

# DUBAI INVESTMENTS PJSC

For the Financial Year end  
31<sup>st</sup> December 2024 (“FY 2024”)  
Investor Presentation



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## Dubai Investments Overview

# A Diversified Investment Company Listed on DFM

## A Glance at Dubai Investments

ESTABLISHMENT	OWNERSHIP TYPE
In 1995 as an on-shore investment company to encourage investments across various sectors	Publicly listed on Dubai Financial Market since 2000
MANAGEMENT	CAPITAL
Chairman of the Board <b>Abdulrahman Ghanem A. Al Mutaiwee</b> Vice Chairman and CEO <b>Khalid Jassim Mohamed Bin Kalban</b>	Share Capital – AED 4.3bn Shareholders – c.16,000

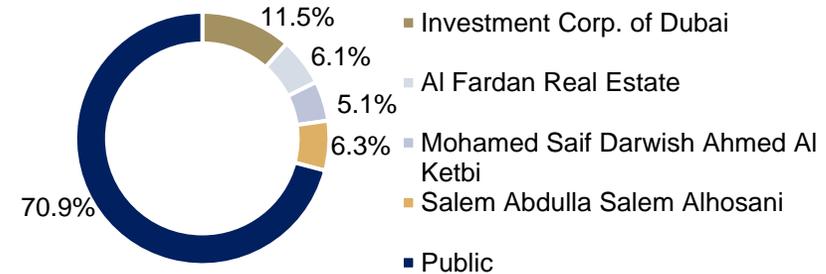
An incubator of more than **37 subsidiaries / associate companies** with more than **3,500 employees** categorized across **3 broad business segments** –

<b>REAL ESTATE</b>	Undertakes real estate development projects / leasing of real estate portfolio
<b>MANUFACTURING, CONTRACTING &amp; SERVICES</b>	Includes a comprehensive range of products and services – pharmaceutical, glass manufacturing and processing, building materials & construction related activities
<b>INVESTMENTS</b>	Investments in financial assets along with acquiring stakes in entities within different sectors such as healthcare, education and financial services among others



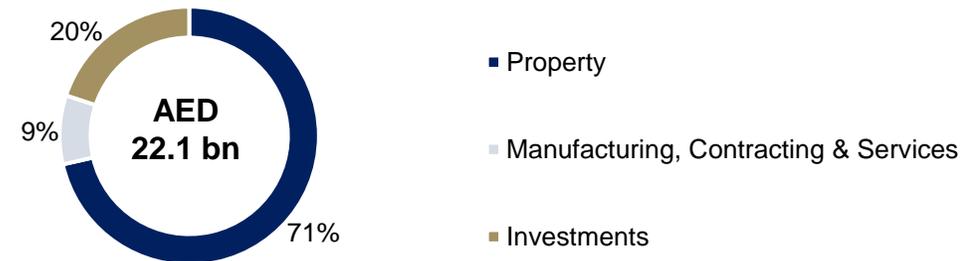
Note: Figures are rounded to the nearest decimal

## Shareholders (December 2024)

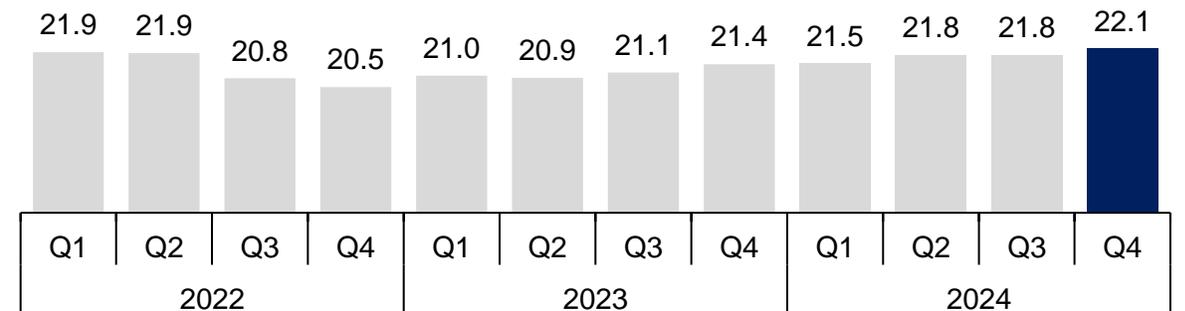


Source: Dubai Financial Market

## Business Segments by Assets (December 2024)



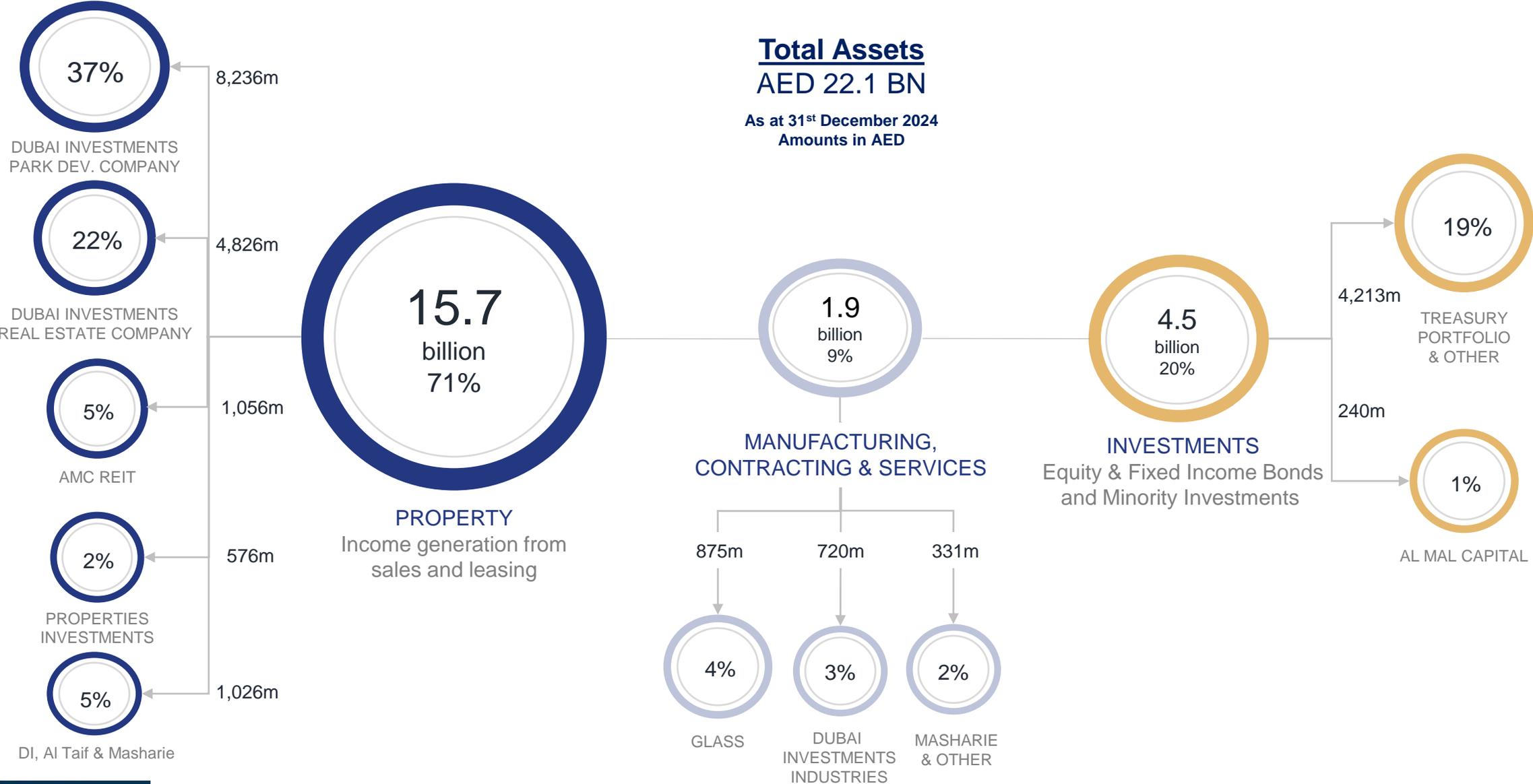
## Total Assets (in AED bn)



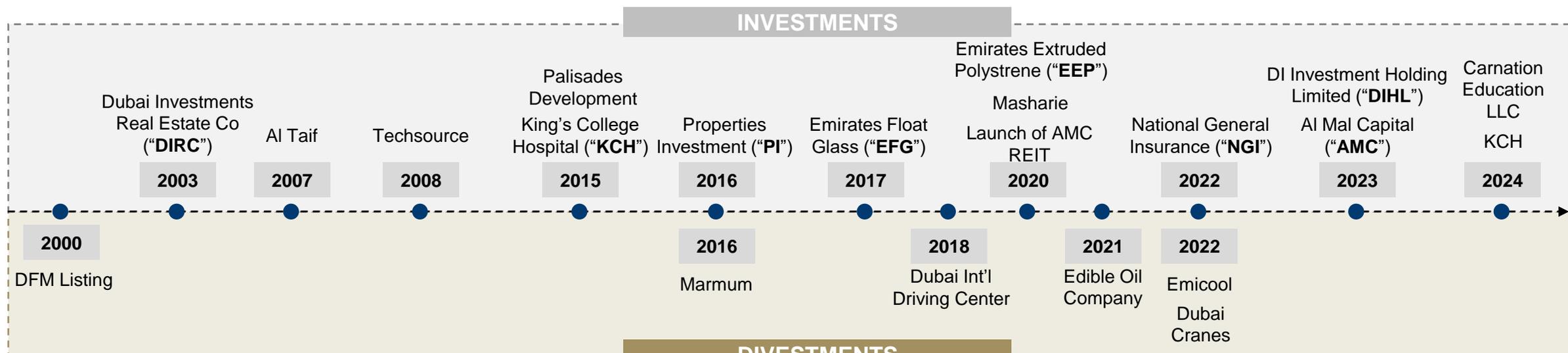
# Dubai Investments – A Diversified Portfolio of Investments



# Diversified Portfolio of Assets Across Property, Manufacturing and Investments



# 30 Years of Building Businesses and Creating Shareholder Value



## Divestments

Company Name	Year of last Divestment	Stake	Total Current Stake
Marmum	2016	100.0%	-
Dub Int'l Driving Center	2018	50.0%	-
Edible Oil Company	2021	100.0%	-
Dubai Cranes	2022	80.0%	-
Emicool	2022	50.0%	50.0%

## Investments

Company Name	Year of last Investment	Stake	Total Current Stake
DIRC	2003	100.0%	100.0%
Al Taif	2007	60.0%	60.0%
Techsource	2008	100.0%	100.0%
Palisades Development	2015	50.0%	50.0%
PI	2016	20.0%	70.0%
EFG	2017	12.6%	100.0%
Masharie	2020	22.2%	97.9%
EEP	2020	49.0%	100.0%
NGI	2022	3.2%	48.4%
AMC	2023	3.0%	73.2%
KCH	2024	5.0%	31.8%
Carnation Education LLC	2024	100.0%	100.0%



Long-term investment approach in building underlying value for investors – provide the necessary strategic direction along with growth capital, exit businesses that have matured – enhance shareholder value through capital gains

# Consistent Dividend Paying Company

## Shareholder Returns – DIC vs. DFMGI Index



## Annual Dividends Paid (AED mn) & Annual Dividend Per Share (AED)



The above chart presents normalized price movements of Dubai Investments PJSC in comparison to DFM General Index with a base of 100, for a 5-year period from Oct 2019 to Sep 2024.

Price movement of Dubai Investments PJSC is greater than DFM General Index during the period Oct 2019 to Sep 2024 (capital gain) as shown in the chart above. In addition to the price movement, Dubai Investments PJSC paid cash dividends to its shareholders (dividend income) as shown in the chart in the right.

The above chart presents cash dividend paid out historically for a particular period except for cash dividend proposed by the Board of Directors

# Board of Directors – A Well Seasoned and Experienced Team



## Chairman – Abdulrahman Ghanem A. Al Mutaiwee

Mr. Abdulrahman Ghanem A. Al Mutaiwee is a high-ranking diplomat and has held senior management positions in various ministries and government establishments. He served as the Ambassador of the UAE to the Court of St. James and Iceland for 7 years. He was also the Director in the Ministry of Foreign Affairs and International Cooperation for three and half years till the end of 2019. He holds a Bachelor's Degree in Economics from Cairo University and Diploma in Banking and Financial Studies from New York.



## Director – Ali Fardan Ali Fardan

Mr. Ali Fardan Ali Fardan has significant experience in Real Estate Management, Property Investments, Capital Investment Management and Hospitality Management. He holds a Bachelor of Science in Management and Information System. He is also currently the Chairman of Al Fardan Group, Managing Director of Al Fardan Real Estate LLC, CEO of First Investor LLC, Board Member of Al Mal Capital PSC, Board Member of Commercial Bank of Dubai PJSC and Board Member of National General Insurance PJSC.



## Director – Khaled Mohammad Al Kamda

Khaled Al Kamda has over three decades of senior management experience across a number of sectors including airlines, private equity and banking and has also held senior management positions in government establishments. He holds a Bachelor's Degree in Electrical Engineering from Florida Institute of Technology, USA and a MBA Degree from Cranfield School of Management, England.



## Director – Hind Abdulrahman AlAli

Hind Abdulrahman AlAli is a business professional who recently joined Dubai Investments PJSC Board in 2023. Al Ali has extensive experience and expertise in the industrial sector, particularly in supply chain management.



## Director – Faisal Abdulaziz Alshaikh Mohamed Alkhazraji

Faisal Abdulaziz Alshaikh Mohamed Alkhazraji is a business leader with a strong presence within the corporate landscape. Holding prominent positions across various other organizations, Alkhazraji continues to exhibit his expertise across different industries and in 2023 became a part of the Dubai Investments PJSC board.



## Vice Chairman & CEO – Khalid Jassim Bin Kalban

Mr. Khalid Bin Kalban has extensive experience in Manufacturing & Industrial sectors as well as Financial, Investment and Real Estate sectors. He holds a degree in Business Management from USA and is a Management Major from Metropolitan State College, USA. He is also currently the Chairman Al Mal Capital PSC, Board Member of National General Insurance PJSC, Board Member of Arcapita Investment Management B.S.C. - Bahrain



## Director – Mohamed Saif Darwish Ahmed Al Ketbi

Mr. Mohamed Al Ketbi has experience in Investments & Projects, Real Estate and Hospitality Sectors. He holds a Bachelor Degree in Business Administration majoring in Business Management. He is currently the Board Member of AHI Carrier FZC, Director – Investment & Business Development of Darwish Bin Ahmed & Sons LLC, Board Member of Al Mal Capital PSC and Board Member of National General Insurance PJSC.



## Director – Hussain Nasser Ahmed Lootah

Hussain Nasser Lootah is a prominent business figure in the UAE, holding, throughout his career, chairmanship and membership of several government committees. Among several key positions held by him, included his association with Dubai Municipality for over 30 years, culminating in his 12 years tenure as the Director General of Dubai Municipality till the year 2018. He also played a prominent role in establishing the Society of Engineers where he chaired its board for 4 years. Currently he is the Chairman of Hussain Lootah Group (HLG). He holds a degree in Civil Engineering from the University of Arizona.



## Director – Ahmed Salem Abdulla Salem Alhosani

Ahmed Salem Abdulla AlHosani is a business professional and has joined the board of Dubai Investments PJSC in 2023. AlHosani continues to extend his diverse skill sets across a wide range of sectors and is currently serving as the Managing Director and Director at Sharjah Insurance Co. AlHosani plays a crucial role in overseeing the strategic direction and overall operations of the company.



## Management Summary – FY2024 Financial Highlights

# FY 2024 – Financial Information

## SUMMARY OF PROFITS AND LOSSES

(AED' 000)	FY 2024	FY 2023
	for 12-month period ended 31 <sup>st</sup> Dec	
Sales of goods and provision of services	1,204,950	1,147,824
Rental income	1,051,408	969,739
Contract revenue	233,214	186,647
Sale of properties	1,028,758	826,983
Gain on fair valuation of investment properties	856,663	702,633
Gain on fair valuation of investments	114,218	107,010
Gain on sale of investments properties	2,057	1,100
Gain on sale of investments	32,074	42,505
Share of profit from equity accounted investees	84,822	72,555
Dividend income	53,188	48,899
<b>Total Income</b>	<b>4,661,352</b>	<b>4,105,895</b>
Cost of sales and providing services	(2,308,689)	(2,045,011)
Administrative expenses	(505,992)	(524,287)
Finance costs	(420,008)	(428,108)
Net impairment losses on trade receivables	(271,995)	(140,026)
Finance income	78,240	58,707
Other Income	62,710	41,481
<b>Operating Expenses</b>	<b>(3,365,734)</b>	<b>(3,037,244)</b>
<b>Profit before tax</b>	<b>1,295,618</b>	<b>1,068,651</b>
Current tax expenses	(52,999)	-
Deferred tax expenses	(61,758)	(19,530)
<b>Profit after tax</b>	<b>1,180,861</b>	<b>1,049,121</b>
<b>Profit / (loss) after tax attributable to:</b>		
Profit attributable to owners of the Company	1,205,375	1,130,937
Non-controlling Interests	(24,514)	(81,816)
<b>Earnings per share (AED)</b>	<b>0.28</b>	<b>0.27</b>

## SUMMARY OF FINANCIAL POSITION

(AED' 000)	31 <sup>st</sup> Dec 2024	31 <sup>st</sup> Dec 2023
Property, plant and equipment	1,469,398	1,486,999
Investment properties	11,189,467	10,099,681
Goodwill & intangible assets	237,098	242,447
Right-of-use-assets	291,876	323,079
Investments in equity accounted investees	1,490,089	1,506,287
Other non-current assets	530,194	606,030
<b>Total non-current assets</b>	<b>15,208,122</b>	<b>14,264,523</b>
Inventories	1,022,660	1,350,632
Investments at fair value through profit & loss	2,234,782	2,023,908
Trade & other receivables and due from related parties	2,626,874	2,420,930
Cash and cash equivalents	1,006,399	1,235,804
Assets held for sale	-	142,000
<b>Total current assets</b>	<b>6,890,715</b>	<b>7,173,274</b>
<b>Total assets</b>	<b>22,098,837</b>	<b>21,437,797</b>
Long-term bank borrowings	3,606,743	3,541,844
Lease liabilities	305,154	329,907
Other payables	56,096	72,937
Deferred tax liability	94,792	19,530
<b>Total non-current liabilities</b>	<b>4,062,785</b>	<b>3,964,218</b>
Bank borrowings	1,797,678	1,789,747
Lease liabilities	37,579	36,533
Trade and other payables and due to related parties	1,866,789	1,981,419
<b>Total current liabilities</b>	<b>3,702,046</b>	<b>3,807,699</b>
Share capital	4,252,020	4,252,020
Retained earnings	6,170,427	5,810,370
Other reserves	3,692,506	3,398,568
<b>Equity attributable to owners of the company</b>	<b>14,114,953</b>	<b>13,460,958</b>
Non-controlling interest	219,053	204,922
<b>Total equity</b>	<b>14,334,006</b>	<b>13,665,880</b>
<b>Total equity and liabilities</b>	<b>22,098,837</b>	<b>21,437,797</b>

# FY 2024 – Financial Highlights: Well Capitalized and Profitable Company

## Key Facts & Figures

TOTAL INCOME <b>4,661.4</b> AED million	EBITDA <b>1,124.7</b> AED million	PROFIT ATT. TO SHAREHOLDERS <b>1,205.4</b> AED million	EPS <b>0.28</b> AED per share	ROE* <b>8.5%</b>
TOTAL ASSETS <b>22,098.8</b> AED million	CASH/CASH EQUIVALENTS & LIQUID INV. <b>2,310.1</b> AED million	NET DEBT** <b>3,094.3</b> AED million	EQUITY ATT. TO SHAREHOLDERS <b>14,115.0</b> AED million	NET DEBT / TOTAL ATT. EQUITY <b>21.9%</b>

*Note: Figures are rounded to the nearest decimal*

\*Based on Net Profit and Equity Attributable to Owners of the Company

\*\* Net Debt is the Group's total debt less Cash and Cash Equivalents

# Key Messages: FY 2024

## Group Result

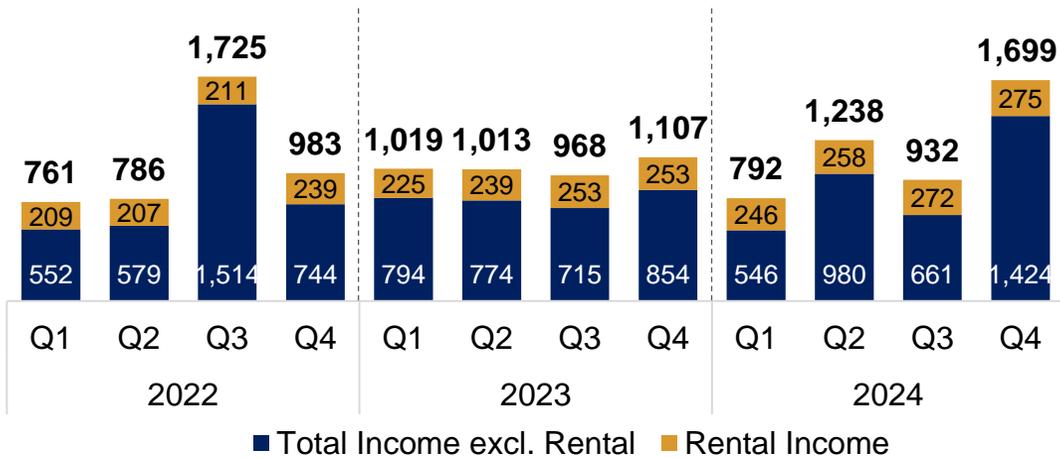
- The Group reported a total income of AED 4,661.4 million in FY 2024 as compared to AED 4,105.9 million in the prior year. This increase is mainly a result of strong performance witnessed by the Group's real estate and investment segment
- Within the real estate segment, the Group witnessed a good demand for its real estate projects, resulting in an increase in sale of properties by AED 201.8 million in FY 2024 as compared to the prior year. Additionally, rental income increased by AED 81.7 million to reach AED 1,051.4 million in FY 2024 as compared to the prior year, representing 22.6% of total income, which is largely driven by strong occupancy level being maintained in DIP and acquisition of an additional asset by AMC REIT
- Earnings per share was recorded at AED 0.28/share in FY 2024
- The Group's total assets stood at AED 22,098.8 million as at 31<sup>st</sup> December 2024
- The Group remains well capitalized with Total Equity (attributable to owners) at AED 14,115.0 million as at 31<sup>st</sup> December 2024 and has adequate liquidity with Net Debt/Total Attributable Equity (%) of 21.9%.

## Key Events

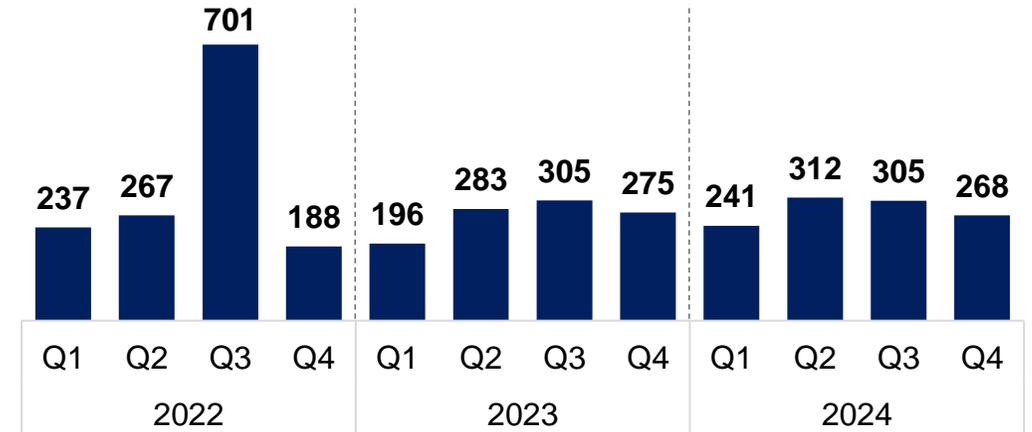
- Key events (financial and non-financial):
  - Dubai Investments launched a new residential project – the Violet Tower valued at AED 300 million in the Jumeirah Village Circle
  - Dubai Investments expands Mirdif Hills with launch of Asayel Avenue – a premium residential cluster that redefines modern urban living
  - Dubai Investments Breaks Ground for the Residential and Hotel Towers on Danah Bay, Al Marjan Island
  - AMC REIT successfully raised AED 180 million through rights issue to further accelerate growth and diversify its portfolio of real estate assets
  - Al Mal Capital REIT expands its portfolio through acquisition of 100% equity interest in Carnation Education LLC – holding the real estate assets comprising the freehold land and buildings of Kent College Dubai
  - Dubai Investments has made a significant progress in the development of DIP Angola, a transformative mixed-use project, 50 kms from Luanda in Africa. The main road infrastructure is expected to take shape by January 2025
  - Emirates Float Glass (EFG) achieved a significant milestone by receiving the prestigious Golden Listing, being in-Country Value (ICV) certified under the Abu Dhabi Local Content Program and being awarded with the prestigious “Green Eco Label Award” in recognition of its outstanding contributions to improving the environment in the industrial sector
  - Emicool announced a strategic partnership with Quant Gulf, a leading smart maintenance solutions provider, to launch AI-driven predictive maintenance for enhanced cooling efficiency
  - Globalpharma announced launch of 25 innovative products across key therapeutic areas including – diabetes, cardiovascular, gastroenterology and orthopedics
  - At the General Meeting, the shareholders of the Group approved a 12.5% (AED 0.125 per share) final cash dividend proposed by the Board of Directors for the financial year ending 31<sup>st</sup> December 2023. The dividend amounting to AED 531.5 million was paid in May 2024
  - Al Mal Capital REIT paid an interim dividend for the 6-month period ending 30<sup>th</sup> June 2024 of AED 0.03 per unit. The dividend amounting to AED 15.4 million was paid in August 2024

# Evolution by Quarter: Rental Income remains key contributor to Total Income

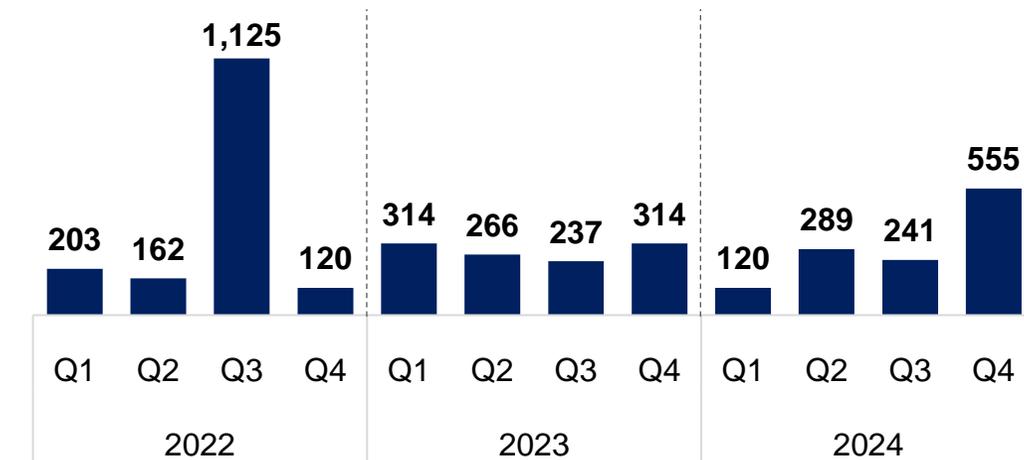
Total Income and Rental Income (AED Million)



EBITDA (AED Million)



Attributable Profit (AED Million)

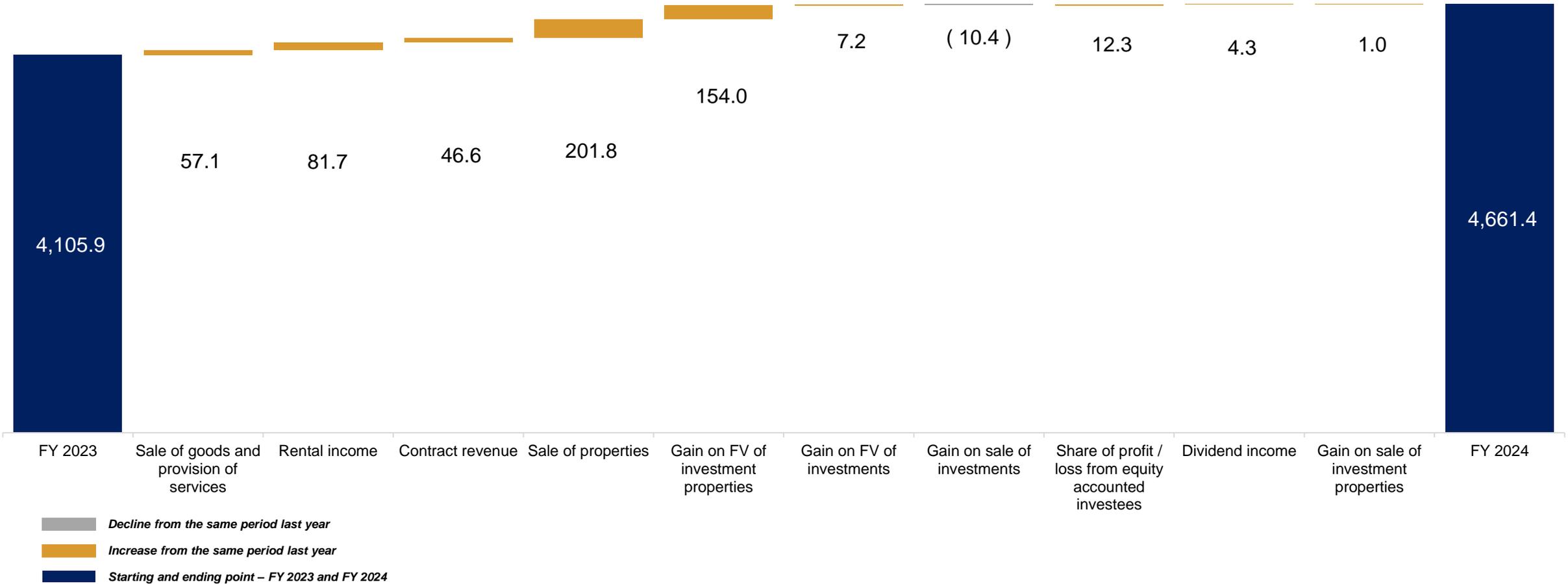


Key Highlights

- Total income in Q4 2024 was higher by AED 592.4 million as compared to the prior period. This was mainly on account of strong performance by the Group's property and investment segment
- Within the real estate segment, the rental income increased by AED 22.3 million to reach AED 275.2 million in Q4 2024 as compared to the prior period, which is largely driven by strong occupancy level being maintained in DIP and acquisition of an additional asset by AMC REIT
- The Group reported a slightly lower EBITDA of AED 267.6 million in Q4 2024 as compared to AED 274.5 during the prior period. This is a result of adjustments made on non-cash items such as gain in FV of investment properties
- The Group generated higher profits after tax (attributable to owners) of AED 554.9 million in Q4 2024, as compared to AED 313.9 million during the prior period.

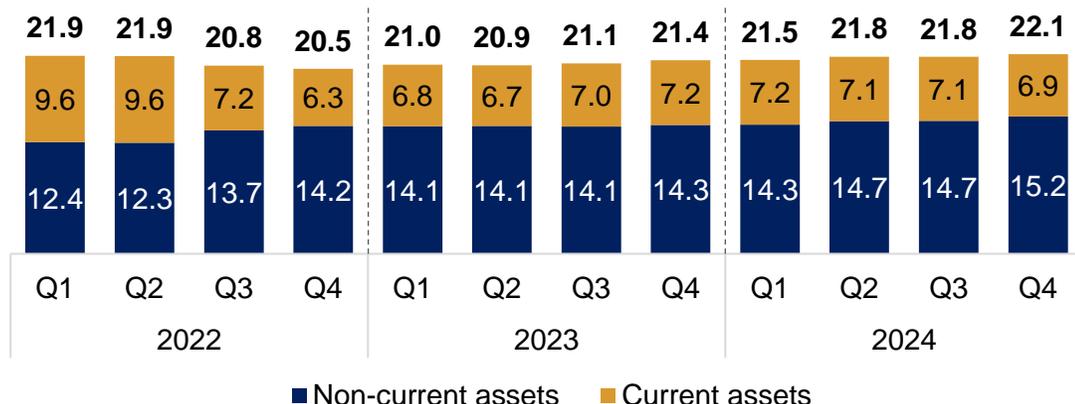
# Total Income Movement Year-on-Year

## Total Income Bridge (AED Million)

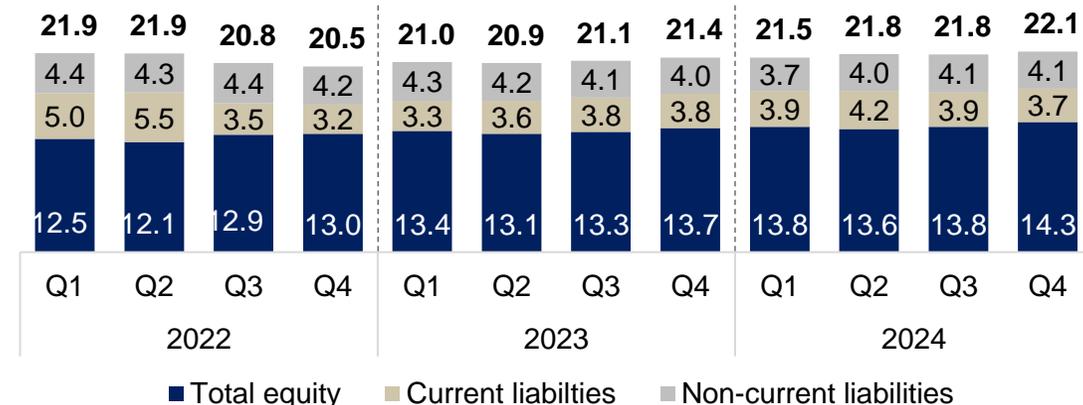


# Growth in Assets & Liabilities due to Acquisitions & Growth in Real Estate Portfolio

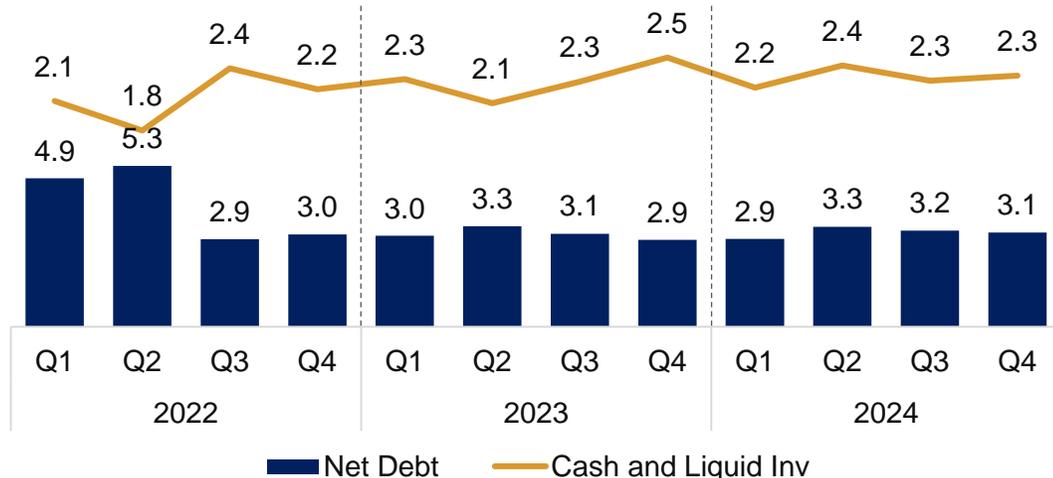
## Total Assets (AED Billion)



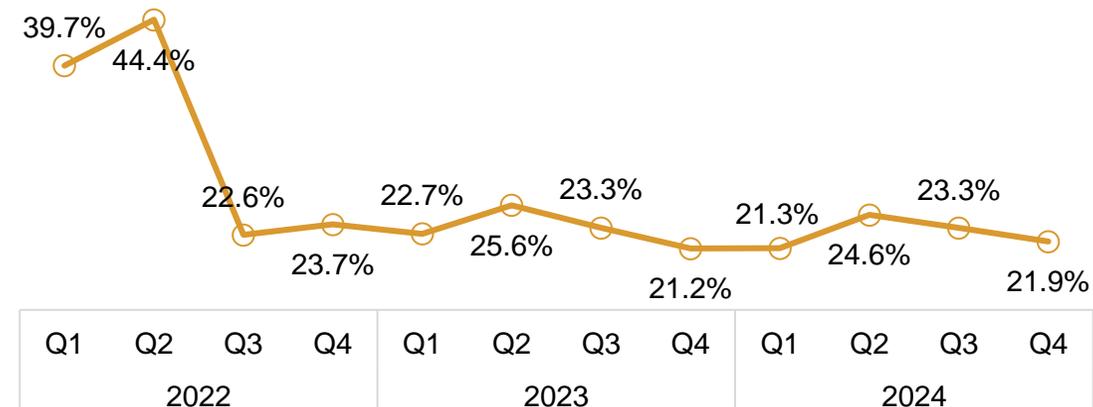
## Total Liabilities & Total Equity (AED Billion)



## Net Debt and Total Cash & Liquid Inv. (AED Billion)



## Net Debt / Total Attributable Equity (%)





## Operational Performance by Business Segment – FY2024

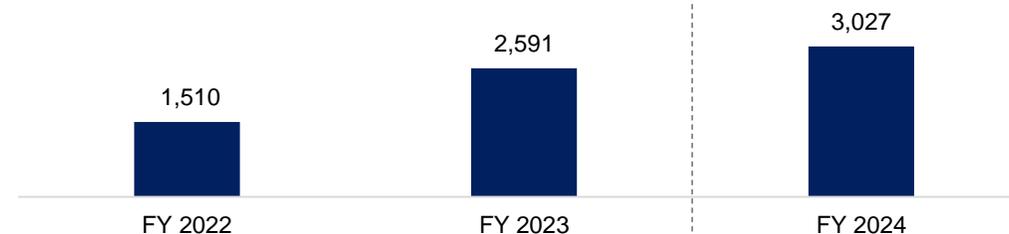
# Property Segment – Development of Real Estate for Sale and Leasing

## Property

- The Group reported a total income of AED 3,027.5 million in FY 2024 from this segment against AED 2,590.6 million reported during the prior year. This increase was largely on account of increase in sale of properties of AED 201.8 million by Dubai Investment Real Estate (“DIR”) in FY 2024 as compared to the prior year
- Additionally, rental income increased by AED 81.7 million to reach AED 1,051.4 million in FY 2024 as compared to the prior year, representing 22.6% of total income, which is largely driven by strong occupancy level being maintained in DIP and acquisition of an additional asset by AMC REIT
- The Group generated profit before tax from this segment of AED 1,199.1 million in FY 2024 as compared to AED 1,056.8 million during the prior year
- During FY 2024, the Group acquired 100% equity interest in Carnation Education LLC and subscribed to additional units in AMC REIT to reach a shareholding of 76.29%
- Total assets for this business segment stood at AED 15,719.9 million as at 31<sup>st</sup> December 2024, investment properties (AED 11,189.5 million) is the largest contributor, out of which infrastructure and ancillary facilities account for majority as at 31<sup>st</sup> December 2024
- The total liabilities of this segment stood at AED 5,159.4 million, comprising approx. 66% of the Group’s total liabilities as at 31<sup>st</sup> December 2024.

## Financial highlights

### Total Income (AED m)



### Total Profit Before Tax (AED m)



### Total Assets and Liabilities (AED m)



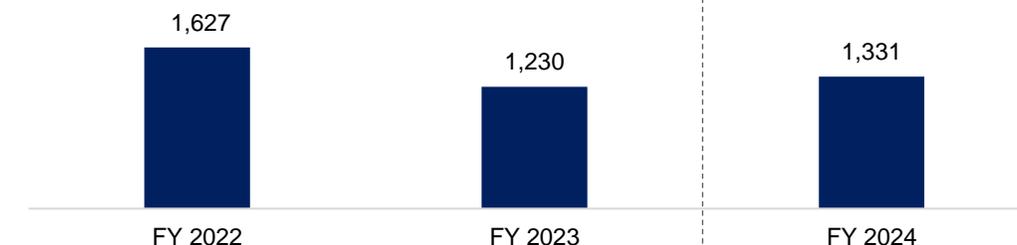
# Manufacturing Segment – Manufacturing, District Cooling, Healthcare and Education

## Manufacturing, Contracting & Services

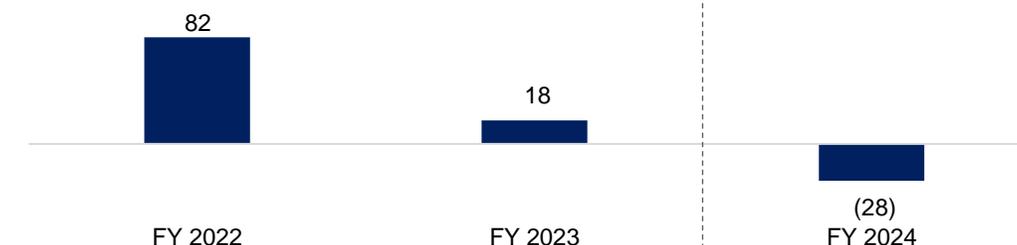
- This segment witnessed an increase in total income of AED 101.0 million in FY 2024 as compared to the prior year to reach AED 1,331.4 million
- This segment reported a loss of AED 28.2 million in FY 2024 as compared to a profit before tax of AED 18.0 million during the prior year. However, it is to be noted that profit before tax for this segment is 21.1 million if adjusted one off impairment provision on financial assets amounting to AED 49.30 million which has been recorded in current year.
- The total assets for this segment stood at AED 1,926.4 million as at 31<sup>st</sup> December 2024.

## Financial highlights

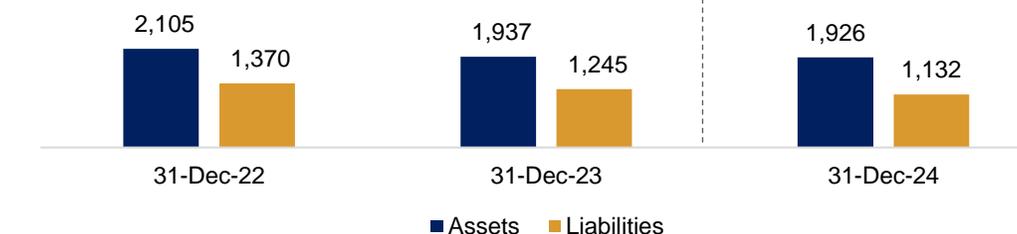
### Total Income (AED m)



### Total Profit Before Tax (AED m)



### Total Assets and Liabilities (AED m)



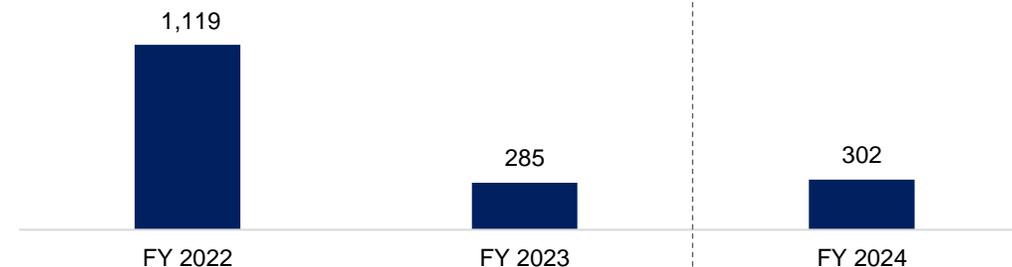
# Financial Inv. Segment – Strategic Interests in Associates & Financial Investments

## Financial Investments

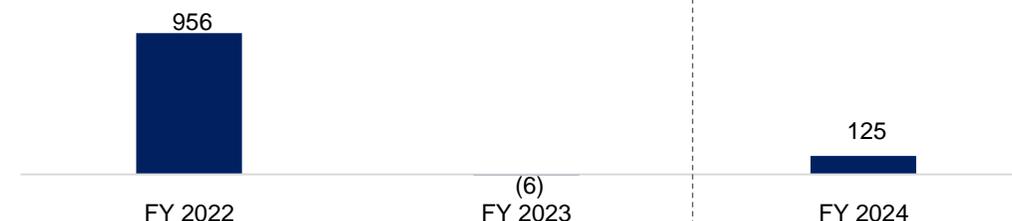
- Total income from this segment was AED 302.5 million during FY 2024 as compared to AED 285.0 million during the prior year
- This segment reported a higher profit before tax of AED 124.7 million in FY 2024 as compared to a loss of AED 6.2 million during the prior year
- During FY 2024, the Group acquired an additional 5% equity interest in its existing associate – KCH Healthcare LLC. Post acquisition, the Group's shareholding in KCH Healthcare LLC increased to 31.75%
- The total assets for this segment stood at AED 4,452.5 million as at 31<sup>st</sup> December 2024.

## Financial highlights

### Total Income (AED m)



### Total Profit Before Tax (AED m)



### Total Assets and Liabilities (AED m)





## Management Strategy & Outlook

# Management Strategy & Outlook: Generate Sustainable Cash Flows to Maximize Shareholder Returns

## Profitability

- Continue to generate steady income, backed by recurring cash flow & rental income streams
- Continue to monitor and reassess non-core assets, ensuring an agile and efficient investment strategy that strengthens market presence and drives sustainable growth in the years ahead

## Diversification

- Acquire sustainable income generating assets within Al Mal Capital REIT, to provide consistent flow of cash dividends
- Strengthening the Group footprint in the healthcare, education, financial services, artificial intelligence, and business services sectors

## Synergy & Scale

- Replicate successful business models across the region with strong growth potential (e.g. DIP) in new markets
- Bolt on acquisitions/invest in a range of industrial companies and mature businesses that complement the existing portfolio and enhance synergies

## Risk Management

- Prudent approach to balance sheet and portfolio risk management
- Maintain healthy cash position and liquid investment portfolio and non-core long term investments

## Return Focused

- Divest stakes in mature businesses to enhance shareholder value
- Maintain attractive dividend return profile for shareholders

 مجمع دبي  
للإستثمار  
Dubai Investments Park

 DIR  
دبي للإستثمار العقاري  
Dubai Investment  
Real estate

 دبي للإستثمار الصناعي  
Dubai Investments  
Industries

 زجاج  
Glass  
LLC

 تلال مردف  
Mirdif Hills

 DANAH BAY  
AL MARJAN ISLAND

 مشاريع  
Masharie  
Venture Capital

 VIOLET  
TOWER

 AL MAL  
Reit  
Managed by Al Mal Capital PSC

Portfolio Information –  
Flagship Assets

# Dubai Investment Park - A “City within a City”

TOTAL AREA <b>23</b> million m <sup>2</sup>	NET LEASE AREA <b>17</b> million m <sup>2</sup>
LEASED PLOTS <b>~1,200</b>	INDUSTRIAL <b>62%</b>
LEASED <b>97%</b>	RESIDENTIAL <b>31%</b>
FY 2024 TOTAL INCOME <b>892</b> AED million	COMMERCIAL <b>7%</b>



# Glass LLC – The Glass Pioneer in the Middle East



ESTABLISHED

2006

FACILITY

~45,000

Sqm. of Built-up Area



PRODUCTION

~15.7Mn

Sqm. (FY 24)



EXPORTS

65+

Countries

## Key Projects (UAE & Global)



Dubai Airport T3  
(UAE)



Abu Dhabi Airport  
T3 (UAE)



Index Tower  
(UAE)



Al Ain Stadium  
(UAE)



Flame Towers  
(Azerbaijan)



King Abdullah Int'l  
Airport  
(Saudi Arabia)



Index Tower  
(UAE)



Gate Towers  
(Egypt)



Nanyang University  
(Singapore)



Lyons  
(Australia)



Langham Palace  
(Hong Kong)



Hamp Tower  
(Azerbaijan)



Note: Figures are rounded to the nearest decimal

# Mirdif Hills – Mixed-use Residential, Commercial and Retail Development

Janayen Avenue – 350+ Residential Units



Nasayem Avenue – 400+ Residential Units



Multaqa Avenue – 4-star Hotel – Millennium Place



Asayel Avenue – 190+ Residential Units



# Danah Bay – “Pearl by the Bay”

TOTAL PROJECT  
AREA

**90,000**  
SQM

BEACHES

**40,000**  
SQM

HOTEL

**4-STAR**  
UPPER SCALE

LUXURY  
**TOWNHOUSES  
& VILLAS**

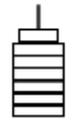


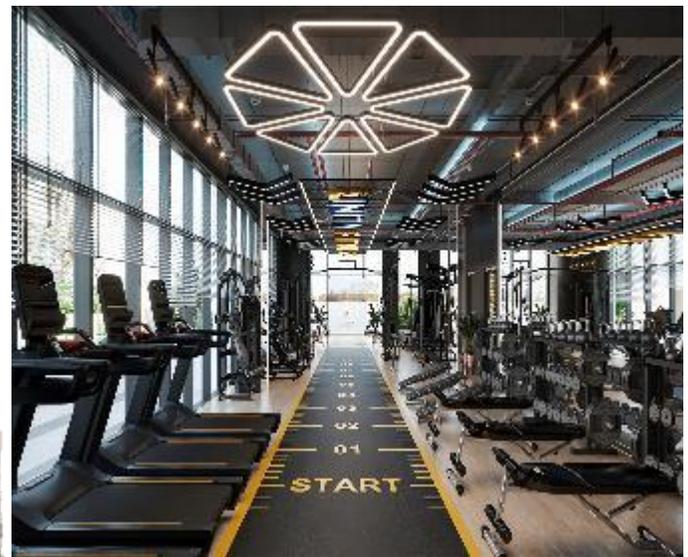
DANAH BAY  
AL MARJAN ISLAND



# Violet Tower – JVC'S Newest Residential Tower

RESIDENTIAL FLOORS	RESIDENTIAL UNITS	MINS FROM DOWNTOWN
27	287	15

 <p>7 minutes Dubai Hills Mall</p>	 <p>7 minutes Mall of the Emirates</p>
 <p>10 minutes Dubai Marina</p>	 <p>20 minutes Jumeirah Beach</p>
 <p>15 minutes Downtown Dubai</p>	 <p>15 minutes Burj al Arab</p>
 <p>20 minutes Palm Jumeirah</p>	 <p>20 minutes Museum of the Future</p>
 <p>30 minutes Dubai Int'l Airport</p>	 <p>30 minutes Dubai World Trade Center</p>



# Investor Relations Contact



Dubai Investments PJSC  
PO Box 28171  
Dubai, UAE

Phone +971 4 8122 400  
Email [mushtaq@dubaiinvestments.com](mailto:mushtaq@dubaiinvestments.com)  
Website [www.dubaiinvestments.com](http://www.dubaiinvestments.com)

**Mushtaq Masood**  
Group Chief Financial Officer



Dubai Investments PJSC  
PO Box 28171  
Dubai, UAE

Phone +971 4 8122 400  
Email [mohammed.alshamsi@dubaiinvestments.com](mailto:mohammed.alshamsi@dubaiinvestments.com)  
Website [www.dubaiinvestments.com](http://www.dubaiinvestments.com)

**Mohammed Al Shamsi**  
Investor Relations Manager

# Key Events and Awards



EFG awarded with the prestigious green eco label award for environmental contributions



DIC launched a new residential project – the Violet Tower valued at AED 300 mn in the JVC



AMC REIT successfully raised AED 180 mn through rights issue



EBS secured landmark projects worth AED 225 mn



DIC has begun the development of DIP Angola, a transformative mixed-use project, 50 kms from Luanda in Africa



AMC REIT expands its portfolio through acquisition of 100% equity interest in Carnation Education LLC – holding Kent College Dubai



Dubai Investments Invests 34.3% Stake in Global Fertility Partners



Announced launch of 25 innovative products across key therapeutic areas including – diabetes, cardiovascular, gastroenterology and orthopedics



DIC expands Mirdif Hills with Launch of Asayel Avenue



# Disclaimer – Forward Looking Statements

This presentation has been prepared solely for informational purposes. The presentation may contain forward looking statements, which reflect our beliefs or current expectations and assumptions regarding the future of the business, future plans and strategies, projections, anticipated events and trends, the economy and other future conditions. Forward looking statements are neither historical facts nor assurances of future performance and can generally be identified by terminology including "anticipate", "aspire", "believe", "estimate", "expect", "forecast", "project", "outlook", "guidance", "strategy", "target", "trend", "future", "likely", "may", "should", "will", "intend", "plan", "goal", "objective", "seek", "roadmap", and other words of similar meaning or similar expressions.

By their nature, forward looking information and statements are subject to known and unknown uncertainties, risks and changes in circumstances that are difficult to predict and not in our control. Our actual results of operational and financial conditions may differ materially from that or those indicated in the forward-looking statements. You should not place undue reliance on any of these forward-looking statements.

Important factors that could cause our actual results of operational and financial conditions to differ materially from those indicated in the forward looking statements include, among others: our ability to maintain adequate revenue levels and cost control; economic and financial conditions in the global markets and regional markets in which we operate, including volatility in interest rates, commodity and equity prices and the value of assets; the implementation of our strategic initiatives, including our ability to effectively manage the redeployment of our balance sheet and the expansion of our strategic businesses; the reliability of our risk management policies, procedures and methods; continued volatility in the capital or credit markets; developments and changes in laws and regulations, including increased regulation of the financial services industry through legislative action and revised rules and standards applied by the regulators.

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