changes that require to adjust the base year and recalculate the targets. This decision was based on the restatement policy and best practise requirements. The changes that led to the restatement of the base year from 2021 to 2023 and to the target recalculation were:

1. Significant restructuring and change in subsidiaries. The GHG inventory has been updated to represent the new structure and align with Aldar Properties PJSC annual reporting.
2. Improved data quality by extensive primary data collection and changes in the methods used to estimate missing data.
3. Publication of the SBTi Buildings sector guidance and relevant criteria. These have been considered current best practise in target-setting.
4. Errors identified in 2021 GHG emissions accounting that resulted to significantly higher GHG emissions in 2021 than the latest emissions as calculated with the updated methodology and with improvements in data quality.

8. Net zero commitment

In 2023, the carbon footprint was 1,602,167 tCO_2e (originally reported 1,438,783 tCO_2e) across all scopes. 84% of total GHG emissions were associated with the supply chain (scope 3).

According to the restatement policy and SBTi current guidance the targets are reviewed at minimum every five years and more frequently when a recalculation is triggered according to the criteria also presented in Section 7.1. Aldar reviews annually the GHG emissions inventory results and evaluates if the restatement policy criteria apply. Considering the current years emissions and future pipeline. Aldar commits to evaluate their targets when needed based on the restatement policy expectations.

The Net Zero commitment includes targets for the upfront embodied carbon from new developments and in-use operational emissions, based on the latest SBTi Buildings sector guidance and Corporate Net-Zero Standard. The targets have been calculated according to the respective criteria and requirements, and these are presented in the next section.

8.1 Changes to current Net Zero commitment

The targets are presented here, with supporting commentary where decisions were made between alternative target setting methods. The updated targets are:

Near-term Targets (2033)

- Reduce scope 1, 2 and 3 in-use operational GHG emissions (whole building approach) of owned buildings and managed spaces by 76.2% per m^2.
- Reduce upfront embodied scope 3 GHG emissions of new buildings developed by 73.1% per m^2.
- Reduce scope 3 GHG emissions from lifetime in-use operational emissions of sold buildings by 61.1% per m^2.
- Reduce 54.6% absolute Scope 1 and 2 GHG emissions from all other sources.

Long-term Targets (2050)

- Reduce scope 1, 2 and 3 in-use operational GHG emissions (whole building approach) of owned buildings and managed spaces by 99.5% per m^2.
- Reduce upfront embodied scope 3 GHG emissions of new buildings developed by 98% per m^2.
- Reduce scope 3 GHG emissions from lifetime in-use operational emissions of sold buildings by 97% per m^2.
- Reduce 90% absolute Scope 1 and 2 GHG emissions from all other sources.
- Reduce 90% absolute Scope 3 GHG emissions from waste (category 5).

The next section provides a description of the new targets and the GHG emissions they cover.

8.2 SBTi Buildings sector guidance

Following the SBTi Buildings sector criteria, there are two mandatory targets:

In-use operational emissions target: This target boundary follows a "Whole building" approach, including in-use operational emissions from landlord-controlled and leased out (tenanted) areas. This applies to the reported GHG emissions and target boundaries[4]. Properties managers providing services to a certain proportion of buildings shall include a proportional share of emissions from the landlord-controlled spaces. Aldar Properties PJSC qualifies for this target as it is in the listed user categories and in 2023 GHG inventory inuse operational emissions from owned and/or managed buildings were higher than the target threshold of 20% of the total scope 1,2 and 3 Category 1-14 emissions.

Upfront embodied emissions target: Aldar Properties PJSC qualifies for this target as it is in the listed user categories and upfront embodied from new development or acquisitions of a building as a first owner, and in 2023 GHG inventory the upfront embodied carbon emissions exceeded the target threshold of 20% of total scope 1,2 and 3 Category 1-14 emissions. The definition of first owner is only when it results in the beginning of the building's use phase. e.g. build to sell does not imply first ownership. However, developer and first owner are both required to include new buildings in the target boundary.

The base year for upfront embodied emissions targets shall be no earlier than three years prior to the year of target submission.

Emissions intensity targets for these targets shall be expressed in terms of tCO_2e/m^2, where floor area shall include common areas (e.g., corridors, public lobbies, etc.) in accordance with the whole building approach.

9. Assurance

Aldar Properties PJSC works closely with independent consultants to quality assure the reported emissions. The assured emissions are publicly reported in the annual sustainability report.

GRI Content Index

Statement of use	Aldar Properties PJSC reported in accordance with the GRI Standards for the period 1st January 2025 to 31st December 2025
GRI 1 used	GRI 1: Foundation 2021

GRI Standard	Disclosure	Location or Direct Answer	ADX ESG Metrics
General Disclosures			
GRI 2: General Disclosures 2021	2-1 Organisational details	Page 6	
	2-2 Entities included in the organisation's sustainability reporting	Page 95	
	2-3 Reporting period, frequency and contact point	Page 97	
	2-4 Restatements of information	Pages 86- 94	
	2-5 External assurance	Page 118	G11
	2-6 Activities, value chain and other business relationships	Page 6	
	2-7 Employees	Pages 86 - 91	
	2-8 Workers who are not employees	Pages 86 - 91	
	2-9 Governance structure and composition	Annual Report 2025	
	2-10 Nomination and selection of the highest governance body	Annual Report 2025	
	2-11 Chair of the highest governance body	H.E. Mohamed Khalifa Al Mubarak	
General Disclosures (Cont'd)			
GRI 2: General Disclosures 2021	2-12 Role of the highest governance body in overseeing the management of impacts	Page 76	E11, G7
	2-13 Delegation of responsibility	Page 76	E11
	2-14 Role of the highest governance body in sustainability reporting	Page 76	G7
	2-15 Conflicts of interest	Pages 78-79	
	2-16 Communication of critical concerns	Page 79	
	2-17 Collective knowledge of the highest governance body	Page 76	
	2-18 Evaluation of the performance of the highest governance body	Page 76	
	2-19 Remuneration policies	Annual Report 2025	G8
	2-20 Process to determine remuneration	Annual Report 2025	G8
	2-22 Statement on sustainable development strategy	Pages 9-10	G6
	2-23 Policy commitments	Page 76	
	2-24 Embedding policy commitments	Page 76	
	2-25 Processes to remediate negative impacts	Page 63	
	2-26 Mechanisms for seeking advice and raising concerns	Page 63	
	2-27 Compliance with laws and regulations	Page 76	
	2-28 Membership associations	Page 18	
	2-29 Approach to stakeholder engagement	Pages 10, 12-15	

GRI Standard	Disclosure	Location or Direct Answer	ADX ESG Metrics
Material Topics			
Health and Safety			
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 65	
	403-1 Occupational health and safety management system	Page 65	S8
	403-2 Hazard identification, risk assessment, and incident investigation	Page 65	S8
	403-3 Occupational health services	Page 65	S8
	403-4 Worker participation, consultation, and communication on occupational health and safety	Page 65 - 67	S8
	403-5 Worker training on occupational health and safety	Page 65 -67	S8
	403-6 Promotion of worker health	Page 65 - 67	S8
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Page 65 -67	S8
	403-8 Workers covered by an occupational health and safety management system	Page 92	S8
	403-9 Work-related injuries	Page 91,92	S8, S9
	403-10 Work-related ill health	Page 91,92	S8
Anti-corruption and Business Ethics			
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 77	
GRI 205: Anti corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	Page 77	
	205-3 Confirmed incidents of corruption and actions taken	Page 77	

GRI Standard	Disclosure	Location or Direct Answer	ADX ESG Metrics
Customer Centricity			
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 45	
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	No breaches were reported in 2025	
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Page 16-17, Page 21 -24	
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	No incidents were reported in 2025	
Energy and Emission Management			
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 14, 20, 26-30	
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	Page 82, 83	E4, E6
GRI 305: Emissions 2016	302-2 Energy consumption outside of the organisation	Page 82, 83	
	302-4 Reduction of energy consumption	Page 22, 29-30, 82-83	
	302-5 Reductions in energy requirements of products and services	Page 21, 27, 29	
	305-1 Direct (Scope 1) GHG emissions	Page 80, 82	E7
	305-2 Energy indirect (Scope 2) GHG emissions	Page 80, 82	E7
	305-3 Other indirect (Scope 3) GHG emissions	Page 81, 82	E7
	305-5 Reduction of GHG emissions	Page 12, 13, 80-83	E7, G9
Worker Welfare			
G RI 3: Material Topics 2021	3-3 Management of material topics	Page 53, 63	E9, E10, E12
GRI 406: Non discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	No legal action or incidents were reported in 2025	S7
GRI 408: Child Labour 2016	408-1 Operations and suppliers at significant risk for incidents of child labour	Worker Welfare Policy	S10
GRI 409: Forced or Compulsory Labour 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	Worker Welfare Policy	S10

GRI Standard	Disclosure	Location or Direct Answer	ADX ESG Metrics
Sustainable Supply Chain			
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 74	
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Pages 74, 94	
	308-2 Negative environmental impacts in the supply chain and actions taken	Pages 16, 17, 94	
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Pages 74, 94	
	414-2 Negative social impacts in the supply chain and actions taken	Pages 74, 94	
Employee Wellbeing			
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 61	
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Page 87-89	S3, S5
	401-3 Parental leave	Page 90	
GRI 402: Labour/ Management Relations 2016	4 02-1 Minimum notice periods regarding operational changes	4 weeks	
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Annual Report 2025	S4
	405-2 Ratio of basic salary and remuneration of women to men	Page 91	S1, S2
Talent Development			
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 61	
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Page 90	
	404-2 Programmess for upgrading employee skills and transition assistance programmess	Page 61	
	404-3 Percentage of employees receiving regular performance and career development reviews	Page 61	

GRI Standard	Disclosure	Location or Direct Answer	ADX ESG Metrics/GCC Common ESG Disclosure Guide Metrics
Community Impact			
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 40, 44-70	
G RI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programmess	Page 40, 44-70	S12
	413-2 Operations with significant actual and potential negative impacts on local communities	No operations with a significant actual or potential negative impact on our local communities were reported in 2024	
Waste Management			
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 26, 31, 32, 33, 47	
G RI 301: Materials 2016	301-2 Recycled input materials used	Pages 24, 31	
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impact	Page 25	
	306-2 Management of significant waste-related impacts	Page 25	
	306-3 Waste generated	Page 85	E3
	306-4 Waste diverted from disposal	Page 85	E3
Water Management			
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 21, 30, 68	
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Page 21, 30, 68	
	303-2 Management of water discharge-related impacts	Page 21, 30, 68	
	303-5 Water consumption	Page 85	E2

GRI Standard	Disclosure	Location or Direct Answer	ADX ESG Metrics
Socio-economic Development			
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 57	
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Pages 54, 57	
	201-2 Financial implications and other risks and opportunities due to climate change	Pages 117, 118	
	201-3 Defined benefit plan obligations and other retirement plans	Aldar is fully aligned with the governmental requirements: National Pension Plan for UAE Nationals and End of Service benefit for all the other nationalities.	
	201-4 Financial assistance received from government	No financial assistance was received from the government during the reporting year.	
GRI 207: Tax 2019	207-4 Country-by-country reporting	Annual Report 2025	
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Pages 54-58	
	203-2 Significant indirect economic impacts	Pages 54-58	
Emiratisation			
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 58	
GRI 202: Market Presence 2016	202-2 Proportion of senior management hired from the local community	Page 58	S6
Biodiversity Management			
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 35-36	
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Page 35-36	
	304-2 Significant impacts of activities, products and services on biodiversity	Page 35-36	
GRI 304: Biodiversity 2016 (cont'd)	304-3 Habitats protected or restored	Page 35-36	
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	Page 35-36	
ESG Governance			
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 75	
Climate Resilience and Adaption			
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 37	
Innovative Solutions			
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 68 -73	
Smart Cities			
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 21, 24	
Sustainable Investment			
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 76	
Data Protection and Cybersecurity			
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 78	
Clean Energy			
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 27-28	