



National Central Cooling Company PJSC

(DFM: TABREED)

Investor Presentation

May 2021

Disclaimer

- These materials have been prepared by and are the sole responsibility of the National Central Cooling Company PJSC, 'Tabreed' (the "Company"). These materials have been prepared solely for your information and for use at the quarterly earnings call. By attending the meeting/call where this presentation is made, or by reading the presentation slides, you agree to be bound by the following limitations
- These materials are confidential and may not be further distributed or passed on to any other person or published or reproduced, in whole or in part, by any medium or in any form for any purpose. The distribution of these materials in other jurisdictions may be restricted by law, and persons into whose possession this presentation comes should inform themselves about, and observe, any such restrictions
- These materials are for information purposes only and do not constitute a prospectus, offering memorandum or offering circular or an offer to sell any securities and are not intended to provide the basis for any credit or any third party evaluation of any securities or any offering of them and should not be considered as a recommendation that any investor should subscribe for or purchase any securities. The information contained herein has not been verified by the Company, its advisers or any other person and is subject to change without notice and past performance is not indicative of future results. The Company is under no obligation to update or keep current the information contained herein
- No person shall have any right of action (except in case of fraud) against the Company or any other person in relation to the accuracy or completeness of the information contained herein. Whilst the Company has taken all reasonable steps to ensure the accuracy of all information, the Company cannot accept liability for any inaccuracies or omissions. All the information is provided on an "as is" basis and without warranties, representations or conditions of any kind, either express or implied, and as such warranties, representation and conditions are hereby excluded to the maximum extent permitted by law
- The merits or suitability of any securities to any investor's particular situation should be independently determined by such investor. Any such determination should involve inter alia, an assessment of the legal, tax, accounting, regulatory, financial, credit and other related aspects of any securities
- No person is authorized to give any information or to make any representation not contained in and not consistent with these materials and, if given or made, such information or representation must not be relied upon as having been authorized by or on behalf of the Company
- These materials are not intended for publication or distribution to, or use by any person or entity in any jurisdiction or country where such distribution or use would be contrary to local law or regulation. The securities discussed in this presentation have not been and will not be registered under the U.S. Securities Act of 1933, as amended (the Securities Act) and may not be offered or sold except under an exemption from, or transaction not subject to, the registration requirements of the Securities Act. In particular, these materials are not intended for publication or distribution, except to certain persons in offshore transactions outside the United States in reliance on Regulation S under the Securities Act
- These materials contain information regarding the past performance of the Company and its subsidiaries. Such performance may not be representative of the entire performance of the Company and its subsidiaries. Past performance is neither a guide to future returns nor to the future performance of the Company and its subsidiaries
- These materials contain, or may be deemed to contain, forward-looking statements. By their nature, forward- looking statements involve risks and uncertainties because they relate to events and depend on circumstances that may or may not occur in the future. The future results of the Company may vary from the results expressed in, or implied by, the following forward looking statements, possibly to a material degree. Any investment in securities is subject to various risks, such risks should be carefully considered by prospective investors before they make any investment decisions. The directors disclaim any obligation to update their view of such risks and uncertainties or to publicly announce the result of any revision to the forward-looking statements made herein, except where it would be required to do so under applicable law

Agenda

- 1 Overview of Tabreed**
- 2 Robust Business and Operating Model**
- 3 Strong shareholders and solid Corporate Governance**
- 4 Financial Overview**
- 5 Sustainability**
- 6 Conclusion**

01

Overview of Tabreed

A GCC Wide Environment Friendly Company Delivering Sustainable Shareholder Returns

Tabreed is...

- A provider of a part of GCC's critical infrastructure
- Delivering and operating district cooling solutions with high reliability
- Creating sustainable value for our shareholders
- Providing uninterrupted service to our customers and maintaining the comfort of the communities we serve

We aim to be the partner of choice for Governments and Corporations across GCC in providing environmentally friendly cooling solutions



Efficient and environment friendly operations

We harness the most efficient technology and utilize our extensive experience to deliver reliable and energy efficient cooling solutions that are environmentally friendly



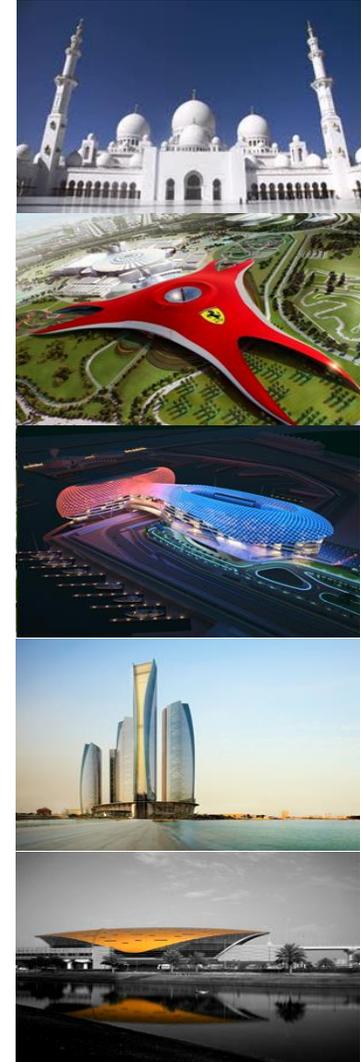
Regional leader

As the region's preferred provider of cooling solutions, we focus on our customers' needs and deliver comfort, value and service to all the communities we serve



Sustainable long-term shareholder returns

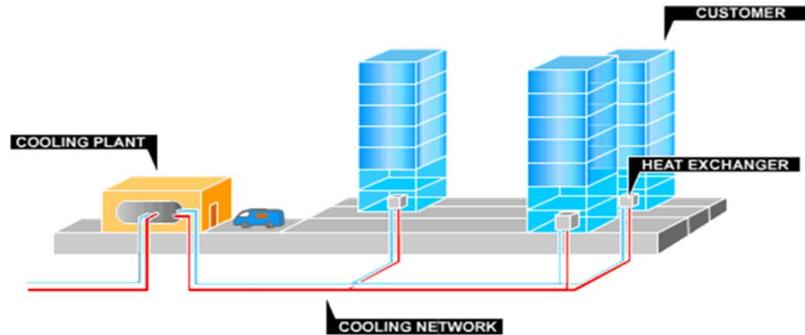
We generate sustainable long-term returns for our stakeholders on the back of the utility infrastructure business model



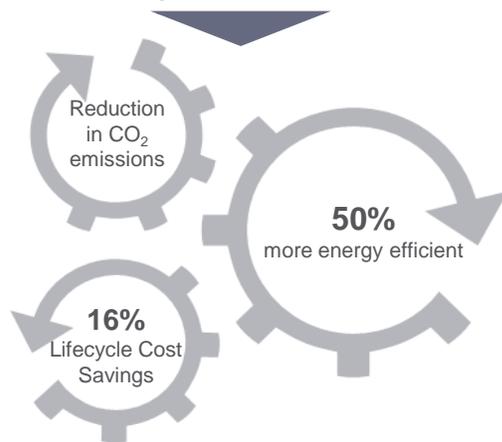
District Cooling Benefits: The Big Picture

How District Cooling works

A cooling plant supplies chilled water via an underground piping network to more than one building in a service area (or district)

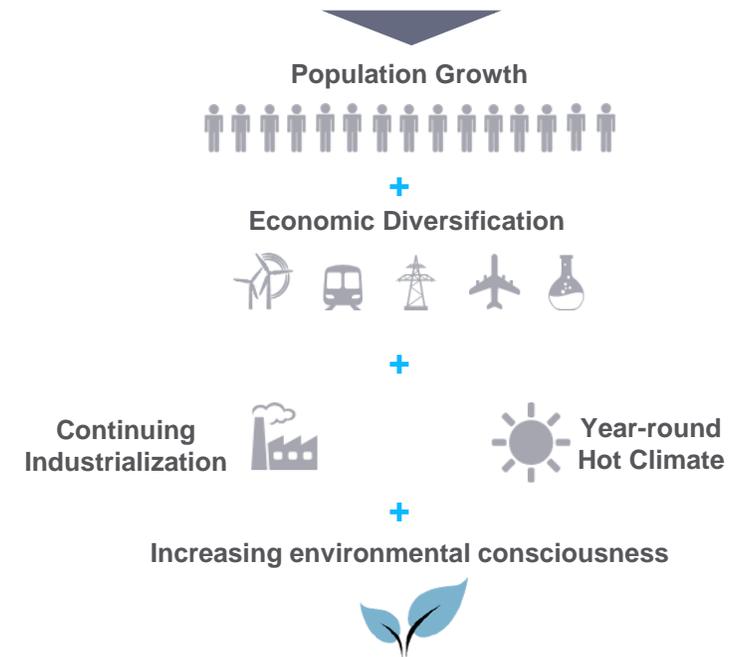


District cooling uses only half the energy of conventional cooling & has low operational risk



The GCC's Energy Needs are Increasing

Cooling represents approximately 70% of peak energy consumption



Supportive GCC Government Policy



Tabreed expects Government policy to increasingly promote DC to support their ambitious energy efficiency targets



Decreasing energy subsidies will increase the attractiveness of DC compared to conventional cooling as DC is more energy efficient

With and Without District Cooling

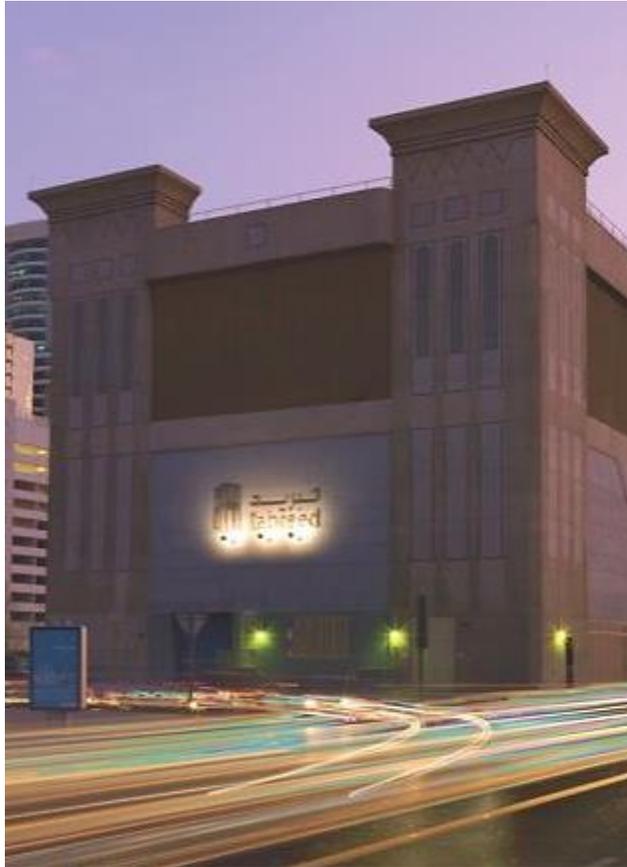
Past

Without District Cooling



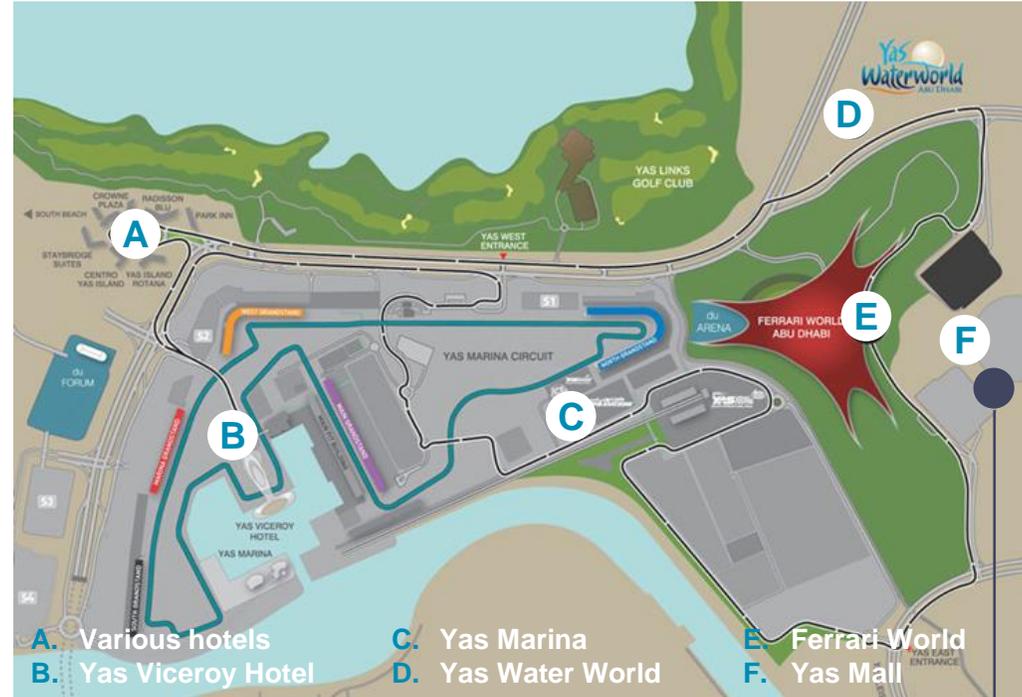
Present

With District Cooling



District Cooling in Action: Yas Island

- 1** Chilled water is produced at our plant on Yas Island West (adjacent to Skeikh Khalifa Highway)
- 2** The chilled water is then distributed to projects on the Island through an insulated underground pipe network
- 3** Air is then forced past the cold water tubing inside the buildings to produce an air conditioned environment
- 4** The warm water is then returned to the plant to be re-chilled and redistributed



Tabreed at a Glance

One of the world's largest district cooling companies

86
plants in 5 countries



1.40m RT
delivered to clients



Equivalent to cooling
140
towers the size of Burj Khalifa



Environmentally responsible operations reducing green house gas emissions



2.26 billion kWh
annual reduction in energy consumption
in the GCC through Tabreed's DC
services in 2020



1.35 million tons
annual elimination
of CO₂ emissions



Enough energy to power
128,443
homes in the GCC every year



The equivalent of removing
293,192
cars from our streets every year

Exclusive provider of DC services to several iconic projects



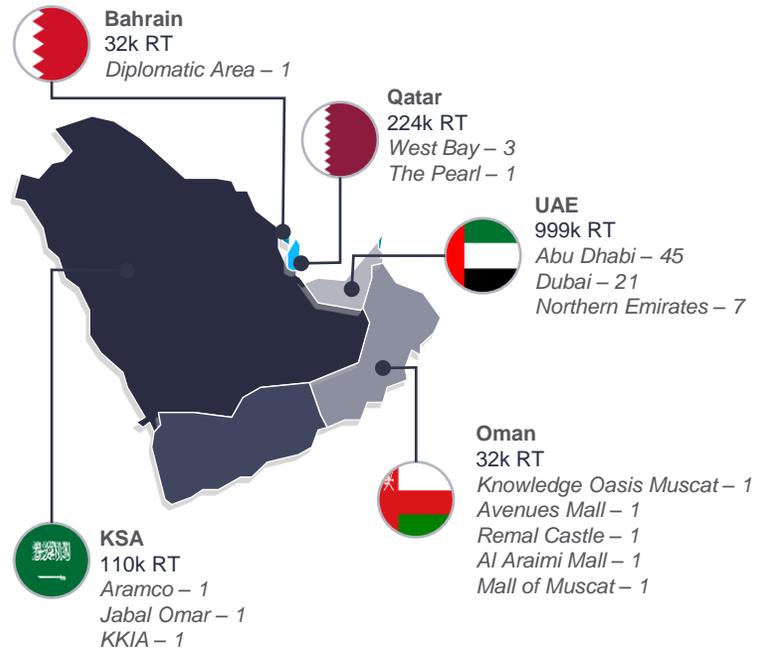
Strong Regional presence

- Largest publicly listed district cooling provider in the region
- Currently present in the UAE, Saudi Arabia, Qatar, Oman and Bahrain
- Significant growth achieved in 2020 with potential for further expansion in new geographies

Regional Presence

The only publicly listed and regional district cooling company in the world

- 5 GCC countries | 86 plants | 1.4m tons of cooling
- Uniform utility infrastructure model implemented across GCC
- Long term contracts underpinning stability of earnings and returns for shareholders
- Previously announced capacity guidance of 120,000 RT to be added over 2021 and 2022



Tabreed and its UAE investments

- Plants in 6 of 7 emirates of the UAE - Abu Dhabi, Dubai, Ajman, RAK, Sharjah and Fujairah
- Landmark Projects in Abu Dhabi:** Louvre Museum, Guggenheim Museum, Sheikh Zayed Grand Mosque, Yas Island, Al Maryah Island and Masdar City

Landmark Projects in Dubai: Dubai Metro, Burj Khalifa, The Dubai Mall, Address Hotel and Dubai Opera

Qatar District Cooling Company (Tabreed 44%)

- Owns and operates plant on The Pearl (capacity of 116k RT)
- Also owns and operates 3 DC plants and a concession in Qatar's West Bay (108k RT)

Landmark Projects: The Pearl, West Bay

Saudi Tabreed District Cooling Company (Tabreed 28%)

- Owns and operates first significant DC plant in KSA – Saudi Aramco (32k RT)
- Owns and operates a DC plant in the Holy City of Mecca (58k RT)
- Owns and operates a DC plant at the King Khaled International Airport (20k RT)

Landmark Projects: Saudi Aramco, Jabal Omar Development (Mecca), KKIA

Bahrain District Cooling Company (Tabreed 99.8%)

- Owns and operates 1 DC plant (32k RT)
- Plant runs using sea water to provide cooling to the most prestigious developments in Bahrain

Landmark Projects: Reef Island, Financial Harbour, World Trade Centre

Tabreed Oman (Tabreed 61%)

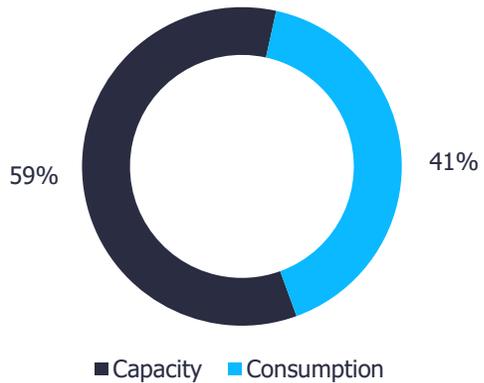
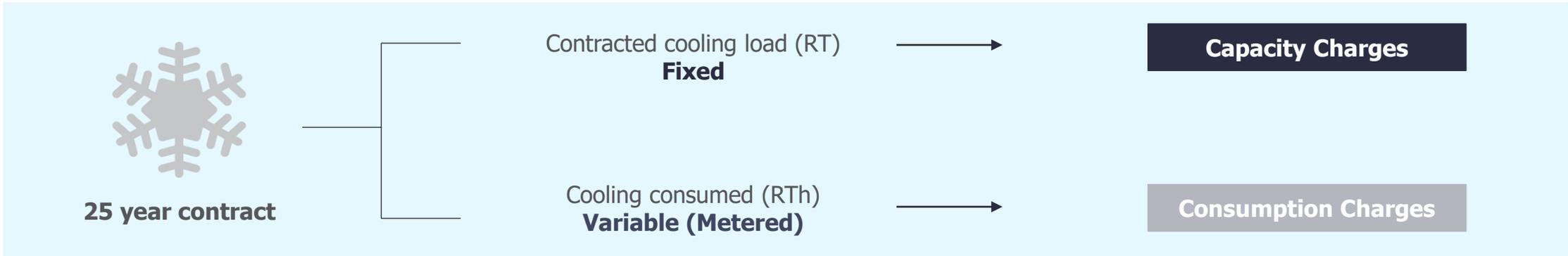
- Owns and operates 5 plants serving Knowledge Oasis Muscat, Oman Avenues Mall, Remal Castle, Al Araiimi Mall and Mall of Muscat

Landmark Projects: Knowledge Oasis Muscat, Oman Avenues Mall, Mall of Muscat

02

Robust Business and Operating Model

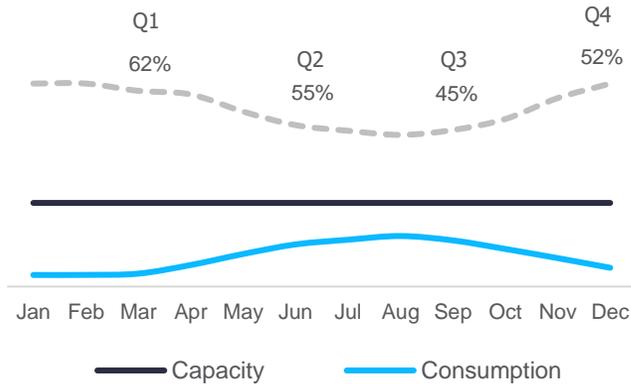
Utility Business Model



* Based on last 3 years average

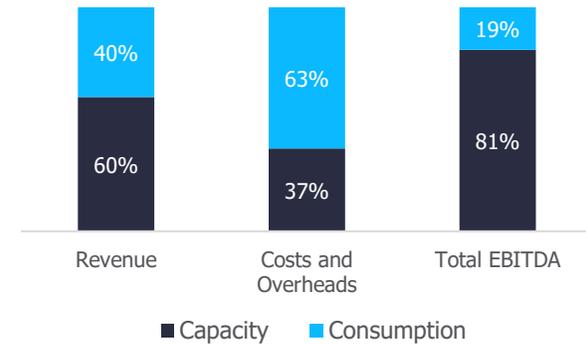
Majority of revenue comes from capacity charges

- Capacity charges reflect the cooling capacity reserved for the customer
- Consumption charges recover the cost of cooling consumed and is billed based on metering



Capacity revenue is fixed for the year while consumption revenue varies

- Consumption billing follows a bell curve in line with average temperatures in the region
- Capacity bills are a fixed amount every month
- Blended EBITDA margin is the highest in the winter months, average 52% for the year



* Based on last 3 years average

Consumption is a pass through and capacity provides returns

- Consumption revenue covers all variable costs of operation
- Capacity revenue covers fixed O&M, finance and corporate costs and provides return on capital

Long term contracts and infrastructure business model generates stable and recurring revenues

Long-term contracts underpin business model

- Long term contracts of typically 25+ years
- Only construct plants on guaranteed offtake contracts with take-or-pay structures
- Limited contract renewal risk
 - Less than 5% of the company's contracted capacity maturing within five years
 - Around 10% maturing within ten years
- Low contract termination risk – once a customer is connected to DC, it is not economical to switch to alternative cooling infrastructure
- Factors that support contract renewal at or before expiry include:
 - Useful life of plant, equipment and network is expected to exceed contract terms
 - Currently, no viable or economical alternative is available for customers whose developments have been designed for DC
 - Tabreed's network of pipes and existing infrastructure put Tabreed in a favourable position for contracts to be renewed

Long-term contracts underpin business model



Long Term Contracts with Creditworthy Customers

Owned and Consolidated Plants



UAE Armed Forces

- UAE Armed Forces was the first customer of the Company and continues to be an important partner
- Tabreed cools multiple military and training facilities
- Cooling agreement was renewed in 2014 for another 20 years



- Roads and Transport Authority of Dubai (RTA) is responsible for transport, roads & traffic in the Emirate of Dubai
- Tabreed has been providing cooling to all metro stations of the iconic Dubai Metro project since 2010
- Long term 27 year contract

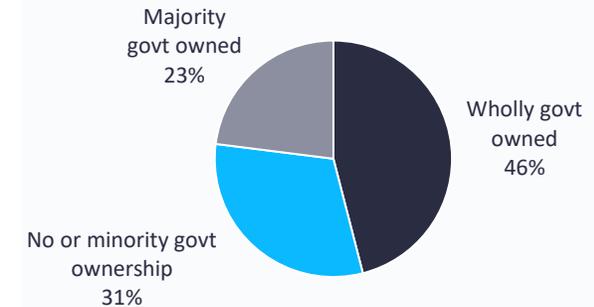


- In April 2020, Tabreed acquired 80% of Emaar’s Downtown District Cooling (“DDC”) assets. After the acquisition Emaar retains 20% of the ownership
- Downtown Dubai is Emaar’s flagship mega-development at the heart of the city, providing cooling to prestigious developments such as Burj Khalifa
- Long term concession agreement signed with Emaar

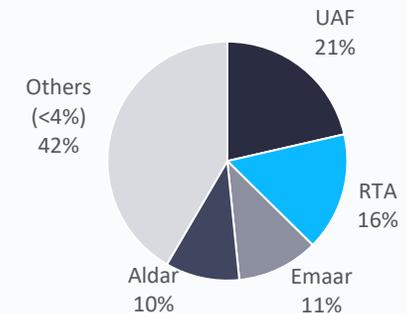


- Aldar Properties PJSC is the leading real estate developer in Abu Dhabi
- Tabreed and Aldar have been in partnership since Aldar’s incorporation in 2005
- Providing cooling to Aldar’s developments on Yas Island, Al Raha Beach, Reem Island and Abu Dhabi Island
- Cooling agreement was renewed in 2015 for another 30 years

Major proportion of contracts with government entities and large developers: Limited counterparty risk, based on chilled water revenue in FY 2020



Majority exposure with B2B creditworthy customers based on chilled water revenue in FY 2020



Pursuing Growth Opportunities Across and Beyond GCC

Well placed to benefit from both organic and inorganic growth opportunities in and beyond GCC region

Growth Avenues	Examples
<p>Concessions</p> <ul style="list-style-type: none"> • UAE Armed Forces was the first customer of the Company and continues to be an important partner • Tabreed cools multiple military and training facilities • Cooling agreement was renewed in 2014 for another 20 years 	<ul style="list-style-type: none"> • UAE: Yas Island, Maryah Island, Masdar City, Downtown Dubai ultimate capacity of 235kRT and in Saadiyat Island 88kRT • KSA: Jabal Omar development • Bahrain: Reef Island and Bahrain Financial Harbor
<p>Acquisitions</p> <ul style="list-style-type: none"> • Acquisitions from developers who own a plant but would prefer to outsource to a 3rd party provide the cooling services • Acquisitions of other independent cooling companies 	<ul style="list-style-type: none"> • Acquisition of Saadiyat Island DC schemes from Aldar • Acquisition of Downtown DCP assets from Emaar • Acquisition of DC concession from Masdar
<p>New Connections</p> <ul style="list-style-type: none"> • New customers connecting to existing infrastructure • Customers are not bound to use Tabreed (unlike concessions) however, using Tabreed will often be the most economic option • Usually requires no additional fixed cost and provides higher margins 	<ul style="list-style-type: none"> • Tabreed has added around 20kRT recently; ~5% incremental capacity is currently available for new connections
<p>New plants and new geographies</p> <ul style="list-style-type: none"> • When a new plant is agreed and built for a new development • Driven by demand in the construction and real estate market • Explore growth opportunities in select new geographies outside GCC (e.g. Egypt, Kuwait and India) 	<ul style="list-style-type: none"> • 6 new plants since 2019 • Currently have 1 plant under construction

Connected Capacity (kRT)

	Q1 2020	Q2 2020	Q3 2020	Q4 2020	Q1 2021
Consolidated					
UAE	875	876	882	928	928
Bahrain	32	32	32	32	32
Oman	32	32	32	32	33
Total Consolidated	940	940	947	992	993
Equity Accounted					
UAE	71	71	71	71	71
Qatar	224	224	224	230	230
KSA	110	110	110	110	110
Total Equity Accounted	406	406	406	411	411
Total	1,345	1,346	1,352	1,404	1,405

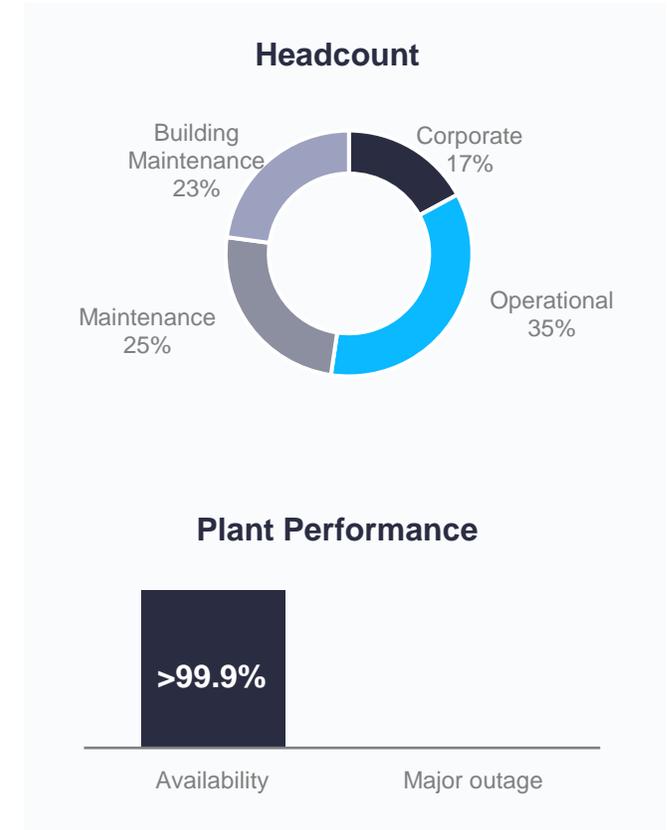
- Capacity guided for 2020 and 2021 was 75k RT
- Announced capacity guidance of 120k RT of organic growth to be added over 2021 and 2022 with an expected split between consolidated level and equity accounted joint ventures to be 80:20

22 Years Experience of Building, Operating and Maintaining Plants

Tabreed’s in-house team has been successful in designing, building, operating and maintaining some of the biggest District Cooling systems across the region for over 22 years

O&M STRATEGY Safely operate and maintain the plants and facilities to provide reliable service efficiently while preserving the value and extending the life of the assets

<p>Proven Operations Track Record</p>	<ul style="list-style-type: none"> • In-house operation of all plants since 1998 • Less than 0.01% scheduled and unscheduled downtime and no major outage or supply interruption in 20 years of operations • Strong operating track record underpinned by comprehensive maintenance plans and critical equipment redundancy • Recognized as a regional leader and contracted by 3rd parties to manage their plants and facilities
<p>24/7 Manned Operations</p>	<ul style="list-style-type: none"> • Operators present at plants at all times • Regular operational and HSE training and development programs for operators • Integrated control and monitoring of all major equipment in plants using SCADA • Dedicated centralized performance management team monitoring plant performance and enhancing power efficiencies
<p>Centralized Maintenance</p>	<ul style="list-style-type: none"> • Experienced in-house maintenance teams to serve all plants • Rigorous predictive and preventive maintenance schedule with a lifecycle view • Stand-by team on hand to address any maintenance needs • Emergency and recovery plans in place to deal with any outages • In house building maintenance team to support certain customer side cooling infrastructure
<p>Project Design and Delivery</p>	<ul style="list-style-type: none"> • Joint venture with SNC Lavalin to provide EPC expertise. JV has so far constructed more than 60 plants for Tabreed and third parties • Experienced in-house project management team to manage delivery of projects • Designed complex systems specific to customer needs such as Dubai Metro, Yas Island, Dubai Parks and others



03

Strong shareholders and solid corporate governance

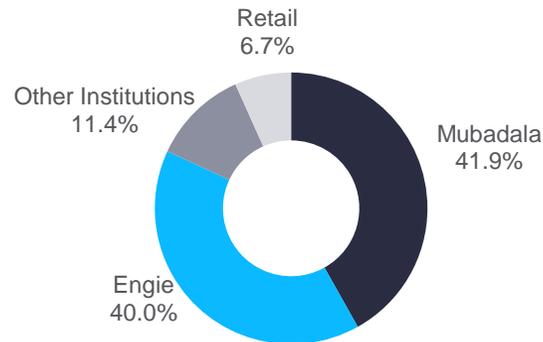
Shareholder Overview

Significant shareholder support from Mubadala, a major Abu Dhabi government entity and ENGIE, one of the world's largest international power and utility companies, that offer deep operating experience in the utilities sector and a platform for further growth

MOODY'S¹

"Tabreed benefits from a supportive and complementary shareholder base. We view Mubadala and ENGIE as strong commercial and technical backers for Tabreed in the region. Both anchor shareholders also provide Tabreed with high standards for financial oversight and governance and in our view strengthen the commitment to the company's stated financial policies."

Shareholder composition*



*No shareholders other than ENGIE and Mubadala own more than 5%
¹Moody's report number 1141584 published on October 8, 2018

Strategic shareholders



- Abu Dhabi's leading strategic investment company with **US\$226bn of assets**
- **Active in 13 sectors** and more than **30 countries around the world**, creating lasting value for its shareholder, the Government of Abu Dhabi
- The Abu Dhabi Investment Council (ADIC) became a part of Mubadala Investment Company in March 2018 when the Government issued a restructuring law
- Mubadala invests in aerospace, ICT, semiconductors, metals and mining, renewable energy and utilities, and the management of diverse financial holdings
- Mubadala / Abu Dhabi government representatives **hold 4 of Tabreed's board seats**



- Global energy provider spanning **70 countries in 5 continents**
- Total group assets of **~EUR160bn (US\$185bn)**
- World leader in District Energy. First District Cooling plant in Europe in 1971 and now ~ 250K RT in Europe, US, and Asia
- ENGIE see Tabreed as their platform for District Cooling growth in the region
- ENGIE representatives hold **4 Tabreed board seats**

Board of Directors

Continuity of board with four directors each appointed by Mubadala and ENGIE. Tabreed's board has recently been appointed for another three years



Khaled Al Qubaisi is the Chief Executive Officer, Aerospace, Renewables and Information Communications Technology (ICT) at Mubadala.

Other Board Positions

Mr. Al Qubaisi is also the Chairman of the Board of Injazat Data Systems (Injazat) and Board Member of Abu Dhabi Future Energy Company (Masdar), Emirates Global Aluminium (EGA) and Global Foundries.

Khaled Abdulla Al Qubaisi
Chairman



Paulo Almirante is currently Executive Vice President of global energy leader ENGIE.

Other Board Positions

Mr. Almirante is a board member of numerous ENGIE group companies. He is also a member of ENGIE's Executive Committee in charge of Brazil; Middle East, South and Central Asia and Turkey; North, South and Eastern Europe and Generation Europe.

Paulo Almirante
Vice Chairman



Frédérique Dufresnoy

Deputy Director of Decentralized Solutions for Cities at global energy leader ENGIE

Prior to that, she was the Director of Finance, Risks and International Development at ENGIE and CFO of the company's European operations



Mohammed Al Huraimel Al Shamsi

Director of Utilities Investments in Mubadala

Board Member of Jiangsu Suyadi Tancai Company and SMN Power Holding in Oman



H.E. Dr. Ahmad Belhouli Al Falasi

Minister of State for Entrepreneurship and Small and Medium Enterprises

Board member of Masdar



Musabbeh Al Kaabi

CEO, UAE Investments Platform, Mubadala Investment Company

Mr. Kaabi is also a member of Mubadala's Investment Committee and Chairman of Mubadala Petroleum, and Yahsat



Frédéric Claux

Head of Acquisitions, Investments and Financial Advisory for global energy leader ENGIE

Mr Claux also serves as a non-executive Board member of Les Eoliennes en Mer (offshore wind)



Sébastien Arbola

CEO of the Middle East, South and Central Asia and Turkey region for global energy leader ENGIE

Prior to that, he was the CFO and Senior Vice President of the company's Asian environmental operations as M&A Group Director



Saeed Ali Khalfan Al Dhaheeri

Director of Investments at Ali & Sons Holding LLC

Senior Management



Khalid Al Marzooqi
Chief Executive Officer

Appointed as CEO of Tabreed in May, 2021.

Before joining Tabreed, he was COO of Dolphin Energy Limited. In addition, he occupied senior roles at the Abu Dhabi Department of Transport, Abu Dhabi Water and Electricity Authority (ADWEA), and ADCO.

During his time as COO-Downstream at Dolphin Energy Limited, Mr. Al Marzooqi was responsible for overall direction of Operations, Technical Services, and Business Support, ensuring uninterrupted gas supply to customers in the UAE and Oman.

Khaled has over twenty five years of experience in the energy industry and holds two majors in Chemical Engineering and Petroleum Engineering.



Adel Salem Al Wahedi
Chief Financial Officer

Appointed as Tabreed's Chief Financial Officer in March 2020.

Prior to joining Tabreed, he was Group CFO of Arabtec Holding. He has also served as CFO for some of the largest entities in the UAE including Abu Dhabi Ports Company and Petrofac Emirates, in addition to holding senior positions at Emirates Telecommunications Corporation (Etisalat).

He has over 22 years of experience in the fields of corporate finance, mergers & acquisitions, statutory accounting, budgeting, planning, costing and strategic decision making in both private and public companies in KSA, Egypt, Sudan, and the region.



Hamish Jooste
Chief Legal Counsel

Hamish joined Tabreed in 2012 and in addition to serving as Chief Legal Counsel, he acts as Secretary to the Board of Directors of Tabreed.

He is a lawyer with over 18 years of experience in corporate law, M&A, banking and utilities.

Prior to joining Tabreed, he has practiced law in four countries across three different continents at large international law firms including Herbert Smith LLP where he worked on many landmark deals in the region.



Jean-Francois Chartrain
Chief Operating Officer

Jean-Francois has over 22 years of experience in the fields of Business Development, Engineering and Construction. He has diverse experience in different businesses such as utilities, energy and renewables, and environment industries across various geographies.

In his previous role as Technical Director with ENGIE ITALIA, he headed 3 separate departments; design, maintenance engineering, and energy efficiency. He was also responsible for leading the private development of the district heating scheme.

Previously, he also worked with GDF SUEZ Energie Services, CLIMESPACE and INGEVALOR.



François Xavier Boul
Chief Development Officer

François-Xavier ("FX") has over 19 years of experience in the fields of Business Development, Acquisitions, Project and Structured Finance. He has a diverse experience in different businesses such as construction, banking, financial services, utilities, and oil and energy industries across various geographies.

His last assignment was with ENGIE Group (in UAE) as Senior Vice President – Business Development wherein, he was responsible for leading the business development, structuring and negotiation of projects, and equity investments.

Prior to this, he worked for ACWA Power (Dubai), ABC Bank (Bahrain), Ambac (London) and Natixis (Paris).

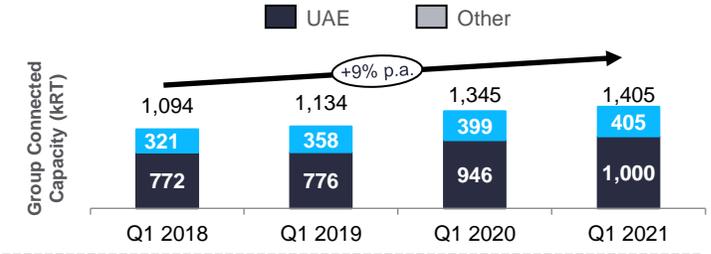
04

Financial Overview

Headline Performance

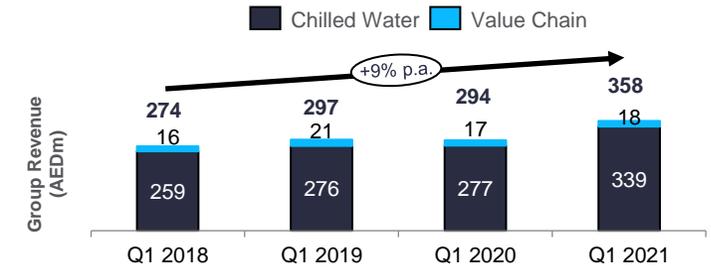
1 Long-term contracts with credit worthy customers

- Providing over 1.40m RT of cooling across GCC – grown at 9% CAGR since 2018
- Long term contracts (~25 years) mean over 90% of contracted capacity locked in for at least the next 10 years
- About 80% of revenues from wholly government owned and partially government owned entities



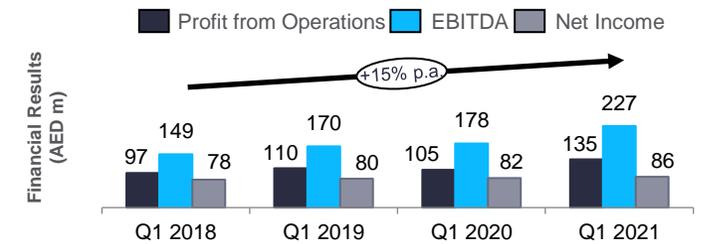
2 Revenue growth from existing and new business

- Group revenue growing at 9% CAGR since 2018 driven by Chilled Water revenue growth of 9%
- Utility business model leads to steady increases in revenue and profitability from existing customers
- Added over 190k RT of capacity through acquisitions in 2020. These acquisitions have additional concession capacity



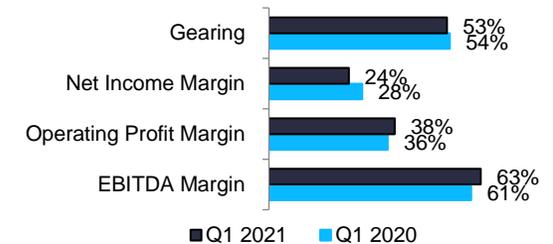
3 Solid financial performance

- Predictability in earnings driven by capacity charge
- Profit from operations growing at 12% CAGR since 2018
- EBITDA has grown 15% annually since 2018



4 Value to shareholders

- EBITDA margin of 63%
- Strong balance sheet
- Stable cash flow generation
- Dividend of 11.5 fils (cash + equity value), up from 10.5 fils in 2019



Income Statement

Consolidated Financials (AED m)	Q1 2021	Q1 2020	Variance	%
Revenue	358	294	63	21.5%
<i>Chilled water revenue (95%)</i>	339	277	62	22.3%
<i>Value chain businesses (5%)</i>	18	17	1	7.8%
Operating cost	(170)	(131)	(38)	29.3%
Gross Profit	188	163	25	15.2%
<i>Gross profit margin</i>	<i>53%</i>	<i>55%</i>		
Administrative and other expenses	(53)	(58)	5.0	(8.5)%
Profit from Operations	135	105	30	28.4%
<i>Operating profit margin</i>	<i>38%</i>	<i>36%</i>		
Net finance costs	(61)	(42)	(19)	44.8%
Share of results of associates and joint ventures	12	14	(2)	(11.8)%
Other gains and losses	(2)	1	(4)	
Income attributable to non-controlling interests	(5)	(1)	(3)	
Profit from discontinuing operations	7	6	1	25.8%
Net Income	86	82	3	4.0%
<i>Net Income margin</i>	<i>24%</i>	<i>28%</i>		
EBITDA	227	178	49	27.3%
<i>EBITDA margin</i>	<i>63%</i>	<i>61%</i>		

Key Observations

- Increase in revenue primarily driven by robust performance of Chilled Water business, offset to some extent due to underperformance of Value Chain business
- Chilled Water business growth driven by consolidation of Downtown DCP, Masdar and Saadiyat Island DC assets
- Administrative and other expenses reduction driven by savings in G&A
- EBITDA growth primarily driven by consolidation of acquisitions from 2020
- Higher finance cost due to new loans to fund acquisitions, partly offset by hedging and lower interest rates compared to last year
- Share of associates & JV down due to higher one-off gain in the previous year

Financial Position

Consolidated Financials (AED m)	Mar 31, 2021	Dec 31, 2020	Variance	%	Key Observations
Fixed Assets	8,269	8,011	259	3%	<ul style="list-style-type: none"> • Increase in Fixed Assets represent additions of AED 215 million for Saadiyat Island DC assets • Intangible Assets include customer contracts of AED 2,928 million related to Downtown DCP, Saadiyat Island and Masdar DC assets • DSO's have remained consistent with the year end and the increase in receivables broadly reflects the growth of the business • The majority of the receivables are due from 100% owned UAE Government entities and we anticipate full settlement in due course • Movement of cash balances reflect partial payment for Saadiyat cooling concession
Intangibles	2,980	2,360	620	26%	
Associates and Joint Ventures	387	358	29	8%	
Accounts Receivable	964	899	66	7%	
Cash and Short-Term Deposits	745	1,313	(568)	(43%)	
Other Assets	45	42	3	7%	
Assets Held for Sale	337	330	7	2%	
Total Assets	13,728	13,313	415	3%	
Equity and Reserves	5,853	5,875	(23)	0%	
Debt	6,678	6,691	(12)	0%	
Other Liabilities	1,197	747	450	60%	
Total Liabilities and Equity	13,728	13,313	415	3%	

Cash Flow Statement

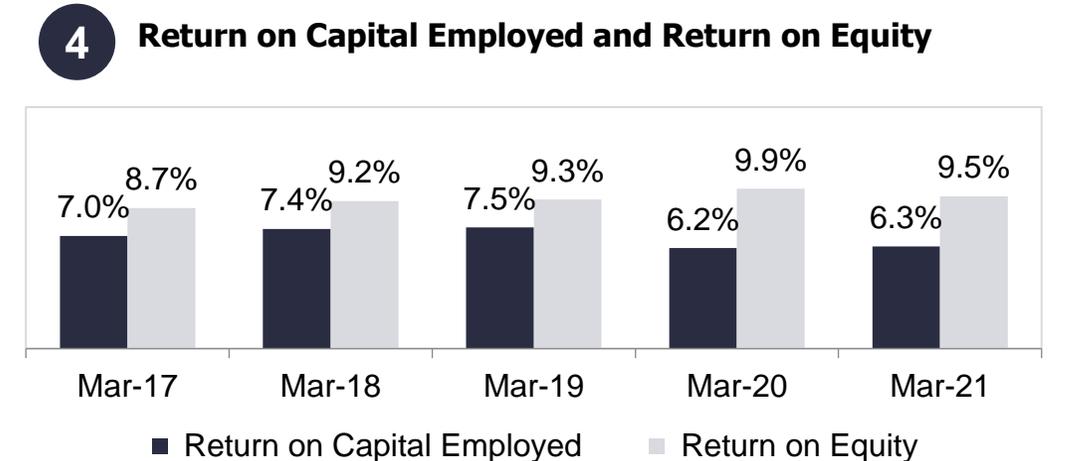
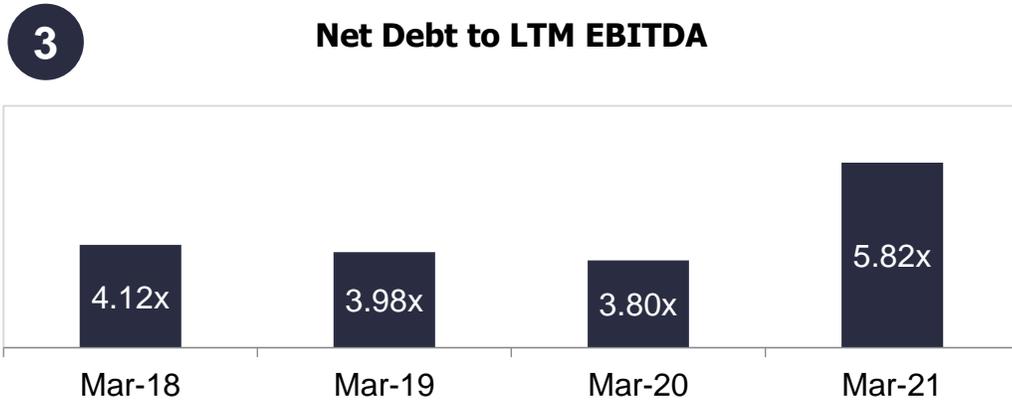
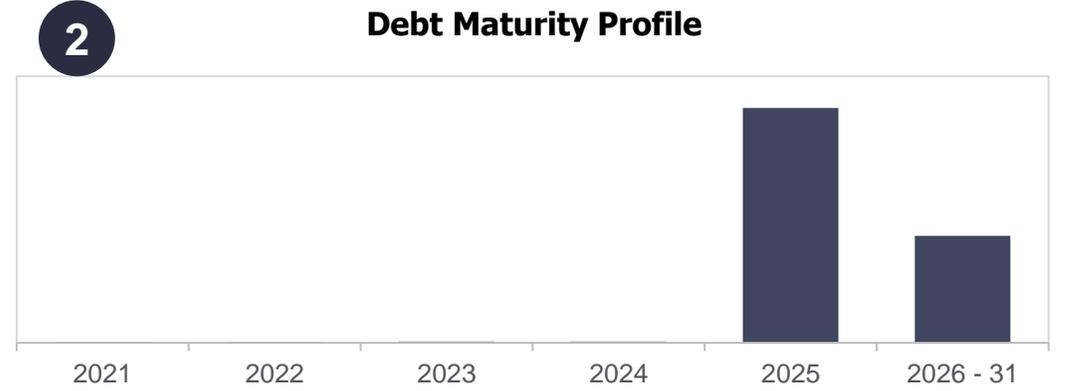
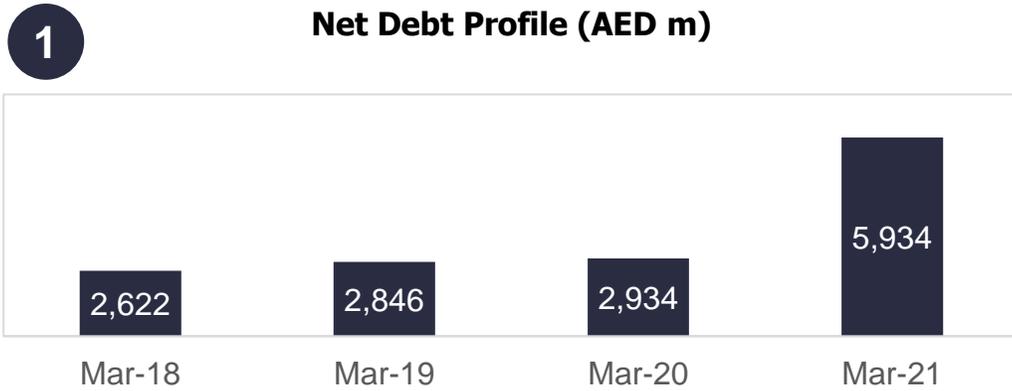
Consolidated Financials (AED m)	Q1 2021	Q1 2020	Variance	%
Profit from Operations	135	105	30	28%
Finance lease amortization	29	30	0	-1%
Depreciation and Amortization	63	43	20	46%
Working Capital and other adjustments	(58)	(128)	71	(55%)
Net cash flows from Operating Activities	169	49	120	243%
Capital expenditure incurred	(687)	(54)	(633)	1172%
Term Deposits	(50)	-	(50)	100%
Dividends and interest income received	7	3	4	133%
Net cash flows from Investing Activities	(730)	(51)	(679)	1331%
Debt servicing	(24)	2,494	(2,518)	100%
Dividend Paid	(21)	(0)	(20)	100%
Others	(13)	(14)	1	7%
Net cash flows from Financing Activities	(58)	2,480	(2,538)	102%
Net Movement in Cash and Cash Equivalents	(618)	2,479	(3,097)	(125%)
Cash and Cash Equivalents at the start of the period	1,313	227	1,086	NA
Cash and Cash Equivalents at the end of the period	695	2,705	(2,011)	(73%)

Key Observations

- Improved cash flow from operation primarily driven by consolidation of acquisitions, as well as a stabilization of our DSO's since the year end
- Capex relates to consolidation of Saadiyat Island DC assets, partially paid for in the quarter
- Tabreed maintains strong liquidity with significant closing cash balances at the end of the period and a revolving credit facility of AED 590 million unused during the period
- Significant improvement in receivables position during April and May 2021

Debt Portfolio and Return Ratios

Investment grade status reaffirmed by both Fitch and Moody's



05

Sustainability

Creating sustainable value for stakeholders

- Tabreed published its first ESG report in March 2021
- ESG is embedded in the Group’s Business model , strategy and culture
- In 2020, Tabreed displaced over 1.35m metric tons of CO2 emissions, equivalent to removing 293,192 passenger vehicles off the road
- Despite a challenging year, Tabreed continued to make considerable progress on its business objectives whilst also ensuring the health and safety of its staff across all its operational sites with over 12.5 million man-hours without time lost to injury
- As part of its commitment to encouraging Emiratis to pursue careers in the private sector and empower local talent to flourish, Tabreed’s Emiratization current rate stands at 41%, one of the highest rates for a private company in the UAE
- Tabreed maintains the highest standards of corporate governance and we conduct our business with integrity, accountability, and transparency

Commitment to SDGs



ISO Certifications



06

Conclusion

Key Highlights

Partner of choice across GCC for providing environmentally friendly cooling solutions



Resilient Business Model

- Operational track record of > 20 years
- A utility-like service considering the warm climate of the Middle East
- Long-term partnerships ensures better revenue and cashflow visibility
- The pass-through clauses in most of Tabreed's contracts limit its exposure to fluctuations in the cost of utilities



Resilient Business Model

- Established a district energy investment platform in Singapore with IFC that will invest in district cooling in India and other South East Asian countries
- Developing and connecting Masdar and Tabreed infrastructure to help increase operating synergies
- Energy Services established strategic partnership with ADCP to Promote Energy Conservation



Capacity Growth

- One of the world's largest district cooling companies providing over 1.4m kRT of cooling across the GCC
- Added over 180k RT in 2020 through acquisition of Downtown DCP, Masdar and Saadiyat Island DC assets,
- All acquisitions have additional concession capacity to augment future growth
- Guided 120k RT of organic growth over 2021 and 2022



Strong Cash Flow Visibility

- Long-term partnerships with government-backed entities representing approximately 70% of consolidated chilled water revenue in 2020
- Focus on B2B contracts with businesses and government entities reducing counterparty credit and collection risk
- Cash flow predictability due to long term contracts



Robust Financial Performance

- Revenue and EBITDA growing at a 2016-2020 CAGR of 8% and 14%, respectively
- Consistent focus on increasing efficiency has resulted in margin enhancement to 56% in 2020 compared to 46% in 2016
- Committed to returning value to shareholders, maintained dividend payout



Solid Corporate Governance

- Listed on the DFM with strong corporate governance driven by Mubadala and ENGIE board members
- Highly experienced management team driving operational excellence
- Part of DFM's UAE ESG Index, aimed to measure ESG best practices followed by UAE listed companies

Contact Us

Bijay Sharma

Churchgate Partners

Email: Tabreed@churchgatepartners.com

Richard Rose

SVP, Finance

Tel: +971 2 2020400

Email: IR@tabreed.ae

Salik Malik

Head, Financial Planning & Analysis

Tel: +971 2 2020397

Email: SMalik@tabreed.ae

