

# INVESTOR PRESENTATION

*August 2023*



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### ***Majid Al Futtaim H1 2023 Performance Update***

#### **Appendix**

- *Majid Al Futtaim Group Overview*

.....

A man with a beard, wearing a light blue shirt, is smiling and helping a young child learn to ride a red bicycle. The child is wearing a red helmet, an orange shirt, and black knee pads. They are outdoors in a park-like setting with trees and a paved path. The sun is low in the sky, creating a warm, golden light. The man is standing behind the child, with his hands outstretched to assist. The child is looking forward with a joyful expression.

## *H1 2023 Overview*

# DURING H1 2023 WE HAVE DELIVERED SOLID RESULTS

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Revenue increased 5%  
to USD **5.1B**



EBITDA increased 13%  
to USD **0.6B**



USD **0.5B** Green Sukuk  
issued



**BBB** credit rating with stable  
outlook maintained  
by S&P and Fitch



Environmental



Social



Governance

Maintained “Low risk” ESG  
rating from Sustainalytics



Opened **5** new Carrefour stores  
Total store count **463**



Opened **2** new VOX cinemas  
sites with **27** screens

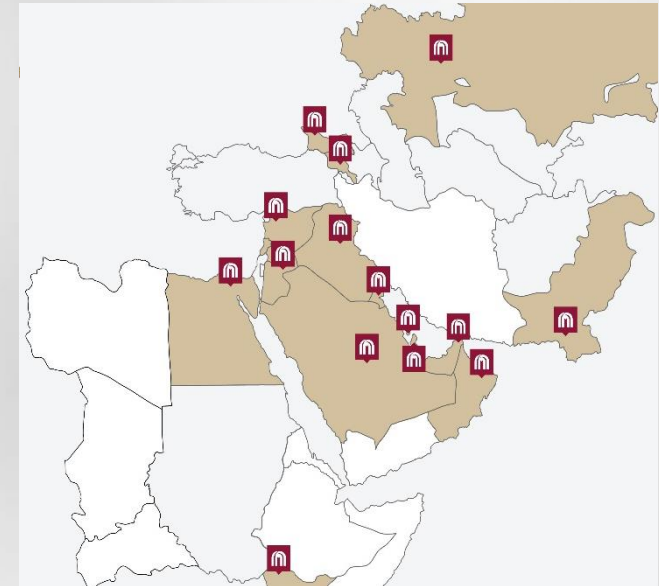
USD/AED exchange rate of 3.6725 used throughout the presentation

# AGILITY AND DIVERSIFICATION HAS BOLSTERED OUR RESILIENCE

## A LEAN AND AGILE APPROACH



## ACROSS A DIVERSIFIED PORTFOLIO







*Sustainability*

# H1 2023 SUSTAINABILITY HIGHLIGHTS

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## **The Near Zero Fit-out Policy**

*has been issued, with the aim to ensure all new fit-outs by Majid Al Futtaim are to achieve a near-zero performance on top of the Majid Al Futtaim Green Star Rating System, where applicable*



## **Project Maji**

*Successfully piloted a nature-based solutions' project that, since its launch in March, up until 30 June, provided 678,000L of drinkable water to a rural village in Kenya*



## **2022 ESG Report**

*Was launched, featuring our TNFD and TCFD disclosures, our value creation model, and sustainability highlights across the business*



## **Wellness Week**

*Held the most successful Wellness Week to date, with more than 25,000 engagements across operating countries*



## **UAE Alliance for Climate Action (UACA)**

*Joined as a member of UACA, which works with organisations to achieve the UAE Net Zero 2050 Strategic Initiative and the Paris Agreement Goals*



## **LEED Certifications**

*VOX Cinemas has become the only cinema in the MENA region to receive LEED certifications, with three cinemas certified to date. Madinat Al Irfan Experience Centre has been awarded a LEED Platinum certification*



## **Environmental Data Assurance for Full Portfolio**

*Was achieved, with a 99.2% of Positively Verified Data by Category (including electricity, water, refrigerants, etc.)*



## **BREEAM Certifications**

*Tilal Al Ghaf Community achieved BREEAM Excellent rating, and ELAN in Tilal Al Ghaf and Al Yasmeeen in Al Zahia achieved a BREEAM Very Good Rating*





*H1 2023 Performance*



# SUMMARY OF MAJID AL FUTTAIM'S H1 2023 PERFORMANCE

## SOLID FINANCIAL PERFORMANCE DELIVERED IN H1 2023



**Revenue**  
+5% vs PY to:  
**USD 5.1bn**



**EBITDA**  
+13% vs PY to:  
**USD 0.6bn**

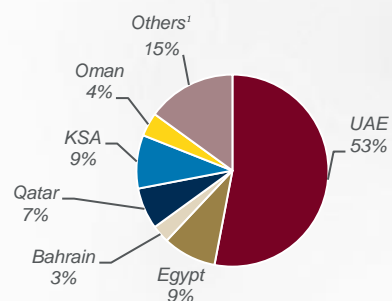


**Assets**  
8% vs PY at:  
**USD 18.5bn**

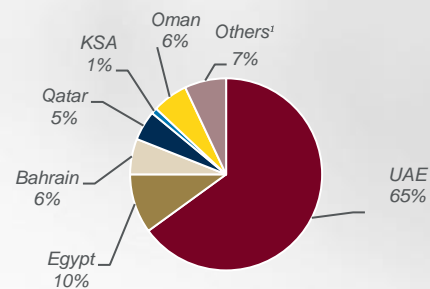
## STABILITY AND STRENGTH THROUGH DIVERSIFICATION

### GEOGRAPHICAL SPLIT – 30 June 2023

#### By Revenue

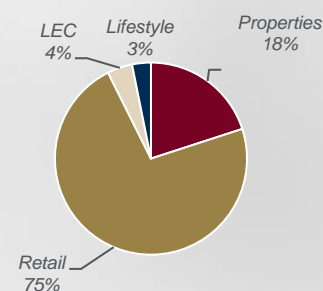


#### By EBITDA

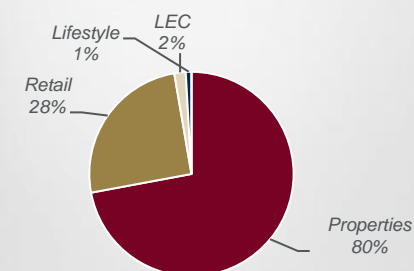


### SEGMENTAL SPLIT – 30 June 2023

#### By Revenue



#### By EBITDA



<sup>1</sup> Others includes Kuwait, Jordan, Pakistan, Lebanon, Iraq, Georgia, Armenia, Kenya, Uganda, Uzbekistan



*Majid Al Futtain Properties*

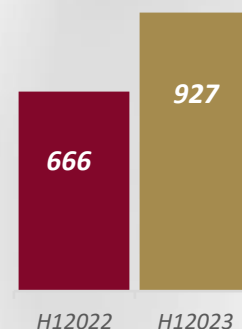


# H1 2023 PERFORMANCE: MAJID AL FUTTAIM PROPERTIES

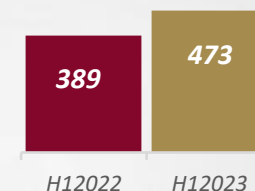
## Operational Highlights

- Robust performance across shopping mall portfolio, with Mall of the Emirates recording it's highest ever first-half footfall at 24 million visitors
- Gross sales value of over 860 million dollars recorded at Tilal Al Ghaf community development in Dubai
- Official inauguration of Mall of Oman, alongside the opening of Snow Oman

### Revenue (USDmn)



### EBITDA (USDmn)



Malls avg occupancy

**95%**

Footfall y-o-y

**+12%**

Rent to sales

**10%**

Hotels avg occupancy

**79%**

REVPAR change y-o-y

**+2%**





Print your  
photo  
with  
edible ink

كارفور  
Carrefour

كارفور  
Carrefour

*Majid Al Futtaim Retail*

ماجد الفطيم  
MAJID AL FUTTAIM



# H1 2023 PERFORMANCE: MAJID AL FUTTAIM RETAIL

## Operational Highlights

- 5 new store openings
- 13% increase in online sales
- Online business, previously incubated under the parent company, transferred to the Group effective 1 January 2023

**Revenue**  
(USDmn)

**EBITDA**  
(USDmn)



Sales (LFL)	-5%
Hypermarket closures	3
Supermarket openings	8
Total stores	463
Online sales	+13%



*Majid Al Futtaim Leisure, Entertainment & Cinemas*

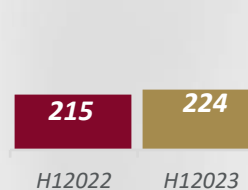


# H1 2023 PERFORMANCE: MAJID AL FUTTAIM ENTERTAINMENT

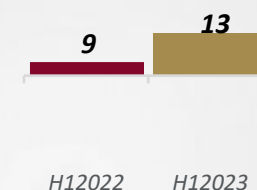
## Operational Highlights

- New content releases contributed to increased revenue and admissions
- VOX Cinemas in City Centre Al Zahia obtained LEED Gold certification

### Revenue (USDmn)



### EBITDA (USDmn)



Cinema admissions	+2%
Total cinema screens	608
Total L&E venues (incl ULOs)	37



*Majid Al Futtaim Lifestyle*



# H1 2023 PERFORMANCE: MAJID AL FUTTAIM LIFESTYLE

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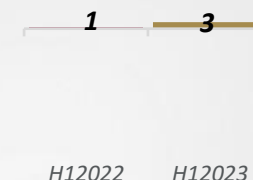
## Operational Highlights

- Sustained strong performance across existing portfolio of eight leading franchise brands and two homegrown brands.
- Inaugurating the newly designed Dubai store for Italian luxury furniture maker Poltrona Frau

## Revenue (USDmn)



## EBITDA (USDmn)



## *Financing Overview*

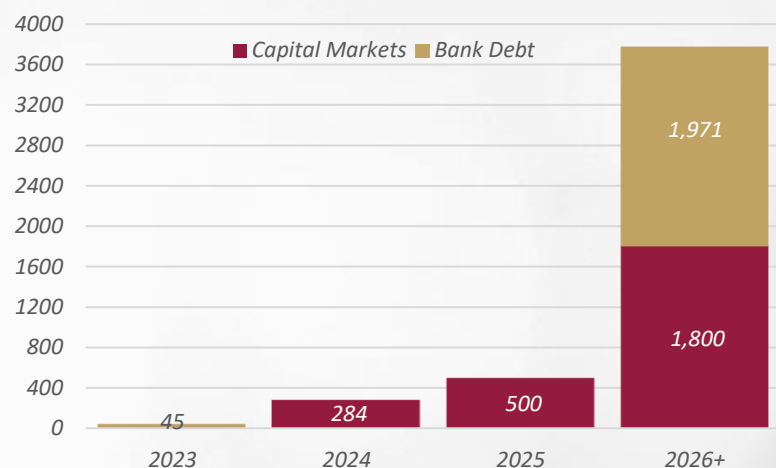


ماجد الفطيم  
MAJID AL FUTTAIM



# GROUP DEBT PROFILE (1/2)

Debt Maturity Profile (USD mn)



All Senior Unsecured financing obligations rank pari passu among themselves

Majid Al Futtaim Group's  
Balanced Funding Profile  
(USD bn)

30 June 2023

Notes

Majid Al Futtaim Holding

2.3

Primarily Senior Unsecured obligations at Holding level

Majid Al Futtaim Properties

2.3

Primarily Senior Unsecured obligations at Properties level

**Total**

**4.6**

Majid Al Futtaim Holding

Cross guarantees

Majid Al Futtaim Properties

**\$1.9bn**

Undrawn Available  
Committed Lines

**\$0.5bn**

Green sukuk issuance

**2.5 yrs+**

Liquidity cover

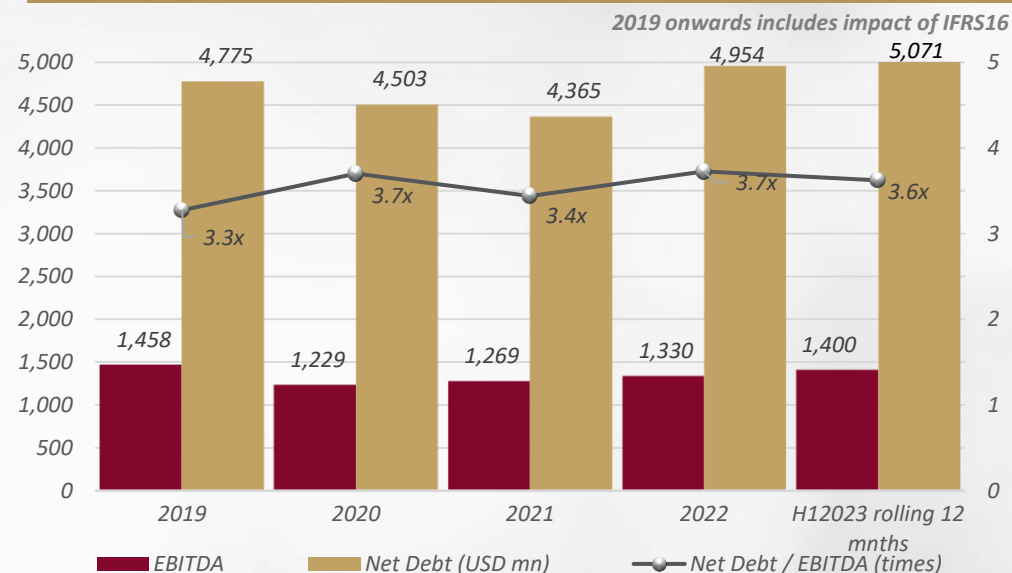
**3.4 yrs<sup>1</sup>**

Weighted Average  
Debt Life

<sup>1</sup>USD 0.9BN EQUITY HYBRIDS NOT TAKEN INTO ACCOUNT IN DEBT AND AVERAGE DEBT LIFE CALCULATIONS

## GROUP DEBT PROFILE (2/2)

### Strong Leverage Metrics



### Facilities & liquidity

Debt Capital Markets Issuances	%	\$bn
Bonds	4%	0.3
Sukuk	36%	2.3
<b>Total Debt Capital Markets Issuances</b>	<b>40%</b>	<b>2.6</b>
Bank Facilities	%	\$bn
Drawn	30%	2.0
Undrawn	30%	1.9
<b>Total</b>	<b>60%</b>	<b>3.9</b>
<b>Total Bank Commitments &amp; Debt Capital Markets</b>	<b>100%</b>	<b>6.5</b>
Less Drawn		(4.6)
Plus Cash <sup>2</sup>		0.5
<b>Total Liquidity</b>		<b>2.4</b>

Funding Risk Management Framework	Policy/Covenant	30 June 2023	31 Dec 2022
Liquidity Coverage - Months	18	37	34
Interest Rate Risk - Duration in Years	0.5-3.5	3.1	2.7
EBITDA Interest Cover (x) <sup>1</sup>	>2.0	5.5	6.9
Total Net Debt to Total Equity (x)	<0.7	0.5	0.5
EBITDA from encumbered assets as % of total EBITDA		0%	0%
Secured debt as a percentage of Gross Debt		0%	0%

Investment grade credit ratings	31 Dec 2022
Fitch	BBB
Standard & Poor's	BBB

<sup>1</sup> EBITDA INTEREST COVER MEANS EBITDA OVER NET FINANCE CHARGES (EXCL IFRS 16 IMPACT)

<sup>2</sup> CASH IS NET OF PROCEEDS AGAINST SALE OF PROPERTY BY TILAL AL GHAF PHASE A LLC, HELD IN ESCROW



# MEASURED GROWTH & STEADY DEVELOPMENT PIPELINE


TRUE TO OUR **COMMITMENT TO OUR CREDIT RATING**, OUR TOP-DOWN **CAPITAL ALLOCATION APPROACH IS MANAGED WITHIN THE DEBT CAPACITY OF THE “BBB” METRICS** AND WITH AN EYE ON **PRUDENT FINANCIAL MANAGEMENT**

## MALL DEVELOPMENT PIPELINE

UAE	 Mall of the Emirates	<b>MALL OF THE EMIRATES</b> REDEVELOPMENT (WEST END PRECINCT)
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## REAL ESTATE DEVELOPMENT PIPELINE

UAE	 Tilal Al Ghaf	<b>TILAL AL GHAF</b> RESIDENTIAL COMMUNITY DEVELOPMENT
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UAE		RESIDENTIAL COMMUNITY DEVELOPMENT
-----	---	-----------------------------------

## RETAIL AND CINEMA PIPELINE

H2 2023	STORES	CINEMA SCREENS
UAE	6	-
KSA	2	10
EGYPT	17	-
OTHERS <sup>1</sup>	25+	-

<sup>1</sup> OTHERS INCLUDES GEORGIA AND KENYA

## IN SUMMARY

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### ***A strong foundation***

- *Strong balance sheet*
  - *Stable cash flow generation*
  - *Best in class corporate governance*
  - *Established track record, reputation & brand*
  - *Diversified sources of funding*
- 



### ***Focused on sustainable growth***

- *Focus on diversification*
  - *Cost optimization and operating efficiencies*
  - *Business performance management*
- 



### ***Appropriately managing the risks***

- *Top down capital allocation*
  - *Stress testing*
  - *Country risk management*
  - *Defined policies & procedures*
-



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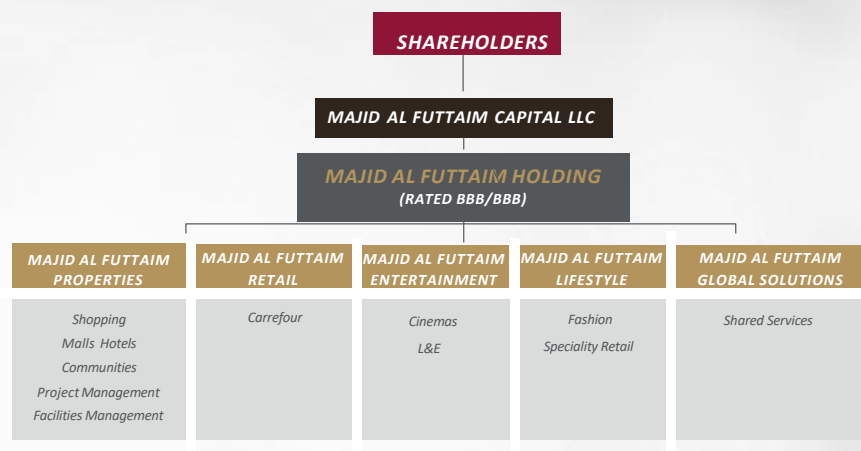
### ***Majid Al Futtaim H1 2023 Performance Update***

#### ***Appendix***

- *Majid Al Futtaim Group Overview*  
.....

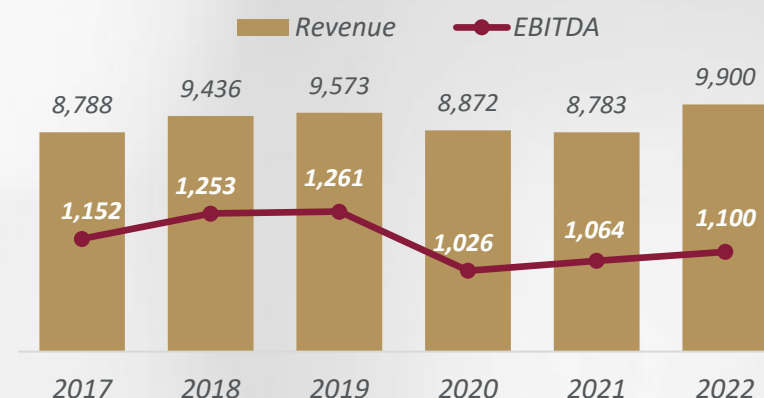
# MAJID AL FUTTAIM GROUP OVERVIEW

## GROUP CORPORATE STRUCTURE



## SOLID TRACK RECORD

Majid Al Futtaiim Holding LLC Consolidated Financials (USDmn)



## REGIONAL FOOTPRINT

**16** countries  
since 1992



## BEST IN CLASS GOVERNANCE PRINCIPLES

- Voluntarily adopted the principles of the Combined Code on Corporate Governance for listed companies in the UK
- Strong operating company board structures reporting to a group board

## HIGHEST RATED PRIVATELY OWNED CORPORATE IN THE GCC

Rating Agency	Rating	Outlook	Latest Affirmation Date
Standard & Poor's	BBB	Stable	2022
Fitch Ratings	BBB	Stable	2022

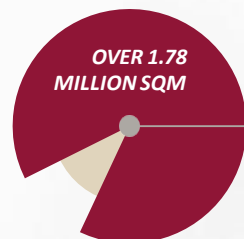


# BUSINESS OVERVIEW: MAJID AL FUTTAIM PROPERTIES

## THE GROUP'S CORE BUSINESS

### OVERVIEW OF MAJID AL FUTTAIM PROPERTIES

**29** SHOPPING MALLS  
SUCCESSFULLY  
OPERATING  
IN 5 COUNTRIES ACROSS THE MIDDLE  
EAST AND NORTH AFRICA



OVER 1.8  
MILLION SQM OF  
GLA OF PRIME  
RETAIL SPACE  
AND EXPANDING



3 new projects  
under development



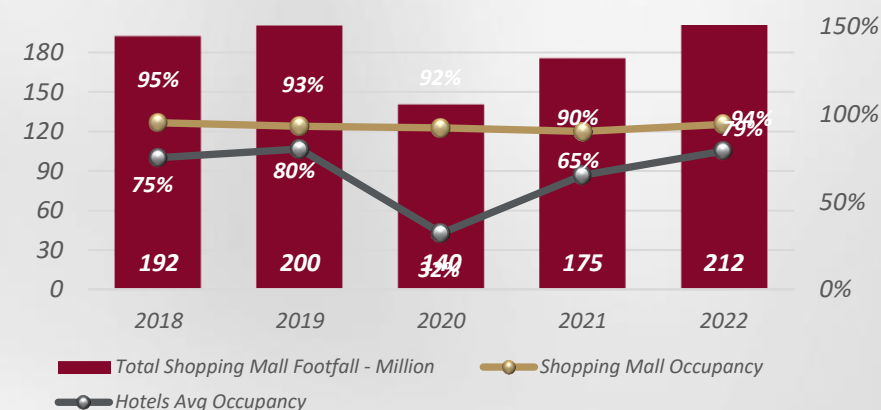
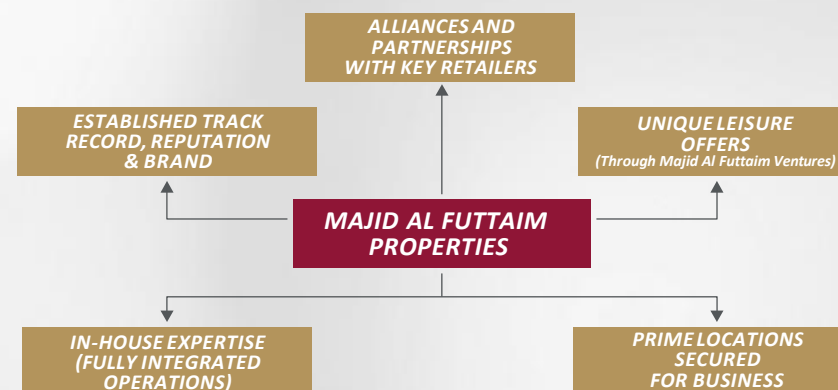
13 Hotels  
11 in UAE  
2 in Bahrain

113  
MILLION

VISITORS YTD 2023  
ACROSS ALL OF  
OUR MALLS



### MAJID AL FUTTAIM PROPERTIES' KEY STRENGTHS



# MAJID AL FUTTAIM PROPERTIES (1/2)

UAE



**Mall of the Emirates**  
Opened: 2005 , 245k m<sup>2</sup> GLA  
Occupancy Rate : 98%



**City Centre Mirdiff**  
Opened: 2010 , 193k m<sup>2</sup> GLA  
Occupancy Rate : 92.8%



**City Centre Deira**  
Opened: 1995 , 116k m<sup>2</sup> GLA  
Occupancy Rate : 97.5%



**City Centre Me'aisem**  
Opened: 2015 , 22k m<sup>2</sup> GLA  
Occupancy Rate : 90%



**City Centre Al Shindagha**  
Opened: 2016 , 22k m<sup>2</sup> GLA  
Occupancy Rate : 91.6%



**City Centre Sharjah**  
Opened: 2001 , 50k m<sup>2</sup> GLA  
Occupancy Rate : 96.5%



**City Centre Ajman**  
Opened: 1998 , 55k m<sup>2</sup> GLA  
Occupancy Rate : 98.6%



**City Centre Fujairah**  
Opened: 2012 , 31k m<sup>2</sup> GLA  
Occupancy Rate : 98.9%



**My City Centre Nasseriya**  
Opened: 2014 , 5k m<sup>2</sup> GLA  
Occupancy Rate : 97.8%



**My City Centre Al Barsha**  
Opened: 2016 , 4k m<sup>2</sup> GLA  
Occupancy Rate : 95.6%



**My City Centre Al Dhait**  
Opened: 2018 , 5k m<sup>2</sup> GLA  
Occupancy Rate : 82.3%



**My City Centre Masdar**  
Opened: 2019 , 18k m<sup>2</sup> GLA  
Occupancy Rate : 84.4%



# MAJID AL FUTTAIM PROPERTIES (2/2)

UAE



**City Centre Al Zahia**  
Opened: 2021 , 133k m<sup>2</sup>GLA  
Occupancy Rate : 84.8%

EGYPT



**City Centre Maadi**  
Opened: 2002 , 28k m<sup>2</sup>GLA  
Occupancy Rate : 100%



**City Centre Alexandria**  
Opened: 2003 , 61k m<sup>2</sup> GLA  
Occupancy Rate : 100%



**Mall of Egypt**  
Opened: 2017 , 170k m<sup>2</sup>GLA  
Occupancy Rate : 94.2%

EGYPT



**City Centre Al Maza**  
Opened: 2019 , 100k m<sup>2</sup>GLA  
Occupancy Rate : 95.3%

BAHRAIN



**City Centre Bahrain**  
Opened: 2008 , 153k m<sup>2</sup>GLA  
Occupancy Rate : 94.6%

LEBANON



**City Centre Beirut**  
Opened: 2013 , 60k m<sup>2</sup>GLA  
Occupancy Rate : 85.2%

OMAN



**City Centre Muscat**  
Opened: 2001 , 67k m<sup>2</sup> GLA  
Occupancy Rate : 99.5%

OMAN



**City Centre Qurum**  
Opened: 2005 , 26k m<sup>2</sup>GLA  
Occupancy Rate : 94.4%



**My City Centre Sur**  
Opened: 2018 , 16k m<sup>2</sup>GLA  
Occupancy Rate : 89%



**City Centre Suhar**  
Opened: 2019 , 35k m<sup>2</sup>GLA  
Occupancy Rate : 90.4%



**Mall of Oman**  
Opened: 2021 , 134k m<sup>2</sup>  
GLA Occupancy Rate : 94%

# BUSINESS OVERVIEW: MAJID AL FUTTAIM RETAIL

## GENERATING STEADY CASHFLOWS

### OVERVIEW OF MAJID AL FUTTAIM RETAIL

**463** Carrefour Outlets

North Africa and CIS Regions  
In 16 countries Across the Middle East,



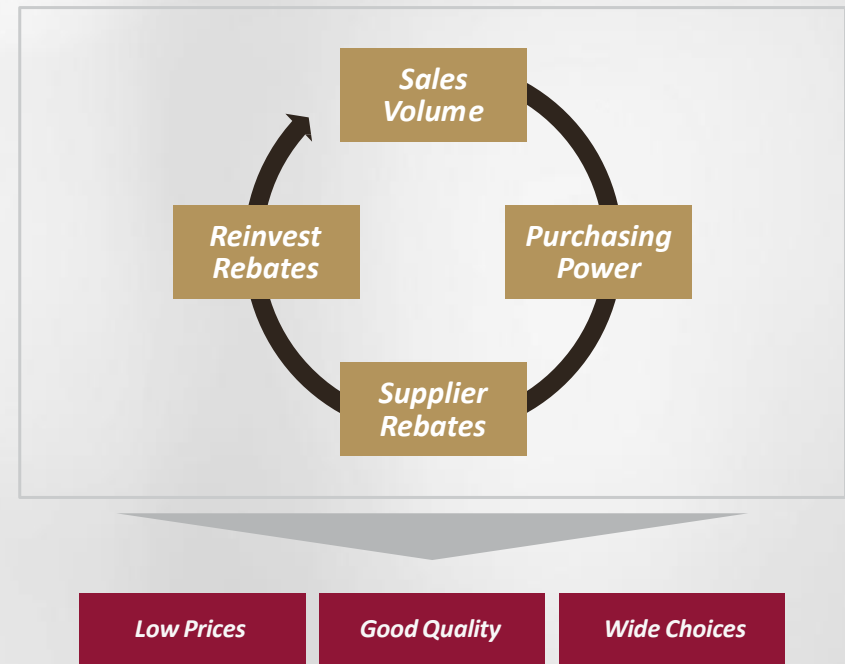
**Over 50**  
New stores  
planned in  
H2 2023

**Exclusive Franchise Rights for over 30 Countries**  
Across the Middle East,  
North Africa and CIS Regions

- **Majid Al Futtaim Hypermarkets is a wholly owned subsidiary since 25 June 2013** when Majid Al Futtaim acquired the remaining 25% from Carrefour SA. As part of the transaction, Majid Al Futtaim also renewed its exclusive franchise partnership with the Carrefour group until 2025 and extended it to an additional 19 new countries.
- Carrefour charges a sale-based franchise fee and provides approval on new store openings.

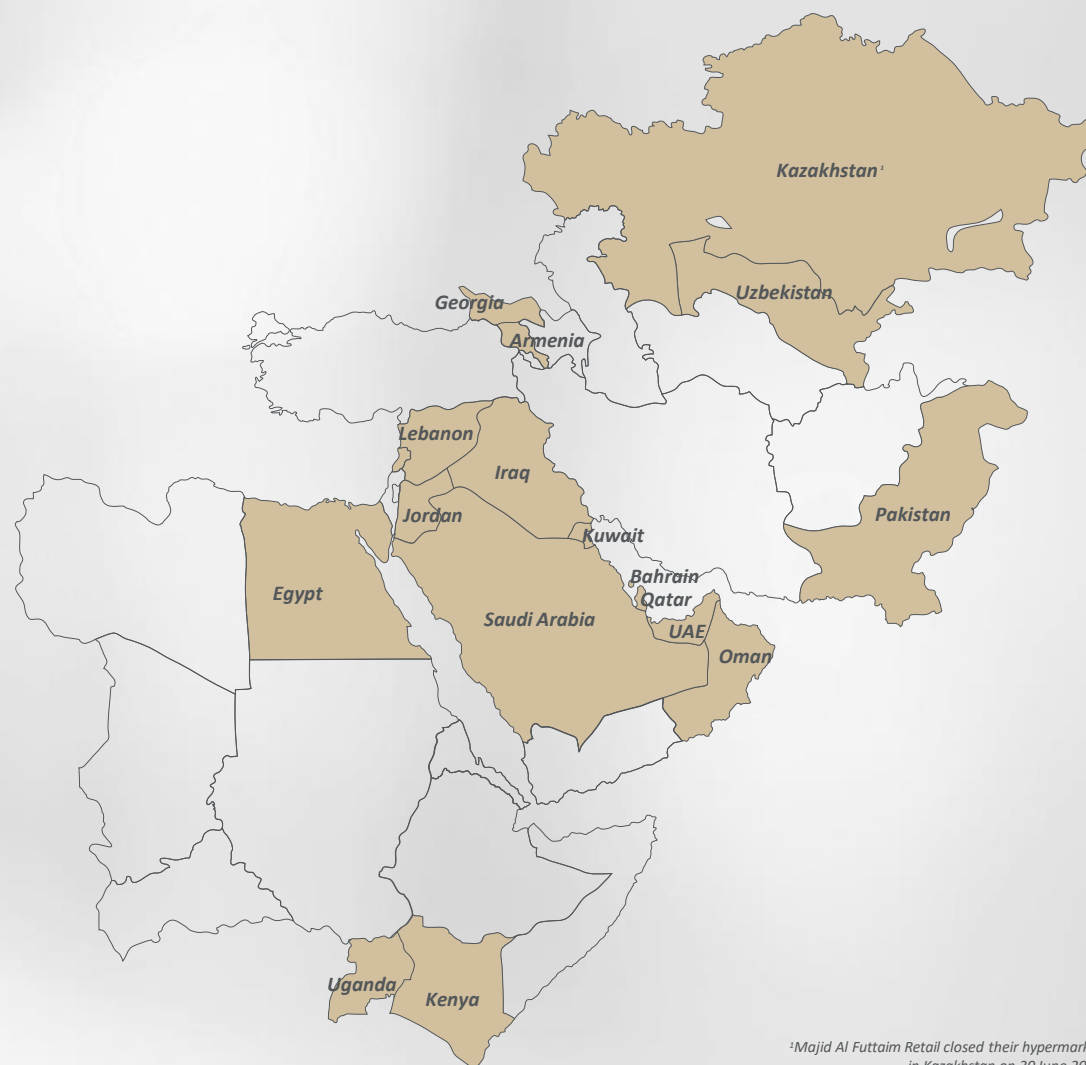
### OPERATING FRAMEWORK

- Majid Al Futtaim Retail aims to capitalize on its strong supply chain and procurement procedures to deliver value to its customers.



# MAJID AL FUTTAIM RETAIL

Country	Hyper	Super
 UAE	32	90
 Oman	14	2
 Pakistan	8	2
 Bahrain	7	4
 Armenia	0	10
 Egypt	19	46
 Jordan	5	45
 Kuwait	3	6
 Lebanon	3	4
 Kenya	10	10
 KSA	19	5
 Qatar	5	5
 Iraq	5	5
 Georgia	5	81
 Uganda	1	6
 Uzbekistan	2	4
<b>TOTAL</b>	<b>138</b>	<b>325</b>



<sup>1</sup>Majid Al Futtaim Retail closed their hypermarket in Kazakhstan on 30 June 2017 but continue to retain the country head office



# BUSINESS OVERVIEW: MAJID AL FUTTAIM LEC & LIFESTYLE

## Majid Al Futtaim Leisure , Entertainment & Cinemas LLC

Provides unique leisure offerings to Majid Al Futtaim malls

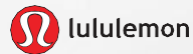


608

Cinema Screens  
Across the MENA Region

## Majid Al Futtaim Lifestyle LLC

ALLSAINTS  
allsaints.me



Crate&Barrel  
crateandbarrel.me



ذات  
THAT  
thatconceptstore.com



yellowblocks.me

FASHION *for* LESS

Spread across the GCC



# ROBUST GOVERNANCE STRUCTURE

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## GOVERNANCE PRINCIPLES

- *Majid Al Futtaim places considerable emphasis on governance and transparency within its operational framework.*
- ✓ *The company has voluntarily adopted the principles of the Combined Code on Corporate Governance for listed companies in the UK across all areas of its business*
- ✓ *Strong operating company Board structures reporting to a group Board*
- ✓ *Set out the principles of Corporate Governance across each of the group's operating entities and geographies*
- *Majid Al Futtaim has obtained a Strong management & governance (M&G) score by S&P across its universe of rated entities in the Gulf region – one of the two only entities that such score has been awarded*

## BOARD RESPONSIBILITIES

### *Majid Al Futtaim Holding Board*

*The Board of Majid Al Futtaim Holding provides independent oversight to protect shareholders' interests:*

- 1) Acting as shareholder of operating companies;*
- 2) Controlling decisions related to strategic new businesses / markets or divestments; and*
- 3) Via managing Funding and Capital allocation*

### *Operating Companies Boards*

*Each operating company maintains its own Board of Directors responsible for setting strategic goals, measurement of the success of the businesses in achieving objectives and maintaining corporate accountability. Chairmen of the Operating Company boards are members of the Holding Board of Directors*

# MAJID AL FUTTAIM HOLDING BOARD OF DIRECTORS



**Sir Michael Rake**  
Chairman

Chairman of Phoenix Global Services  
and Wireless Logic Group  
Former Chairman of BT Group and  
KPMG International



**Sir Ian Davis**  
Non-Executive Director

Chairman of Rolls Royce and former  
Worldwide Managing Director at  
McKinsey & Company



**Tariq Al Futtaim**  
Non-Executive Director

Former chairman of the Majid Al  
Futtaim Charity Foundation



**Alan Keir**  
Non-Executive Director

Non Executive Director at HSBC  
UK Bank Plc  
Non Executive Director at Sumitomo  
Mitsui Banking Corporation



**Victor Chu**  
Non-Executive Director

Chairman of First Eastern  
Investment Group  
Co-founder and director of Peach  
Aviation



**Lord Rose**  
Non-Executive Director

Chairman of Ocado and  
Non Executive Director of Woolworths  
Holding Limited  
Former CEO of Marks and Spencer plc



**Luc Vandavelde**  
Non-Executive Director

Founder and Chairman of Change  
Capital Partners LLP  
Former Chairman of the Carrefour  
Group and Mark and Spencer



**Philip Bowman**  
Non-Executive Director

Independent Director of Ferrovial S.A  
Former Chief Executive of Smiths  
Group plc and Director of Burberry  
Group



**Ahmed Ismail**  
Chief Executive Officer of  
Majid Al Futtaim Holding

Former Chief Executive Officer of  
Majid Al Futtaim - Properties