



EMAAR

Prepared for the Future

Built on Strength, Prudence & Resilience

Investor Presentation

9M 2025

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Discussion Summary

01.

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Emaar

02.

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Update

03.

Expanding Footprint in
UAE & International
Markets

04.

Business Strategy
& Outlook

05.

Sustainability

06.

Annexures

A nighttime aerial photograph of the Dubai skyline. The image shows numerous skyscrapers, with several in the foreground and middle ground having "EMAAR" signs on their upper floors. The city is illuminated by warm lights, and the dark water of theDubai Marina is visible. The Burj Khalifa is visible in the distance, illuminated with blue lights. A white rectangular box is overlaid on the lower-left portion of the image, containing the text "Investing In Emaar".

Investing In Emaar

Emaar Purpose & Business Model

An Enduring Enterprise driven by:

- **Vision:** To be the world's most trusted and valuable company, enriching lives, powered by the best people
- **Mission:** By crafting innovative lifestyle offerings that are future-proof, our mission is to create enormous value for our residents, investors, visitors, shareholders, and the economy
- **Goal:** To pioneer sustainable progress and lasting value through innovation, collaboration, and impactful solutions

Our Business Model:

We operate a business model that puts risk mitigation at the center of our core strategies. We create value by providing high quality and highly desirable environments, which help our discerning customers to succeed today, and in the future. Our properties are also inclusive places, which foster opportunities and contribute positively to their neighborhoods

Our Purpose:

Our purpose is to redefine excellence globally by creating transformative experiences that inspire, connect, and enrich communities, while driving innovation and sustainability for a thriving future

25+ years of History & Experience

Key Events & Milestones



Incorporation of Emaar
A globally admired Real Estate company

1997



Launched International Operations
Expansion into Egypt, India, Pakistan and KSA

2004 - 2005



Opened Burj Khalifa
World's Tallest building with 163 floors

2010



Emaar Misr IPO (Egypt Business)
Listed our biggest business outside UAE to tap the growth potential

2015



Emaar Development IPO
Successfully listed UAE's Build to Sell arm

2017



Acquisition of Dubai Creek Harbour
An iconic development on the banks of historic Dubai Creek

2022



Sale of Namshi
Bringing more focus on Emaar's core businesses to enhance ROI

2023

2000

Emaar Properties IPO
One of the first listed entities on DFM



2008

Opened Dubai Mall
One of the most visited Malls in the world



2014

Emaar Malls IPO
One of the largest IPOs of the year in the region



2016

Opened Dubai Opera
Dubai's iconic cultural destination



2021

Merger of Emaar Malls with Emaar Properties
Delivering strategic benefits to the shareholders



2022

100% Foreign Ownership Limit
A step towards enhancing shareholder value



2024

Acquisition of Albro*
by Emaar Misr



A Globally Admired Real Estate Company



EMAAR

CREATOR OF WORLD-RENOWNED ARCHITECTURES

BURJ KHALIFA

Tallest building in the world

DUBAI MALL

Most visited place on earth in 2023 and 2024

THE DUBAI FOUNTAIN

World's tallest choreographed musical fountain

GLOBAL RANKINGS IN LISTED REAL ESTATE SPACE

1st IN MARKET CAP ¹

In MENA under MSCI EM Index (excluding China)

1st IN NET PROFIT ¹

In Emerging Markets including China

1st IN REVENUE ¹

In Emerging Markets (excluding China)

PROVEN EXECUTION

+ 184,300² GLOBALLY
over 70% of which in UAE

Units sold since 2002

+ 123,500² GLOBALLY
c. 79,000² in UAE

Units delivered since 2002

c. 660^{2,3} MN SQ. FT.

Land bank in key countries

STRONG REVENUE VISIBILITY

AED 150.3² BN GLOBALLY
c. AED 130² BN in UAE

Robust revenue backlog from property sales

23% RECURRING REVENUES
(35% of EBITDA)

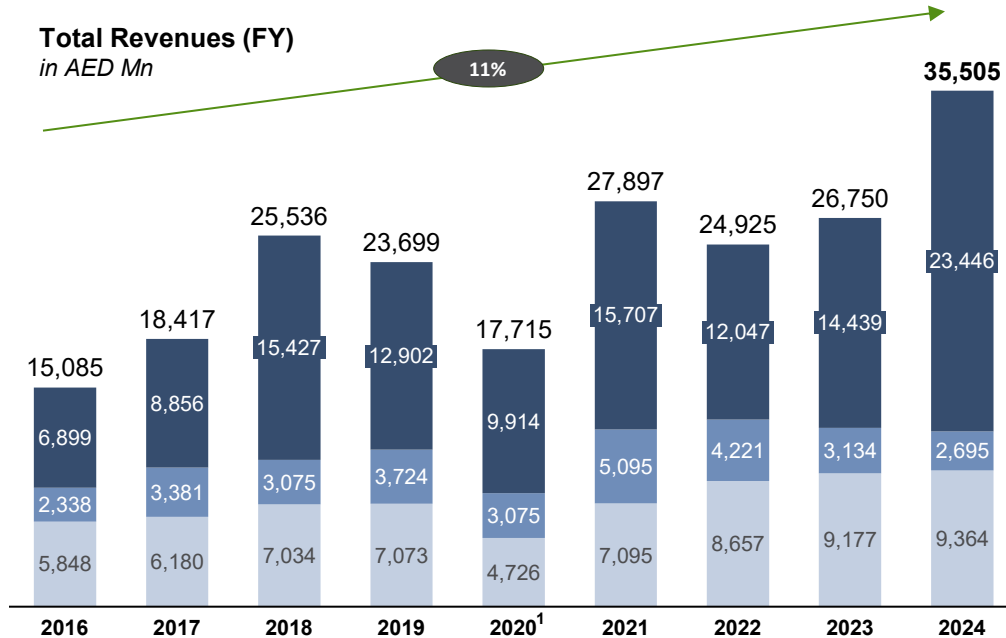
Mall and retail centers with **GLA of ~13 Mn sq. ft. globally²** (~10 Mn sq. ft. in Dubai)

41 Hotels with over 9,900 keys
(23 hotels are in pipeline with more than 3/4th under management contract)

Diversified Real Estate Player In UAE & International Markets

Resilient Business Model With Strong Growth Potential

Total Revenues (FY)
in AED Mn



■ UAE Development : 17% CAGR ■ International Development: 2% CAGR

■ Malls, Hospitality, Entertainment & Others (Recurring Revenues): 6% CAGR

- ✓ Delivering strong results with a solid CAGR, demonstrating resilience and adaptability even in challenging market conditions
- ✓ Good business mix with strong upside potential in development business, supported by steady recurring businesses
- ✓ Focus on growing and expanding recurring revenue portfolio

Strong Balance Sheet

Investment Grade Rating, Low Leverage and Access to Significant Liquidity

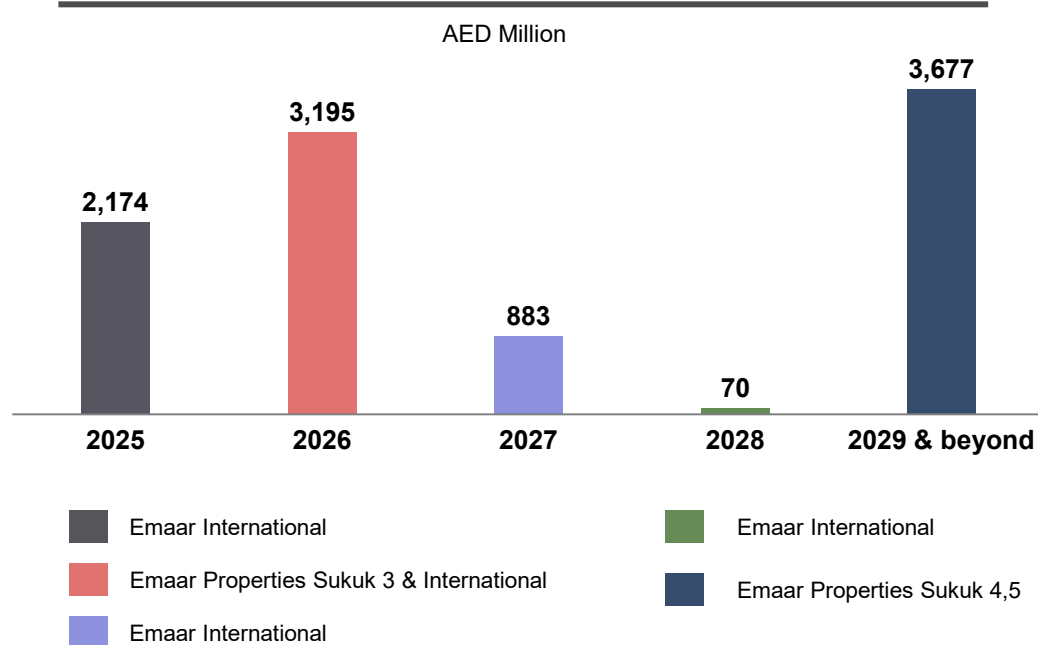
AED Million	9M 2025
Debt	9,998
Cash	61,729
Net Cash	51,731
Equity	99,385
Total Assets	174,656
Undrawn Facility ¹	~3,670

Key Ratios	9M 2025
Debt / Equity	0.10
Debt / Total Assets	0.06
Net Debt / EBITDA*	(2.2)
EBITDA / Interest	26.2**
Credit Rating ²	BBB+ / Baa1 (With Stable Outlook)

*Trailing 12-month EBITDA is considered

**Excluding finance cost related to discounting/unwinding of long-term payments & leases

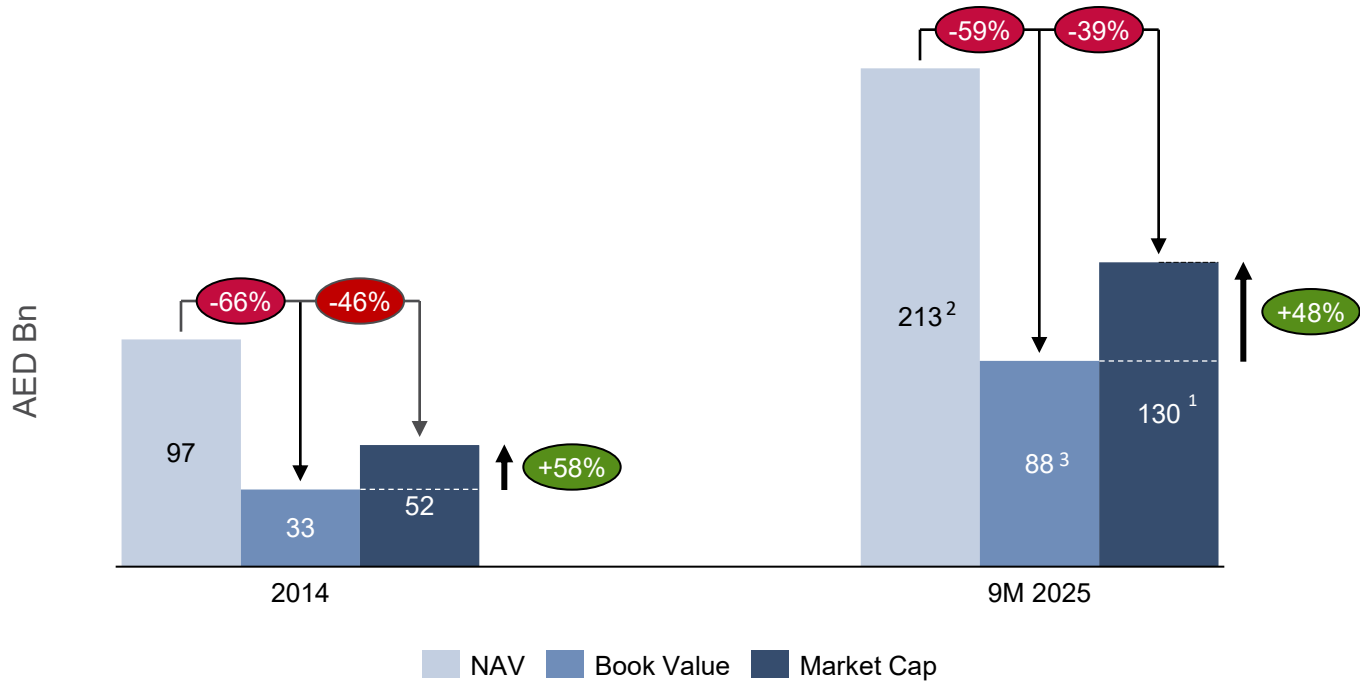
Comfortable Debt Maturity Profile – September 2025



Note: Majority short/medium term working capital type facilities are rolled over on annual basis or on the respective facility expiry dates

Emaar In “The Value Zone”

Emaar Properties is Trading at Significant Discount to its NAV despite Superior Financial Metrics



An aerial photograph of a city skyline, likely Dubai, featuring several prominent skyscrapers and a body of water in the foreground. The sky is filled with soft, white clouds, and the sun is low on the horizon, creating a warm, golden glow. A white rectangular box is overlaid on the lower-left portion of the image, containing the text "9M 2025 Results Update".

9M 2025 Results Update

Record 9M 2025: Driven by Growing Backlog and Recurring Operations

Strong Property Sales¹

c. AED 61 Bn

 **22% vs 9M 2024**

Robust Revenues

AED 33.1 Bn

 **39% vs 9M 2024**

Healthy EBITDA

AED 16.6 Bn

 **32% vs 9M 2024**

Net Profit

AED 11.5 Bn

 **27% vs 9M 2024**

(attributable to equity holders)

UAE Property Sales¹

AED 52.9 Bn

 **10% vs 9M 2024**

Revenue Backlog¹

+AED 150.3 Bn

from property sales, expected to
boost future profitability

Impressive Dividend Yield²

6.8%

vs 5.3% for the Dubai Financial
Market Index (DFMI) and 3-5% for
the UAE's dividend names³

Impressive Ratings

**S&P & Moody's
upgraded credit ratings**

(BBB+/Baa1 with stable outlook)

MSCI upgraded ESG rating to A

Expanding Recurring Ops.

- Commenced AED 1.5 Bn Dubai Mall expansion project
- Added 3 Hotels with 650+ keys and 1 VEO Gym in 9M 2025

9M 2025: Key Financial Highlights

AED Million	Q3 2025	Q3 2024	% Change		9M 2025	9M 2024	% Change	
Group Property Sales ⁽¹⁾	13,745	18,453	↓	(26%)	60,999	49,903	↑	22%
Revenue	13,273	9,385	↑	41%	33,107	23,792	↑	39%
Gross Profit	6,971	5,253	↑	33%	18,106	13,631	↑	33%
<i>GP Margin (%)</i>	53%	56%			55%	57%		
EBITDA	6,282	4,671	↑	34%	16,646	12,636	↑	32%
<i>EBITDA Margin (%)</i>	47%	50%			50%	53%		
Net Profit before Tax (NPBT)	6,322	4,672	↑	35%	16,744	12,427	↑	35%
<i>NPBT Margin (%)</i>	48%	50%			51%	52%		
Net Profit ⁽²⁾	5,768	4,212	↑	37%	14,647	11,047	↑	33%
<i>NP Margin (%)</i>	43%	45%			44%	46%		
Total Assets ⁽³⁾	174,656	160,222	↑	9%	174,656	160,222	↑	9%
Total Equity ⁽³⁾	99,385	96,070	↑	3%	99,385	96,070	↑	3%
Cash ⁽³⁾	61,729	50,056	↑	23%	61,729	50,056	↑	23%
Debt ⁽³⁾	9,998	9,686	↓	(3%)	9,998	9,686	↓	(3%)
Net Cash ⁽³⁾	51,731	40,370	↑	28%	51,731	40,370	↑	28%

Revenue

39% Growth
(vs 9M 2024)

Net Profit

33% Growth
(vs 9M 2024)

EPS

AED 1.3

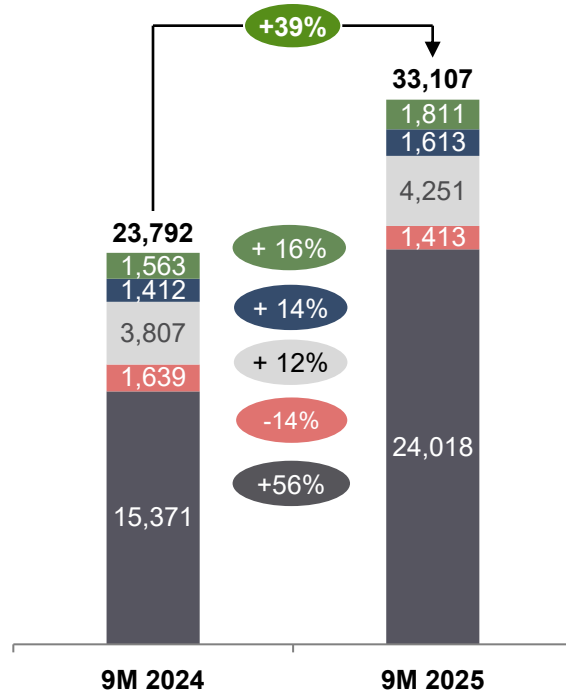
Dividend Yield⁴

~6.8%

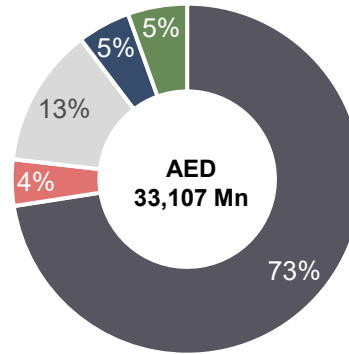
1) Numbers are inclusive of JVs; 2) Net profit is after domestic top up tax (DMTT) applicable from 2025 in addition to UAE Corporate Tax introduced in 2024; 3) 2024 numbers are as on 31 December 2024; 4) Based on 29 October 2025 closing share price

Segment Analysis

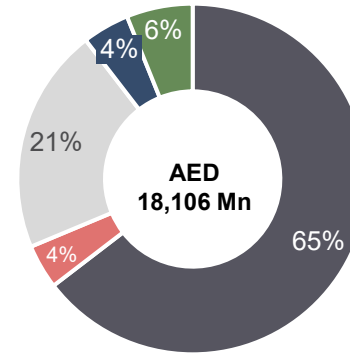
Segment Wise Revenues (AED Mn)



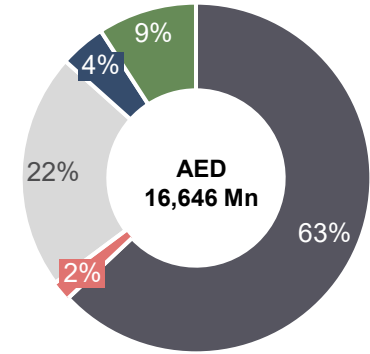
Revenue Share %



GP Share %



EBITDA Share %

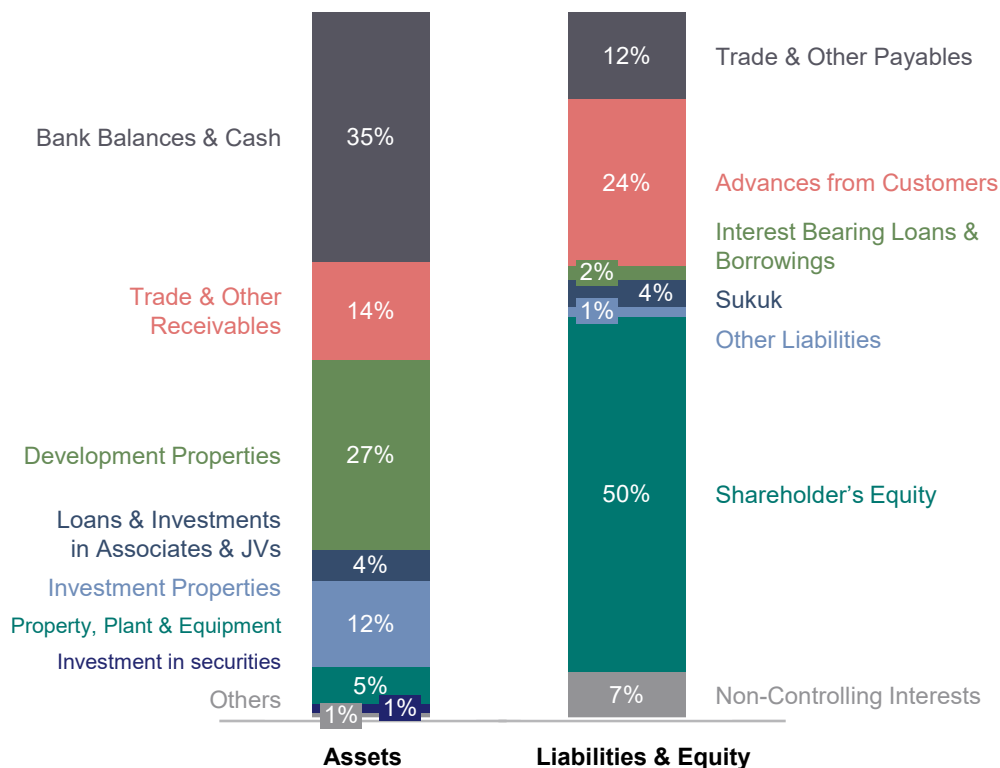


Contribution From Recurring Businesses
Revenue: 23% **EBITDA: 35%**

Balance Sheet & Cash Flow Overview

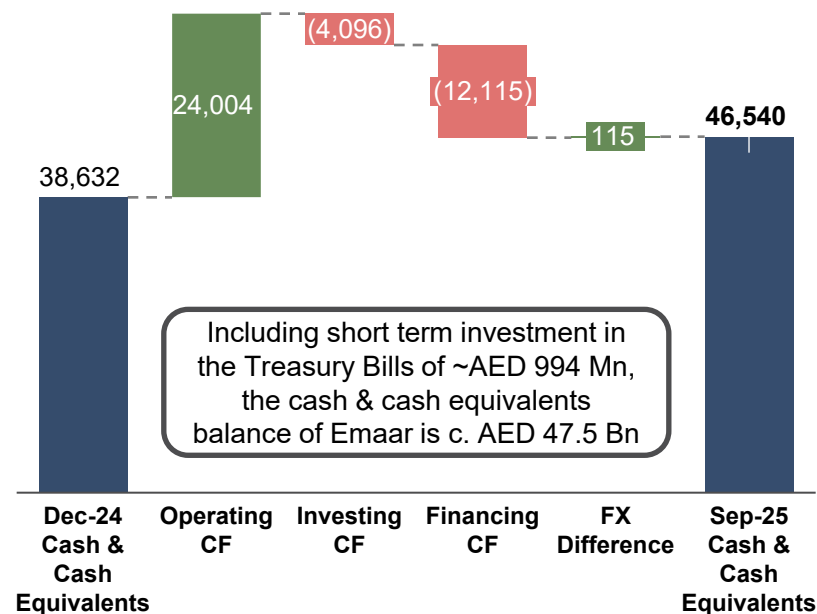
Balance Sheet Overview

Total: AED 174,656 Mn



Cash Flow Overview

In AED Mn

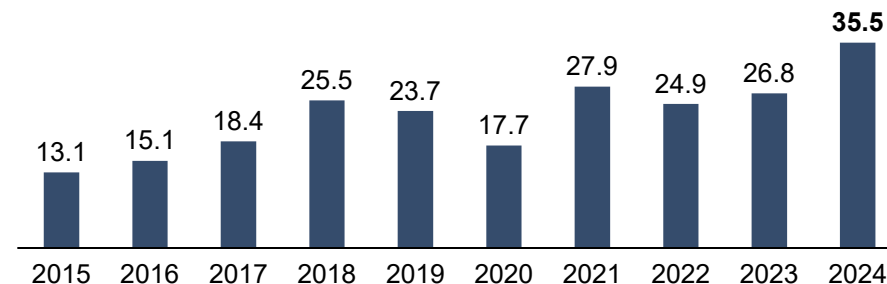


As of 30 September 2025, total balance of project escrow accounts is c. AED 44 Bn, these balances are not under lien

Historical Trend

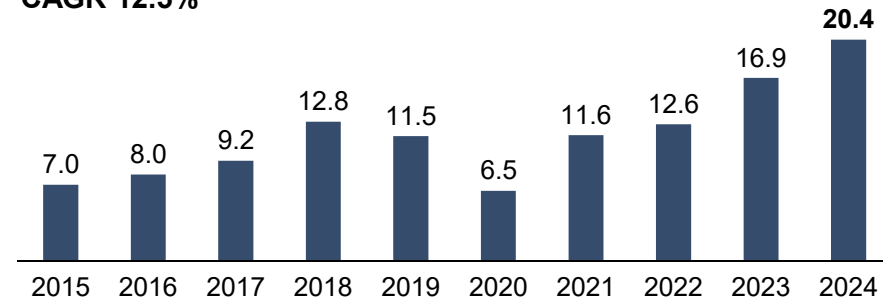
Revenue (AED Bn)

CAGR 11.7%



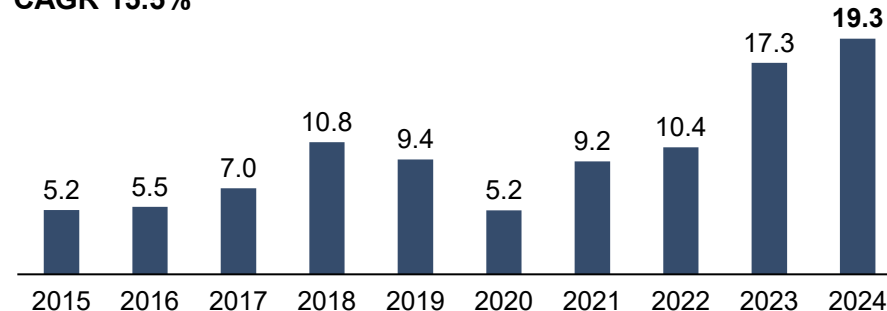
Gross Profit (AED Bn)

CAGR 12.5%



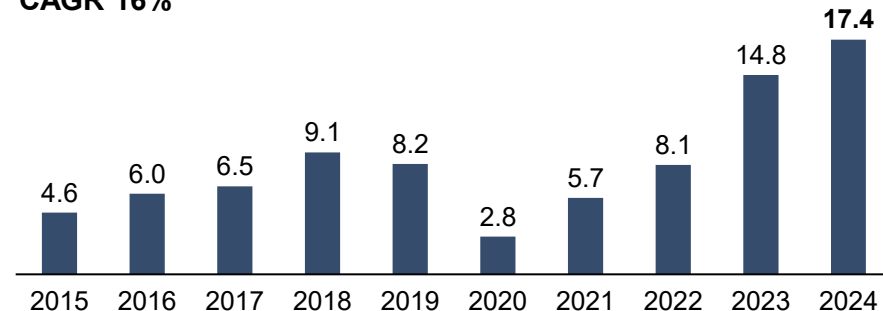
EBITDA (AED Bn)

CAGR 15.5%



Net Profit² (AED Bn)

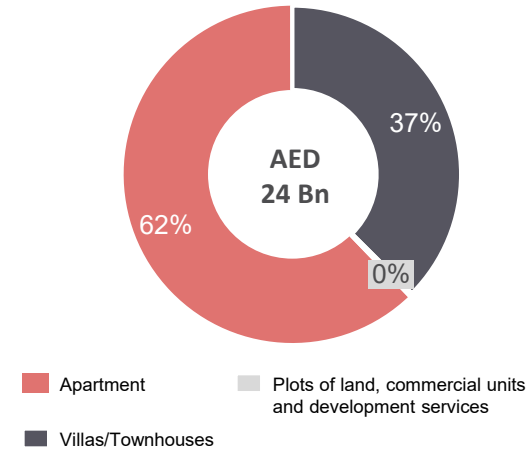
CAGR 16%



UAE Development – Key Highlights¹

AED Million	9M 2025	9M 2024	% Change	
Property Sales²	52,897	48,024	↑	10%
Revenue	24,018	15,372	↑	56%
Gross Profit	11,659	7,872	↑	48%
<i>Margin (%)</i>	49%	51%		
EBITDA	10,486	6,721	↑	56%
<i>Margin (%)</i>	44%	44%		
Net Profit before Tax (NPBT)	11,770	7,588	↑	55%
<i>NPBT Margin (%)</i>	49%	49%		
Net Profit	10,346	6,823	↑	52%
<i>Margin (%)</i>	43%	44%		

9M 2025 Revenue Breakup



Customer Default Rate²

c. 0.5%
of Sales Value

Units Delivered since 2002

c. 79,000

Land Bank²

c. 369 Mn SQFT

Units Under Construction²

47,200 +
To be delivered in next 4 years

Revenue Backlog³

c. AED 130 Bn²
To be recognized over next 4 years

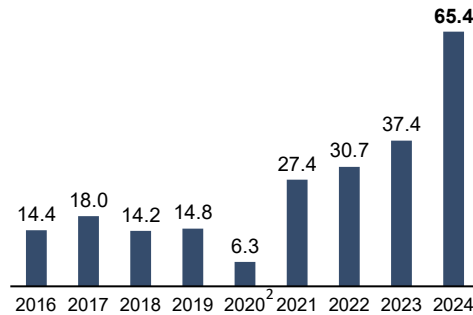
Cash and Bank Balances⁴

c. AED 64 Bn

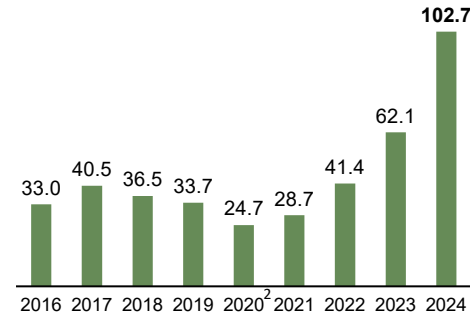
UAE Development - Driving Growth, Delivering Value

Emaar's Unique Proposition of Integrated Masterplans and Superior Quality helped to Deliver Consistent Performance in UAE

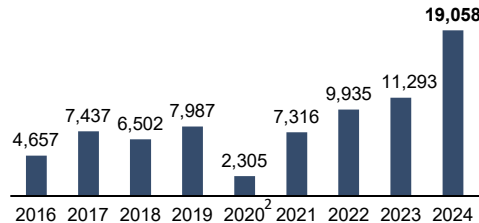
Property Sales¹ (AED Bn)



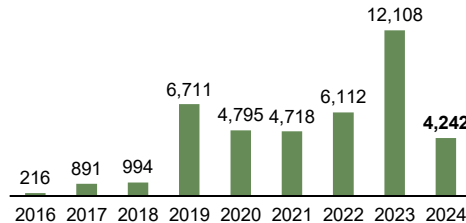
Revenue Backlog¹ (AED Bn)



Number of Units Sold¹



Number of Units Delivered¹



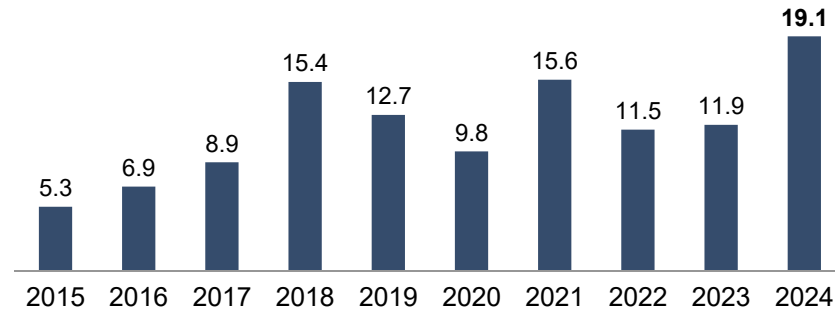
- ✓ Significant **long-term value creation** through Integrated Master Developments centred around Iconic Assets / Attractions
- ✓ Strong **customer trust** and brand loyalty
- ✓ **Purchased ~140 Mn sq.ft. of land of Grand Polo Club and Heights Country Club** masterplans with development value of **AED 96 Bn in 2024**
- ✓ Highest ever property sales in UAE of approx. **AED 52.9 Bn in 9M 2025**
- ✓ Revenue backlog¹ from property sales in UAE reached **~AED 130 Bn** as of 30 September 2025, expected to boost future revenue
- ✓ Unveiled **ultra-luxury** residential community, **Emaar Hills**, adjacent to Dubai Hills Estate

Emaar Development – Historical Trend³

In AED Bn

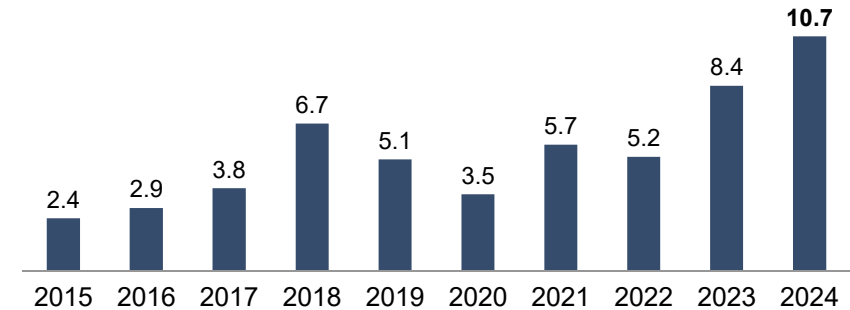
Revenues

CAGR 15.5%



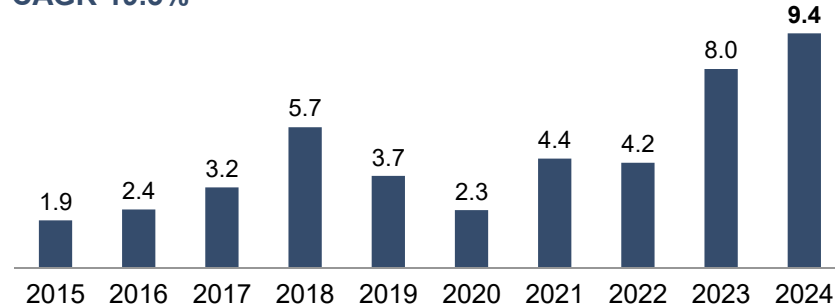
Gross Profit

CAGR 18%



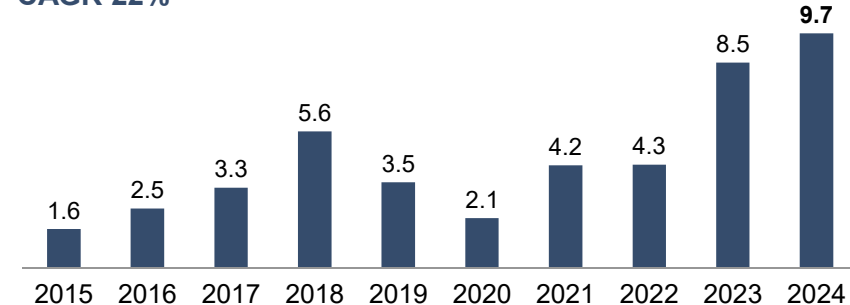
EBITDA

CAGR 19.3%



Net Profit

CAGR 22%



Notes: 1) Revenue is recognised based on incremental percentage of completion (POC) achieved on development as per IFRS 15. 2) CAGR is calculated from 2015-2024

3) Numbers are as reported by Emaar Development PJSC

UAE Development – Current Project Status

	100% Owned Developments												Consolidated JV ³		Equity Accounted JV ³			
Projects Under Development	Downtown Dubai	Arabian Ranches ⁴	Dubai Marina ⁵	Emirates Living ⁵	Emaar Beachfront	The Valley	Address Marjan Island	Dubai Creek ⁶	The Oasis EP	The Oasis ED	Grand Polo Club & Resort	Other Land Bank ⁹	Dubai Hills (50%)	Rashid Yachts & Marina ¹⁰	Emaar South (50%)	Zabeel Square (50%)	Expo Living (50%)	Total
Units	1,132	1,921	666	277	2,751	6,972	1,184	7,217	627	1,013	1,809	In Planning Stage	10,233	4,222	4,531	1,727	1,004	47,286
Area (Mn sq. ft.)	1.5	3.6	0.7	0.3	3.2	17.4	1.2	7.2	4.3	7.4	5.7		9.6	4.3	8.8	1.7	.8	77.9
Value (AED Bn)	4.9	5.47	2.1	0.8	17.0	27.1	4.3	19.7	9.8	18.1	14.1		25.0	11.9	14.6	5.6	1.9	182.1
% Units Sold	100%	100%	100%	100%	99%	94%	99%	90%	100%	96%	84%		94%	90%	98%	99%	97%	94%
% Value Sold	100%	100%	99%	100%	99%	94%	98%	90%	98%	96%	84%		93%	87%	98%	99%	97%	94%
% Collected of sold units	64%	78%	47%	74%	47%	42%	39%	47%	42%	20%	18%		47%	42%	37%	43%	24%	41%
% Remaining Collections of Sold Value	36%	22%	53%	26%	53%	58%	61%	53%	58%	80%	82%		53%	58%	63%	57%	76%	59%
Till Handover	36%	22%	53%	26%	51%	58%	61%	53%	58%	80%	82%		53%	58%	63%	57%	76%	59%
Post Handover	0%	0%	0%	0%	2%	0%	0%	0%	0%	0%	0%		0%	0%	0%	0%	0%	0%
Revenue Backlog (AED Bn) ¹	2.2	0.4	1.2	0.1	11.7	19.1	4.2	11.2	6.8	17.3	11.8	14.6	8.4	13.3	5.6	1.9	129.7	
Gross Margin Achieved ²	40%	47%	57%	49%	59%	47%	45%	46%	25%	42%	34%	54%	47%	46%	40%	42%	46%	
Total Remaining GFA (Mn Sqft) ^{8, 9}	-	-	-	-	3.0	28.2	0.0	89.5	9.1	8.2	15.7	78.3	16.8	6.1	20.8	0.0	3.8	279.6
Build-to-Lease (BTL) / Build-to-Operate (BTO) ⁷	-	-	-	-	0.3	0.5	0.0	24.2	0.1	0.2	0.2	2.4	1.5	0.1	3.0	0.0	1.0	33.6
Build-to-Sale (BTS)	-	-	-	-	2.7	27.7	0.0	65.3	9.0	8.1	15.5	75.9	15.3	6.0	17.8	0.0	2.8	246.0

1) Sales value of units sold but not yet recognised as revenue under IFRS for under development projects, including 100% ownership of joint ventures as of 30 September 2025

2) Based on units sold which are under development as at 30 September 2025, margin is not necessarily indicative of margin at completion

3) JV/JDAs numbers are on the basis of the full project and not proportional to Emaar's share, while Emaar's entitlement/share of profits is 70% in Rashid Yachts & Marina JV and 50% in other JVs

4) Includes Arabian Ranches III

5) Includes a project launched under the perimeter of Emaar Properties PJSC

6) Emaar Properties PJSC has fully acquired Dubai Creek Harbour in December 2022

7) BTL/ BTO are being developed by Emaar Development PJSC on behalf of Emaar Properties PJSC/JV for a management fee agreed with Emaar Properties PJSC

8) Based on current master plan as of 30 September 2025 and is subject to change

9) GFA for land bank without master plans is subject to change based on final master plans i.e. The Heights Country Club & Wellness, Ras Al Khor plot (100% owned) and Emaar Hills

10) Rashid Yachts & Marina', formerly 'Mina Rashid'

International Development – Key Highlights

Revenue Backlog¹

AED 20.3 Bn

To be recognized over
next 3-4 years

Booked Sales

AED 8.1 Bn

in 9M 2025

Contribution to Group Revenue

~4.3%

in 9M 2025

Units Under Construction

12,600+

Units Delivered

44,500+

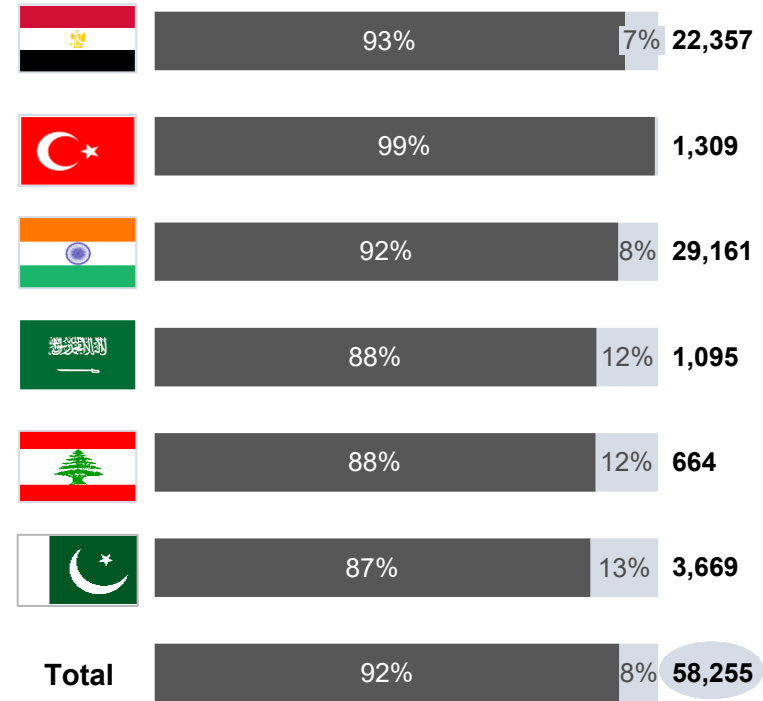
since inception

Units Sold

c. 53,800

since inception

International Sales – Units Released



■ % Sold of Units Released

■ % Unsold of Units Released

● Units Released

1) Sales value of properties sold but not yet recognised as revenue under IFRS as of 30 September 2025

International Development – Key Highlights

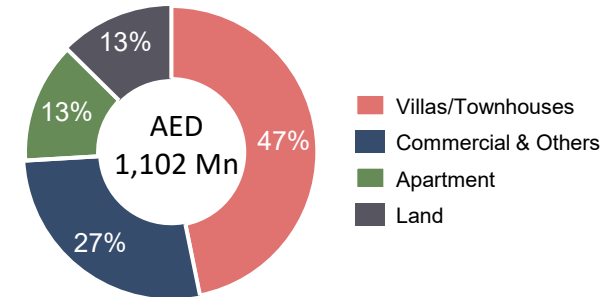
Emaar Misr – Development¹

	AED Million				EGP Million			
	9M 2025	9M 2024	% Change		9M 2025	9M 2024	% Change	
Units Delivered	589	1,175	↓	(50%)	589	1,175	↓	(50%)
Net Sales	6,500	1,300	↑	400%	89,290	15,011	↑	495%
Revenue	1,102	1,172	↓	(6%)	15,137	13,524	↑	12%
EBITDA	354	1,078	↓	(67%)	4,864	12,449	↓	(61%)
Margin(%)	32%	92%			32%	92%		
Net Profit	292	881	↓	(67%)	4,015	10,174	↓	(61%)
Margin(%)	27%	75%			27%	75%		

Key Highlights

- Achieved Net Sales of AED 6.5 Bn in 9M 2025, ~400% higher than 9M 2024
- The property sales revenue backlog² was AED ~15.6 Bn as on 30 September 2025¹
- 9M 2024 EBITDA includes forex gain of AED ~580 Mn and 9M 2025 EBITDA includes forex loss of AED ~160 Mn, excluding this, EBITDA of 9M 2025 is 3% higher than 9M 2024
- Launched a new landmark mixed used masterplan “Marassi Red Sea” with a land area of ~110 Mn sq. ft and estimated investment of EGP 900 Bn in partnership with Sky Tower

9M 2025 Revenue Breakup

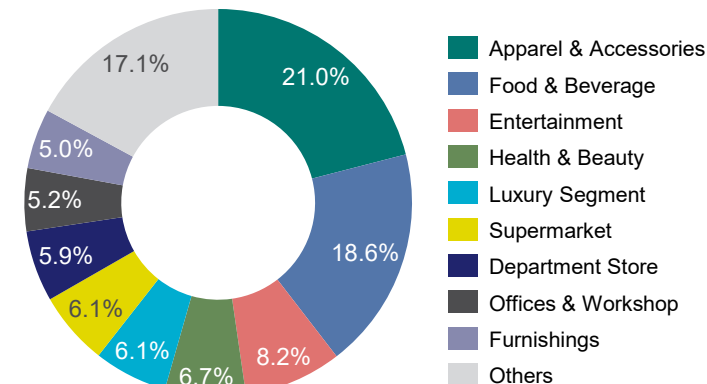


Emaar Misr Positioned itself as Local Market Leader, Delivering Superior Growth

Emaar Malls (incl. JV assets) – Key Highlights

AED Million ¹	9M 2025	9M 2024	% Change	
Revenue	4,251	3,807	↑	12%
Gross Profit	3,798	3,387	↑	12%
<i>Margin (%)</i>	89%	89%		
EBITDA	3,631	3,196	↑	14%
<i>Margin (%)</i>	85%	84%		
Net Profit before Tax	3,011	2,665	↑	13%
<i>NPBT Margin %</i>	71%	70%		
Net Profit	2,573	2,431	↑	6%
<i>Margin (%)</i>	61%	64%		

9M 2025 Category Mix - % GLA²



Expansion

**AED 1.5Bn
Expansion**

of Dubai Mall expected
to complete in 2028

Tenant Sales³

+8.5%

vs 9M 2024

Visitors Footfall³

147+ Mn

+5% vs 9M 2024

WALT

~3 Years

Weighted Average
Lease Expiry Term

Loyalty Program

AED 22.8 Bn

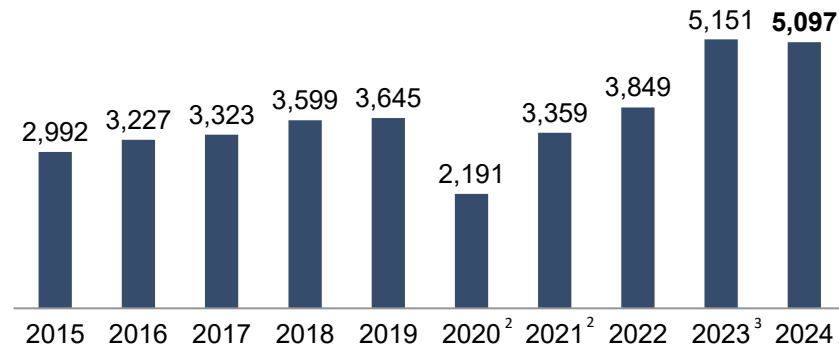
Spend in Emirates
Skywards MLP⁴ since
inception

Maintained robust occupancy of 98% with upward trend of tenant sales continuing

1) Values are after inter-company adjustments; 2) Includes major assets owned by Emaar Malls Management; 3) Footfall and tenant sales across all assets of Malls (including JV); 4) Emirates Skywards Miles Loyalty Program at Dubai Mall

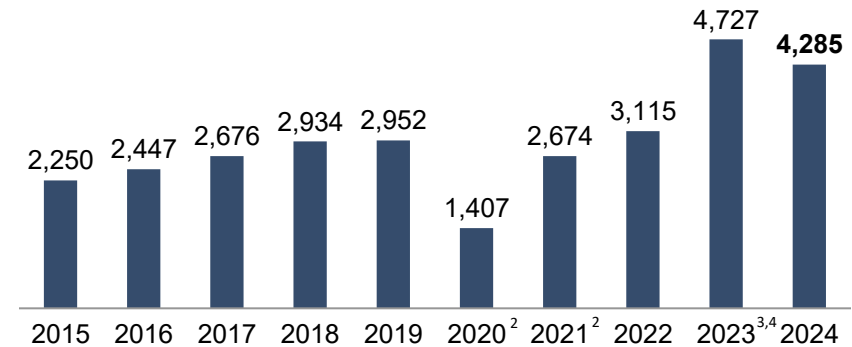
Emaar Malls (incl. JV assets and excl. Namshi) – Historical Trend

Rental Income

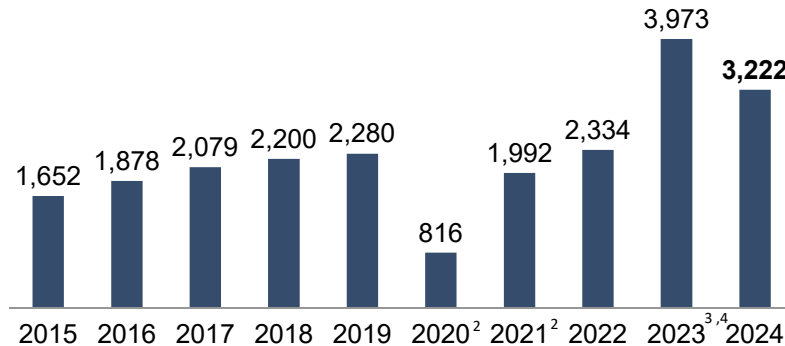


EBITDA

In AED Mn



Net Profit

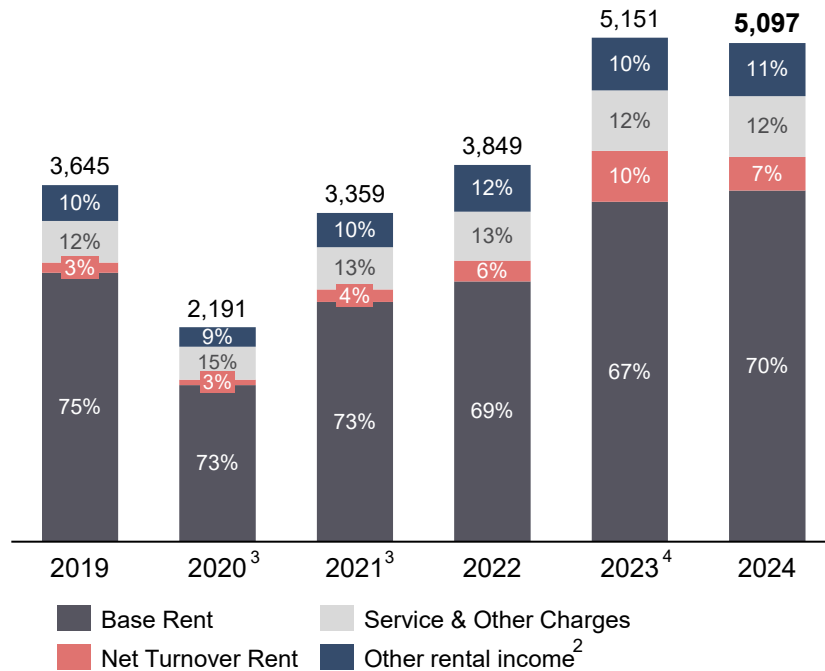


Note:

1. Numbers are without adjustments of one-off items
2. 2020 and Q1 2021 performance impacted due to Covid-19 pandemic related rent reliefs provided to tenants
3. 2023 rental income includes reversal of Covid-19 pandemic related rent rebate provision that is no longer required and 2023 also includes reversal of other excess provisions for expenses
4. 2023 also includes gain on sale of Namshi of ~AED 700 Mn

Steady Rental Income Growth, High Operating Profitability

Steady Rental Income¹



- 1) This relates to GLA owned by Emaar Malls and includes 100% consolidated JV assets;
 2) Income from specialty leasing, multimedia sales, terrace & storage rent, various other fees and interest charges on deferred payments
 3) Performance impacted due to Covid-19 pandemic related rent reliefs provided to tenants
 4) Includes reversal of Covid-19 pandemic related rent rebate provision that is no longer required

Robust Revenue Model

Revenue Model:

- Rent equals higher of fixed base rent or rent based on tenant's turnover
- Base rent increases at a pre-defined rate over the lease term of 3-5 years
- Once the rent based on tenant's turnover exceeds base rent, in most of the cases, the base rent is reset in the subsequent year
- Healthy waitlist to occupy vacant units

High Operating Margins:

- Continual improvement in operational excellence leading to healthy EBITDA margin of over 85%

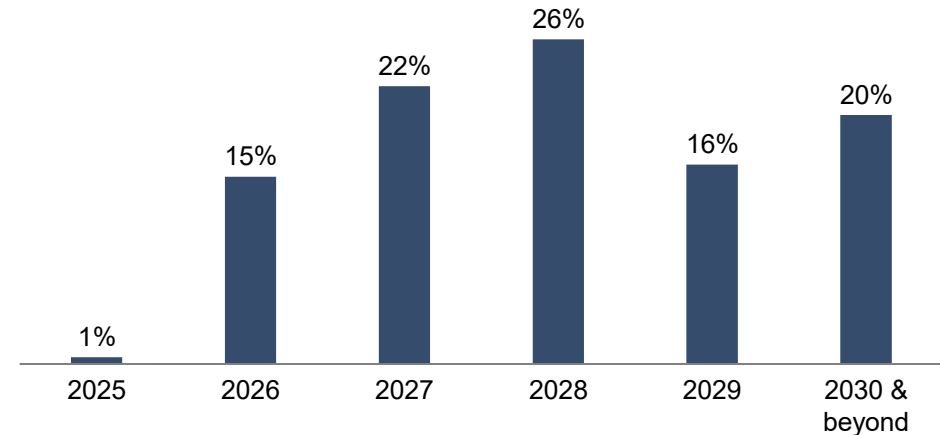
Active Tenant & Space Management with Healthy Lease Renewals...

Active Tenant Management

- Meet changing retail trends and evolving consumer needs
- Offer innovative & fresh retail concepts
- Tenant re-zoning & re-sizing to maximise sales productivity
- Short lease terms (3-5 years) and significant waitlist allows flexibility in tenant management

Portfolio Lease Expiry Schedule¹

% GLA of main unit expiring leases*



- Weighted average lease expiry term of ~3 years

1) Excluding equity accounted JVs

*Data is as on 30 September 2025

Established Portfolio with Diverse Retailing Formats...

Retail Assets	Division	Total GLA ³ (¹ 000 sq. ft.)	Location & Catchment	Key Highlights
Dubai Mall	Super Regional Mall	4,970 ¹	- Downtown Dubai – 20+ Mn sq. ft. flagship mega-development - Situated next to Burj Khalifa	- World renowned shopping & entertainment destination 1,300+ stores, leading retailers, marquee global brands - Major tourist attractions – At The Top, Dubai Aquarium & Underwater Zoo, KidZania, Reel Cinemas, Play DXB, Ice Rink
Dubai Hills Mall ²	Regional Mall	2,023	Dubai Hills Estate masterplan – over 118 Mn sq. ft. with over 2,000 villas and 20,000 apartments	550+ retail outlets and occupancy of 99.4% as of 9M 2025 - Part of Dubai Hills Estate masterplan with proximity to Mudon, Arabian Ranches, Emirates Living, Al Barari, Al Barsha, Al Quoz, District One, Damac Hills, Jumeirah Village Circle and Triangle
Dubai Marina Mall (Incl. Pier 7)		415	Dubai Marina – 1,500 acre master integrated development	140+ outlets, high street fashion brands, aspirational boutique fashion, 6-screen Reel Cinemas, 7-storey Gourmet Tower (Pier 7)
Souk Al Bahar	Speciality Retail	221	Situated next to the Dubai Fountain and Burj Khalifa	- Arabesque style shopping, fine dining, entertainment experience - Hosting middle east's first food and cultural market - Time Out Market
Gold & Diamond Park		535	Located on prime Sheikh Zayed Road	Destination for the finest gold & diamond jewellery & accessories
Other Centres (74 centres)	Community Integrated Retail	2,420	Emaar's residential developments	- Facilities and offerings for residents - Neighbourhood venue for convenience shopping, dining and social interaction

1) Inclusive of Zabeel Expansion and Fountain Views Expansion

2) A Joint Venture, started operating from 17 February 2022

3) This is excluding JVs consolidated using share of profit mechanism

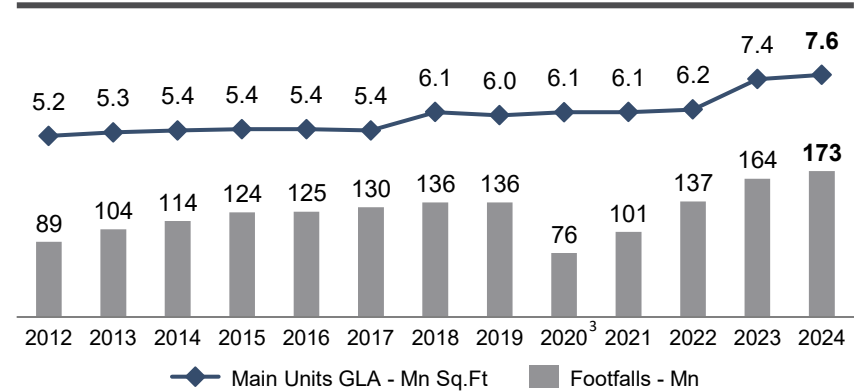
Delivering Robust Growth

Emaar Malls Management Delivered Consistent Growth over 2012 to 2024

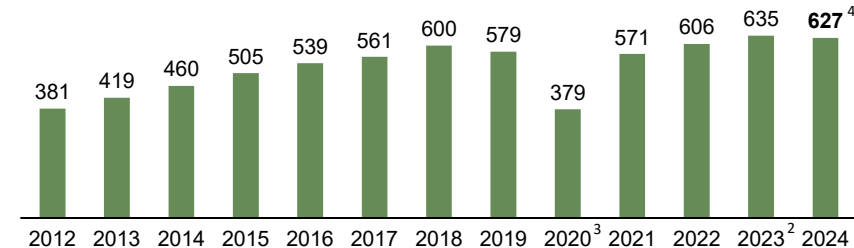
- ✓ **Preferred gateway** to Dubai's consumers for aspiring retailers and brands
- ✓ **Urban lifestyle destination** and **unique retail experience**
- ✓ Benefits from **mature catchment** created by the integrated master community developments of Emaar
- ✓ **Emaar's malls are top choice for retailers**, due to our well-established presence
- ✓ Superior positioning, **preferred destination for UAE tourists** and strong footfall
- ✓ **Opened Dubai Hills Mall¹**, an Iconic lifestyle destination, with **~2 Mn sq. ft. GLA** in Feb 2022

1) A joint venture (JV)

Robust Growth in Footfalls¹...



Along with Steady Increase in Rent psf. (AED)¹



1. Represents assets owned by Emaar Mall Management only, it excludes JV and International assets;

2. Rent per square foot is after excluding reversal of rent rebate provisions related income recorded in 2023

3. Business performance were impacted due to Covid-19 pandemic;

4. Slightly lower than 2023, primarily due to the addition of newer assets in strip retail, which typically command lower rent psf.

...Complemented by Immersive Entertainment Avenues

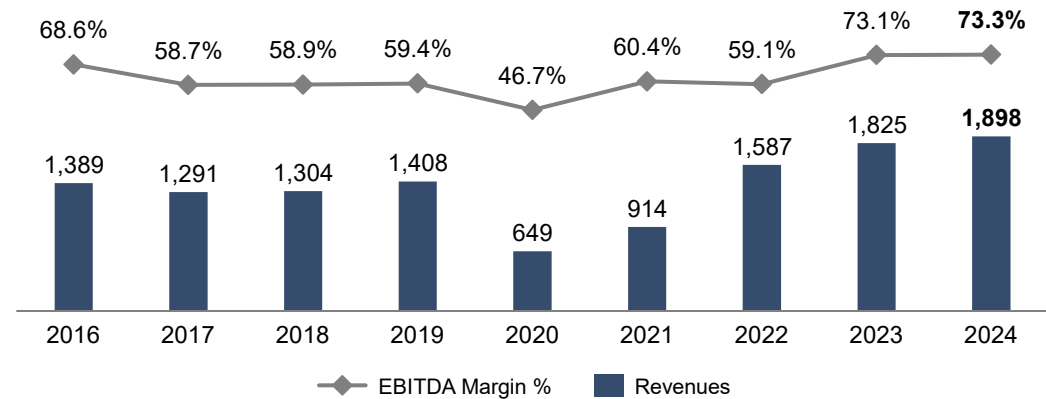
Major Tourist Attractions driving Footfalls at our Malls

- ✓ **At The Top**, world's highest observation desk
- ✓ **Dubai Aquarium & Underwater Zoo** featuring one of the world's largest acrylic viewing panels
- ✓ **Penguinarium**, an all-immersive encounter with Gentoo Penguin
- ✓ **KidZania**, children's edutainment centre
- ✓ **Reel Cinemas**, UAE's largest 26-screen megaplex with different experiences
- ✓ **Play DXB**, mix of VR attractions and Arcade zone park spread over 75K sq. ft.
- ✓ **Dubai Ice Rink**, Olympic-sized ice-skating & events venue

Entertainment & Commercial Leasing:

Robust Growth & Superior Margins

In AED Mn



- ✓ **Sky Views Observatory & Edge Walk**, with glass floor and slide. Edge Walk is Dubai's highest hands-free walk on a ledge encircling the Address Sky View tower
- ✓ **Storm Coaster – Fastest Vertical Launch Rollercoaster**: at Dubai Hills Mall, entered into Guinness World Records.
- ✓ **Adventure Park** at Dubai Hills Mall targeting nearby residential communities
- ✓ **Presence in Saudi Arabia & Bahrain**; providing exceptional entertainment experiences

New Expansion – Strong Growth Potential



Dubai Mall Expansion – Super Regional Shopping Mall

Superior Positioning & Offerings

- AED 1.5 Bn worth of investment
- Over 240 new luxury stores and F&B outlets
- Expansion towards Grand Drive with GLA of 440K sq.ft.
- Expected opening in H2 2028

Strong Catchment

- World's renowned shopping & entertainment destination
- Dubai Mall was the most visited single place on Earth in 2023 and 2024
- Surrounded by Iconic attractions – Burj Khalifa, Dubai Fountain
- Proximity to other established communities like Downtown, Business Bay, DIFC and located near Dubai Metro

Upcoming Expansion – Strong Growth Potential



Dubai Expo Mall – Regional Shopping Mall

Superior Positioning & Offerings

- Over 190 retail & F&B outlets
- 1,000+ parking spaces
- Excellent access & infrastructure to support the high volume of visitors
- GLA of ~385K sq.ft.
- Expected opening in H2 2027

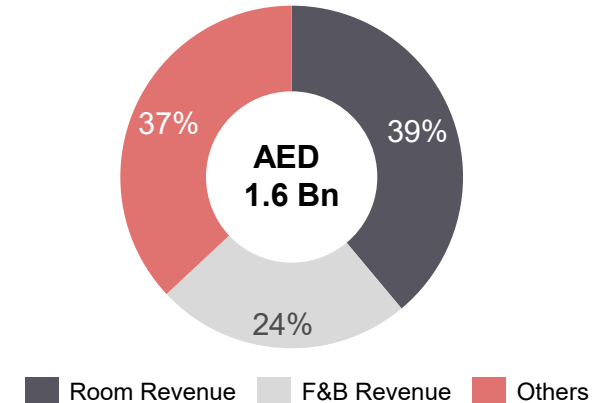
Strong Catchment

- Located close to Expo 2020 site
- Close proximity to Al Maktoum International Airport
- Part of Dubai South masterplan, over 5,000 residential units in the immediate vicinity
- 400,000 residences within 8km distance from the mall
- Located near major highways – Sheikh Mohammad Bin Zayed Road, Expo Road, Jebel Ali Road; and Dubai Metro route 2020

Emaar Hospitality – Key Highlights²

	9M 2025	9M 2024	% Change	
Hotel Keys	9,946	9,157	↑	9%
Occupancy Rate (%)¹	80%	77%	↑	3%
Occupancy Rate - excld. Rove (%)	72%	68%	↑	4%
Occupancy Rate - Rove Hotels (%)	86%	83%	↑	3%
RevPar (AED)¹	539	504	↑	7%
RevPar - excld. Rove (AED)	876	839	↑	4%
RevPar - Rove Hotels (AED)	265	244	↑	9%
Room Revenue (AED Mn)	628	560	↑	12%
F&B & Other Revenue (AED Mn)	985	852	↑	16%
Total Revenue (AED Mn)	1,613	1,412	↑	14%
EBITDA (AED Mn)	704	654	↑	8%
Margin (%)	44%	46%	↓	(3%)

9M 2025 Revenue Breakup



Notes: 1) Occupancy and RevPar is calculated only for the operational period for hotels in UAE; 2) Financial numbers does not include numbers of Rove as it is an equity accounted JV

Hospitality Portfolio

	Address Hotels & Resorts	Vida Hotels & Resorts	Armani Hotels	Rove Hotels	Other Hotels
Total Hotels	16	8	2	11	4
Total Keys	~3950	1300+	250+	4000+	350+

Hospitality Assets Deliver Steady Performance...

Strong Rebound in Performance Post Covid-19

Emaar Hotels:

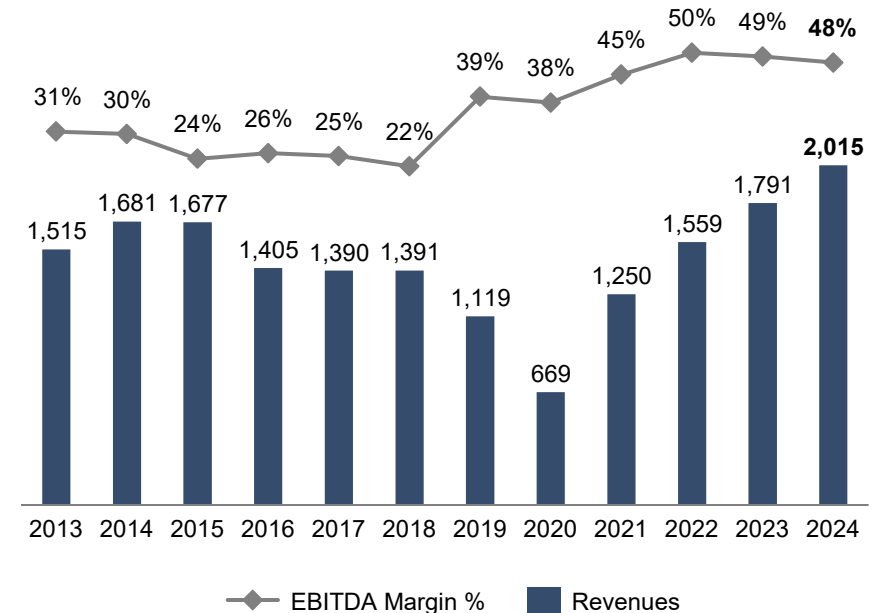
- ✓ Maintained **healthy EBITDA margin** with **operating costs under control**
- ✓ Added **3 new hotels** featuring **650+ keys** in 9M 2025
- ✓ Added **1 VEO gym** in the portfolio during 9M 2025
- ✓ **Healthy pipeline of 23 hotels**, more than 3/4th of which are under management contracts
- ✓ Established brands – **Address Hotels & Resorts, Palace Hotels & Resorts, Vida Hotels & Resorts and Rove* Hotels**
- ✓ **Strong ADRs and Occupancy** compared to the average of Dubai's market

*An equity accounted joint venture

Hospitality Business:

Resilient & Profitable

In AED Mn



Note: 2023 EBITDA margin % is excluding the one-off income earned on termination of management contract of few hotels. 2024 EBITDA margin decrease is due to addition of 4 new hotels.

A wide-angle photograph of the Dubai Mall and the Burj Khalifa skyline. In the foreground, the Dubai Fountain is in full operation, with numerous water jets spraying upwards. The water is a deep blue. In the background, the Burj Khalifa and other skyscrapers of Dubai are visible against a clear sky. The Dubai Mall building is a large, modern structure with multiple levels and a curved facade. It has many windows and balconies. The overall scene is a vibrant and modern urban landscape.

Expanding Footprint in UAE & International Markets —

Developer of Iconic Master Plans Transforming Dubai...

Downtown Dubai

2005



Today



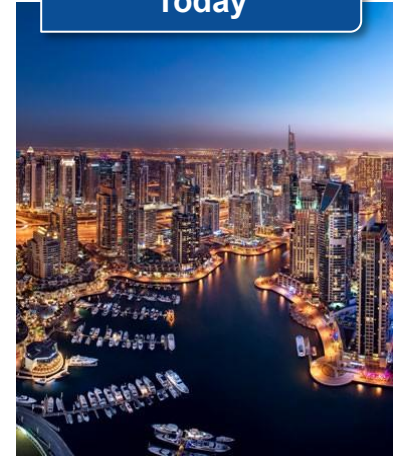
- ✓ **Over 20 Mn sq. ft. Flagship Mega-Development**
- ✓ One of the **Most Visited Destinations** In The World
- ✓ Includes **World's Tallest Building**, one of **World's Largest and visited Mall** and **World's Tallest Choreographed Musical Fountain**

Dubai Marina

2003



Today



- ✓ One of the **Largest Man-Made Marina** (37K sq.ft.) development of its kind
- ✓ Total development area of **66 Mn sq. ft.**
- ✓ Includes c. 0.4 Mn sq. ft. **Dubai Marina Mall**

Renowned For Its Iconic Retail Assets...



Dubai Mall – Most Visited Mall in the World

- ✓ **One of the world's largest** and renowned shopping & entertainment destination
- ✓ **4.9 Mn sq. ft. GLA¹** having **99.5% Occupancy¹**
- ✓ **1,300+ stores** with leading retailers and marquee global brands
- ✓ With **record 111 Mn visitors** in 2024, Dubai Mall becomes **Most Visited Place on Earth** for the second consecutive year²
- ✓ Commenced AED 1.5 Bn investment for **expansion**, introducing **240 new luxury retail options**

Replicating Our Success In International Markets

Leverage Emaar's Strength And Unlock the Land Bank Potential in Key International Markets



Development

- ✓ c. **53,800** units sold & c. **44,500+** units delivered since 2002
- ✓ **~291 Mn sq. ft.** land bank in key countries¹

Major Projects:

- ✓ **Egypt: Uptown Cairo** - 'City within a city', **Marassi** - tourist resort with 7 distinct lifestyle districts, **Soul** – luxury beach resort in North Coast
- ✓ **Turkey: Emaar Square** - mix-use development in the heart of Istanbul, **Tuscan Valley** - integrated community
- ✓ **Pakistan: Karachi** - integrated premium waterfront residential plan
- ✓ **India:** world class living spaces in Gurugram, Delhi, Alibag, Mohali, Jaipur, Indore etc.



Retail

- ✓ Own & operate iconic retail assets which will be part of Emaar's master developments
- ✓ Owns & operating one of the largest mall in Turkey - **Emaar Square Mall with 1.6 mn sq. ft. of GLA**
- ✓ Emaar Square in Egypt, a development with outdoor shopping experience at Uptown Cairo
- ✓ Explore retail asset management contracts in GCC markets



Entertainment

- ✓ Launch entertainment avenues complementing our retail assets
- ✓ Unique leisure attractions at Emaar Square Mall in Turkey - Discovery Centre, Aquarium & Underwater Zoo, Family Entertainment Centre, Ice Skating Rink, Mega Movie Theatre
- ✓ Expansion outside UAE, primarily in Saudi Arabia and Bahrain



Hospitality

- ✓ Adopt an asset-light strategy to expand in key international markets
- ✓ Leverage established brands – Address Hotels & Resorts, Vida Hotels & Resorts and Rove Hotels
- ✓ Currently, owns and manage Al Alamein, Hotel Blanca, Address Marassi, Verdi Hub Marassi, in Egypt, Address Hotel in Turkey and Address & Vida Marasi in Bahrain

¹) Excludes Emaar Economic City's ~1.1 Bn sqft land bank (associate) and includes JV land bank of Emaar Misr.

An aerial photograph of the Dubai skyline at dusk. The Burj Khalifa is the central focus, its spire reaching into a blue and orange sky. The sun is low on the horizon, creating a bright starburst effect. Other skyscrapers are visible in the background, and the city's layout with roads and green spaces is visible in the foreground.

Business Strategy & Outlook

A Globally Admired Real Estate Company...

Emaar is a globally admired, diversified real estate company based in the UAE. As the premier real estate developer in Dubai and a key player in international markets, we create value by delivering high-quality, integrated environments that enable our discerning customers to thrive today and in the future. Our global presence spans key markets across the Middle East, North Africa, and South Asia, while our developments seamlessly balance residential, commercial, and leisure spaces.

Purpose

Our purpose is to redefine excellence globally by creating transformative experiences that inspire, connect, and enrich communities, while driving innovation and sustainability for a thriving future.

Driven by

Vision

To be the world's most trusted and valuable company, enriching lives, powered by the best people.

Mission

To create enormous value for our residents, investors, visitors, shareholders, and the economy, by crafting innovative lifestyle offerings that are future-proof

Goal

To pioneer sustainable progress and lasting value through innovation, collaboration, and impactful solutions.

Enabled by Strategic Priorities



Maintain leadership position in our markets



Focus on execution and cash flow generation



Focus on maximizing shareholders returns

...Designed to Deliver Sustainable Value

Emaar, a global leader in real estate development, has consistently demonstrated the ability to innovate and deliver exceptional value across our portfolio. Our strategic priorities align with our vision of creating world-class communities and enhancing shareholder value



LEAD

Retain and Strengthen Emaar's Leading Market Position Across key Markets

- Leverage existing master communities to launch new projects
- Acquire strategically located land bank to secure future projects
- Provide 'city within a city' experience to discerning customers
- Unique product offering for millennials
- Wider price-product range catering to diverse customer needs
- Offer diverse retailing experience through super-regional malls, regional malls, specialty retail, and community retail centers
- Offer unique complementary attractions



EXECUTE

Ensure Timely Completion of Development Projects

- Focus on expanding our recurring revenue portfolio to double its contribution from 2022 by 2030
- Dubai Mall Expansion (Grand Drive) ~440K sq. ft., expected opening H2 2028
- Dubai Expo Mall ~385K sq. ft., expected opening in H2 2027
- New retail assets to be developed primarily in Emaar's masterplans (independently or through Joint Ventures)
- Over 59,800 number of residential units to be delivered between 2025-2029 in domestic and international market
- Establishing residential leasing portfolio



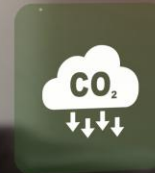
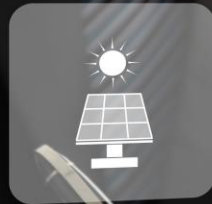
MAXIMISE

Deliver Consistent and Attractive Returns to Emaar's Shareholders

- Grow blended recurring revenue portfolio with double-digit IRR
- Development through JV with landowners
- Implemented a transparent dividend policy enhancing shareholders' returns

Sustainability

Environment, Social
& Governance



EMAAR'S ESG Strategy Framework

EMAAR'S ESG purpose is to create and sustain exceptional places to live, work and visit, with a commitment to sustainability at the forefront, enhancing community wellbeing, safeguarding the environment, and creating long-term value for all its stakeholders

STRATEGIC PILLARS

SAFEGUARDING THE ENVIRONMENT

MAXIMISING SOCIAL VALUE

STRONG GOVERNANCE & BUSINESS ETHICS

FOCUS AREAS

6 - CLIMATE CHANGE MITIGATION

9 - WATER MANAGEMENT

10 - WASTE MANAGEMENT

11 - CLIMATE CHANGE ADAPTATION

14 - SUSTAINABLE MATERIAL USE,
DESIGN & CONSTRUCTION

20 - GREEN BUILDING CERTIFICATIONS

24 - BIODIVERSITY CONSERVATION

1 - CUSTOMER SATISFACTION

2 - HEALTH, SAFETY, & WELLBEING

15 - TALENT ATTRACTION & RETENTION

17 - TRAINING & DEVELOPMENT

19 - COMMUNITY IMPACTS

23 - DIVERSITY & INCLUSION

3 - LEGAL & REGULATORY COMPLIANCE

4 - ANTI-CORRUPTION & BRIBERY

5 - DATA PRIVACY & SAFETY

7 - ETHICS & TRANSPARENCY

8 - HUMAN RIGHTS

12 - RISK MANAGEMENT

13 - BOARD OVERSIGHT &
ACCOUNTABILITY

16 - ECONOMIC PERFORMANCE &
RESILIENCE

18 - STAKEHOLDER ENGAGEMENT

21 - INNOVATION & DIGITAL
TRANSFORMATION

22 - RESPONSIBLE PROCUREMENT

HIGHLIGHTED FOCUS AREAS REPRESENT THE TOP 9 MATERIAL ISSUES OF HIGH IMPORTANCE.

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (UN SDGS)



STRATEGIC OBJECTIVES

EXCEPTIONAL PLACES TO LIVE

EXCEPTIONAL PLACES TO VISIT

EXCEPTIONAL PLACES TO WORK

EXCEPTIONAL PLACES FOR THE
ENVIRONMENT

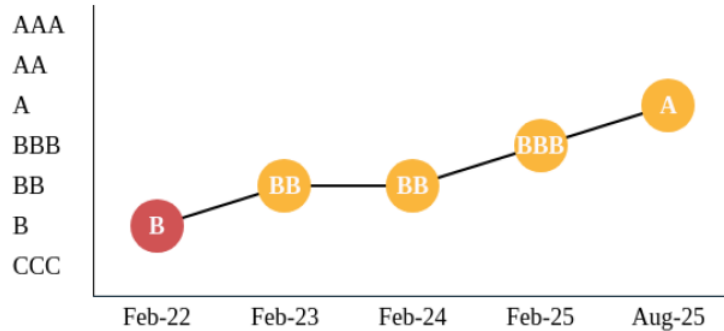
Our ESG Focus

Awards and Achievements

Awards & Recognition

MSCI has raised Emaar's ESG rating by one notch to A in September 2025, recognising the company's sustained efforts and unwavering commitment to advancing sustainability

MSCI* ESG Rating History



Memberships

- Emaar UAE, is a member of the Emirates Green Building Council.
- Emaar India is a member of the Indian Green Building Council.

Awards & Recognition

- **Vida Umm Al Quwain** joined Emaar's portfolio of **Green Key**–certified hotels in **Q1 2025**, bringing the total to **12 certified properties** since 2024.
- **Burj Khalifa – Emaar Facilities Management** won the **MENA Green Building Award** for *Sustainable Facility Management Organization of the Year*.
- **Emaar Hospitality** received the **World's Sustainable Travel & Hospitality Award 2024** for *Leading Sustainable Health & Well-being Initiative*.
- **Four Address Hotels & Resorts** earned **Dubai Sustainable Tourism Stamps** – *two Silver and two Bronze* – recognizing their sustainability performance.
- In **May 2025**, **Emaar** was accredited by the Chartered Institute of Procurement & Supply (**CIPS**) as an **Ethical Procurement & Supply Organization**, following certification of **31 procurement team members**.
- At the **5th Sustainability Summit & Awards (June 2025)**, Emaar India won the '**ESG Impact Organisation**' Award for its **Amaris project**, noted for reducing emissions and promoting water and energy efficiency

Our ESG Focus: Safeguarding the Environment

Key Focus Areas

Energy Management Program

- Emaar Asset Management (in UAE) is advancing sustainability through targeted energy efficiency initiatives. Initiatives are planned to cover 77% of the portfolio, aiming
 - 91.8 GWh in annual energy savings; 34,570 tons of CO₂ emissions avoided
 - Contribution to 10% of Dubai's Demand-Side Management Program
 - Phase 1 rollout in 2025, aims to deliver:
 - 15–20% electricity reduction
 - 23,570 tons of CO₂ avoided emissions annually
- Digital Monitoring: Monthly utility consumption is tracked through digital dashboards across assets to drive continuous performance improvement

Waste Management & Circularity

- Emaar has achieved a landfill diversion rate of 63% across our total UAE portfolio
- Emaar's integrated waste management strategy targets 58,660 MT annual CO₂ emissions avoidance through waste segregation and recycling.
- Emaar Hospitality Group has diverted 22,551 kg of food waste from landfill, in partnership with ReLoop, a food loss prevention initiative.

Renewable Energy & Green Mobility

- For the UAE portfolio, 18.55k GWh renewable/solar energy is generated on-site, avoiding 7,500 ton of CO₂ emissions
- 10% YoY growth in installed solar capacity across UAE
- 159 EV chargers installed within Emaar residential communities across UAE

Supplier Quality Assurance

- Enhanced supplier pre-qualification through mandatory Supplier Quality Assurance training and strict adherence to our Supplier Code of Conduct.
- Introduced mandatory Supplier Quality Assurance training for all vendors prior to registration. This approach ensures that every partner is thoroughly familiar with our quality expectations from the outset.
- Required formal acknowledgment of the Supplier Code of Conduct, reinforcing ethical and compliant partnerships.

Water Efficiency & Reuse

- Sewage Treatment Plants (STPs) in UAE process >6K m³/day of wastewater, which is repurposed as Treated Sewage Effluent (TSE) for irrigation within the community
- For over 80 Emaar-managed community swimming pools in Dubai, we recycle the backwash water for car park and backyard cleaning, reducing freshwater consumption in common areas.

Green Building Certifications

- Burj Khalifa secured the Leadership in Energy and Environmental Design (LEED) Platinum certification (O+M v4.1), highlighting our commitment to sustainable practices.
- Emaar India's Capital Tower 1 and Digital Greens have achieved LEED Platinum certification (O+M v4.1) under the commercial building portfolio.
- Emaar India's Residential Colony in Gurugram, Haryana is pre-certified Platinum project under IGBC Green Homes Rating System

63%

Waste diverted from landfill

159

EV chargers installed in communities

18.55k

GWh onsite solar energy generated

Our ESG Focus: Maximizing Social Value

Key Focus Areas

At Emaar, we recognize that our success is intrinsically linked to the well-being of our employees, communities, and stakeholders. Our social initiatives focus on creating inclusive environments, supporting community development, and ensuring the health and safety of everyone associated with our operations.

Health, Safety & Wellbeing

- Organized 39 employee engagement initiatives in UAE to promote well-being and team building, including awareness webinars on mental health and well-being.
- Provided 15,000+ hours of Health & Safety-related job-specific training to workers in the UAE in 2024

Community Impacts

- Contributed approximately AED 48 million as CSR expenditure by the Group in FY 2024, including cash and in-kind contributions.

Customer Satisfaction

- The Emaar One mobile app enables real-time customer interactions, including property transfers, maintenance requests, and seamless payments for installments and service fees.
- On World Environment Day (5 June), Emaar launched its annual sustainability survey, engaging 1,000+ UAE residents and gathering 2,000+ ideas on waste management, solar energy, smart irrigation, and eco-friendly construction. Emaar's corporate teams are developing targeted action plans to implement key sustainability suggestions from the survey

Sustainable Certifications

- In 2024, Emaar recertified and achieved WELL certification for 273 buildings and 33 podiums in the UAE, under the WELL Building V2 standard. The WELL Building Standard, developed by the International WELL Building Institute (IWBI), focuses on how buildings can improve occupant health and well-being through building design and operation.
- Emaar India Ltd received the Great Place To Work® Certification on January 10, 2025, after a thorough evaluation and employee survey.

Diversity & Inclusion

- Workforce Overview for Emaar Group, as of September 2025, is as follows:
 - Total Group Workforce: 9,000+ employees
 - UAE Workforce: 6,500+ employees
 - Nationalities Represented: 100+ across the Group
- Our Board of Directors is actively involved in Emaar's workforce retention & engagement.
- 1 Board Member and 2 Top Leadership Team members are women.

9,000+

Total workforce

15,000+

Hours of health and safety training

AED 48M

CSR expenditure in 2024

Our ESG Focus: Ensuring Strong Governance and Business Ethics

Maintaining Strong Corporate Governance Practices



ESG POLICY

Emaar launched its Group ESG Policy and ESG Strategy in 2024, which outline Emaar's ambitions and approach to integrate ESG in its operations.

Emaar's purpose is to create and sustain exceptional places to live, work and visit, with a commitment to sustainability at the forefront. Its Group ESG Strategy guides this approach to embed ESG within every aspect of Emaar's business operations.



DATA MANAGEMENT

Emaar leverages multiple data sources to measure performance and gain deeper insights across financial, operational, customer, and workforce metrics. Emaar's approach is rooted in strong corporate governance principles, ensuring that all data used is clean, verified, and consolidated for accuracy. By employing predictive analysis and data-driven decision-making, business outcomes are optimized, while safeguarding personal data and upholding human rights. Emaar is committed to genuine transparency and accountability in all aspects of data management, reinforcing its commitment to ethical practices and compliance.



CYBER RISK AND THREAT MANAGEMENT

As part of Emaar's commitment to protecting sensitive data and ensuring the security of its systems, several key cybersecurity controls have been implemented, including (but not limited to) Data Loss Prevention (DLP), Web application security, and Endpoint protection. Emaar is committed in following international best practices and is certified to the ISO 27001:2022 standard for information security management. This certification demonstrates Emaar's commitment to continuously improving its security posture, managing risks effectively, and ensuring that its processes meet stringent global security requirements to safeguard both organizational assets and the personal information of customers and stakeholders.



ESG GOVERNANCE

Emaar hired an ESG Head & established an ESG Steering Committee to embed ESG considerations within our corporate governance framework. The Committee comprises Executive Management team members that report to the Chairman of the BODs. The Committee is responsible for setting & oversight of our ESG strategy, ensuring effective assessment and management of ESG risks and opportunities and alignment of the ESG strategy with Emaar's business strategy. Committee members performance is also linked to ESG KPIs.

Our ESG Focus: Ensuring Strong Governance and Business Ethics

Maintaining Strong Corporate Governance Practices



STANDARDS OF CONDUCT POLICY

Emaar developed Standards of Conduct Policy to maintain the highest standards of professionalism, honesty, integrity and fairness. It outlines organizational values, principles and correlates them with expected standards of professional conduct by associates, vendors and contractors



ANTI CORRUPTION & BRIBERY POLICY

[Emaar's Anti Corruption and Bribery Policy](#) prohibits employees from offering, promising, giving or receiving anything of value to improperly influence a decision or to gain an improper or unfair advantage in promoting, enhancing, obtaining or retaining business. This policy extends to our Board and management team as well as all our employees



NO GIFT POLICY

Emaar has issued strict guidelines to employees on non-acceptance of gifts offered by existing or potential vendors/ contractors / customers or non-associates having relationship with the Company



WHISTLEBLOWER POLICY

Emaar has established a comprehensive [Corporate Anti-Fraud and Whistleblower Policy](#) to voice concerns related to unethical or improper practice. The Emaar Group Audit Committee, as mandated by the Board of Directors, is responsible for the administration, revision, interpretation and application of this Policy



Annexures

Divisions Overview



UAE Development	International Operations	Malls ¹	Hospitality	Entertainment & Commercial Leasing
• Leading master plan developer in Dubai • JVs with GREs • c. 79,000 residential units delivered since 2002 • Projects under construction substantially sold (~94%) • c. 369 Mn sq. ft. of Land Bank in the UAE • UAE build-to-sell business is led by Emaar Development PJSC, listed on DFM since November 2017	• Active in targeted high growth countries • 44,500+ units delivered since 2006 • Achieved overall sales level of 92% of units released • c. 291 Mn sq. ft. of Land Bank in key countries² • Emaar Misr is listed on the Egyptian Exchange since July 2015 • Own and operates Emaar Square Mall at Turkey with ~1.6 Mn sq. ft. GLA • Portfolio of Address and Vida branded hotels in Egypt and Turkey	• Owner and operator of one of the most visited mall in the world, “Dubai Mall” with a footfall of +111 Mn in 2024 • Portfolio of ~10 Mn sq. ft. of Main GLA in retail properties in Dubai • Dubai Hills Mall unveiled in 2022, an Iconic lifestyle destination, with ~2 Mn sq. ft. GLA (JV with Meraas)	• Hotel owner and operator (41 hotels with over 9,900 keys, includes owned as well as managed assets in UAE and International locations) • Established brands – Address Hotels & Resorts, Palace Hotels & Resorts, Vida Hotels & Resorts • Upscale affordable segment under Rove Hotels (JV with Meraas) • Marked historic milestone of over 60 hotel projects in its portfolio (includes both in operation and under development hotels)	• Provider of premium entertainment and manager of leisure assets • Operator of the At The Top, Dubai Aquarium, Underwater Zoo, Reel Cinemas, KidZania, Play DXB, Dubai Ice Rink, Storm Coaster and Sky Views Observatory. • Owner and operator of Dubai’s iconic cultural destination “Dubai Opera” • Portfolio of ~ 2.5 Mn sq. ft. of GLA in commercial properties in Dubai

UAE Development – Projects Overview

Wholly-owned projects



DOWNTOWN DUBAI

Downtown Dubai is a dynamic city hub, which has catalyzed the economy and cemented Dubai's reputation as a true global icon. Offering world-class landmarks, entertainment, and glamour, Downtown Dubai is a true heart of the Emirate.



ARABIAN RANCHES

Golden landscape of shimmering sands in a beautifully designed community, inspired by the Arabian desert. Serving an enriching experience of life beyond the ordinary in the premium gated community of Arabian Ranches I, II & III.



DUBAI MARINA

Offering riviera-style living in a modern aesthetic setting, Dubai Marina is one of the region's largest and first-of-a-kind waterfront developments. With a total development area of 50 Mn sq ft, it gives access to a large 3.5 km water canal, making it a premier sailing destination



EMIRATES LIVING

Green-focused development featuring two low-rise apartment buildings that overlook the Emirates Golf Club and a two-tower mixed-use development



EMAAR BEACHFRONT

Emaar Beachfront is a thoughtfully designed beachfront residential development that blends cosmopolitan and tranquil seaside lifestyles. Offering stunning views of the sea and Dubai Marina, it is a prime location for an iconic waterfront lifestyle that is both serene and sophisticated.



THE VALLEY

An idyllic new township where the expanse of shimmering sands and green open spaces provide the perfect inspiration for a fulfilling life. This exclusive residential development offers open-plan living with exceptional facilities to meet unique requirements.

UAE Development – Projects Overview

Wholly-owned projects and Land Bank



ADDRESS MARJAN ISLAND

A project of approx. 1.5 Mn sq.ft. of land located at the top of Al Marjan Island ideal to build 5-star hotels and apartments.



THE OASIS (FORMERLY LUSALIY)

A contiguous land parcel of ~100 Mn sq.ft. (including Lusaily extension) located between Dubai Investment Park & Jumeirah Golf Estates in Dubai, ideal for residential development.



THE HEIGHTS COUNTRY CLUB & WELLNESS

A project of approximately 81 Mn sq.ft. of land, with a focus on wellness for community residents, in line with Dubai's Quality of Life Strategy 2033 aimed at fostering individual and societal well-being while enhancing the city's allure.



GRAND POLO CLUB & RESORT

A project of c.60 Mn sq.ft. of land, Located next to The Oasis community this remarkable development is set to revolutionise the concept of luxury living in the UAE and to boasts world-class amenities and conveniences.



DUBAI CREEK HARBOUR

Dubai Creek Harbour, a residential waterfront community in the heart of Dubai, represents the pinnacle of contemporary living. This innovative and creative development offers unparalleled panoramic views of the Downtown Dubai skyline skyline from a private island amidst pristine natural beauty.



RAS AL KHOR

A project of c.2.4 Mn sq.ft of land ideal for residential developments and adjacent to existing Dubai Creek Harbour masterplan.

UAE Development – Projects Overview

CONSOLIDATED JVs



DUBAI HILLS ESTATE

A 50:50 Joint Venture between Emaar and Meraas Holding to create a mixed-use development with a series of unique neighbourhoods set around an 18-hole championship golf course



RASHID YACHTS & MARINA*

A 70:30 Joint Venture between Emaar and Mina Rashid Properties LLC to develop Dubai's latest and unprecedented residential marina masterpiece on the Arabian Gulf coast is driven by a desire to change the meaning of sophistication. An architectural endeavor that offers a new interpretation of luxurious seafront living.



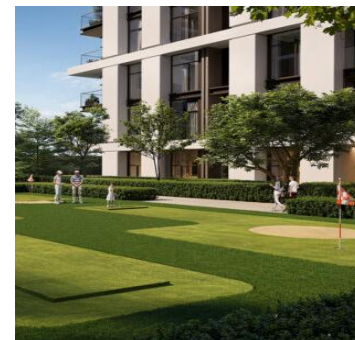
EMAAR SOUTH

Joint Venture between Emaar and Dubai Aviation City Corporation that is part of 145 sqkm smart city set to become a pivotal hub in the global economy, located within Emirates' flagship urban project, Dubai South



ZABEEL SQUARE

Joint venture between Emaar and Meraas to create a mixed-use development near Zabeel Park, Dubai



EXPO LIVING

Joint venture between Emaar and DWTC. It is a community designed for tomorrow, set within Dubai South's dynamic landscape. Just a short stroll from Expo City and close to Dubai's future mega gateway, Al Maktoum International Airport.

UAE Development – Projects Under Development (100% Owned)

Project (100% Owned)	Units	Project Value (AED Mn) ⁽¹⁾	Launch Period	% Unit Sold	% Completion Sep-25
Downtown Dubai	1,132	4,873		100%	
St. Regis Residences	1,097	3,955	Feb-22	100%	51%
The Residence BK*	35	918	Nov-22	100%	85%
Dubai Marina*	666	2,107		100%	
Marina Shores	440	1,318	Jul-22	100%	70%
Marina Cove	226	790	Oct-24	99%	-
The Oasis - EP*	627	9,756		100%	
Palmiera	265	2,733	Aug-23	100%	56%
Mirage	204	3,884	Apr-24	100%	20%
Palmiera 2	56	555	May-24	100%	45%
Palmiera 3	59	562	Aug-24	100%	43%
Lavita	43	2,021	Sep-24	93%	7%
The Oasis - ED	1,013	18,085		96%	
Address Tierra	487	8,472	Mar-25	97%	0%
Palace Ostra	526	9,612	Mar-25	96%	0%
Arabian Ranches III	1,921	5,466		100%	
Elie Saab	129	659	Nov-21	100%	100%
Elie Saab II	131	686	Jan-22	100%	100%
Bliss 2	269	573	Feb-22	100%	100%
Raya	240	531	Oct-22	100%	100%
Anya	492	1,188	Jan-23	100%	88%
Anya 2	362	994	Mar-23	100%	88%
May	298	836	May-23	100%	87%
Grand Polo Club and Resort	1,809	14,109		84%	
Montura	211	1,605	May-25	100%	-
Montura 2	206	1,226	May-25	100%	-
Montura 3	219	1,674	May-25	100%	-
Chevalia Fields	179	1,802	May-25	100%	-
Chevalia Estate	80	1,054	May-25	99%	-
Selvara	237	1,628	Jun-25	88%	-
Selvara 2	246	1,707	Jun-25	65%	-
Selvara 3	138	978	Aug-25	46%	-
Selvara 4	173	1,197	Aug-25	64%	-
Chevalia Estate 2	120	1,238	Sep-25	69%	-
Emaar Beachfront	2,751	16,955		99%	
Beach Mansion	490	1,938	Sep-21	100%	97%
Address The Bay	447	2,312	Jun-22	100%	44%
Beachgate by Address	250	1,630	Aug-22	100%	67%
Seapoint	661	4,292	Apr-23	98%	18%
Bayview Tower 1 & 2	676	4,900	Jun-23	99%	22%
The Bristol	227	1,883	Jan-25	100%	-

Project (100% Owned)	Units	Project Value (AED Mn) ⁽¹⁾	Launch Period	% Unit Sold	% Completion Sep-25
Dubai Creek Harbour	7,217	19,682		90%	
The Cove II	806	2,466	Nov-22	100%	80%
Palace Residences North	340	744	Feb-23	100%	100%
Savanna	187	372	Mar-23	99%	91%
Cedar	272	546	Mar-23	97%	91%
Creek Waters	450	1,231	Apr-23	100%	60%
Creek Waters 2	455	1,293	May-23	100%	60%
Aeon	262	664	Jan-24	99%	37%
Oria	163	457	Feb-24	99%	30%
Canopy	245	575	Mar-24	18%	93%
Moor	198	449	Mar-24	97%	90%
Valo	291	752	Apr-24	100%	23%
Mangrove	135	306	May-24	96%	97%
Arlo	431	1,273	May-24	100%	17%
Palace Creek Blue	512	1,593	Jun-24	100%	-
Altus	280	722	Jul-24	99%	21%
Address DCH	324	1,040	Aug-24	100%	13%
Albero	479	1,372	Apr-25	89%	-
Altan	479	1,373	May-25	81%	-
Silva	434	1,190	Jun-25	67%	-
Montiva	474	1,264	Aug-25	64%	-
The Valley	6,972	27,129		94%	
Farm Gardens	146	861	Dec-22	100%	94%
Elora	430	802	Jan-23	100%	93%
Rivana	486	1,725	Jun-23	100%	79%
Nima	520	1,279	Sep-23	100%	62%
Alana	322	1,432	Oct-23	100%	64%
Farm Gardens 2	256	2,287	Feb-24	100%	26%
Lillia	406	959	Mar-24	100%	84%
Venera	696	2,218	Jun-24	100%	18%
Velora	488	1,495	Jun-24	100%	24%
Avena	322	1,452	Jul-24	100%	6%
Avena 2	332	1,507	Jul-24	100%	11%
Velora 2	312	1,020	Oct-24	100%	11%
Farm Grove 1	482	2,697	Dec-24	97%	-
Farm Grove 2	290	1,674	Dec-24	98%	-
Elea	128	431	Jan-25	100%	4%
Kaia	156	465	Jan-25	100%	3%
Elva	244	819	Feb-25	100%	5%
Rivera	378	1,905	Apr-25	100%	-
Vindera	578	2,102	Sep-25	29%	-
Emirates Hills	277	751		100%	
Golf Heights*	277	751	Oct-22	100%	83%
Address Marjan Island	1,184	4,253		99%	
Address Marjan Island	1,184	4,253	Dec-23	99%	5%
Total 100% Owned	25,569	123,166		94%	

1. Total project value of units under development is based on the expected selling price

* Project developed by Emaar Development PJSC on behalf of Emaar Properties PJSC

Emaar Properties PJSC has fully acquired Dubai Creek Harbour in December 2022 from JDA partner

Note: Revenue of units sold related to projects under construction are recognized based on percentage of completion (POC).

Revenue recognition starts once 20% construction is completed and 20% collection is received from customer; subsequent revenue is recognized based on incremental POC.

Average GP Margin of 100% owned projects under development is 46%

UAE Development – Projects Under Development (JVs)

Project (Joint Ventures)	Units	Project Value (AED Mn) ⁽¹⁾	Launch Period	% Unit Sold	% Completion Sep-25
Dubai Hills Estates	10,233	25,011	818,865	94%	
Lime Gardens	291	521	Jul-22	100%	100%
Hills Park	444	709	Aug-22	100%	100%
Park Horizon	300	540	Nov-22	100%	100%
Elvira	892	2,048	Feb-23	100%	74%
Golf Grand	323	680	Apr-23	100%	92%
Greenside	490	1,071	Sep-23	100%	56%
Parkside Views	389	953	Oct-23	99%	74%
Club Drive	529	1,164	Oct-23	100%	50%
Park Gate	87	1,014	Nov-23	100%	58%
Parkside Hills	370	818	Feb-24	100%	39%
Park Lane	854	1,757	Mar-24	100%	35%
Vida DHE	217	629	Mar-24	100%	54%
Palace DHE	962	2,457	May-24	100%	20%
Club Place	473	1,146	Jul-24	97%	29%
Parkland	209	585	Aug-24	100%	20%
Address DHE	582	1,581	Aug-24	100%	9%
Golf Hillside	184	502	Sep-24	91%	27%
Vida Club Point	672	1,540	Sep-24	100%	14%
Hillsedge	406	962	Dec-24	67%	5%
Parkwood	487	1,330	Feb-25	69%	-
Vida Residence Hillside	500	1,372	May-25	68%	3%
Park Gate 2	17	249	May-25	94%	15%
Rosehill	555	1,381	Jul-25	74%	-

Average GP Margin of JV projects under development is 49%

Average GP Margin of all the projects under development (100% owned + JVs) is 47%

Project (Joint Ventures)	Units	Project Value (AED Mn) ⁽¹⁾	Launch Period	% Unit Sold	% Completion Sep-25
Rashid Yachts & Marina	4,222	11,860	728,544	90%	
Seagate	282	637	Jun-22	100%	100%
Seascape	391	885	Dec-22	100%	63%
Sunridge	130	244	Jun-23	100%	89%
Clearpoint	477	1,038	Sep-23	100%	34%
Avonlea	161	386	Nov-23	100%	28%
Bayline	151	356	Nov-23	100%	21%
Ocean Star	217	522	Mar-24	100%	18%
Ocean Point	154	373	Apr-24	100%	12%
Marina Views	545	1,760	Jul-24	100%	7%
Ocean Cove	233	560	Jul-24	100%	13%
Ocean Views	78	276	Sep-24	100%	8%
Pier Point 1	122	390	Sep-24	98%	-
Pier Point 2	121	384	Sep-24	96%	-
Porto View	114	361	Sep-24	96%	-
Marina Place 1	162	531	Nov-24	100%	-
Marina Place 2	179	603	Nov-24	100%	-
Baystar by Vida	319	1,330	Jul-25	79%	-
Sera 2	183	564	Aug-25	25%	-
Sera 1	203	660	Sep-25	-	-
Emaar South	4,531	14,573		98%	
Fairway Villas	49	182	Dec-22	100%	100%
Fairway Villas 2	309	1,290	May-23	100%	63%
Fairway Villas 3	72	404	Mar-24	100%	25%
Greenway	232	847	Apr-24	100%	16%
Golf Lane	574	3,202	Jun-24	100%	12%
Greenway 2	492	1,560	Jun-24	100%	9%
Golf Point	590	764	Aug-24	99%	-
Greenridge	520	1,733	Sep-24	100%	5%
Greenville	140	516	Oct-24	100%	9%
Greenville 2	148	549	Oct-24	100%	8%
Golf Acres	158	300	Dec-24	99%	-
Golf Dale	200	377	Dec-24	98%	-
Golf Edge	179	312	Jan-25	99%	-
Greenspoint	196	751	Feb-25	100%	7%
Greenspoint 2	244	957	Feb-25	100%	6%
Golf Meadow	224	406	Mar-25	80%	-
Golf Verge	204	423	Mar-25	80%	-
Zabeel Square	1,727	5,612	45,292	99%	
Address Zabeel	1,727	5,612	Jan-24	99%	3%
Expo Living	1,004	1,922	45,616	97%	
Terra Heights*	1,004	1,922	Nov-24	97%	-
Total (Joint Ventures)	21,717	58,977		95%	

Grand Total (100% Owned + JVs) 47,286 182,144 94%

1) Total project value of units under development is based on the expected selling price

UAE Development – Completed Projects¹ (100% owned)

Project (100% Owned)	Units	Project Value (AED Mn) ⁽²⁾	Area (SQF)	% Unit Sold	% Remaining Collections of Sold Value
Downtown Dubai	8,299	27,804	10,044,086	100%	11%
Blvd Heights	550	1,790	773,089	100%	1%
Blvd Crescent	356	1,144	489,852	99%	1%
Vida Downtown	344	1,425	492,618	100%	1%
Opera Grand Residential Tower	295	2,123	515,219	99%	2%
Burj Royale [#]	602	1,047	492,846	100%	1%
Act One Act Two	778	2,104	820,243	100%	15%
Downtown Views 2	1,509	3,562	1,613,816	100%	11%
Address Opera	866	3,819	1,103,756	100%	7%
Forté	918	2,612	1,063,647	100%	10%
Burj Crown	429	835	391,248	100%	3%
Grande	899	2,942	971,210	100%	11%
Il Primo	133	2,747	709,682	90%	37%
Vida Dubai Mall	620	1,653	606,860	100%	25%
Dubai Creek Harbour*	9,661	19,852	9,981,171	100%	4%
Dubai Creek Residences	872	2,338	1,302,168	98%	1%
Creekside 18	500	1,073	555,939	99%	1%
Creek Horizon	556	1,116	601,961	100%	1%
Creek Gate	490	1,009	528,287	99%	3%
The Cove	280	761	346,176	100%	1%
Creek Rise	539	1,070	558,555	100%	3%
Harbour Gate	513	1,024	532,127	98%	10%
17 Icon Bay	380	660	370,448	100%	2%
The Grand	559	1,272	601,295	100%	1%
Breeze	202	342	195,740	100%	2%
Bay Shore	304	360	230,308	100%	1%
Surf	171	219	134,151	100%	5%
Vida Creek Beach	222	442	203,009	100%	2%
Summer	300	378	232,570	100%	4%
Address Harbour Point	800	2,222	838,338	99%	10%
Palace DCH	587	1,063	540,047	100%	13%
Creek Edge	563	1,100	515,847	100%	1%
Lotus	267	398	205,260	100%	0%
Orchid	208	323	163,553	100%	0%
Creek Palace	337	662	320,140	99%	2%
DC Grove	262	513	256,455	100%	8%
Creek Crescent	230	463	220,963	100%	1%
Rosewater	211	445	205,250	100%	8%
Island Park II	154	300	161,292	100%	16%
Island Park I	154	301	161,292	98%	15%

Project (100% Owned)	Units	Project Value (AED Mn) ⁽²⁾	Area (SQF)	% Unit Sold	% Remaining Collections of Sold Value
Dubai Marina	526	2,465	1,055,868	95%	2%
Marina Plaza	164	1,629	644,468	86%	3%
Vida Residence at Dubai Marina	362	836	411,400	99%	1%
Arabian Ranches I	33	291	161,326	100%	0%
La Avenida II	33	291	161,326	100%	0%
Arabian Ranches II	1,788	5,337	4,024,705	100%	2%
Reem	216	505	398,804	100%	0%
Samara	177	736	467,319	99%	3%
Azalea	108	417	264,151	99%	0%
Rasha	140	765	523,899	100%	1%
Lila	219	874	573,553	100%	0%
Polo Homes	71	733	500,316	100%	1%
Camelia	258	408	395,658	100%	0%
Camelia 2	168	270	257,880	100%	1%
Sun	431	628	643,125	100%	8%
Arabian Ranches III	1,867	4,330	3,558,199	100%	19%
Joy	486	761	740,435	100%	9%
Spring	154	241	232,332	100%	1%
Ruba	430	793	693,852	100%	15%
June 2	35	126	96,699	100%	5%
Bliss	332	668	529,060	100%	22%
Caya	247	1,091	756,918	100%	28%
June	183	650	508,903	100%	24%
Emaar Beachfront	3,119	9,086	3,157,274	100%	9%
Sunrise Bay	457	1,265	470,456	100%	1%
Beach Vista	460	1,268	484,686	100%	1%
Beach Isle	396	1,183	410,319	100%	1%
Marina Vista	353	870	327,247	100%	6%
South Beach	270	639	235,318	100%	8%
Grand Bleu Tower	633	2,228	706,421	100%	14%
Palace Beach Residence	550	1,632	522,827	100%	22%
The Valley	1,372	2,139	2,131,158	100%	16%
Eden	362	499	553,940	100%	9%
Nara	372	566	578,740	100%	19%
Talia	330	547	520,216	99%	10%
Orania	308	526	478,262	100%	24%
Total 100% Owned	26,665	71,304	34,113,787	100%	9%

1) Completed projects with remaining inventory and/or remaining collections

2) Total Project value of completed projects based on expected selling price

Group's share is 61.25%

* Emaar Properties PJSC has fully acquired Dubai Creek Harbour in December 2022 from JDA partner

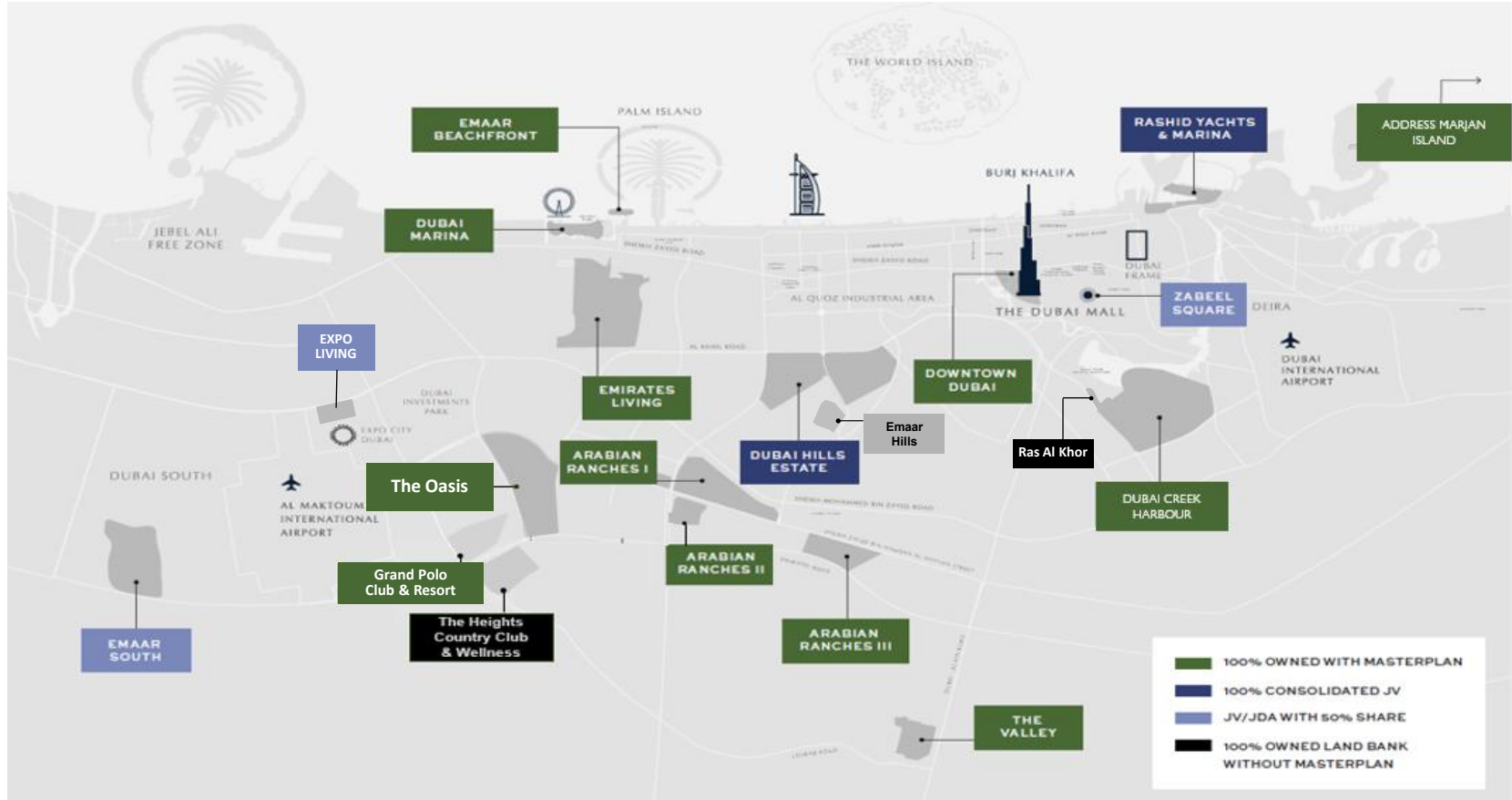
UAE Development – Completed Projects¹ (JVs)

Project (Joint Ventures)	Units	Project Value (AED Mn) ⁽²⁾	Project Value (AED Mn) ⁽²⁾	% Unit Sold	% Remaining Collections of Sold Value
Dubai Hills Estates	6,153	20,035	10,053,915	100%	9%
Park Heights II	555	652	442,933	100%	1%
Grove and Views	124	2,845	1,122,220	100%	5%
Acacia	537	1,109	677,047	98%	1%
Mulberry	676	1,397	858,314	99%	1%
Club Villas	150	585	368,299	99%	0%
Park Ridge	1,054	1,531	887,619	100%	1%
Collective	473	413	274,790	100%	1%
Golf Grove	166	577	405,617	100%	3%
Collective 2	494	459	285,010	100%	1%
Golf Place	158	1,603	923,279	100%	5%
Executive Residences I&II	562	822	464,128	100%	1%
Golf Suites	211	347	202,994	100%	5%
Golfville	306	314	183,203	100%	10%
Golf Place II	128	1,460	777,861	100%	27%
Palm Hills	76	892	379,996	99%	23%
Majestic Vistas	41	1,214	353,800	100%	18%
Park Field	304	530	263,029	100%	29%
Address Hillcrest	138	3,285	1,183,776	99%	17%
Emaar South	3,030	4,011	4,100,900	100%	9%
Urbana I, II, III	932	1,053	1,065,804	100%	5%
Golf Views	288	318	253,035	100%	10%
Golf links	204	588	460,544	100%	1%
Parkside 3	365	440	519,318	100%	11%
Parkside 2	422	510	604,920	100%	11%
Green View	286	350	413,656	100%	17%
Greenview 2	292	362	417,556	99%	24%
Greenview 3	241	391	366,067	100%	1%
Total (JVs)	9,183	24,046	14,154,815	100%	9%
Grand Total (100% Owned + JVs)	35,848	95,350	48,268,602	100%	9%

1. Completed projects with remaining inventory and/or remaining collections

2. Total Project value of completed projects based on expected selling price

UAE Development – Location of Development Projects



Notes: 1) 'Rashid Yachts & Marina', formerly 'Mina Rashid' , 'Address Marjan Island', formerly 'Al Marjan RAK'; 2) Masterplan visuals are approximated for reference; 3) Emaar Hills accounting treatment to be concluded in Q4-25

UAE Development – Expected Delivery Schedule (Units)

	Delivered as at 31-Dec-2024	Delivered YTD 30-Sep-25	Total Delivered as at 30-Sep-2025	Under Development	Under Development Delivery Schedule				
					Q4-2025	2026	2027	2028	2029
A - Emaar Properties (Consolidated)	71,620	3,936	75,556	40,024	882	8,874	9,595	10,270	9,120
Downtown*	21,126	620	21,746	1,132	-	35	-	1,097	-
Dubai Creek Harbour**	9,571	1,011	10,582	7,217	340	1,843	1,901	755	2,378
Emaar Beachfront	2,569	550	3,119	2,751	-	490	697	1,337	227
Dubai Marina	5,298	-	5,298	666	-	-	440	-	226
Arabian Ranches	4,360	-	4,360	-	-	-	-	-	-
Arabian Ranches II	1,665	-	1,665	-	-	-	-	-	-
Arabian Ranches III	1,868	430	2,298	1,921	260	1,661	-	-	-
The Valley	734	638	1,372	6,972	-	1,304	2,062	2,168	860
Emirates Hills	14,968	-	14,968	277	-	277	-	-	-
Emaar Towers	168	-	168	-	-	-	-	-	-
Dubai Hills Estate	9,016	687	9,703	10,233	-	2,743	3,326	2,216	1,948
Umm Al Quwain	277	-	277	-	-	-	-	-	-
Rashid Yachts & Marina***	-	-	-	4,222	282	521	789	1,266	659
Oasis - EP	-	-	-	627	-	-	380	247	-
Address Marjan Island	-	-	-	1,184	-	-	-	1,184	-
The Oasis - ED	-	-	-	1,013	-	-	-	-	1,013
Grand Polo Club and Resort	-	-	-	1,809	-	-	-	-	1,809
B - Joint Ventures	2,874	533	3,407	7,262	-	49	381	2,546	3,858
Emaar South	2,874	533	3,407	4,531	-	49	381	2,546	1,127
Zabeel Square	-	-	-	1,727	-	-	-	-	1,727
Expo Living	-	-	-	1,004	-	-	-	-	1,004
Total (A + B)	74,494	4,469	78,963	47,286	882	8,923	9,976	12,816	12,978

*Downtown includes Burj Royale project where Group's share is 61.25%

** Emaar Properties PJSC has fully acquired Dubai Creek Harbour in December 2022 from JDA partner

*** 'Rashid Yachts & Marina', formerly 'Mina Rashid'

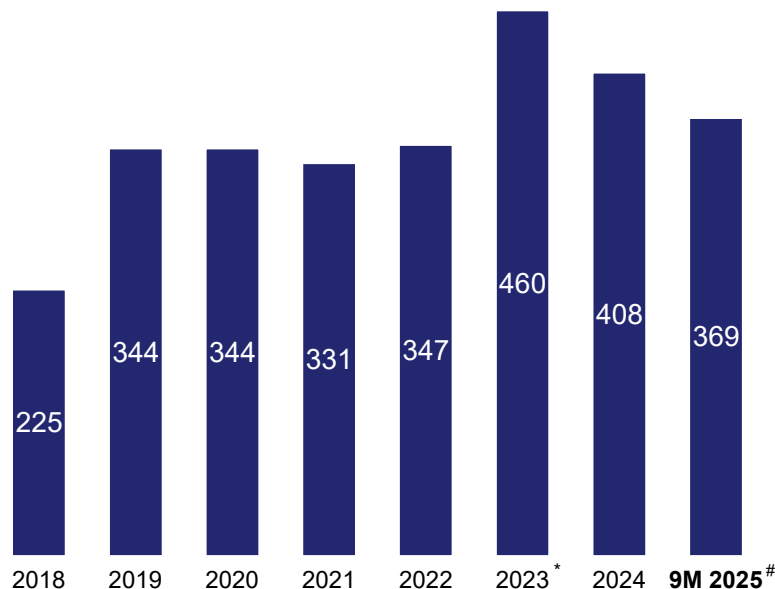
International Development – Expected Delivery Schedule

Country	Entity	Units Completed	Under Development	To be developed	2025 (Q4)	2026	2027	2028	2029 & Onwards
Subsidiaries									
	Emaar Misr	15,428	6,929	8,089	653	1,453	1,727	1,276	9,909
	Emaar Middle East	936	-	-	43	42	36	26	-
	Emaar Turkey	1,305	-	-	-	13	-	-	-
	Metn Renaissance	516	107	41	128	29	26	11	-
	EGKL & EDIL	2,204	1,630	-	185	739	1	506	217
	Emaar India	24,153	3,945	1,063	1,692	241	729	1,879	1,063
Total		44,542	12,611	9,193	2,701	2,517	2,519	3,698	11,189

UAE Development – Land Bank Details

Available land bank

■ GLA (Mn sqft)



Sufficient Land Bank For Long Term Development

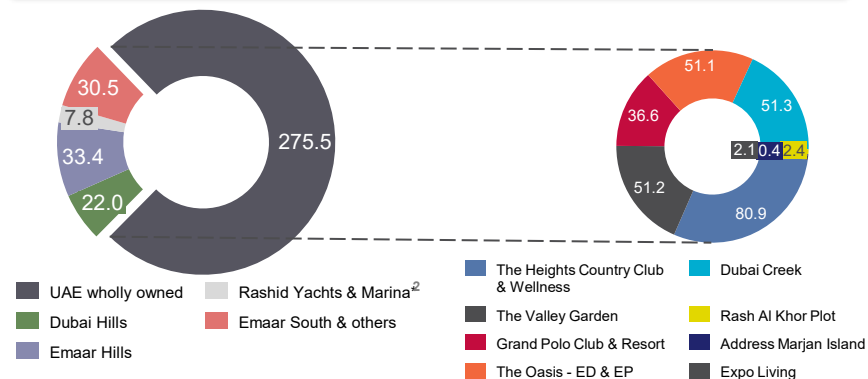
The above chart represents UAE land bank availability at the end of the respective year/period

* Includes land bank of "The Heights Country Club & Wellness" and "Grand Polo Club & Resort",

Includes landbank of Emaar Hills which was announced in October 2025

Year	Masterplan
2012	Arabian Ranches II
2013	Dubai Hills Estate
2014	Dubai Creek Harbour ¹
2015	Emaar South
2016	Downtown Views, Address Marjan Island ²
2017	Zabeel Square & Emaar Beachfront
2019	Arabian Ranches III, Rashid Yachts & Marina ² and The Valley
2022	The Oasis ³
2023	The Heights Country Club & Wellness
2024	Grand Polo Club & Resort
2024	Expo Living
2025	Ras Al Khor
2025	Emaar Hills

UAE Available Land Bank (Gross Land Area - Mn. Sq. ft.)



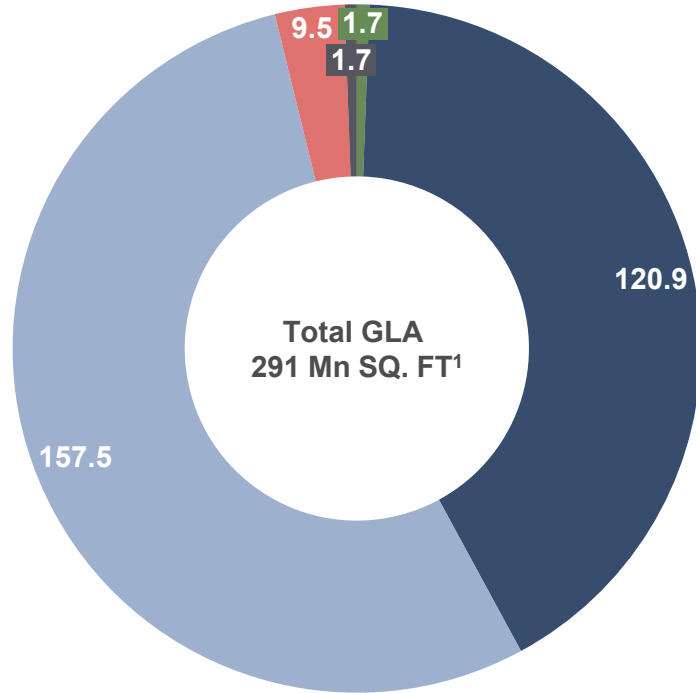
Total UAE Available Land Bank: ~369 Mn Sq. ft.

Notes: 1) Emaar Properties PJSC has fully acquired Dubai Creek Harbour in December 2022 from JDA partner

2) Rashid Yachts & Marina, formerly Mina Rashid, and 'Address Marjan Island', formerly 'Ras Al Khaimah'

3) Includes ~28.4 Mn sqft land under Emaar Properties PJSC and ~22.7 Mn sqft land under Emaar Development PJSC

International Development – Land Bank Details (GLA)¹



- Saudi Arabia (Emaar Middle East)
- India (Emaar India)
- Egypt²
- Pakistan
- Lebanon

Notes:

1) Excludes Emaar Economic City's land bank of c. 1.1 Bn sq.ft., an associate

2) Numbers are inclusive of land bank related to Joint Venture of Emaar Misr

JV Accounting Treatment

Accounting	P&L	Balance Sheet	Impact on Return on Capital
Dubai Hills – Consolidation	- Line by line consolidation 50% Minority Interest	- Line by line consolidation 50% Minority Interest	Neutral impact on ROCE
Rashid Yachts & Marina*– Consolidation	- Line by line consolidation 30% Minority Interest	- Line by line consolidation 30% Minority Interest	Neutral impact on ROCE
Emaar South, Zabeel Square & Expo Living – Equity Method	50% profit recognised as per equity accounting method - Management fee recognised as revenue by Emaar Development	- Investments in associates and joint ventures - Loans to associates and joint ventures	Higher ROCE as Development Assets not recognised on company's Balance Sheet

* 'Rashid Yachts & Marina', formerly 'Mina Rashid'

Hospitality Group – Current Portfolio

Hotel	Management Company	Owned / Managed	Classification	Keys	Residences in Hotel Pool ⁽³⁾	Operational
Emaar Hospitality Group Hotel Portfolio						
Dubai						
Armani Hotel at Burj Khalifa	Armani Hotel - Dubai	Owned	5 Star	160	NA	2010
Address Downtown Dubai	TAH&R ⁽¹⁾	Owned	5 Star	220	85	2008
Address Dubai Mall (Address Fountain View)	TAH&R ⁽¹⁾	Owned	5 Star	193	NA	2019
Address Sky View ⁽⁶⁾	TAH&R ⁽¹⁾	Managed	5 Star	169	NA	2019
Address Beach Resort ⁽⁶⁾	TAH&R ⁽¹⁾	Managed	5 Star	217	NA	2020
Address Beach Resort, Fujairah	TAH&R ⁽¹⁾	Managed	5 Star	196	NA	2021
Address Grand Creek Harbour	TAH&R ⁽¹⁾	Owned	5 Star	223	NA	2022
Palace Downtown Dubai	TAH&R ⁽¹⁾	Owned	5 Star	242	NA	2007
Palace Beach Resort, Fujairah	TAH&R ⁽¹⁾	Managed	5 Star	167	NA	2022
Palace Creek Harbour	TAH&R ⁽¹⁾	Owned	5 Star	122	NA	2024
Vida Dubai Mall	Vida Hotels & Resorts	Owned	4 Star	195	NA	2025
Vida Emirates Hills	Vida Hotels & Resorts	Owned	4 Star	160	5	2007
Vida Creek Harbour	Vida Hotels & Resorts	Owned	4 Star	286	NA	2019
Vida Dubai Marina Yacht Club	Vida Hotels & Resorts	Owned	4 Star	158	NA	2022
Vida Creek Beach	Vida Hotels & Resorts	Owned	4 Star	99	NA	2023
Arabian Ranches Golf Club	Emaar Hospitality	Owned	Standard	11	NA	2007
Vida Umm Al Quwain	Vida Hotels & Resorts	JV	5 Star	143	NA	2021
Rove Downtown	ROVE ⁽²⁾	JV	3 Star	420	NA	2016
Rove City Center	ROVE ⁽²⁾	JV	3 Star	270	NA	2016
Rove Healthcare City	ROVE ⁽²⁾	JV	3 Star	286	NA	2017
Rove Trade Center	ROVE ⁽²⁾	JV	3 Star	270	NA	2017
Rove Dubai Marina	ROVE ⁽²⁾	JV	3 Star	384	NA	2018
Rove At The Parks	ROVE ⁽²⁾	JV	3 Star	579	NA	2019
Rove La Mer	ROVE ⁽²⁾	JV	3 Star	366	NA	2020
Rove City Walk	ROVE ⁽²⁾	JV	3 Star	566	516	2021
Rove Expo 2020 ⁽⁶⁾	ROVE ⁽²⁾	JV-Managed	3 Star	331	NA	2021
Rove JBR	ROVE ⁽²⁾	JV-Managed	3 Star	63	72	2024
Rove Al Marjan Island	ROVE ⁽²⁾	JV-Managed	3 Star	441	0	2025
International						
Armani Hotel at Via Manzoni (Milan, Italy)	Armani Hotel-Milan	Lease	5 Star	95	NA	2011
Novotel (Hyderabad, India) ⁽⁴⁾	Accor	Owned	5 Star	287	NA	2006
Al Alamein Hotel (Marassi, Egypt) ⁽⁵⁾	TAH&R ⁽¹⁾	Owned	4 Star	189	NA	2007 ⁽⁵⁾
Verdi Hub (Marassi, Egypt)	NA	Owned	In process	19	NA	2020
Blanca (Marassi, Egypt)	NA	Owned	In process	30	NA	2020
Address Marasi Golf Resort (Marassi, Egypt)	TAH&R ⁽¹⁾	Owned	5 Star	48	NA	2020
Vida Beach Resort Marasi (Bahrain)	Vida Hotels & Resorts	Managed	5 Star	157	NA	2021
Vida Marina Resort Marasi (Egypt)	Vida Hotels & Resorts	Owned	4 Star	103	NA	2024
Address Istanbul	TAH&R ⁽¹⁾	Owned	5 Star	182	17	2021
Address Beach Resort (Bahrain)	TAH&R ⁽¹⁾	Managed	5 Star	117	21	2022
Address Jabal Al Omar Makkah (KSA)	TAH&R ⁽¹⁾	Managed	5 Star	1484	NA	2023
Address Beach Resort Marassi Egypt	TAH&R ⁽¹⁾	Owned	5 Star	139	NA	2024
Palace Beach Resort, Marassi	TAH&R ⁽¹⁾	Owned	5 Star	87	NA	2025

Notes:

1. TAH&R: The Address Hotels and Resorts
2. Rove is a joint venture
3. Residences in the Hotel Pool are operated by Emaar Hospitality like hotel rooms, on behalf of unit owners, for a % of revenue
4. Novotel hotel not operated by Emaar Hospitality Group
5. Al Alamein Hotel is a landmark Egyptian hotel operating since 1964 and acquired by Emaar in 2007, includes 187 rooms and 2 villas
6. Emaar/Rove maintains management rights only

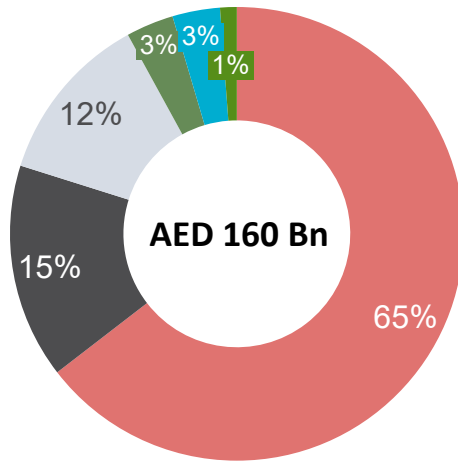
Hotels opened in 9M 2025

Hospitality Group – Hotels / Service Apartments Under Development¹

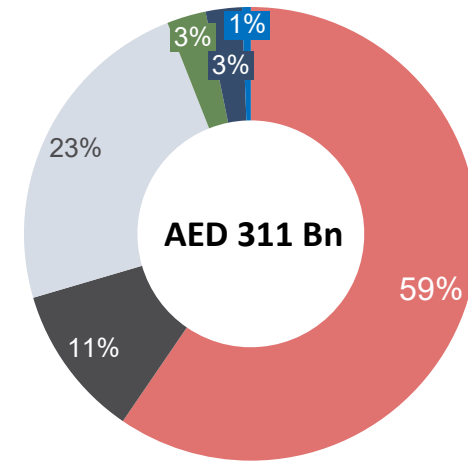
Hotel	Location	Ownership	Keys	Serviced Apartments ²	Estimated Completion
Address The Bay	Emaar Beachfront	The Address Hotels & Resorts	184		2027
Address Al Marjan	Ras Al Khaimah	The Address Hotels & Resorts	196		2026
Vida Residences Cairo Gate	Egypt	Vida Hotels & Resorts	55	120	2027
Soul Hotel	Egypt	Vida Hotels & Resorts	103	380	2026

Fair Valuation Overview – GAV By Segment

December 2024 Book Value Split



December 2024 Fair Value Split



Market Value of Assets is ~ 1.9x of the Book Value

Fair Valuation Overview – GAV By Segment (Cont'd)

GAV: Development Properties

AED Million	2024		2023	
	Book Value	Fair Value	Book Value	Fair Value
UAE	32,580	113,241	28,609	81,146
Egypt	4,610	5,341	4,496	6,114
Turkey	136	141	259	334
India	6,101	12,990	5,902	10,472
KSA	370	523	433	579
Pakistan	884	2,211	549	1,803
USA	13	13	347	347
Lebanon	368	368	368	368
Others	34	118	35	109
Total	45,096	134,946	40,998	101,272

GAV: Fixed Assets

AED Million	2024		2023	
	Book Value	Fair Value	Book Value	Fair Value
Hotels & Convention Center	4,998	8,719	5,332	7,998
District Cooling Plant ¹	949	949	868	868
At The Top ¹	199	199	213	213
Leisure & Entertainment ¹	574	574	786	786
Other Assets ¹	2,267	2,267	2,292	2,292
Total	8,987	12,708	9,491	12,157

Fair valuation is carried out by CBRE and other reputable valuers for development properties (including land), investment properties and revenue generating fixed assets related to hotels owned by Emaar.

1. Fair value of these assets have been considered at book value on a conservative basis; however, the real fair value will be much higher than this based on the income capitalization method.

Fair Valuation Overview – NAV Table

In AED Mn

	2024		2023	
	Book Value	Fair Value	Book Value	Fair Value
Cash and bank balances	50,056	50,056	33,855	33,855
Trade and Other Receivables	25,536	25,536	24,018	24,018
Development Properties*	45,096	134,946	40,998	101,272
Investment in Associates and Joint Ventures	5,431	10,466	5,630	7,916
Securities and Loans to Associates and Joint Ventures	2,514	2,514	2,845	2,845
Investment Properties	21,340	73,455	21,494	70,027
Fixed Assets [#]	8,987	12,708	9,491	12,157
Intangible assets	574	574	220	220
Right of use assets	688	688	846	846
Total Assets	160,222	310,943	139,397	253,156
Total Liabilities (incl. Minority Interest)	(74,795)	(98,130)	(61,674)	(75,632)
Net Asset Value	85,427	212,813	77,723	177,524
Number of Shares Outstanding (in Million)	8,839	8,839	8,839	8,839
Net Asset Value per Share (AED)	9.66	24.08	8.79	20.08

* Adjusted for future collections recorded as trade receivables in the books

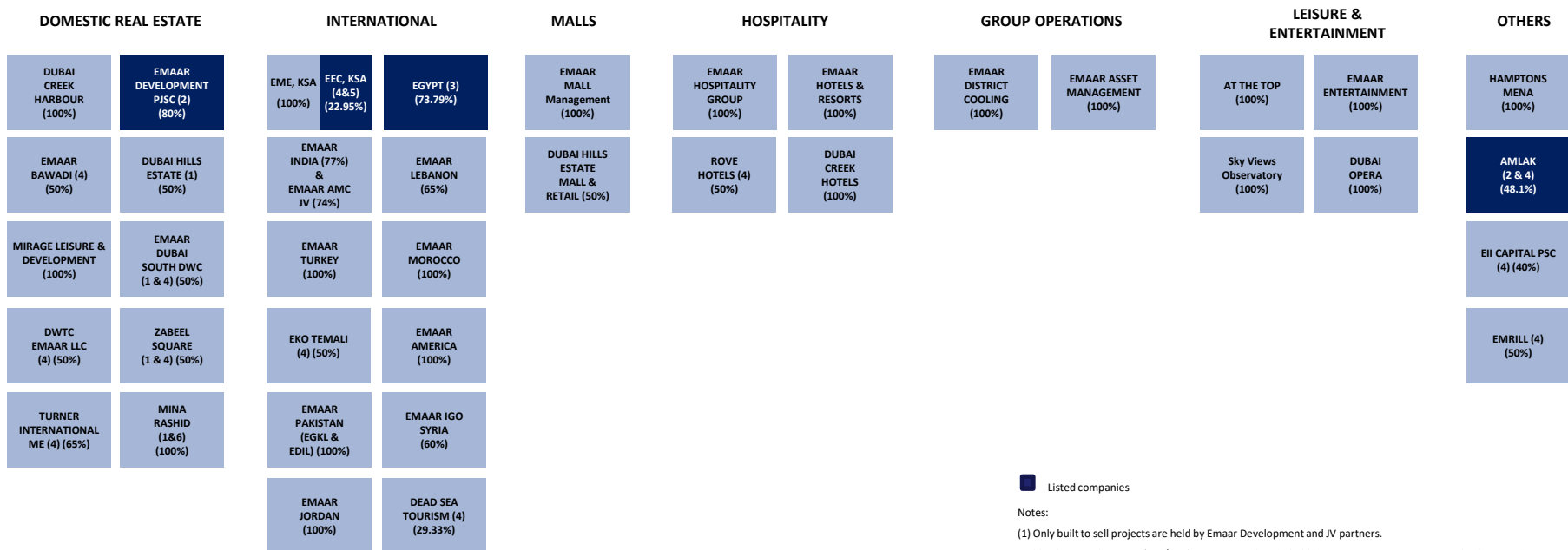
Fair value of these assets have been considered at book value on a conservative basis (refer previous slide)

Fair valuation is carried out by reputable valuers for development properties (including land), investment properties and revenue generating fixed assets related to hotels owned by Emaar.

Note: The above fair value do not include fair value of unconsolidated JVs except for listed associates, Rove & Emaar Dubai South

Group Structure*

EMAAR PROPERTIES PJSC (2)



 Listed companies

Notes:

(1) Only built to sell projects are held by Emaar Development and JV partners.

Build to lease and operate (BTL/BTO) projects are directly held by Emaar Properties PJSC, its subsidiaries and JV partners

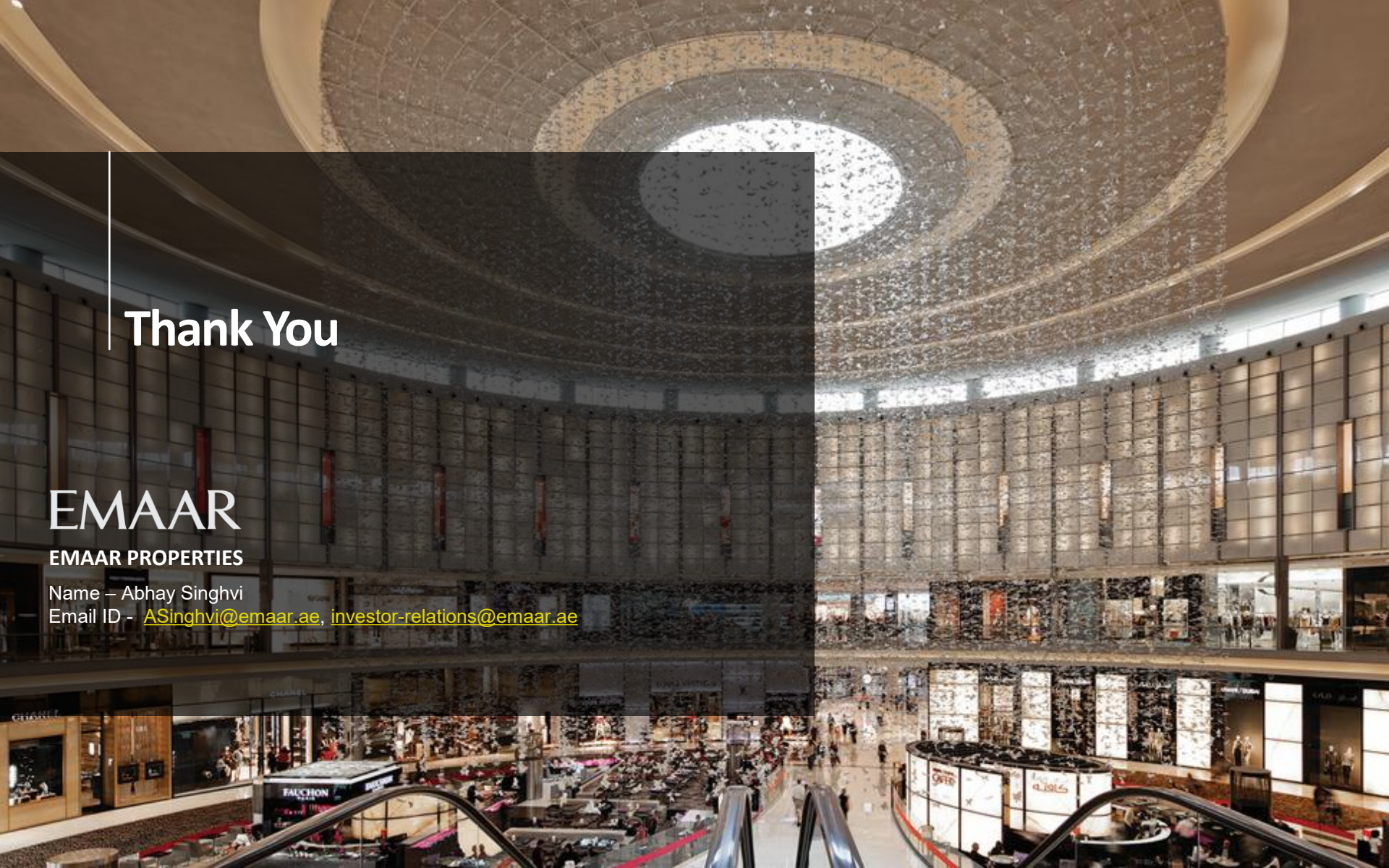
(2) Listed on DFM

(3) Listed on EGX, change in % holding due to issues of additional shares to acquire Albro North Coast Development in Dec-2024

(4) Equity accounted joint ventures or associates

(5) Listed on Tadawul Exchange

(6) 30% of profit is shared with partner as management fee



Thank You

EMAAR

EMAAR PROPERTIES

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