Investor Presentation

Q3 & 9M 2025 financial results

November 2025

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ABDULLA BELHOUL

CEO

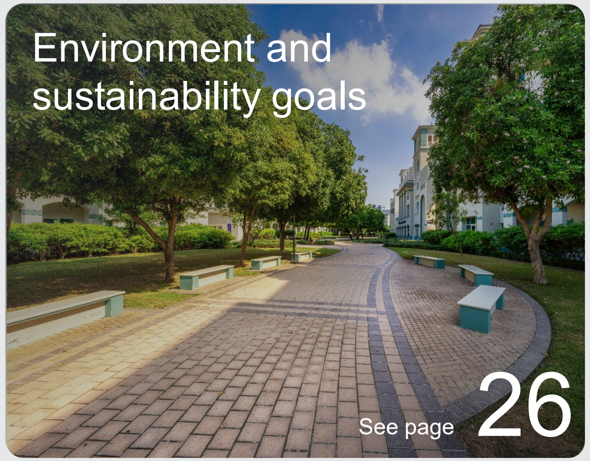
DR CHRISTOPH BERENTZEN

CFO

Today's Presentation

Business segments performance

See page 19



Achievements and outlook

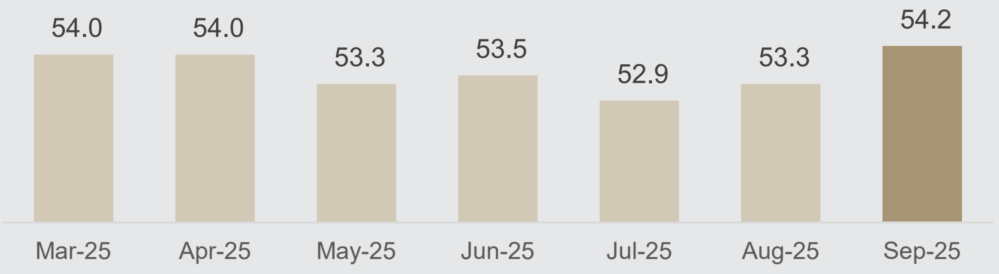
See page 29

Macroeconomic and real estate market highlights

Commercial Sector: Strong Institutional Activity and Expanding Footprint

- The IMF projects the UAE's real GDP to grow 4.8 % in 2025 and 5.0 % in 2026, positioning the country as the GCC's fastest-growing economy.
- The UAE economy is forecast to grow by roughly 4% annually over 2025 and 2028, supported by expanding non-oil activity and a gradual return of oil-related output growth
- 28 Comprehensive Economic Partnership Agreement (CEPA) Agreements concluded since September 2021 to date, 10 of which have entered into force.
- S&P expects Dubai's real GDP growth to average around 2.9% annually between 2025 and 2028.
- S&P Global UAE PMI rose for a second month running in September, climbing from 53.3 to 54.2.
- Dubai ranked No.1 globally in terms of the number of Greenfield FDI projects it attracted for the eighth consecutive half-year period since H2 2021
- Dubai Airports launches next phase of accessibility strategy, pledging to make DXB the world's most accessible airport by 2035
- More than 11 million overnight visitors to Dubai from January to July 2025, a 5% year-on-year growth.
- Hotel occupancy for 2025 is projected to reach ~81% in the emirate, supported by tourism influx.

UAE PMI – last 6 months 2025



Positive Outlook for GDP Growth

4.8%
Expected increase in 2025.

5.0%
Expected increase in 2026

UAE Non-Oil Foreign Trade

AED 1.7 trillion
H1 2025 (24% YoY Increase)

AED 369.5 billion
Non-oil exports (44.7% YoY Increase)

Dubai Non-Oil Sector Growth

4.9%
Expected increase in 2026

Record Tourism

11.2 million
Visitors from January to July 2025 (+5% YoY)

Dubai Greenfield FDI

#1
Global ranking for attracting new FDI

Hotel Occupancy

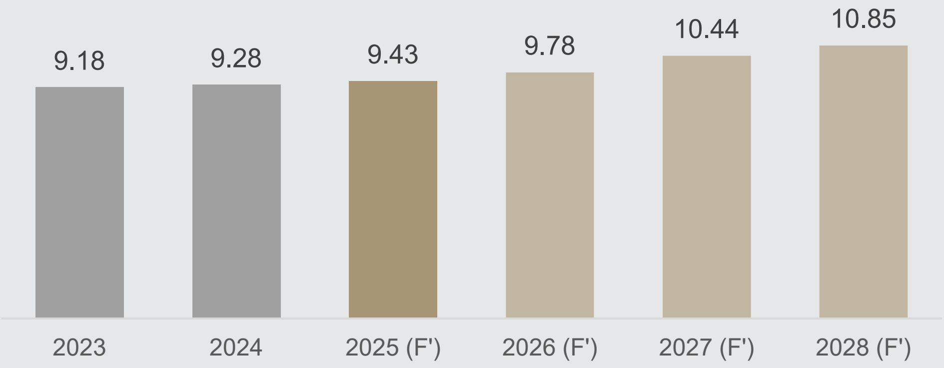
81%
Projected Hotel Occupancy in Dubai for 2025

Sources: Emirates NBD Research, UAE Central Bank, S&P Global, IMF

Commercial Sector: Strong Institutional Activity and Expanding Footprint

- The Dubai office market reached its highest sales activity in recent years. Approximately 1,900 transactions were completed, reflecting a 21.6% increase year-on-year. Meanwhile, the total value of office sales surged to AED 5.4 billion, marking an 83.9% rise compared to H1’2024.
- Office supply expanded by around 34,000 sqm during the first half of 2025, raising the total gross leasable area (GLA) to approximately 9.32 million sqm. An additional 110,000 sqm is anticipated by the end of 2025, followed by a further 340,000 sqm in 2026.
- The business services sector continues to be the main driver of office requirements across Dubai, accounting for 38% of total demand in H1 2025, followed by the tech sector (31%), real estate (12%) and banking and finance (10%).
- In Q2 2025, Dubai's citywide office vacancy rates decreased to 7.7%, while prime market vacancy remained extremely tight at just 0.3%.
- In September 2025 commercial rental numbers continued to increase up 14.4% from August Office rentals saw the most growth, rising 14.45%, driven by expanding demand from SMEs and international firms.

Dubai Office Supply



Source: Cavendish Maxwell

Strong Rental Growth

Office and industrial rents expected to grow by 8–10% in 2025 amid tight vacancy.

A Favourable Market Outlook

Renewal rates grew 5.8% in Q1 2025, and the total number of registered contracts rose by 3.7% year-on-year.

High Occupancy Rates

Occupancy rates across Dubai office assets increased to 92.3% in June 2025, up from 92% in the same period in 2023

Sustained Office Demand

High demand for Grade A spaces, witnessed in 2024, has continued into 2025, with availability remaining tight in established submarkets. Dubai's office market saw a remarkable 84% surge in sales value to AED 5.38 billion in H1 2025.

Activity Surge

The chamber welcomed 53,838 new member companies during the nine-month period from of 2025, marking year-on-year growth of 4%, and supported the international expansion of 90 local companies

Commercial Rental Breakdown

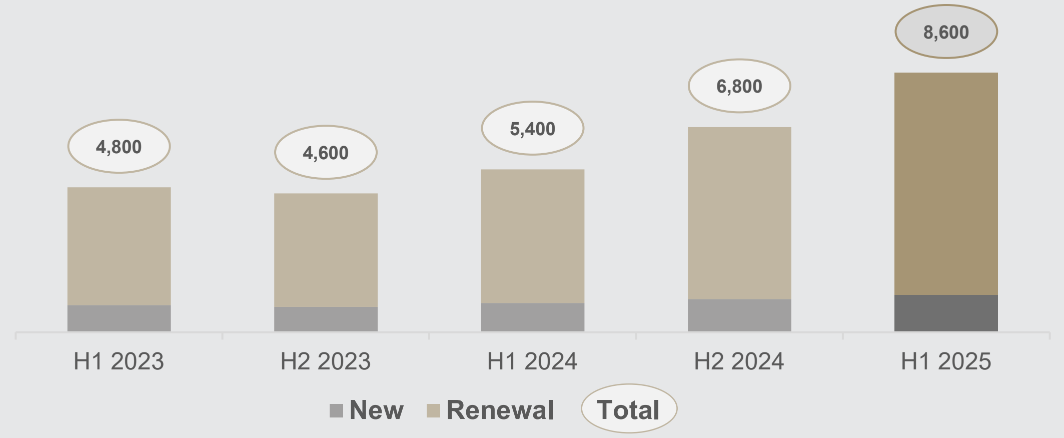
Dubai recorded 15,278 new commercial leases in September, up 14.4% from the previous month.

Sources: CBRE, Savills, JLL

Industrial Sector - Strong Institutional Activity and Demand for Warehousing and Logistics

- Within the logistics & industrial market Grade A occupancy now averages 95%, with rents rising 18% in Dubai . Dubai's warehousing and industrial rental rates have increased by 13% year-on-year.
- The UAE's industrial and logistics sector is entering a new phase of accelerated growth, defined by strong occupier demand, investor confidence, and expanding infrastructure.
- Dubai's warehouse rental market also maintained strong momentum in H1 2025, recording around 8,600 transactions supported by both new and renewal contracts
- In Dubai, Grade A rents also surged 18%, driven by scarcity and sustained expansion from logistics, e-commerce, and 3PL operators
- In Q2, Dubai's industrial leasing market demonstrate robust activity, with total registered lease contracts increasing by 13.0% compared to the same period last year.
- Growth was predominantly driven by a 21.6% surge in new lease agreements, indicating strong market demand for additional space.

Rental Contract Volumes (Warehouses)



Big-Box Warehousing

Growing demand for larger warehouses is fueling a boom in the development of big box warehouses, with industrial warehousing and logistics rents seeing an average 22% increase between H1 2024 and H1 2025.

Demand Remains Strong

UAE recorded 6.3 million sqft of new requirements in Q1 and 5.2 million in Q2, bringing the total to 11.5 million sqft for H1 2025.

Limited Inventory

With limited available inventory, industrial tenants are primarily opting to renew existing leases. The market strongly favors landlords, resulting in minimal incentives being offered to occupiers.

UAE Industrial Initiatives

UAE government-led initiatives will continue to accelerate warehouse and logistics development, drive up occupancy rates, and prompt developers to launch new projects to meet the rising demand from both international and local businesses

Industrial Growth Outlook

The industrial real estate market is poised for long term growth, with increasing demand for quality facilities in industrial zones and free zones.

Sources: CBRE, Savills, JLL, Cavendish Maxwell

Q3 & 9M 2025 Operational and financial performance highlights

Financial highlights (9M 2025)

Revenue

AED 2,113 MN

▲ **20%** vs. 9M 2024

EBITDA

AED 1,671 MN

▲ **20%** vs. 9M 2024

EBITDA margin

79%

▶◀ vs. 9M 2024

Net Profit

AED 1,111 MN

▲ **18%** vs. 9M 2024

FFO[1]

AED 1,467 MN

▲ **16%** vs. 9M 2024

Liquidity

AED 2,678 MN

ACCESSIBLE FUND[2]

Operating performance

Consolidated Occupancy (Excluding Land Leasing)

96%

Retention Rate

93%

Overall blended WALT*
(Weighted of Commercial [BTS & BTL] and Industrial)

2.3 Years

Average Cost of borrowing

4.00%

Net debt to LTM EBITDA ratio

2.2x

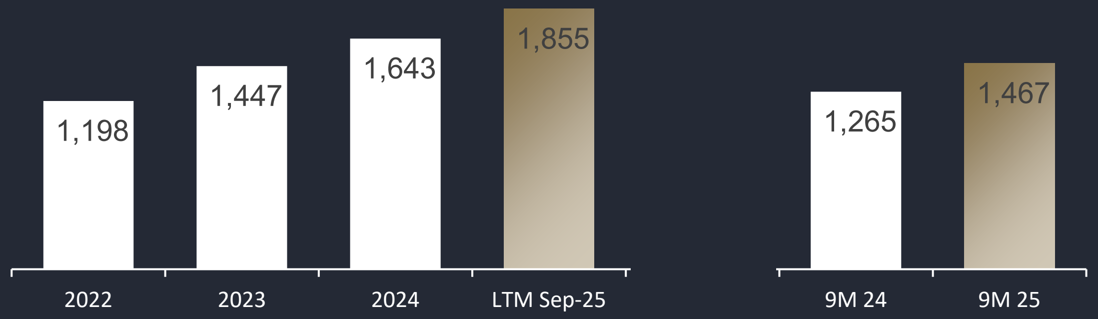
Loan to Value (LTV) ratio of

16%

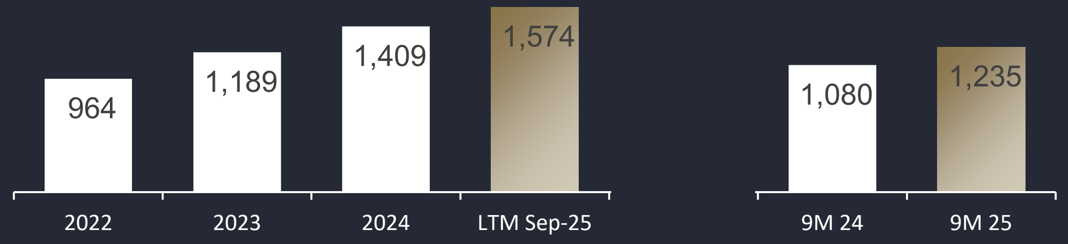
(1) Cash flow from operations (including net financing costs) before changes in working capital
(2) Includes undrawn facility of AED 2.35bn and unrestricted cash of AED 328mn

Healthy cash flow generation and increase in free cash flow

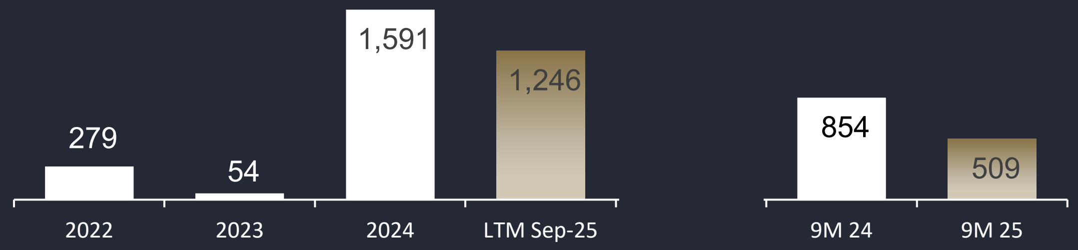
Funds From Operations (FFO)[1]



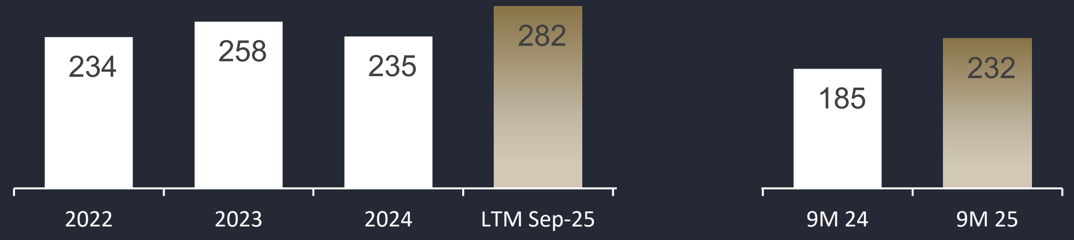
Recurring Free Cashflow (RFCF)[2]



Growth CAPEX



Maintenance & Enhancement CAPEX



(1) Cash flow from operations (including net financing costs) before changes in working capital
(2) FFO minus maintenance and enhancement capital expenditure

Growth strategy supported by healthy leverage standing

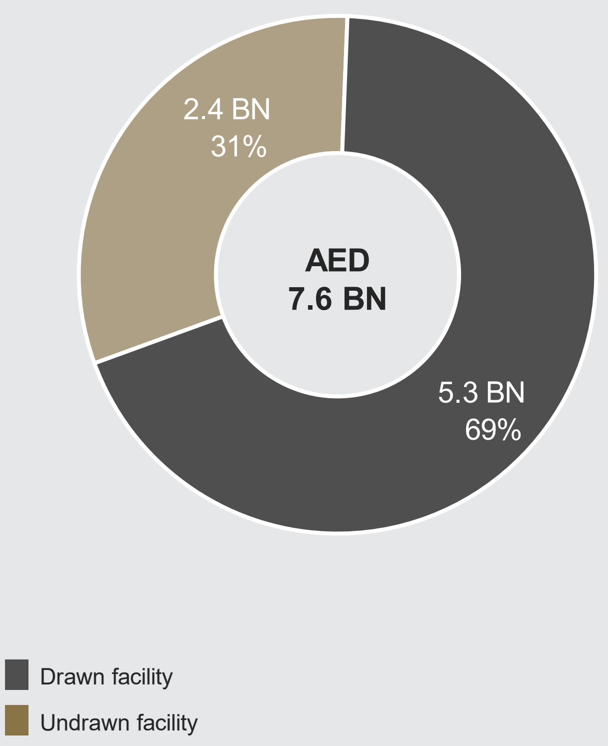
BALANCE SHEET	AED MN
DEBT	5,221
CASH	545
EQUITY	6,938
TOTAL ASSETS	**16,324**

KEY RATIOS	VALUE
LOAN TO VALUE (LTV)[1]	16.4%
DEBT / EQUITY	0.8X
NET DEBT / LTM[2] EBITDA	2.2X
EBITDA / INTEREST	10.1X

CAPITAL STRUCTURE	AED MN
CORPORATE FACILITY	7,600
TOTAL FINANCIAL DEBT	5,221
LESS CASH	(545)
NET DEBT	4,676

1) LTV - Loan to Value
2) LTM - Last 12 Months

Debt facilities



Balance sheet

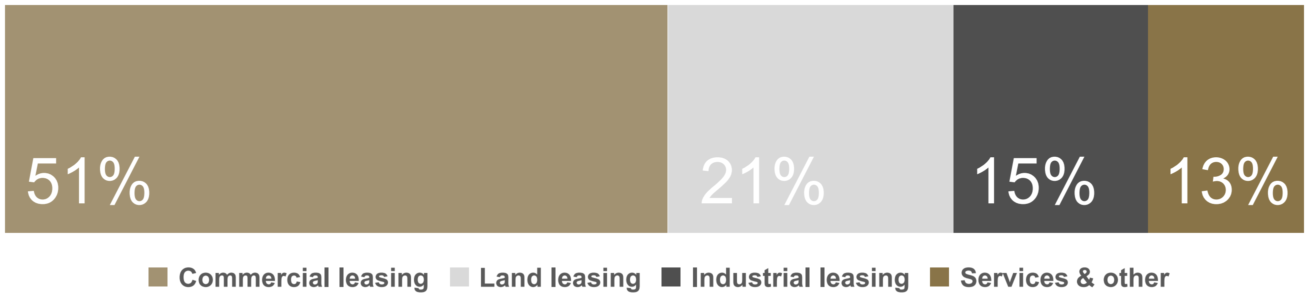
DESCRIPTION	30-Sep-25	31-Dec-24	YoY CHANGE %
PROPERTY, EQUIPMENT AND INTANGIBLE ASSETS	103	108	-4%
INVESTMENT PROPERTY	14,233	13,820	3%
DERIVATIVE FINANCIAL INSTRUMENTS	80	165	-52%
TRADE, UNBILLED AND FINANCE LEASE RECEIVABLES	940	837	12%
NON-CURRENT ASSETS	**15,356**	**14,930**	**3%**
TRADE AND OTHER RECEIVABLES	381	289	32%
DUE FROM RELATED PARTIES	41	55	-25%
CASH AND BANK BALANCES	545	1,017	-46%
CURRENT ASSETS	**968**	**1,361**	**-29%**
TOTAL ASSETS	**16,324**	**16,291**	**0%**
SHARE CAPITAL	500	500	-
RESERVES	572	652	-12%
RETAINED EARNINGS	5,866	5,556	6%
TOTAL EQUITY	**6,938**	**6,708**	**3%**
BANK BORROWINGS	5,221	5,213	0%
ADVANCES AND REFUNDABLE DEPOSITS FROM CUSTOMERS	568	607	-6%
DUE TO RELATED PARTIES	50	93	-46%
OTHER LIABILITIES, DERIVATIVE FINANCIAL INSTRUMENTS AND EOSB	773	838	-8%
PROVISION FOR OTHER LIABILITIES AND CHARGES	757	903	-16%
NON-CURRENT LIABILITIES	**7,370**	**7,653**	**-4%**
TRADE AND OTHER PAYABLES	279	330	-16%
ADVANCES AND REFUNDABLE DEPOSITS FROM CUSTOMERS	1,038	969	7%
CURRENT TAX LIABILITIES	33	38	-13%
PROJECT AND OTHER LIABILITIES & PROVISIONS	526	501	5%
DUE TO RELATED PARTIES	140	91	55%
CURRENT LIABILITIES	**2,016**	**1,930**	**4%**
TOTAL LIABILITIES	**9,386**	**9,583**	**-2%**
TOTAL EQUITY AND LIABILITIES	**16,324**	**16,291**	**0%**

Due to rounding, numbers may not add up precisely to the totals

Income statement

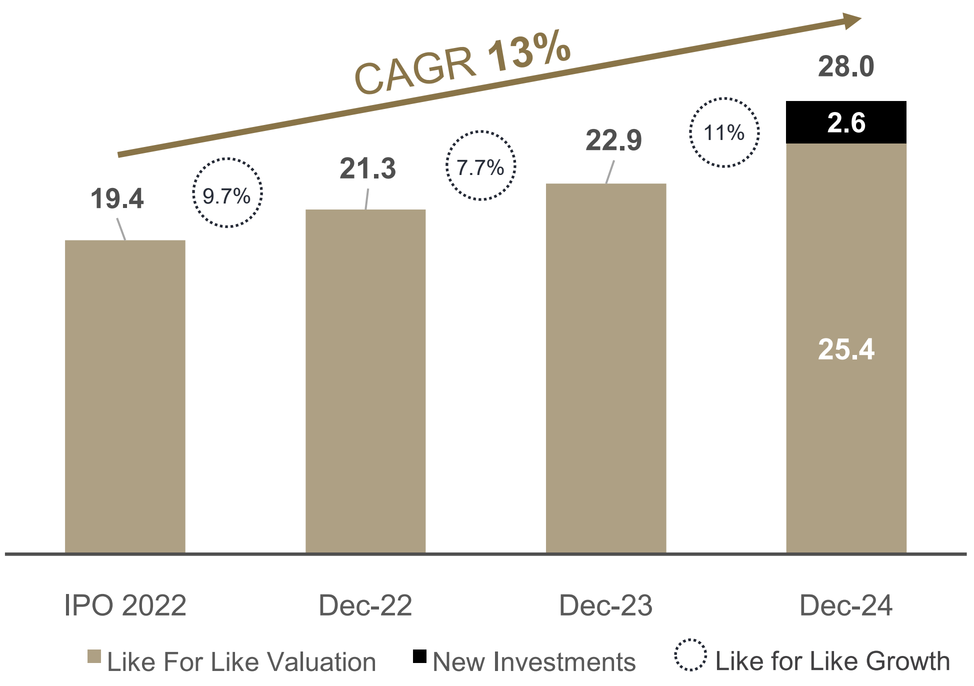
DESCRIPTION	30-Sep-25	30-Sep-24	YoY CHANGE %
REVENUE	2,113	1,759	20%
DIRECT COSTS	(712)	(609)	17%
GROSS PROFIT	**1,402**	**1,150**	**22%**
OTHER OPERATING INCOME	74	113	-35%
	1,475	**1,263**	**17%**
GENERAL AND ADMINISTRATIVE	(133)	(152)	-12%
MARKETING AND SELLING, AND OTHER OPERATING	(33)	(29)	15%
OTHER OPERATING	-	(4)	-100%
TOTAL EXPENSES	(166)	(184)	-10%
OPERATING PROFIT	**1,309**	**1,079**	**21%**
FINANCE INCOME	28	55	-49%
FINANCE COSTS	(193)	(160)	20%
FINANCE COSTS - NET	(165)	(105)	57%
INCOME TAX EXPENSE	(33)	(31)	8%
PROFIT FOR THE YEAR	**1,111**	**943**	**18%**
EARNINGS PER SHARE (EPS - AED)	**0.22**	**0.19**	**18%**

9M 2025 revenue contribution breakdown



Due to rounding, numbers may not add up precisely to the totals

Portfolio valuation



ASSUMPTION	COMMERCIAL LEASING		LAND LEASING		INDUSTRIAL LEASING[4]		TOTAL	
	Dec-24	Dec-23	Dec-24	Dec-23	Dec-24	Dec-23	Dec-24	Dec-23
EQUIVALENT YIELD	7.90%	8.00%	6.70%	6.70%	9.20%	9.40%	7.70%	7.80%
NET INITIAL YIELD	6.90%	7.80%	6.70%	6.60%	7.50%	7.10%	6.90%	7.30%

(1) Based on CBRE, Fair value of TECOM Group PJSC investment properties and land bank as of 31-Dec-2024
(2) Including new acquisitions and development projects
(3) Like-for-Like without considering new acquisitions and development projects
(4) Valuation decrease due to change of status in plot i.e. from available to land lease and under construction

AED 28bn[1]
+22.1% YoY[2]

+AED 2.5bn
+11% YoY LFL[3]

+AED 8.6bn
+44% Growth since IPO

COMMERCIAL LEASING
14.7BN
+2.5Bn (+20.9%) vs 2023 Valuation
+1.4Bn (+11.2%) vs 2023 Valuation LFL

LAND LEASING
8.5BN
+1.8Bn (+27.7%) vs 2023 Valuation
+1.3Bn (+20.3%) vs 2023 Valuation LFL

INDUSTRIAL LEASING
3.1BN
+0.2Bn (+8.6%)
vs 2023 Valuation

AVAILABLE LAND[4]
1.0BN
-0.3Bn (-25.2%) vs 2023 Valuation
-0.4Bn (-34.4%) vs 2023 (LFL)

Under construction
0.8BN

Our portfolio

1,177
Warehouses

155
Commercial buildings

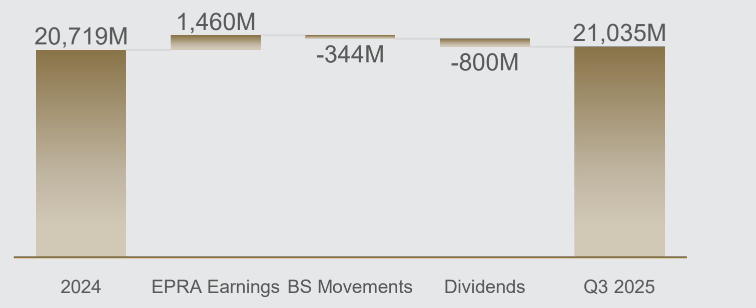
92
Worker accommodation buildings

EPRA KPIs

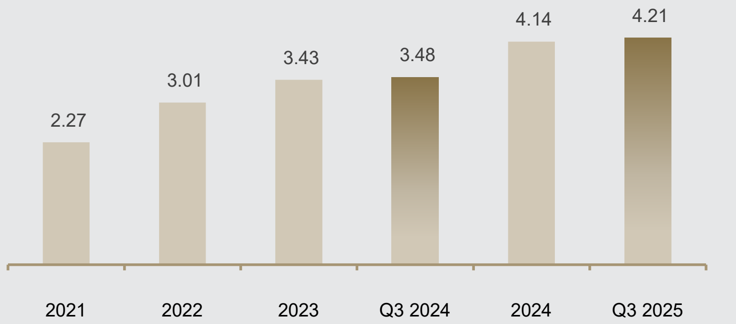
KPI	Q3|2025	2024	Q3|2024	2023	2022	2021	2020
IFRS EARNINGS (AED Million)	1,111	1,228	943	1,078	726	569	579
EPRA EARNINGS (AED Million)	1,460	1,638	1,244	1,502	1,024	898	944
IFRS NET ASSETS (AED Million)	6,938	6,708	6,392	6,329	5,968	5,613	6,168
EPRA NET ASSET VALUE (NAV) (AED Million)	21,035	20,719	17,386	17,160	15,052	11,359	12,035
EPRA NIY	7.4%	6.7%	7.4%	6.7%	6.6%	6.8%	6.1%
EPRA "TOPPED-UP" NIY	7.6%	6.9%	7.6%	7.0%	6.7%	7.1%	6.6%

Pre Share Analysis	Q3|2025	2024	Q3|2024	2023	2022	2021	2020
NUMBER OF SHARES (Million)	5,000	5,000	5,000	5,000	5,000	5,000	5,000
EPRA EARNINGS PER SHARE (AED)	0.29	0.33	0.25	0.30	0.20	0.18	0.19
EPRA NAV EX DIVIDEND (AED)	4.21	4.14	3.48	3.43	3.01	2.27	2.41

EPRA NTA Bridge



NTA Per Share Movement



* EPRA Earnings per share for 9M 2024 and 9M 2025 are not annualized

** BS Movements = Balance sheet Movements mainly arise due to use of IP fair values for EPRA reporting vs Balance sheet cost model.

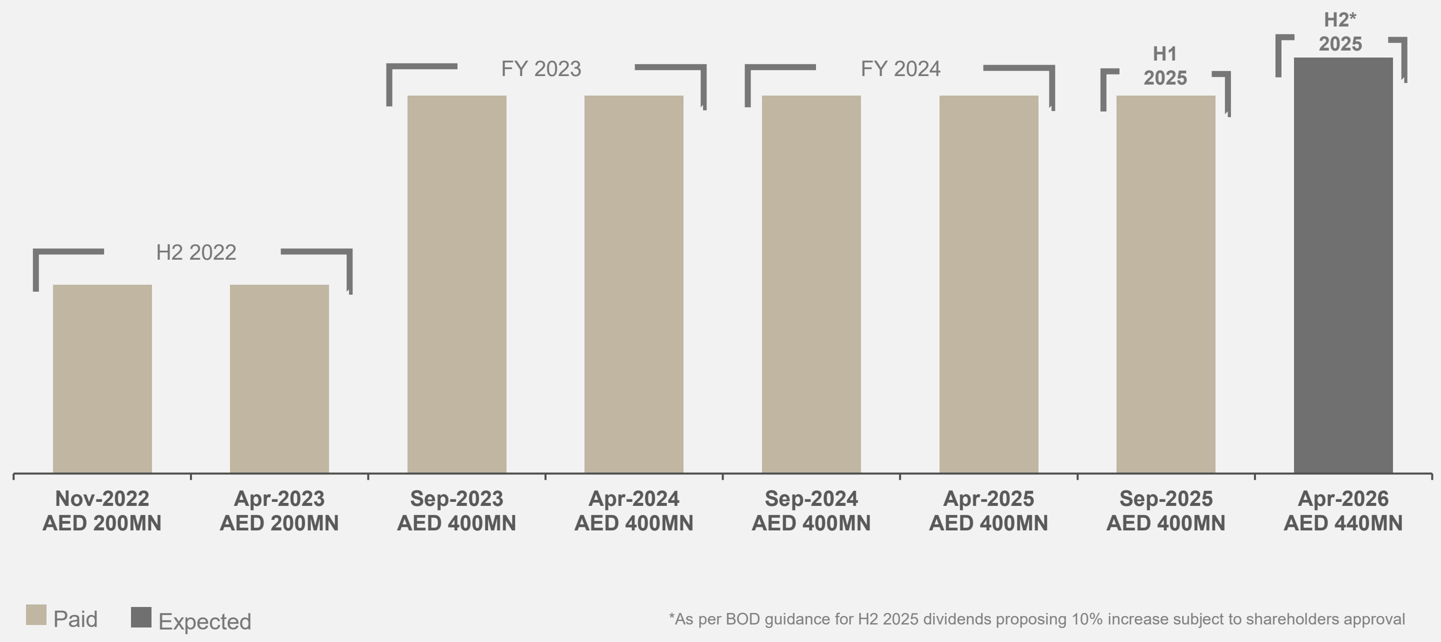
Analyst coverage report

According to analysts, TECOM price average target is AED 3.86 with a max estimate of AED 4.60 and a min estimate of AED 3.36

	Goldman Sachs	Morgan Stanley	UBS	al ramz	SICO	Emirates NBD Securities	arqaam Capital	FAB Securities	United Securities	HSBC
Rating	Buy	Equal-weight	Buy	Over-weight	Buy	Buy	Buy	Buy	Buy	Buy
Analyst	HARSH MEHTA	NIDA IQBAL	CHARLES BOISSIER	NIKHIL MIRSHA	INDARPREET SINGH	ADITYA PUGALIA	MOHAMAD HAIDAR	AHMED BANI HANI	JOICE MATHEW	STEPHEN BRAMLEY-JACKSON
Contact	Harsh.Meht@gs.com	Nida.Iqbal.Siddiqi@morganstanley.com	Charles.Boissier@ubs.com	Nmishra@alramz.ae	Isingh@sicobank.com	adityap@emiratesnbd.com	mohamad.haidar@arqaamcapital.com	ahmad.banihani@bankfab.com	joice@usoman.com	stephen.bramley-jackson@hsbc.com

Dividend policy

- In June 2022 we announced our dividend policy.
- Semi-annual dividend pay-outs adding to **AED 800 million** per annum were committed.
- Total **AED 2.4 billion** dividend paid as of date.
- Last dividend payment of **AED 400 million** was paid in August 2025 for H1 2025.
- The Board of Directors has also reviewed the cash dividend for the second half of 2025 which is expected to increase by **10%**.
- A strong dividend coverage ratio of **197%** based on LTM Q3 2025 recurring free cashflow and planned annual dividend, supported by our healthy profitability and cashflows



*As per BOD guidance for H2 2025 dividends proposing 10% increase subject to shareholders approval

5%
Dividend Yield Annualized**

Ability to pay dividend supported by:

- **Stable and predictable cash flow generation**
- **Healthy liquidity position**
- **Solid balance of retained earning** (AED 5.9 Bn as of 30 September 2025)
- **Positive outlook for commercial & industrial real estate market in 2025**

**Based on TECOM's share price as of 30 September 2025 AED 3.23 per share

Development and investment update

New Investment

Aligned with the core business activities of TECOM

TECOM Group (through its wholly owned subsidiary, Dubai Industrial City LLC) acquired **138 strategically located plots**, allocated for industrial leasing:

Strategic Acquisition
AED 1.6 BILLION

Total Investments (since 2024)
AED 4.3 BILLION

Acquired Assets
33 MILLION SQ.FT

Total Land Lease portfolio
209 MILLION SQ.FT

The new acquisition is expected to have a positive impact on the Group's financial performance and further enhance revenue predictability, given the long-term nature of the contracts.

Business segments performance

Commercial leasing segment

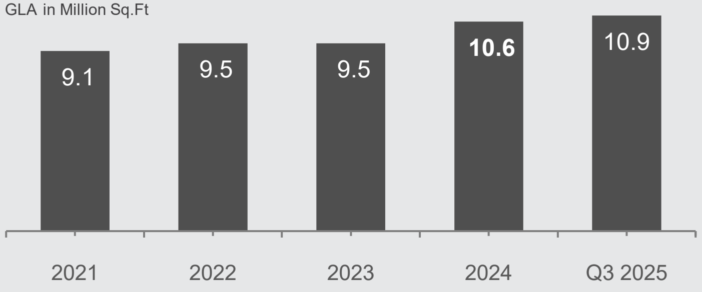
DESCRIPTION	9M 2025	9M 2024	% CHANGE YoY
REVENUE	1,070	902	19%
EBITDA	801	627	28%
EBIDTA MARGIN	75%	69%	5%

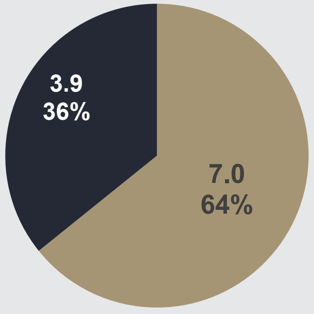
Revenue higher by AED168M, up +19% YoY with improved performance due to:

- Contributions from new leases associated with recently acquired and developed assets
- Rent escalations
- Higher tenant retention

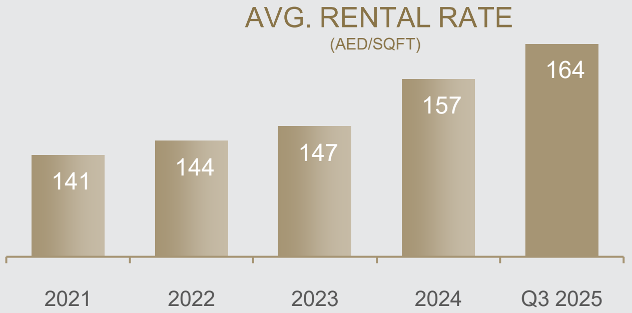
Gross Leasable Area (GLA)

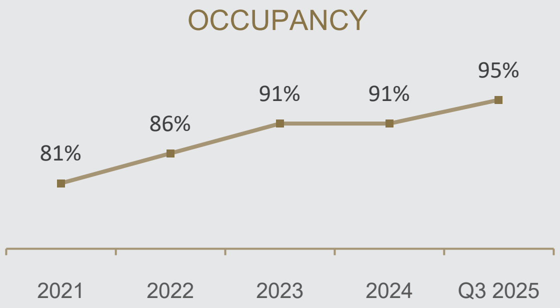
GLA in Million Sq.Ft



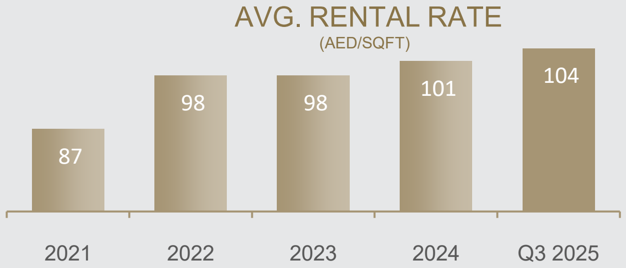


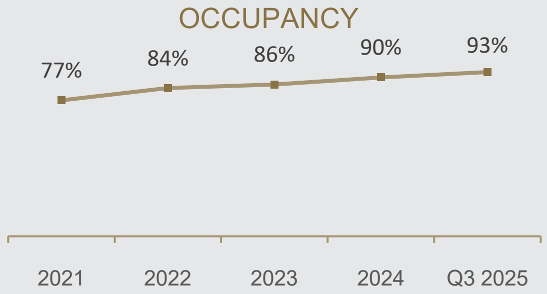
CENTRAL BUSINESS DISTRICT (CBD)





NON-CENTRAL BUSINESS DISTRICT (NON-CBD)





Industrial leasing segment

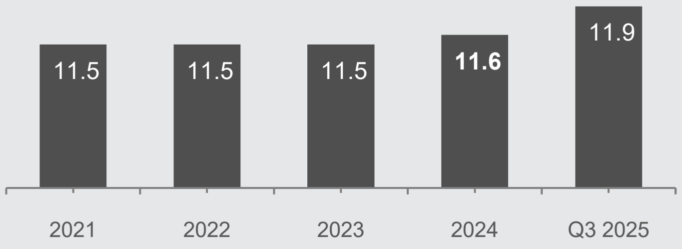
DESCRIPTION	9M 2025	9M 2024	% CHANGE YoY
REVENUE	321	258	25%
EBITDA	230	177	30%
EBIDTA MARGIN	72%	68%	3%

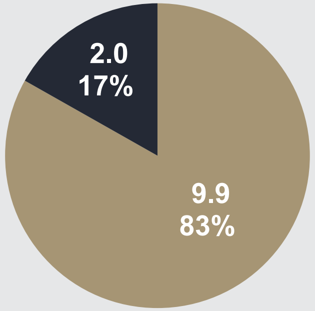
Strong demand continues leading to AED 63M increase in revenue, +25% YoY increase due to:

- Higher occupancy in worker accommodation
- Warehouse occupancy remain high above 98%

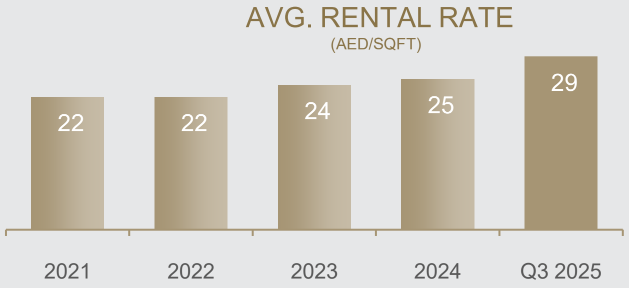
Gross Leasable Area (GLA)

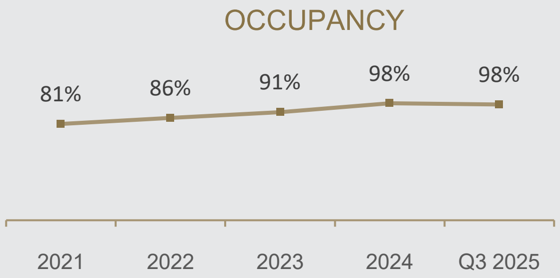
GLA in Million Sq.Ft



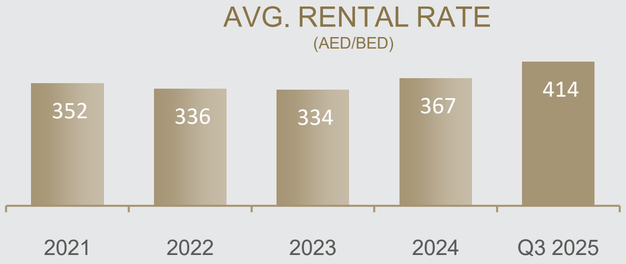


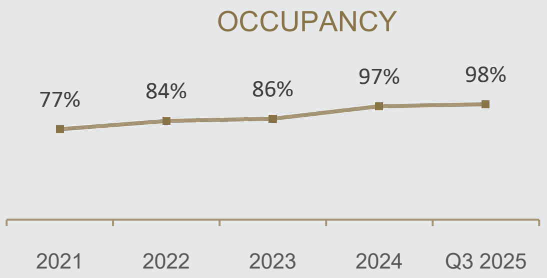
WAREHOUSES





WORKER ACCOMODATION





Land leasing segment

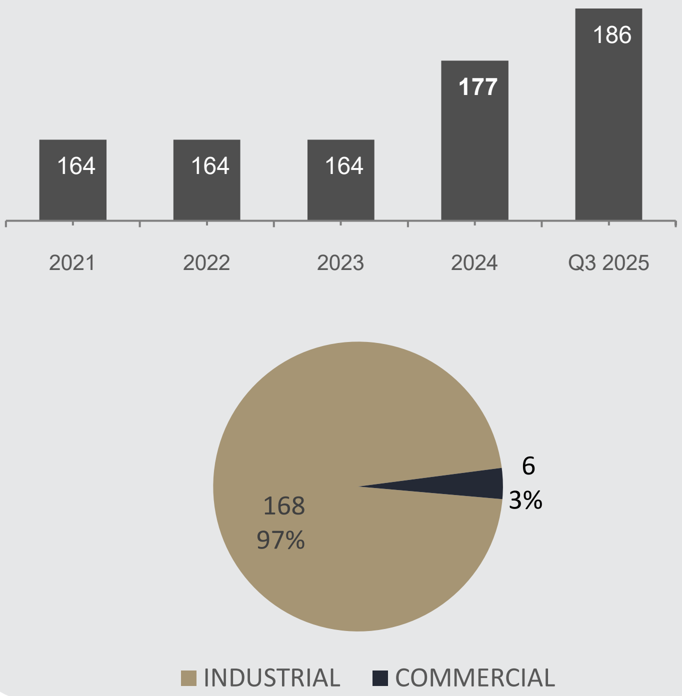
DESCRIPTION	9M 2025	9M 2024	% CHANGE YoY
REVENUE	446	395	13%
EBITDA	430	435	-1%
EBIDTA MARGIN	96%	110%	-14%

Revenue growth by AED 51M, 13% YoY supported by:

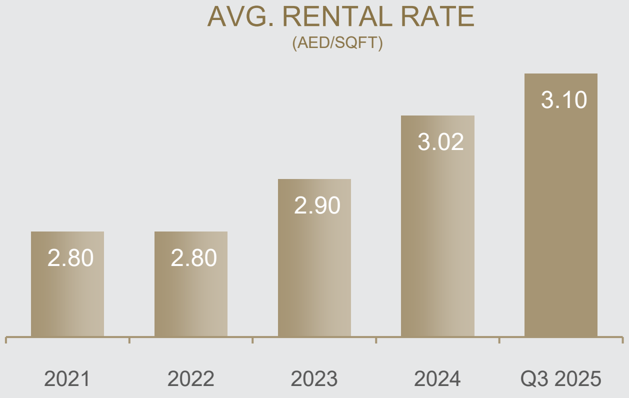
- Strong demand for industrial land leading
- Inventory expansion of 14 million sq. ft in 2024,
- Nearly full occupancy at 98%

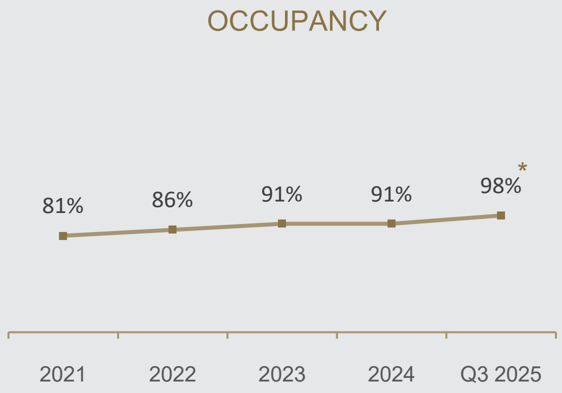
Gross Leasable Area (GLA)

GLA in Million Sq.Ft



INDUSTRIAL





*Occupancy is excluding the increase in GLA from new acquisitions

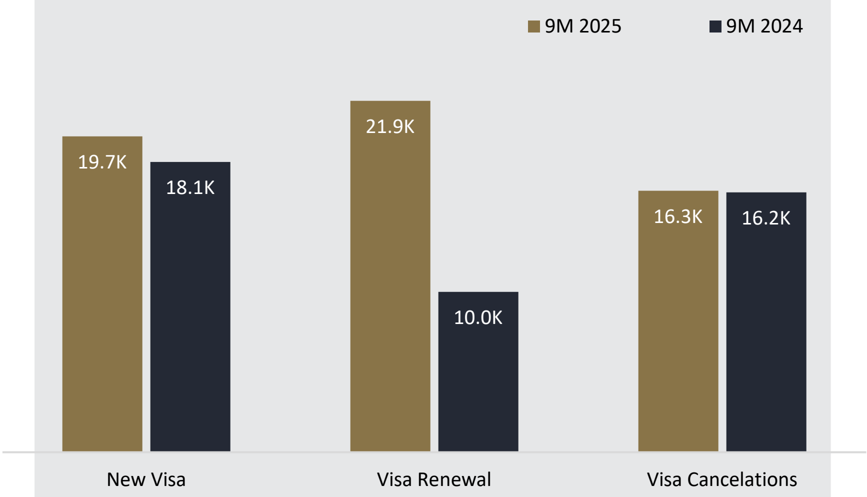
Services and others segment

DESCRIPTION	9M 2025	9M 2024	% CHANGE YoY
REVENUE	276	204	36%
EBITDA	210	157	34%
EBIDTA MARGIN	76%	77%	-1%

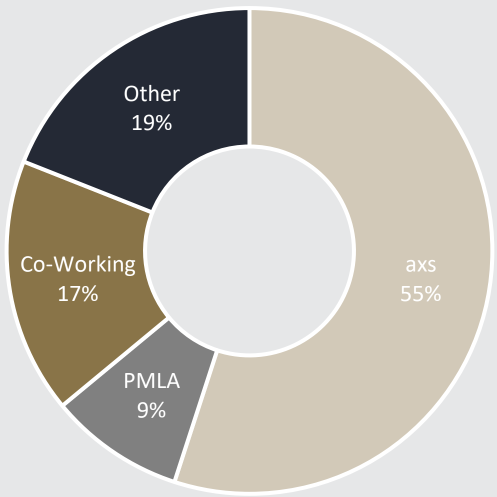
Improved business conditions led to higher revenue by AED 73M, +36% YoY, driven by:

- Increase in visa transactions
- Growth in parking revenues pursuant to implementation of parking management system.

NO. OF TRANSACTIONS



REVENUE CONTRIBUTION



Legend - PMLA: Property Management and Lease Agreement
Others – Includes in5, venue management, Parking

Sustainability and ESG

Environment and sustainability goals

Strategic Objectives

Optimise core business

Develop differentiated value proposition

Build new sources of growth

Our core pillars

Governance and Risk

- Ethical business policies & practices
- Robust governance
- Prudent risk management
- Responsible sourcing and procurement

Economy

- Economic performance
- Incubating innovation
- Customer centricity

Community

- Investing in local communities

People

- Safe & healthy workspaces
- Training & development

Environment

- Energy efficiency
- Water efficiency
- Waste management
- Reducing GHG emissions

National/international mandates

UAE Centennial 2071

2030 Dubai Integrated Energy Strategy

UAE Net Zero 2050

UAE Green Growth Strategy 2015-2030

UN Sustainable Development Goals

ESG highlights and achievements of Q3 2025

‘Silver’ and ‘Most Improved’

Recognition received by European Public Real Estate Association (EPRA) Sustainability Reporting Awards 2024.

ESG Governance

ESG Policy

Outlining ESG objectives and commitments across material topics to guide sustainability efforts.

ESG Governance Structure

Integrating accountability at all levels through the Risk Committee, ESG Committee, and ESG Champions.

12.19 GWh*

Clean Energy Generation

59

LEED Certified Buildings

37% ▲
INCREASE from Q3 2024

Year	No. of Certifications
2022	22
2023	31
2024	43
Q3 2025	59

People and Community

Women in Workforce **35.9%**

CSR

The Good Store activation and Iftar meals distribution during Ramadan.

*1 gigawatt hour (GWh) = 1 Million kilowatt hours (kWh)

Achievements and outlook

Priorities for 2025 and beyond

Optimise core business and performance

Identify customer priorities and retention initiatives

Refine pricing across products and services

Expand the use of business intelligence tools and capabilities

Focus on operational excellence

Develop differentiated value proposition

Enhance and integrate customer journeys throughout our ecosystems

Enhanced and coordinated business development and customer management approach

Identify and develop improvement plans/risk mitigation strategies for any underperforming assets

Build new sources of growth

Identify novel, differentiated products to be launched within our ecosystem and adapt existing products for current and expected market demand

Continue to support the development of Dubai's economy through various strategic initiatives

2025 GUIDELINES

Revenue growth
15 - 17% YoY

EBITDA expansion
18 - 20% YoY

Focus Area 2025

Growth Initiatives

Continue to proactively pursue fresh investment opportunities, strategically expanding through thoughtful acquisitions and new developments.

SUSTAINABILITY COMMITMENT

Aim to boost our operational efficiency through investments in clean energy, achieving LEED certification, and implementing advanced waste management solutions.

CUSTOMER EXPERIENCE

We are committed to continuously refining the customer journey across all our ecosystems, ensuring each interaction is seamless and enriching.

BRAND STRATEGY

Actively work to enhance our brand's visibility and strengthen its positioning in the market.

Thank you.

For further enquiries, please contact:

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