

# National Central Cooling Company PJSC (DFM: TABREED)

**Investor Presentation** 

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# Agenda

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

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# **Overview of Tabreed**



# 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





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

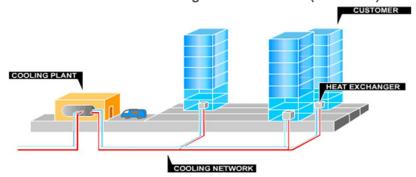
We generate sustainable long-term returns for our stakeholders on the back of the utility infrastructure business model



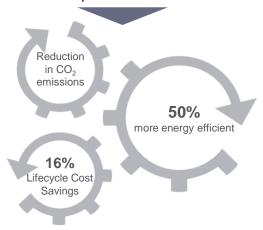
### District Cooling Benefits: DC consumes 50% less energy compared to conventional cooling

### **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)

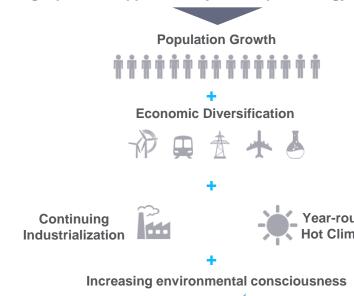


District cooling uses only half the energy of conventional cooling & has low operational risk



### 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**



Chilled water is produced at our plant on Yas Island West (adjacent to Skeikh Khalifa Highway)



The chilled water is then distributed to projects on the Island through an insulated underground pipe network

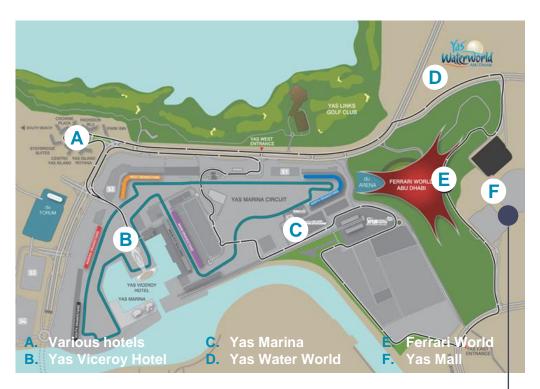


Air is then forced past the cold water tubing inside the buildings to produce an air conditioned environment



The warm water is then returned to the plant to be re-chilled and redistributed







Yas Island Plant

### Tabreed at a Glance

### One of the world's largest district cooling companies

plants in 4 countries



### 1.23m R7 delivered to clients

Equivalent to cooling

towers the size of Burj Khalifa



### Environmentally responsible operations reducing green house gas emissions



### 2.33 billion kWh

reduction in energy consumption in the GCC through Tabreed's DC services in 2021



Enough energy to power 132,590 homes in the GCC every year





### 1.39 million tons

elimination of CO<sub>2</sub> emissions



The equivalent of removing 302,592

cars from our streets every year

### Exclusive provider of DC services to several iconic projects





Abu Dhabi



Yas Mall



Dubai





Sheikh Zayed **Grand Mosque** 







Etihad Towers World Trade Ferrari World Center

Aldar HQ

### **Strong Regional presence**

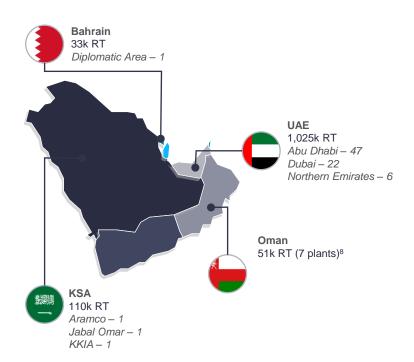
- Largest publicly listed district cooling provider in the region
- Currently present in the UAE, Saudi Arabia, Oman and Bahrain
- Continuing to grow and targeting further expansion in new geographies (India and Egypt)



# **Regional Presence**

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

- 4 GCC countries | 86 plants | 1.23m tons of cooling
- Uniform utility infrastructure model implemented across GCC
- · Long term contracts underpinning stability of earnings and returns for shareholders
- Capacity guided for 2020 and 2021 was 75k RT; delivered 80k RT
- 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

### 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 (33k 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 7 plants serving Knowledge Oasis Muscat, Oman Avenues Mall, Remal Castle, Al Araimi Mall, Mall of Muscat and AlMouj Development

Landmark Projects: Oman Avenues Mall, Mall of Muscat and AlMouj Development

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# Robust Business and Operating Model



# **Utility Business Model**



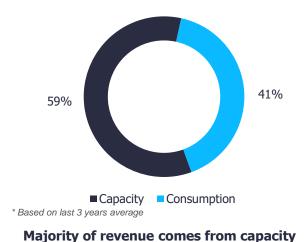
Contracted cooling load (RT) **Fixed** 

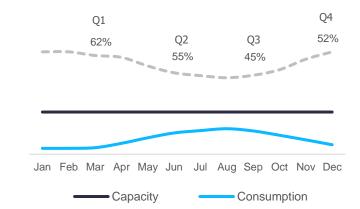
**Capacity Charges** 

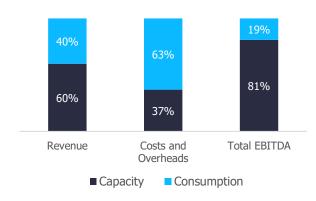
Cooling consumed (RTh)

Variable (Metered)

**Consumption Charges** 







#### \* Based on last 3 years average

### 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

### Consumption is a pass through and capacity provides returns

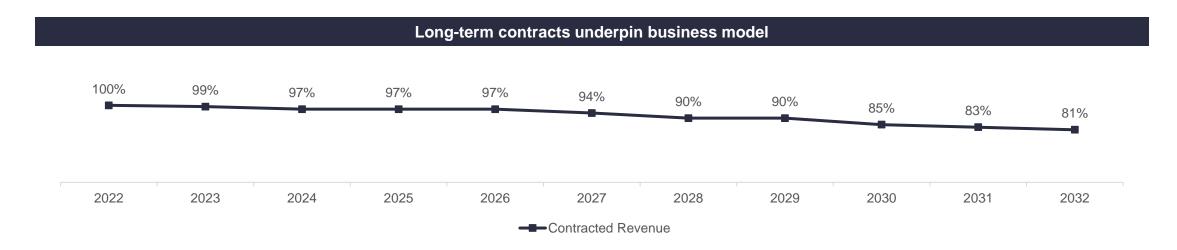
- Consumption revenue covers all variable costs of operation
- Capacity revenue covers fixed O&M, finance and corporate costs and provides return on capital



# 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
- 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 with Creditworthy Customers**

### Owned and Consolidated Plants



 UAE Armed Forces was the first customer of the Company and continues to be an important partner

**UAE Armed Forces** 

Tabreed cools multiple military and training facilities

Cooling agreement was renewed in 2014 for another 20 years



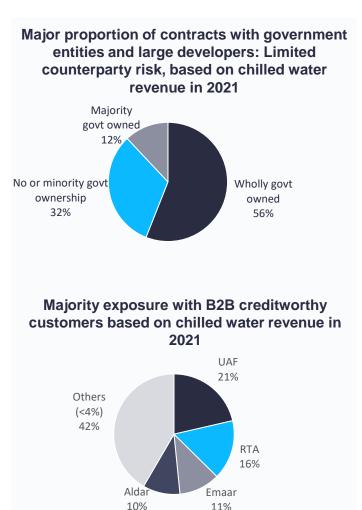
- Roads and Transport Authority of Dubai (RTA) is responsible for transport, roads & traffic in the Emirate of Dubai
- Tabreed has been providing cooling to all metro stations of the iconic Dubai Metro project since 2010
- Long term 27 year contract



- 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



and new

geographies

# Pursuing Growth Opportunities Across and Beyond GCC

Explore growth opportunities in select new geographies outside GCC

(e.g. Egypt, Kuwait and India)

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

#### **Growth Avenues Examples** UAE Armed Forces was the first customer of the Company and continues **UAE:** Yas Island, Maryah Island, Masdar City, Downtown Dubai ultimate capacity of 235kRT and in Saadiyat Island 88kRT to be an important partner Concessions Tabreed cools multiple military and training facilities **KSA:** Jabal Omar development Cooling agreement was renewed in 2014 for another 20 years Bahrain: Reef Island and Bahrain Financial Harbor Acquisition of balance 50% in Al Wajeez and Al Mouj, Muscat DC assets Acquisitions from developers who own a plant but would prefer to Acquisition of Saadiyat Island DC schemes from Aldar outsource to a 3rd party provide the cooling services **Acquisitions** Acquisition of **Downtown DCP** assets from Emaar Acquisitions of other independent cooling companies Acquisition of DC concession from Masdar New customers connecting to existing infrastructure New Tabreed has added around 40kRT in 2021; ~5% incremental Customers are not bound to use Tabreed (unlike concessions) however, using Tabreed will often be the most economic option capacity is currently available for new connections Connections Usually requires no additional fixed cost and provides higher margins When a new plant is agreed and built for a new development **New plants** 7 new plants since 2019 Driven by demand in the construction and real estate market



**Entered Egyptian market** 

# **Connected Capacity (kRT)**

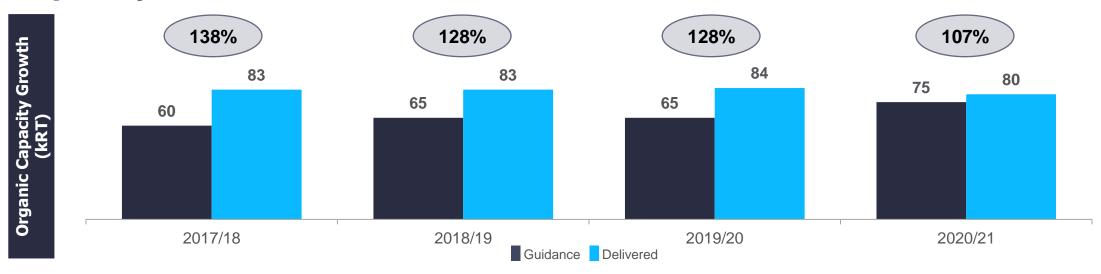
Consolidated	Q4 2020	Q1 2021	Q2 2021	Q3 2021	Q4 2021
UAE	925	928	940	954	1,025
Bahrain	32	32	33	33	33
Oman	32	33	33	33	33
Total Consolidated	989	993	1,006	1,019	1,091
Equity Accounted					
UAE	71	71	71	74	9
KSA	110	110	110	110	110
Total Equity Accounted	181	181	181	184	119
Total	1,170	1,175	1,187	1,203	1,210

Prior period capacity adjusted for Qatar Cool divestment

Reduction in UAE equity accounted connection due to transfer of Al Wajeez DC capacity to consolidated capacity

In 2022, Al Mouj acquisition was completed with a connected capacity of 18k RT

# **Capacity Growth**



2021/22

- Previously announced capacity guidance of 120k RT to be added over 2021 and 2022
- 40k RT was added in 2021, which included 39k RT in UAE and balance 1k RT in Bahrain
- Also added 18k RT with acquisition of Al Mouj DC assets in January 2022
- Confident of achieving our guidance of 2021 and 2022

2022/23

- New capacity guidance for 2022 and 2023 is 120k RT
- Of the guided capacity around 70% is expected to be contributed by consolidated entities and balance 30% by equity accounted entities

# **Key Business Developments**

### Focus on developing platform for future growth opportunities



# Saadiyat Island DC Acquisition

- Acquired Saadiyat Island District Cooling assets from Aldar Properties
- The ultimate capacity of these 2 concessions are 88k RT with currently connected capacity of 35k RT
- Additional prestigious projects are expected to be developed



### **Divested Qatar Cool**

- Divested 44% stake in Qatar Cool to United Development Company for AED 417 mn
- Provides additional capital to focus on key growth markets and fund future growth opportunities



# Additional Stake Acquired

- Acquisition of an additional 50% stake in the exclusive 80k RT DC scheme supplying Al Maryah Island for AED 312mn
- A 30-year exclusive concession granted in 2014 by Al Sowwah Square Properties, subsidiary of Mubadala Investment



### Partnership with IFC

- The partnership will include ownership of Tabreed India
- New holding company established in Singapore to be jointly owned by Tabreed (75%) and IFC (25%)
- Initial equity commitments from the partners of US\$100 million with a mandate to invest in \$400 million over the next five years
- Targeting a portfolio of 100k RT



# Red Sea Project, KSA

### Expected to pave way for Saudi Tabreed to secure future projects in the KSA



- The Red Sea project is part of Saudi Giga Projects which hold strategic importance to the country's goals and vision
- The project will position KSA on the global tourism market hence will result in global marketing opportunity for utility providers
- Saudi Tabreed is part of the ACWA power led consortium awarded multiutilities concession for this project
- Saudi Tabreed is an investor in the consortium with 15% stake and will support the district cooling aspect of the project
- Project includes 16 luxurious hotel estates with recreation buildings and landscapes which will enable further potential business opportunities
- This will be a sustainable project powered by 100% solar and wind energy

Red Sea Project (2023 Plan)





2 Inland Sites



16 Hotels



**3,000** Rooms

# 23 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 23 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

# Proven Operations Track Record

- 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

# 24/7 Manned Operations

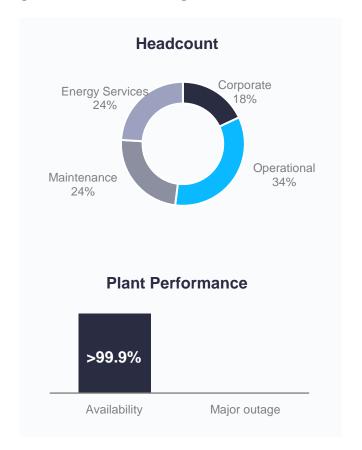
- Operators present at plants at all times
- · Regular operational and HSE training and development programs for operators
- · Integrated control and monitoring of all major equipment in plants using SCADA
- Dedicated centralized performance management team monitoring plant performance and enhancing power efficiencies

### Centralized Maintenance

- 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

# Project Design and Delivery

- 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



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# Strong shareholders and solid corporate governance



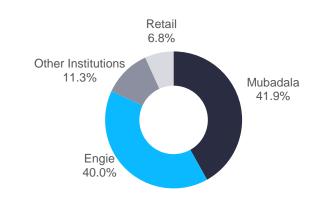
### **Shareholder Overview**

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's<sup>1</sup>

"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\*



### Strategic shareholders



- Abu Dhabi's leading strategic investment company with US\$243bn of assets
- Over 50 active investments in more than 50 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
- Leading world group that provides low-carbon energy and services
- Total group assets of ~EUR225bn (US\$255bn)
- 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



<sup>\*</sup>No shareholders other than ENGIE and Mubadala own more than 5%

<sup>&</sup>lt;sup>1</sup>Moody's report number 1141584 published on October 8, 2018

### **Board of Directors**

### Continuity of board with four directors each appointed by Mubadala and ENGIE.



Khaled Abdulla Al Qubaisi Chairman

Khaled Al Qubaisi is the Chief Executive Officer, Real Estate & Infrastructure Investments at Mubadala.

#### Other Board Positions

Mr. Al Qubaisi is Director and Vice Chairman of Abu Dhabi Motor Sports Management and Chairman of Finance House and sits on the boards of Abu Dhabi Global Market (ADGM), Abu Dhabi Future Energy Company (Masdar), Emirates Nuclear Energy Corporation (ENEC), Emirates Integrated Telecommunications Company (du), and Insurance House.



Paulo Almirante Vice Chairman

Paulo Almirante is currently Senior Executive Vice President of global energy leader ENGIE in charge of Renewable

#### 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.



Anne-Laure de Chammard

CEO, Engie Solutions International

Prior to that, she was Chairman and CEO of Bureau Veritas Construction, part of the Bureau Veritas Group



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 Belhoul Al Falasi

Minister of State for Entrepreneurship and Small and Medium Enterprises

**Board Member** 



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

Managing Director Thermal and Supply, Africa Middle East Asia

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



**Pierre Cheyron** 

Managing Director, Client Solutions Global Business Line

Prior to that, he was the CEO of ENGIE Southeast Asia leading one of the fastest growing key business clusters in the Asia Pacific organisation towards Zero-Carbon Transition



Saeed Ali Khalfan Al Dhaheri

Director of Investments at Ali & Sons Holding LLC

Prior to that, he was associated with Abu Dhabi Investment Authority



# **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.



**Antonio Di Cecca**Chief Operating Officer

Antonio Di Cecca was appointed as Tabreed's Chief Operating Officer in January 2022.

Has over 22 years of international experience within the energy sector, including a period of five years with the International Energy Agency. He is also an active member in many district energy associations, as well as the technical committee of the World Utility Congress

Has spent 11 years with ENGIE, where he performed numerous roles in the global district cooling industry, most recently as Head of Asset Management at the group's Dubai headquarters.



François Xavier Boul
Chief Development Officer

François-Xavier ("FX") has over 20 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).



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# **Financial Overview**

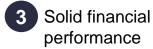


### **Headline Performance**

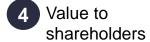
- Long-term contracts with credit worthy customers
- Providing over 1.21m RT of cooling across GCC grown at 10% CAGR since 2018
- Long term contracts (~25 years) mean over 90% of contracted capacity locked in for at least the next 10 years
- About 80% of revenues from wholly government owned and partially government owned entities



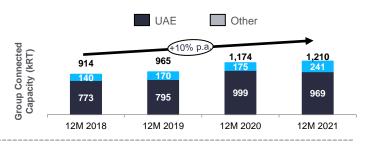
- Group revenue growing at 11% CAGR since 2018 driven by Chilled Water revenue growth of 11%
- Utility business model leads to steady increases in revenue and profitability from existing customers
- Acquired balance 50% capacity for Al Maryah Island DC concession and Al Mouj DC assets in Oman

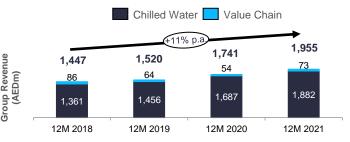


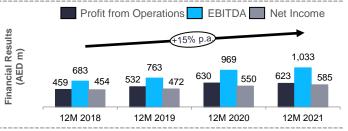
- Predictability in earnings driven by capacity charge
- Profit from operations growing at 11% CAGR since 2018
- EBITDA has grown 15% annually since 2018



- EBITDA margin of 53% (2018 2021 Average Margin: 51%)
- Operating Profit margin of 32% (2018 2021 Average Margin: 34%)
- Net Income margin of 30% (2018 2021 Average Margin: 31%)
- Strong balance sheet and Stable cash flow generation
- Dividend of 12 fils (cash + bonus shares), inline with prior year distributions.











# **Income Statement**

Consolidated Financials (AED m)	FY 2021	FY 2020	Variance	%
Revenue	1,955.1	1,740.7	214.4	12%
Chilled water revenue (96%)	1,882.1	1,686.9	195.2	12%
Value chain businesses (4%)	73.0	53.8	19.2	36%
Operating cost	(1,084.3)	(886.1)	(198.2)	22%
Gross Profit	870.8	854.6	16.2	2%
Gross profit margin	45%	49%		
Administrative and other expenses	(247.6)	(224.6)	(23.1)	10%
Profit from Operations	623.2	630.1	(6.9)	-1%
Operating profit margin	32%	36%		
Net finance costs	(255.0)	(218.8)	(36.2)	17%
Share of results of associates and joint ventures	35.7	51.2	(15.5)	-30%
Other gains and losses	130.2	79.0	51.2	65%
Income attributable to non-controlling interests	(25.6)	(23.1)	(2.5)	11%
Profit from discontinuing operations	76.7	32.0	44.7	140%
Net Income	585.2	550.3	34.8	6%
Net Income margin	30%	32%		
EBITDA	1,033.2	970.1	63.1	7%
EBITDA margin	53%	56%		

# **Financial Position**

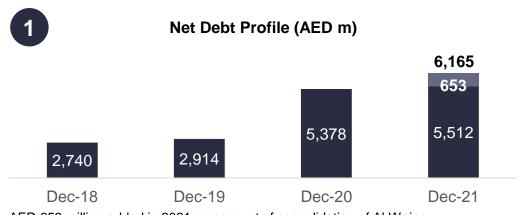
Consolidated Financials (AED m)	31 Dec 2021	31 Dec 2020	Variance	%
Fixed Assets	8,237.0	8,010.9	226.1	3%
Intangibles	4,284.5	2,360.1	1,924.3	82%
Associates and Joint Ventures	372.8	358.3	14.5	4%
Accounts Receivable	691.0	898.5	(207.5)	-23%
Cash and Short-Term Deposits	1,197.3	1,312.9	(115.6)	-9%
Other Assets	50.8	42.4	8.4	20%
Assets Held for Sale	-	329.9	(329.9)	-100%
Total Assets	14,833.3	13,312.9	1,520.4	11%
Equity and Reserves	6,446.4	5,875.2	571.2	10%
Debt	7,361.8	6,690.8	671.0	10%
Other Liabilities	1,025.1	746.9	278.2	37%
Total Liabilities and Equity	14,833.3	13,312.9	1,520.4	11%

# **Cash Flow Statement**

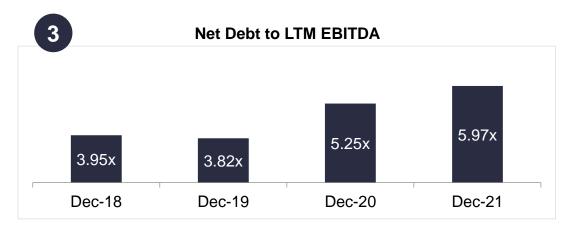
Consolidated Financials (AED m)	FY 2021	FY 2020	Variance	%
Profit from Operations	623.2	630.1	(6.9)	-1%
Finance lease amortization	136.8	117.6	19.2	16%
Depreciation and Amortization	273.2	222.4	50.8	23%
Working Capital and other adjustments	283.2	(340.8)	624.0	-183%
Net cash flows from Operating Activities	1,316.4	629.3	687.1	109%
Net cash flows from Investing Activities	(976.6)	(2,594.6)	1,618.0	-62%
Net cash flows from Financing Activities	(455.4)	3,051.3	(3,506.7)	-115%
Net Movement in Cash and Cash Equivalents	(115.6)	1,086.0	(1,201.6)	-111%
Cash and Cash Equivalents at the start of the period	1,312.9	226.9	1,086.0	479%
Cash and Cash Equivalents at the end of the period	1,197.3	1,312.9	(115.6)	-9%

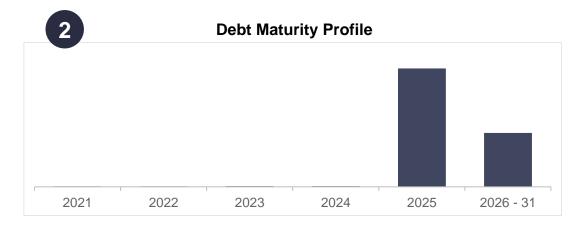
### **Debt Portfolio and Return Ratios**

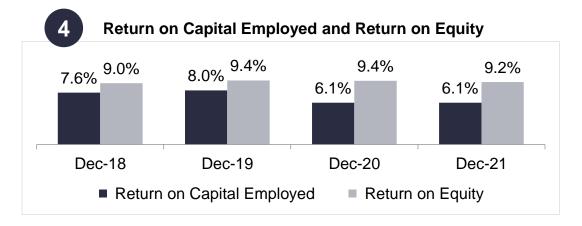
### Investment grade status affirmed by both Fitch and Moody's



AED 653 million added in 2021 on account of consolidation of Al Wajeez







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# Sustainability



## **Environmental Impact**

Tabreed has set its own targets to support energy consumption reduction and emission prevention, through innovative technology solutions and environmentally-friendly practices.

### **Pioneered various innovations**



#### Utilization of TSE1 water

Pioneering the use of TSE by recycling sewage water which would otherwise be discharged into the environment



### **Consistent emission monitoring**

Commissioned Intertek to carry out annual stack emissions monitoring



### **Thermal Energy Storage**

Enhances the ability to manage peaks in DC demand and ensures no additional production is needed during times of peak demand



### Use of sea water to protect scarce resources

Utilizes sea water instead of potable water leading to substantial savings of potable water whilst simultaneously ensuring no harm to marine life



### Management of hazardous waste

Engaged Environmental Services Providers for the management of hazardous materials from various plants operated by Tabreed and its affiliates



### **Trade Effluent Discharge**

Compliance with the framework of the regulation of trade effluent

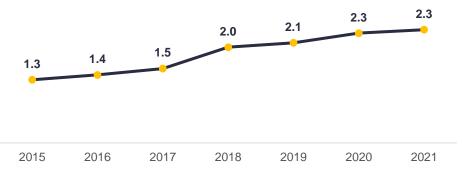
### **Demonstrated environmental impact (YTD 2021)**





### Annual reduction in energy consumption

(In Billions of kWh)



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# Conclusion



Partner of choice across GCC for providing environmentally friendly cooling solutions

Capacity Growth





- Tabreed provides an essential utility service
- Our recent Green Financing Framework confirms the sustainable nature of our core business
- Our upcoming ESG report will also demonstrate our strong social and governance credentials
- Long-term partnerships ensures strong revenue and cashflow visibility
- Focus on B2B contracts with strong customer portfolio reducing counterparty credit and collection risk

Added over 200k RT of capacity through acquisitions since beginning of 2020







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