



Management Discussion & Analysis Report

For the three months period ended
31st March 2025

Financial Highlights

IHC Key Figures as at 31st March 2025

AED
27.2
Billion

Revenue
19.3 bn in Q1 2024

AED
4.1
Billion

Profit After Tax
8.0 bn in Q1 2024

27.8%

Gross Profit Margin
25.4% in Q1 2024

AED
0.67

EPS
2.17 in Q1 2024

5.8%

Return on Assets
7.7% in FY2024

9.9%

Return on Equity¹
13.8% in FY2024

Total Assets

416.6 Billion

vs AED 401.8 Billion as at 31st December 2024



AED
23.6
Billion

Net Debt
16.5 bn as at 31st Dec 2024

AED
53.4
Billion

**Cash & Bank
balances**
55.2 bn as at 31st Dec 2024

AED
77.0
Billion

Total Debt
71.8 bn as at 31st Dec 2024

AED
168.1
Billion

Total Liabilities
157.4 bn as at 31st Dec 2024

2.3x

Quick Ratio
2.3x as at 31st Dec 2024

AED
248.5
Billion

Total Equity
244.4 bn as at 31st Dec 2024

Our Organization

Since its founding in 1998, IHC has grown into the UAE's most valuable listed company, with a market capitalization of c. AED 879.6 billion as at 31st March 2025. But IHC is more than just a holding company - we are a forward-thinking investment leader, redefining the traditional holding company model and representing a new generation of investors.

Overview

IHC operates through a global network of over 1,300+ subsidiaries across sectors including real estate and construction, marine and dredging, hospitality and leisure, food, technology, financial services, energy and services and other segments. This diverse portfolio enhances our agility, allowing us to adapt to market dynamics and seize emerging opportunities.

Empowered Subsidiaries

Each subsidiary operates with autonomy and is accountable to its own Board while being guided to innovate, expand, and diversify in alignment with IHC's strategic goals of enhancing dynamic value networks. This balance of independence and alignment ensures agility and accountability, unlocking even greater returns.

Global Collaboration

At IHC, we cultivate partnerships with vision and purpose, collaborating with leading organisations and governments to drive innovation, unlock new markets, and explore new frontiers of investment.

Business Verticals



Real Estate & Construction



Marine & Dredging



Hospitality & Leisure



Food



Technology



Financial Services



Energy



Services & other segments

1,300+

Subsidiaries

41+

Countries

86

JVs & Associates

What We Do

Our strength lies in our ability to look beyond the standalone value of our assets for opportunities and to work across them, stepping outside of traditional approaches and artificial barriers to increase value for our business partners and shareholders. At IHC, we invest responsibly to create dynamic value networks that make a real impact, going beyond the numbers to create a lasting, meaningful difference.



Portfolio Overview

Building on Momentum

IHC's effective execution of its growth strategy led to an increase in subsidiaries to over 1,300 in 2025. Guided by the Group's leadership, IHC remains committed to driving growth through acquisitions, joint ventures, and organic expansion - continuing to broaden its footprint and explore new frontiers.

A Diversified Holding of Listed Entities

Today, IHC is the region's largest listed holding company, with a market capitalization of AED 879.6 billion as of 31 March 2025. Our strong financial performance, underpinned by consistent revenue and profit growth, reflects our disciplined approach to value creation. A key pillar of this strategy - divesting through public listings - has seen us list eight direct subsidiaries, unlocking significant value while providing a clear pathway for our privately held businesses to strengthen their performance and achieve their strategic and financial objectives. In turn, these listed subsidiaries have reinvested in publicly traded companies, expanding our portfolio, enhancing diversification, and positioning IHC to capture growth opportunities across key economic sectors.



Alpha Dhabi

Alpha Dhabi Holding is one of the region's largest and fastest growing listed investment platforms, connecting investors to the exceptional returns of a dynamic and vibrant economy



Multiply Group

Multiply Group PJSC, an Abu Dhabi-based holding company, invests and operates globally in transformative, cash-generating businesses.



Modon

Modon, is a global leader in urban innovation. Specializing in real estate, hospitality, asset management, investments, events, and tourism, Modon creates iconic designs and experiences.



Ghitha Holding

Ghitha Holding PJSC, a stock listed food conglomerate, specializes in food, agriculture, distribution, and dairy



Al Seer Marine

Leading maritime, manufacturing, commercial and technical management company in the Arabian maritime region



Palms Sports

Top-tier provider for sports training programs and schools in the UAE and the largest Jiu-Jitsu company in the world



Emirates Stallions Group

ESG maintains a diversified portfolio spanning the manpower and accommodation solutions, real estate development, retail, interior decoration, and manufacturing sectors



Easylease

EasyLease is a leading provider of integrated Mobility solutions, catering to diverse sectors, including e-commerce, delivery, logistics, couriers, and food service providers

Key Developments / Acquisitions

Effective 24 January 2025, Modon Holding P.S.C announced the formation of a new 50:50 Joint Venture with Broadgate REIT Limited, a REIT owned by the UK-based FTSE 100 listed property developer British Land and GIC, a leading global investor, to deliver 2 Finsbury Avenue, a 750,000 square feet world-class development at Broadgate. Modon will own a 50% stake, while British Land and GIC will each retain 25% ownership in the asset going forward through their ownership of Broadgate REIT.



Effective 6 January 2025, Alpha Dhabi Hospitality Holding LLC ("ADHH") and Murban Energy Limited ("Murban"), both wholly owned subsidiaries of the Group, acquired an additional 37.34% equity interest in National Corporation for Tourism and Hotels PJSC ("NCTH"), an entity previously accounted for as an investment in associate, by contributing businesses in exchange for newly issued shares in NCTH. As a result, the Group increased its total ownership to 73.73%, thereby obtaining control.



Effective February 25, 2025, Multiply Group PJSC, subject to successful receipt of all regulatory approvals, has agreed to invest via a capital increase that will secure a controlling stake of 67.91% in Castellano Investments S.À R.L. ("Company") (the owner of Tendam Brands S.A.U and other subsidiaries), becoming the majority shareholder in the Company alongside Llano Holdings S.À R.L. and Arcadian Investments S.À R.L., the corporate investment vehicles for CVC Funds and PAI Partners respectively, who will remain minority shareholders in the Company.



Effective 14 March 2025, Al Ain Farms for Livestock Production PJSC, subsidiary of Ghitha Holding PJSC, signed a Share Purchase Agreement, for the acquisition of 100% shares in Al Jazira Poultry Farm LLC for an enterprise value of AED 285 mn. The completion of the transaction is subject to the satisfaction of certain conditions under the SPA and receipt of regulatory approvals.



Financial Results

Balance Sheet

Key Highlights

Total assets are at AED 416.6 bn on 31 March 2025, as compared to AED 401.8 bn for the year ended 31 December 2024. The expansion of our assets reflects the operational growth and synergies derived from our growing portfolio, in addition to the strategic acquisition of controlling interest in National Corporation for Tourism and Hotels (NCTH).

AED m	31 March 2025	31 December 2024	31 March 2025 vs. 31 December 2024
Total Assets	416,594	401,811	3.68%
Cash	53,412	55,212	-3.26%
Total Liabilities	168,077	157,424	6.77%
Total Debt (Borrowings, Sukuk and Hybrid notes)	76,994	71,757	7.30%
Total Equity	248,518	244,387	1.69%
Owner's Equity	133,044	133,225	-0.14%

ROA
5.8% (vs 7.7%¹)

ROE
9.9% (vs 13.8%¹)

ROCE
9.3% (vs 11.8%¹)

Quick Ratio
2.3x (vs 2.3x¹)

Debt/Equity
0.3x (vs 0.3x¹)

Treasury Shares

As a result of the share buyback program which was approved in the General Assembly Meeting held on 20 June 2024, the Company held a total of 6,955,602 treasury shares as at 31 March 2025, with a total cost of AED 2.82 bn.

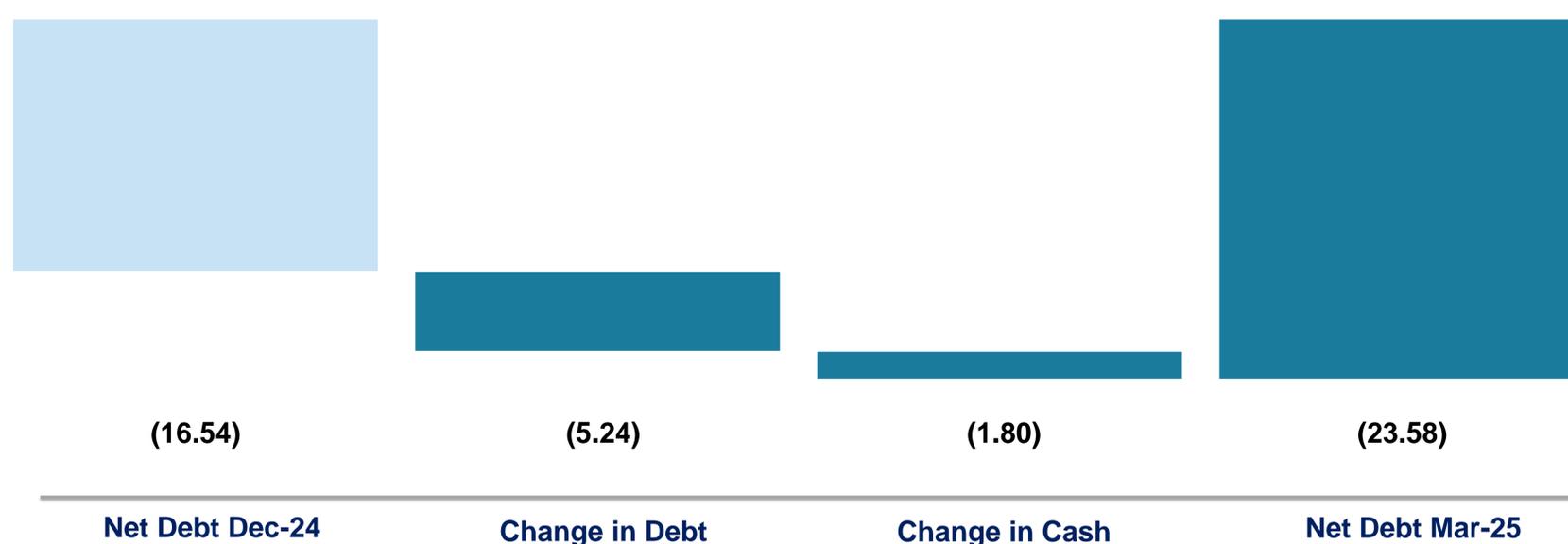
Net Debt Overview

During the period ended 31 March 2025, loans acquired through business combinations amounted to AED 0.4 bn. Additionally, drawdowns during the period amounted to AED 11.3 bn, and repayments amounted to AED 12.2 bn.

Additionally, Aldar Properties PJSC, issued hybrid notes amounting to AED 5.5 bn during the period.

Approximately 83% of total debt is in the form of loans with the remaining 17% in the form of non-convertible sukuks and hybrid notes.

AED Bn

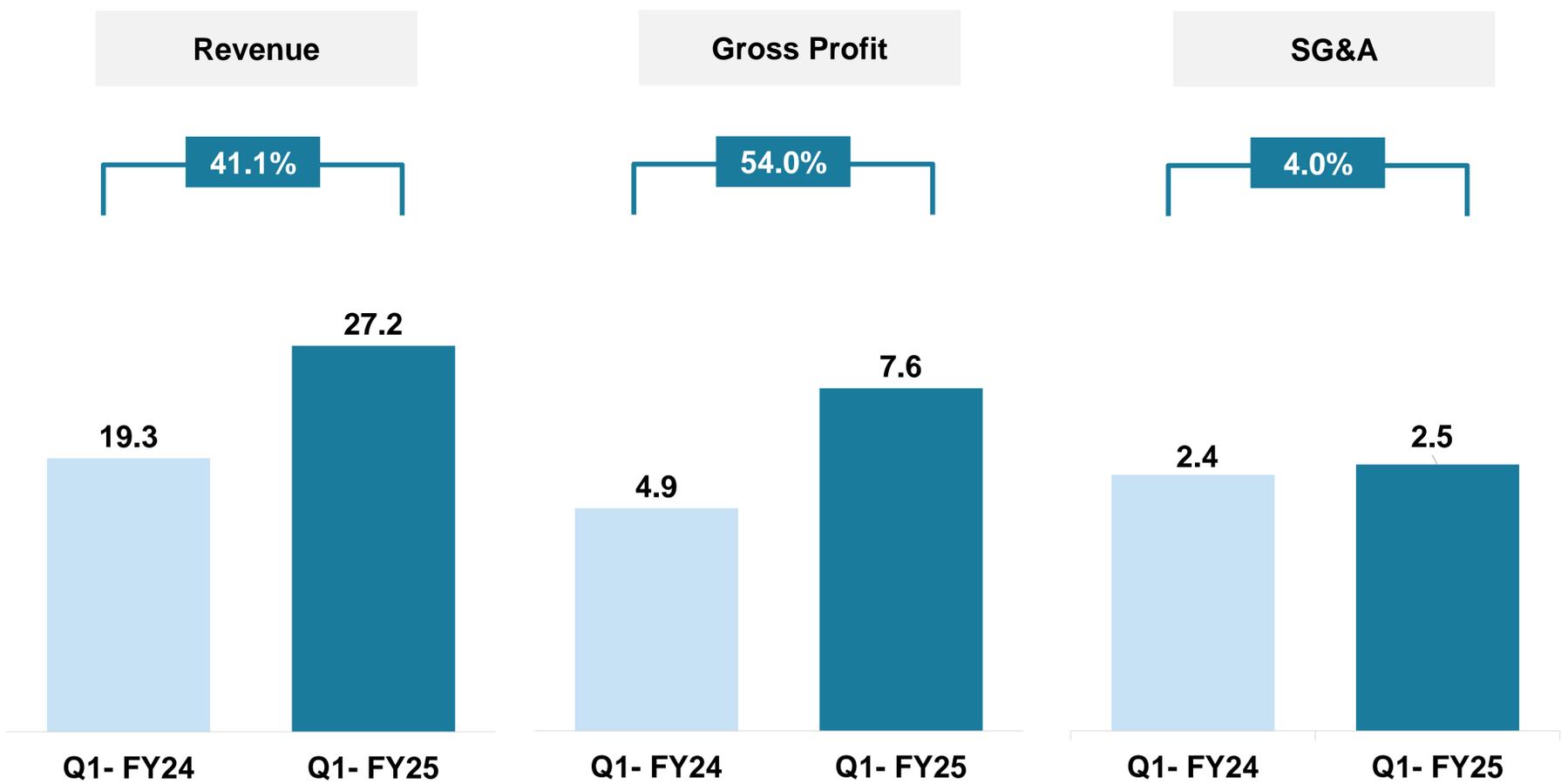


Income Statement

Financial Performance

During the period ended 31 March 2025, IHC's results highlight a robust underlying performance with operational profit surging significantly, driven by sustained growth and improved efficiency across IHC's core business segments. Revenue for the period ended 31 March 2025 amounted to AED 27.2 bn as compared to AED 19.3 bn in the same period of previous year (increase of AED 7.9 bn). Additionally, IHC's gross profit surged to AED 7.6 bn as compared to AED 4.9 bn in the same period of previous year (increase of AED 2.7 bn).

IHC's operational results showed continued momentum in the execution of its strategy across key verticals and commitment to generate higher shareholder value.



Revenue by Segment²


Real Estate & Construction
AED 11.6 bn
(53.3% growth¹)


Marine & Dredging
AED 6.6 bn
(18.0% growth¹)


Hospitality & Leisure
AED 2.4 bn
(96.6% growth¹)


Food
AED 1.4 bn
(9.9% growth¹)


Technology
AED 0.7 bn
(16.2% growth¹)


Financial Services
AED 0.9 bn
(29.1% growth¹)


Energy
AED 0.1 bn
(9.9% growth¹)


Services & Other Segments
AED 3.9 bn
(55.4% growth¹)

Note: All Figures are in AED

1: Q1 2025 vs Q1 2024

2: Excluding inter-segment eliminations

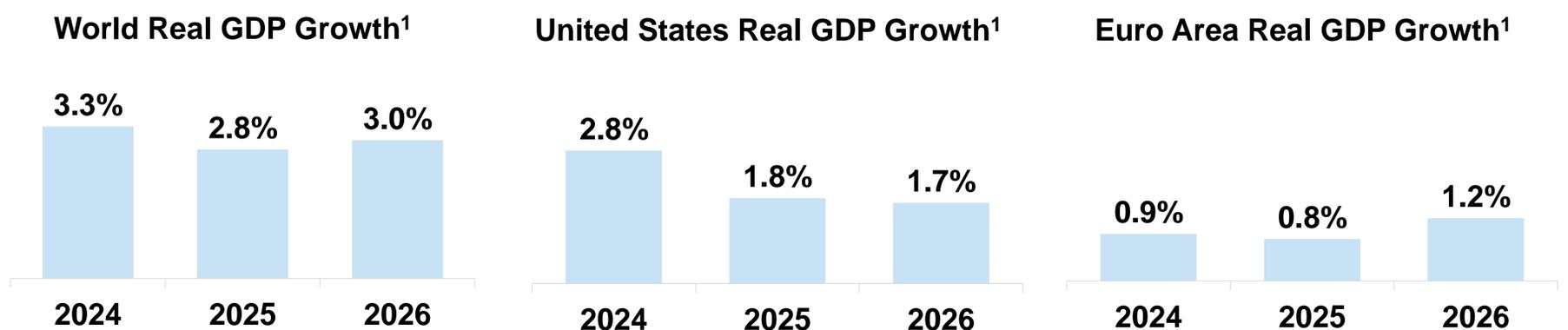
Economic Outlook

Global Trends

Global growth in 2024 remained stable but fell short of expectations. However, the landscape has shifted as governments around the world reorder policy priorities. The United States has rolled out a series of new tariffs, prompting retaliatory action by its trading partners, bringing effective tariff rates to levels not seen in a century. The unpredictability surrounding these measures is adding to economic uncertainty and weighing on the global outlook.

Growth in advanced economies is projected to reach 1.4% in 2025. In the United States, growth is expected to slow to 1.8%, reflecting increased policy uncertainty, escalating trade tensions, and weakening demand momentum. Meanwhile, the euro area is forecasted to grow by 0.8% in 2025. In emerging market and developing economies, growth is anticipated to slow to 3.7% in 2025 and 3.9% in 2026, with substantial downward revisions for countries most impacted by recent trade measures, such as China.

Global headline inflation is projected at 4.3% in 2025 and 3.6% in 2026, with notable upward revisions for advanced economies and emerging markets experiencing slight downward adjustments for 2025.



Regional Trends

The Central Bank of the UAE (CBUAE) estimated that the country's GDP grew by 3.9% in 2024. For 2025, the growth forecast has been revised upward to 4.7%, reflecting strength in both the non-hydrocarbon and hydrocarbon sectors. Looking ahead to 2026, GDP growth is projected to reach 5.7%, supported by a stronger recovery in the hydrocarbon sector, based on the assumption that oil production rebounds in line with the OPEC+ agreement.

Non-hydrocarbon GDP growth is expected to remain strong at 5.1% in 2025 and 4.8% in 2026, driven by the strategic plans and policies implemented by the government to attract foreign investments and promote economic diversification. Following the production decision made during the OPEC+ meeting in March 2025, along with ongoing and planned upstream and midstream developments in the oil and gas sector, the hydrocarbon sector is projected to grow by 3.6% in 2025. This growth is expected to accelerate further to 8.5% in 2026.

CBUAE has maintained its inflation forecast for 2025 steady at 2.0%, well below the global average. This rate is expected to be primarily driven by non-tradeable components of the consumer basket, with moderating energy prices helping to offset some of the upward pressure.

Economic activity in the UAE's non-oil private sector continues to grow, though at a slightly slower pace. In January 2025, the UAE's Purchasing Managers' Index (PMI) came at 55.0, well above the 50.0 threshold that separates growth from contraction, reflecting continued business confidence in the country's economic outlook.

IHC Beyond The Numbers

Community Initiatives and Events



IHC Moves Toward Joining GHAF Benefits Program for Employee Financial Wellbeing

IHC Signs MoU to Explore Lunate's GHAF Benefits Program to offer employees access to long-term investment opportunities, reinforcing our commitment to financial well-being, retention, and empowerment beyond traditional compensation, while aligning with Abu Dhabi's broader capital market development goals.



Modon Leads with Green Steel and Sustainable Construction Practices

Modon became the UAE's first developer to use low-carbon "green steel" through a partnership with Emirates Steel. The company also prioritizes sustainable urban planning—its latest communities feature solar-powered street lighting, expansive green spaces, and built-in systems for recycling and waste reduction, promoting environmentally responsible development.



NMDC Champions Marine Biodiversity with Mangrove and Habitat Efforts

NMDC launched the Habitat Compensation Island project, planting 350,000 mangrove seedlings to restore coastal ecosystems. The company also works to reduce wildlife disturbance on active sites through regular environmental audits and responsible dredging practices, demonstrating its ongoing commitment to protecting biodiversity and promoting sustainable marine development.



Arena Builds Greener Events with Reusable Structures and Clean Energy

Arena advanced its use of reusable modular structures and sustainable materials in event projects. Tents and staging now incorporate recyclable, low-carbon components. The company also integrates energy-efficient technologies, including LED lighting and solar-powered generators, to reduce the environmental impact of its temporary event infrastructure.

Community Initiatives and Events continued



Aldar Secures MENA’s Largest Green Financing in Real Estate

In January 2025, Aldar Properties secured a landmark AED 9 billion (USD 2.45 billion) sustainability-linked revolving credit facility—the largest by a MENA real estate firm. The five-year facility is tied to ESG performance targets, reinforcing Aldar’s commitment to responsible financing and reducing its environmental footprint through measurable action.



Aldar Champions Worker Welfare Across Its Supply Chain

Aldar’s new supplier incentive framework emphasizes worker well-being by requiring contractors to meet strict welfare standards in health, safety, and labor conditions. By linking sustainability rewards to fair labor practices, Aldar extends its social responsibility beyond its workforce to positively impact thousands of workers across its supply chain.



Burjeel Advances Carbon Neutrality Goals

Burjeel’s “Healthy Environment” strategy includes clean energy, waste management, and carbon offset initiatives. A strategic partnership with Emirates Water & Electricity Company now powers 22 Abu Dhabi facilities with clean energy, verified by Clean Energy Certificates. These efforts cut ~29,000 tons of CO₂ annually and earned Burjeel a provisional “AAA” MSCI ESG Rating for leadership.



PureHealth Launches Pura Longevity Clinic as a leading longevity science facility

The Department of Health (DoH) has licensed Pura Longevity Clinic, PureHealth’s leading facility specialising in longevity science. The designation follows the clinic’s successful adherence to the licensing framework standards set by DoH for healthy longevity medical centres. The new clinic will provide a comprehensive range of services to Abu Dhabi’s community members focused on promoting health, longevity, and disease prevention, empowering them to adopt healthier lifestyles.



Investor Relations

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