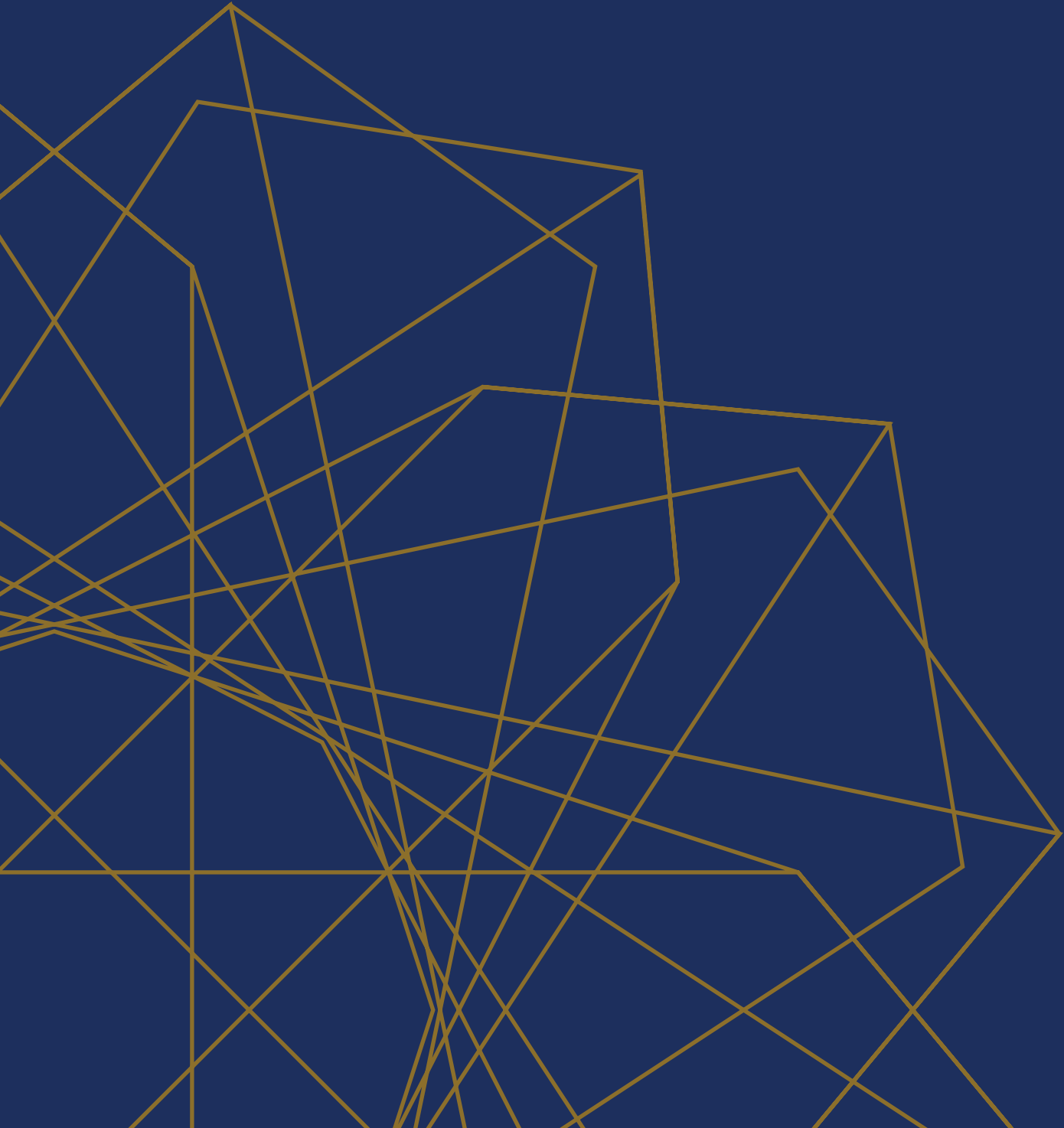




INVESTMENT
CORPORATION OF
DUBAI

Annual Report

2018





H.H. Sheikh Khalifa Bin Zayed Al Nahyan

President of the United Arab Emirates
Emir of Abu Dhabi, the Supreme
Commander of the Union Defence Force



H.H. Sheikh Mohammed Bin Rashid Al Maktoum

Ruler of Dubai
Vice President and Prime Minister of the
United Arab Emirates



Investment Corporation of Dubai (ICD)

is the principal investment arm of the Government of Dubai. Established in 2006, ICD manages a broad portfolio of assets, both locally and internationally, across a wide spectrum of sectors that support Dubai's dynamic economy.

ICD's mandate is to consolidate and manage the Government's portfolio of commercial companies and investments. We also provide strategic oversight by developing and implementing an investment strategy and corporate governance policies that maximise value for the long-term benefit of the Emirate of Dubai.



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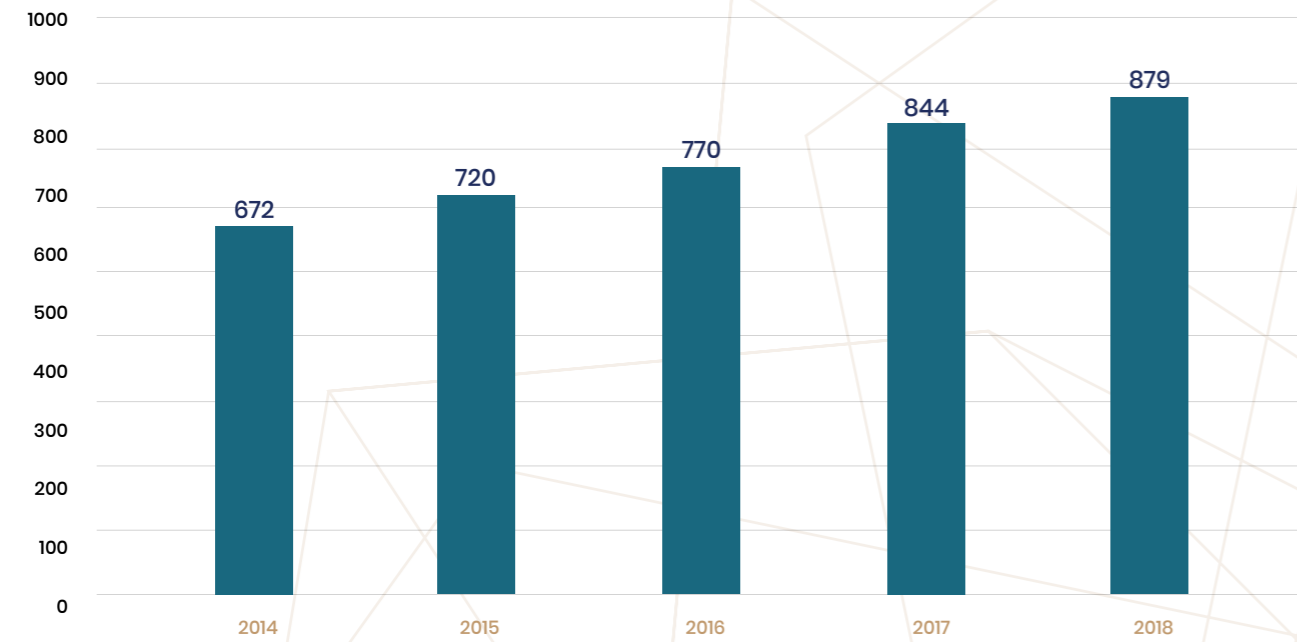
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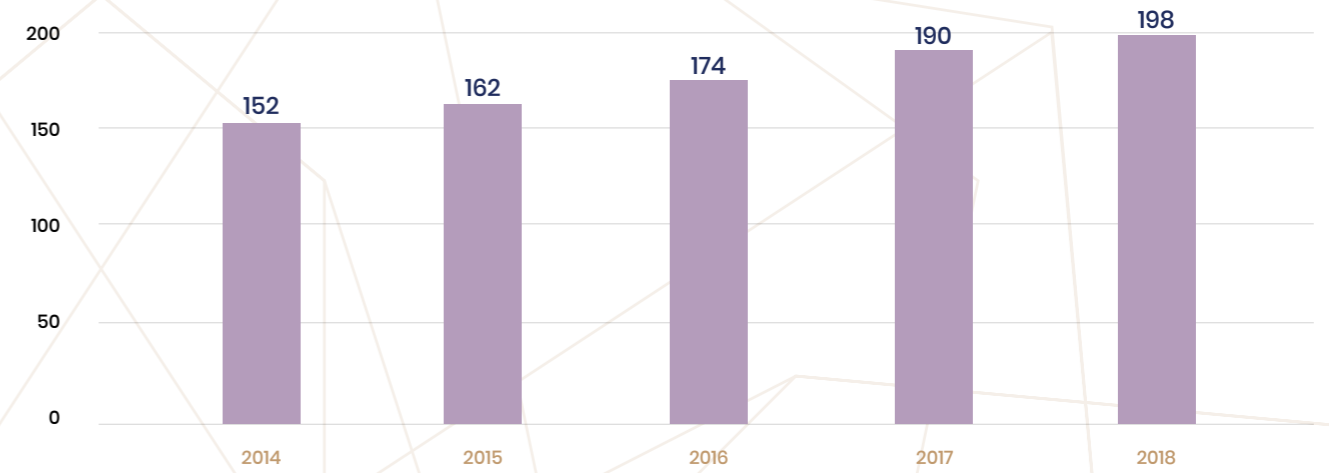
ICD at a Glance

In 2018

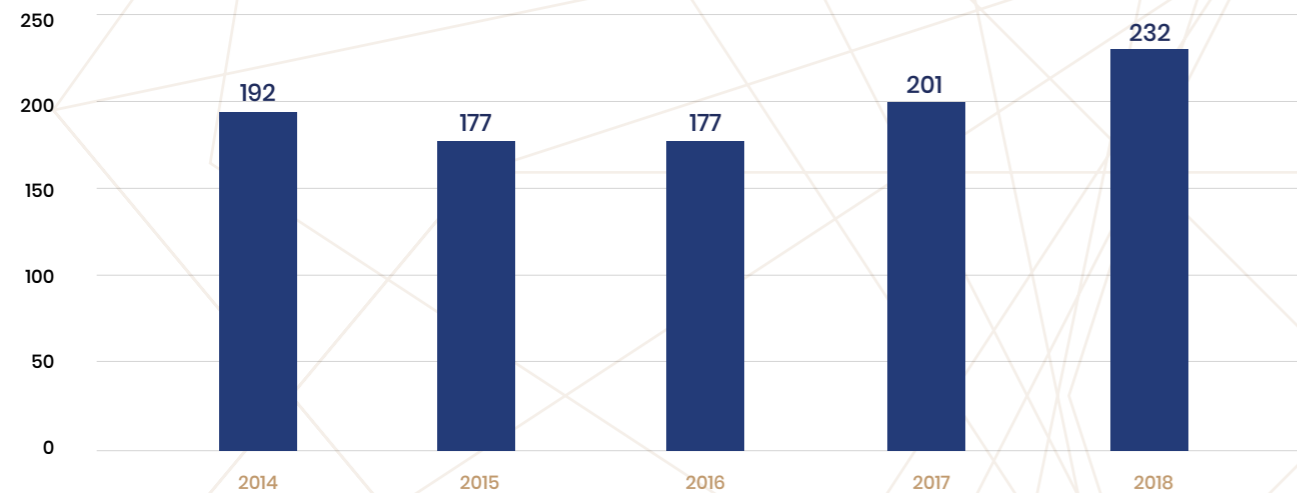
879 Assets
(in Billion AED)



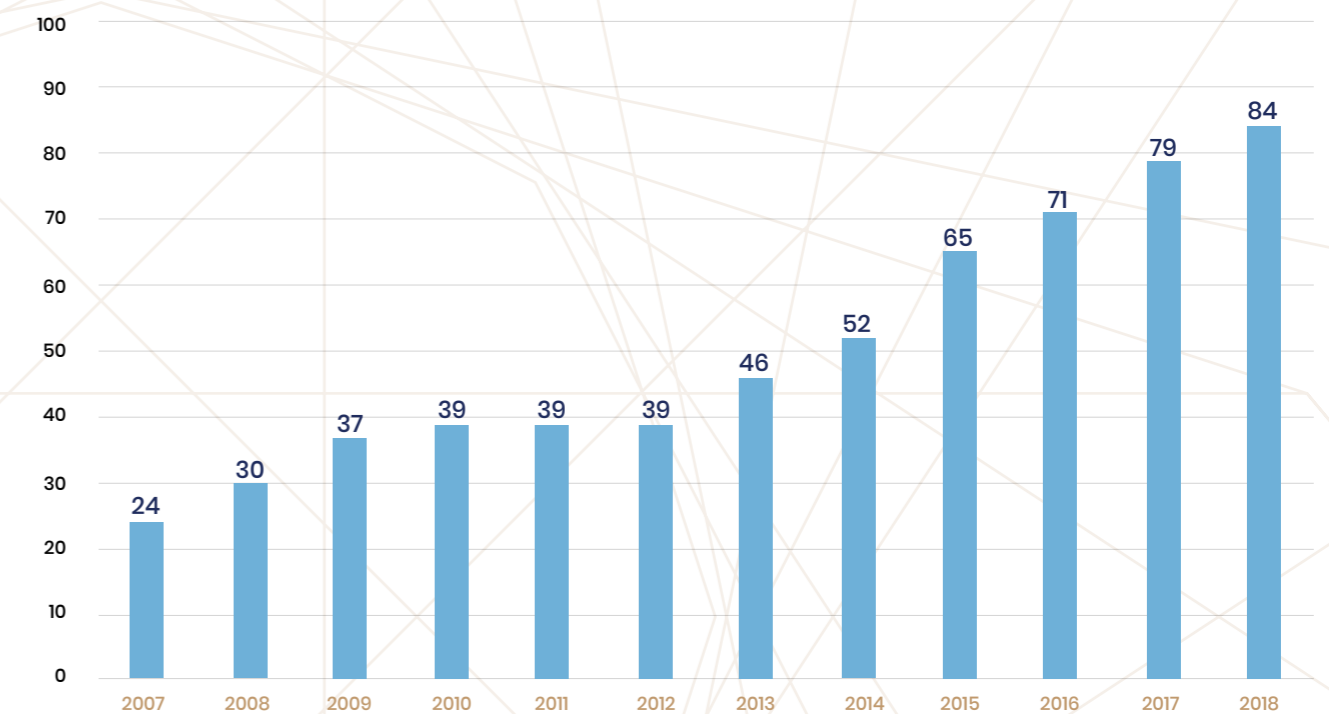
198 Equity Attributable to the Equity Holder
(in Billion AED)



232 Revenue
(in Billion AED)



84 Number of Investee Companies



ICD at a Glance

In 2018

879 Billion AED
Assets

232 Billion AED
Revenue

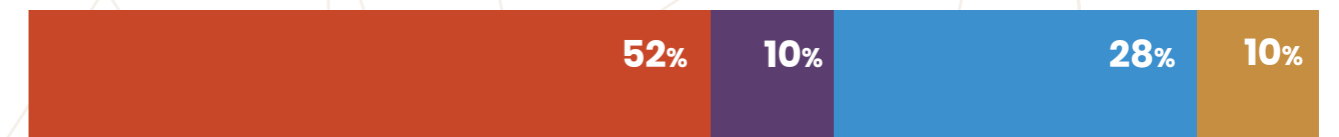
21 Billion AED
Profit for the year

Diversified Portfolio: Average Contribution for the Last 3 Years

Assets by Segment



Revenue by Segment



Profit by Segment*



Transportation Segment

- Emirates
- flydubai
- dnata
- Dubai Aerospace Enterprise



Banking & Financial Services Segment

- Emirates NBD
- Dubai Islamic Bank
- Borse Dubai
- National Bonds Corporation
- Commercial Bank of Dubai
- Noor Investment Group



Oil & Gas Segment

- ENOC



Other Segment

- EMAAR Properties
- Ithra Dubai
- Dubai World Trade Centre
- Kerzner
- Porto Montenegro
- Dubai Duty Free
- Aswaaq
- Dubal Holding
- Dubai Cable Company
- DAFZA
- DSO
- IMDAAD
- ISS Global
- Emaratech
- ALEC Contracting

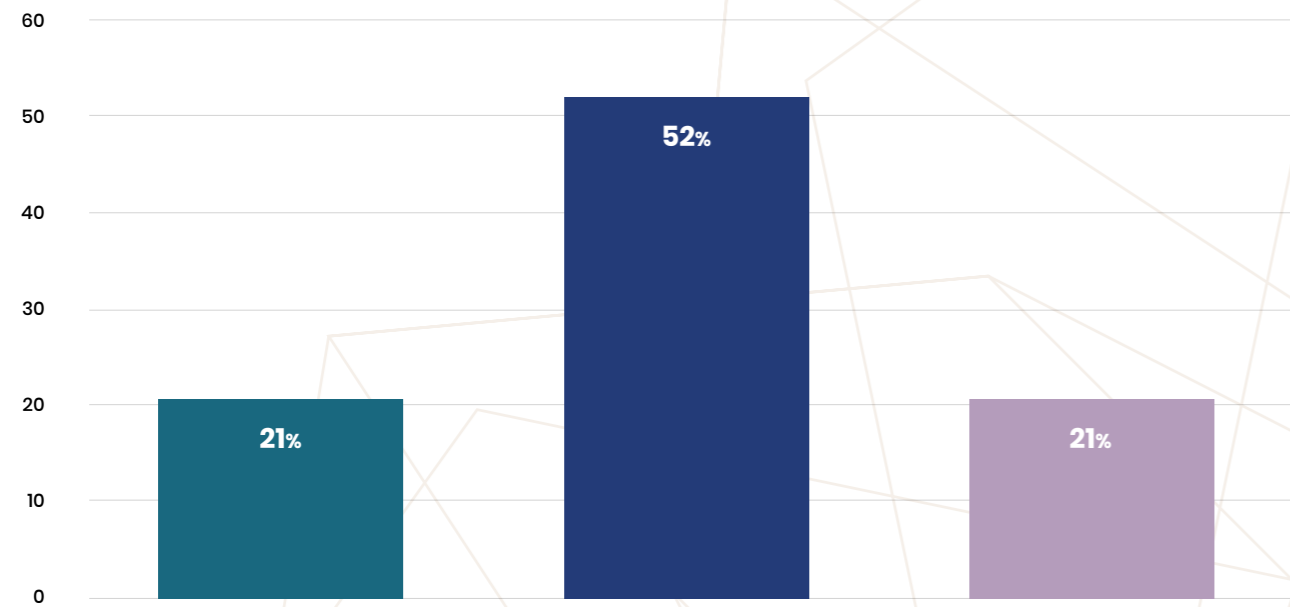
*Represents Profit before tax

ICD at a Glance

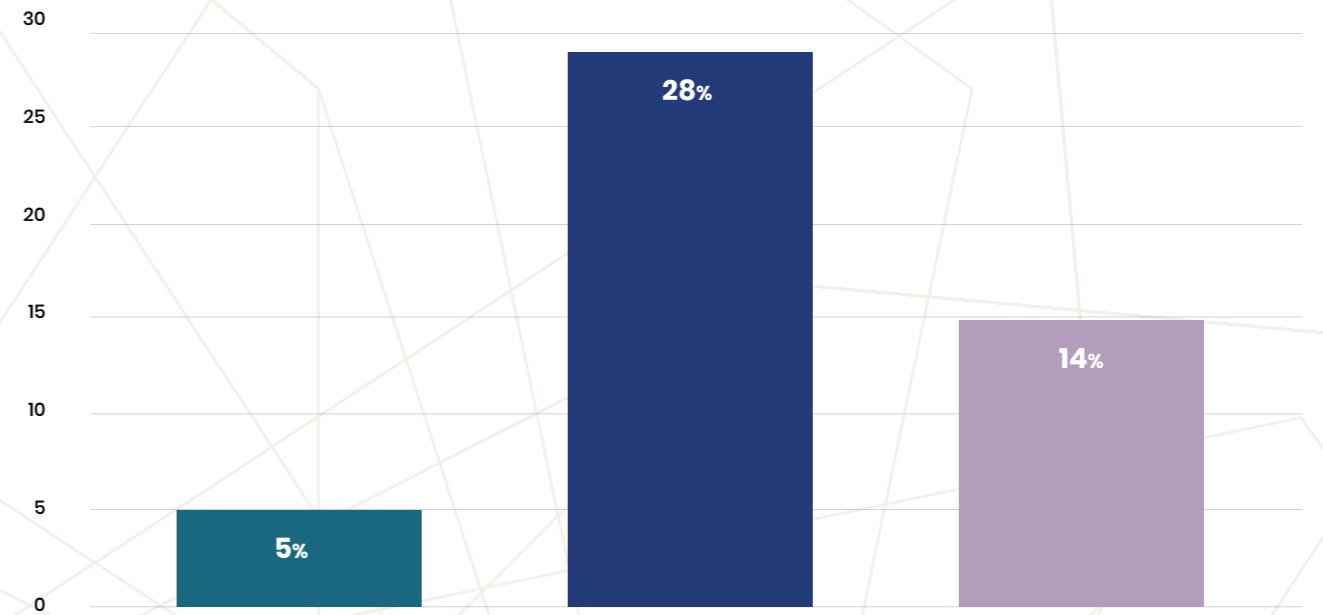
Individual Segment Contribution to the Group Average Contribution for the Last 3 Years

● Assets ● Revenue ● Profit before tax

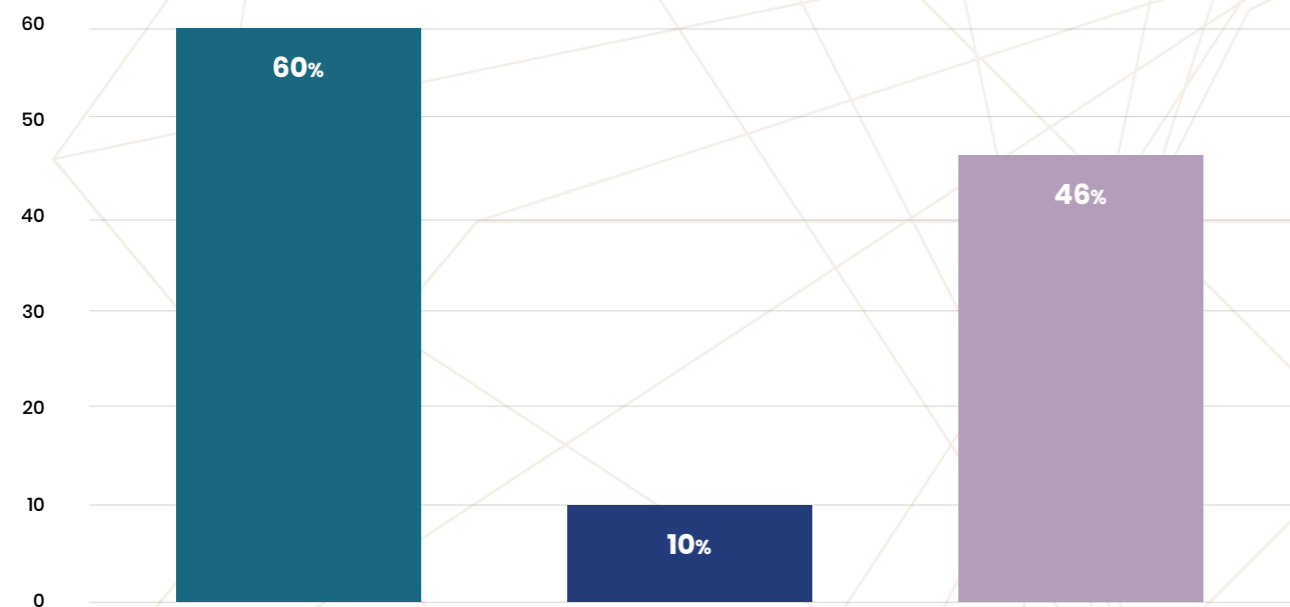
Transportation



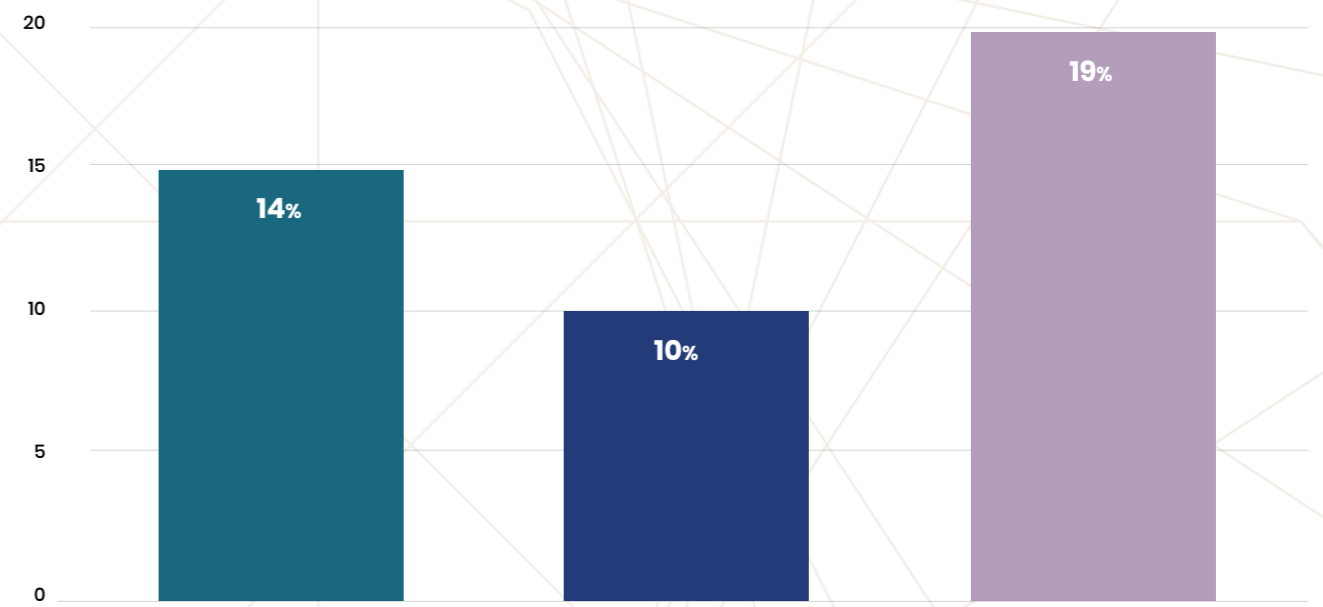
Oil & Gas



Banking & Financial Services



Other



Global Footprint

6
Continents

75
Countries

84
Investee Companies



01

About us

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P.26	Mission & Values
P.28	A Story of Growth & Diversification

Dubai night view



Chairman's Message

2018 marks the completion of the twelfth year of operations at ICD.

A decade ago, the establishment of Investment Corporation of Dubai (ICD) was an important step in consolidating the successful enterprises established by the Government of Dubai, and in providing a platform to continue to nurture these enterprises, and preserve and grow Dubai's wealth.

Despite the turbulence in global economies, ICD Group has proven resilient, and has relentlessly grown its business across a number of sectors and geographies. ICD has also become a more meaningful investor internationally. The global footprint of ICD is expanding, and a number of our key portfolio companies have established brands that are today globally recognized.

At home, Dubai continues to show strong agility to innovate, adapt, and stay competitive. Under the Dubai Plan 2021, Dubai started to move to a sustainable economic model driven by innovation and productivity in capital and labor, and supported by the most business friendly environment. Dubai has also re-asserted its intention to play a significant role in the UAE, in the region and beyond; the organisation of the landmark worldwide event Expo 2020 is a meaningful illustration of this ambition.

I am confident that ICD will continue to lead and support our Government in its efforts to build a progressive economy and provide for a bright future to our people.

As we turn to a new year, I extend my appreciation to ICD's Board of Directors, Management, and employees, and wish them all continued success in their undertakings.

H.H. Sheikh Mohammed Bin Rashid Al Maktoum

Ruler of Dubai
Vice President and Prime Minister of the United Arab Emirates
Chairman, Investment Corporation of Dubai



Board of Directors



H.H. Sheikh Mohammed Bin Rashid Al Maktoum

Ruler of Dubai
Vice President and Prime Minister of the United Arab Emirates
Chairman



H.H. Sheikh Hamdan Bin Mohammed Bin Rashid Al Maktoum

Crown Prince of Dubai And Chairman of Dubai Executive Council
Vice-Chairman



H.H. Sheikh Maktoum Bin Mohammed Bin Rashid Al Maktoum

Deputy Ruler of Dubai
Director



H.H. Sheikh Ahmed Bin Saeed Al Maktoum

Director



H.E. Mohammed Ibrahim Al Shaibani

Executive Director & CEO

Our Mission

We work to enhance Dubai's position as a global competitive economy by investing in opportunities to protect and grow its wealth, and secure a prosperous future for its people.

Our Values

We believe in the relentless pursuit of Excellence, and through the Commitment and hard work of our people, we achieve our quest for Sustainability by consistently delivering superior value and returns to our stakeholders, while keeping true to our principles of Integrity and Respect.

Excellence

We focus on achieving outstanding performance and being the best in whatever we do through a culture of innovation and quality.

Commitment

We consistently deliver on our promise and meet the objectives of our organisation.

Sustainability

We are committed to creating value and delivering consistent and superior performance, in the long-term interest of our stakeholders.

Integrity

We maintain high ethical standards by being fair, responsible and transparent in our dealings with others.

Respect

We are mindful of the rights, feelings and dignity of others, and strive to treat them as we want to be treated.

A Story of Growth & Diversification



2006

- ICD was established on 3rd May 2006 under Emiri Decree No. 11 of 2006

2008

30 companies

- Celebration of ICD's first year in the presence of H.H. Sheikh Mohammed Bin Rashid Al Maktoum and H.E. the Minister Mentor of Singapore
- Inaugural set of consolidated financial statements from the establishment date

2010

39 companies

- National Bonds Corporation becomes a subsidiary of ICD
- dnata acquires Alpha Flight Catering Group (an in-flight caterer in UK)

2012

39 companies

- ICD acquires Smartstream Technologies Group Ltd. (a global software and managed services provider based in UK)
- ICD acquires a controlling stake in Dubai Aerospace Enterprise

2014

52 companies

- ICD divests its interest in Dubai Aluminium Company to EGA (a 50% JV with Mubadala)
- ICD issues a \$700-million sukuk and a \$300-million conventional bond in its first capital market transaction
- ICD acquires Atlantis The Palm
- Borse Dubai completes its divestment of its interest in the London Stock exchange
- EMAAR Malls shares are listed on DFM

2016

71 companies

- ICD acquires Porto Montenegro
- dnata acquires Ground Services International (a leading airport handling provider based in the United States)

2018

84 companies

- dnata acquires the catering business of Qantas Airways
- ICD acquires ISS Global Forwarding, a supply chain logistics company

2007

24 companies

- Government of Dubai transfers majority stake in Emirates Bank International (EBI), National Bank of Dubai (NBD), Emirates Airline, dnata, Dubai World Trade Centre, Emirates National Oil Company, Dubai Aluminium Company, Borse Dubai and CBME to ICD
- EBI and NBD Merger - Emirates NBD (ENBD) formed as the largest bank by assets in the UAE
- Government of Dubai transfers Dubai Financial Markets (DFM) and Dubai International Financial Exchange to Borse Dubai

- Borse Dubai acquires interest in London Stock Exchange and Nasdaq OMX
- Government of Dubai transfers minority stakes in EMAAR properties, Dubai Islamic Bank, Commercial Bank of Dubai, Dubai Ice Plant & Cold Stores Company and Dubai Development Company to ICD

2009

37 companies

- Government of Dubai transfers Dubai Duty Free, Dubai Silicon Oasis Authority, Dubai Airport Free Zone Authority and Emaratech to ICD
- Government of Dubai transfers Aswaaq to ICD

2011

39 companies

- Repayment of \$4 billion loan obtained in 2008
- dnata acquires Travel Republic Group (an online travel agent in UK)

2013

46 companies

- ENBD acquires the Egyptian business of BNP Paribas
- dnata acquires a controlling stake in Servair Airchef (a leading in-flight caterer based in Italy)

2015

65 companies

- ICD takes control of Kerzner International Holdings
- Ithra Dubai is established to develop and manage strategic real estate assets
- Government of Dubai transfers flydubai to ICD
- ENOC acquires full ownership of Dragon Oil (an E&P company in Turkmenistan)
- ICD acquires Ssangyong Engineering and Construction (based in South Korea)
- ICD acquires Mandarin Oriental New York and W Washington D.C. Hotel
- DAE divests its interest in Standard Aero

2017

79 companies

- ICD acquires ALEC Engineering and Contracting
- DAE acquires Dublin-based aircraft lessor AWAS
- EMAAR Development shares are listed on DFM
- New Waterfront Market is opened in Deira

02

Our Framework

- P.38** CEO's Message
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- P.46** Investment Strategy



CEO's Message



2018 has seen ICD continue its mission in line with the objectives set by its shareholder, the Government of Dubai, to enhance Dubai's position as a globally competitive economy, by investing in opportunities that protect and grow its wealth and secure a prosperous future for its people.

We are witnessing an incredible global transformation as a series of emerging trends alter the world in which we live. From changing demographics to technological disruption, these trends are likely to shape the way we live for decades to come, creating both challenges and opportunities for governments and businesses alike.

While we continue to foster Dubai's strategic companies, our interests across multiple sectors now span the globe as we strategically expand into opportunities that create synergies with the foundation companies in our portfolio. Through our investments in hospitality we have introduced our luxury resort model to new locales around the globe, while our latest venture capital investments in technological advancements, in a variety of sectors, aim to enhance the way people live, work, and play.

Most importantly, despite challenging business conditions with volatile oil prices, interest rates, exchange rates and commodity prices, our portfolio companies have shown resilience and delivered a strong operational and financial performance, expanding further their key business activities, as highlighted by the 2018 record AED 232 Billion annual revenues and record AED 879 Billion assets.

It is a sign that the Group continues to adapt well and swiftly to the changing environment.

Our operating model has helped us manage risks prudently and overall has proved effective in encouraging good governance, compliance with leading practices, and synergistic collaboration with our portfolio companies.

The rise in revenue and profitability over time is reflective of our portfolio's emphasis on long-term investing for sustainable growth that benefits the future of Dubai and its people. Our continued success is the result of rigorous long-term planning, a robust investment strategy and, above all, a clear vision for the future.

Overall, I stay confident on the future growth and profitability outlook for our portfolio companies, and in particular, I believe that the diversified profile of our activities will continue to help the Group weather the tougher economic conditions.

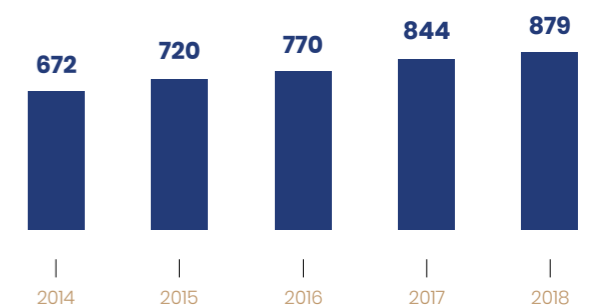
I am also confident in our ability to continue to grow our portfolio of investments and seize some of the exciting new opportunities the world presents today.

I thank our Board of Directors for their continued trust, support and encouragement.

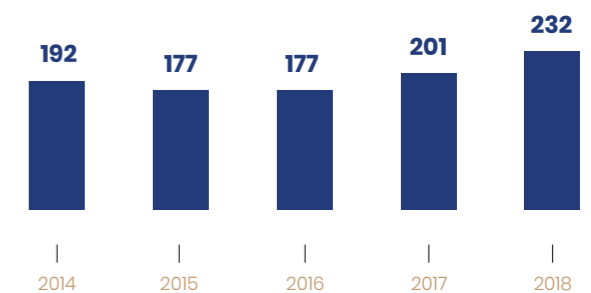
H.E. Mohammed Ibrahim Al Shaibani

Executive Director &
Chief Executive Officer

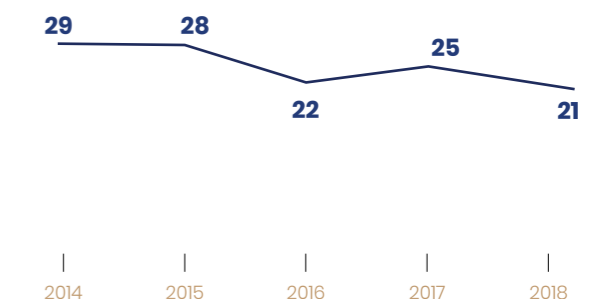
Assets (in Billion AED)



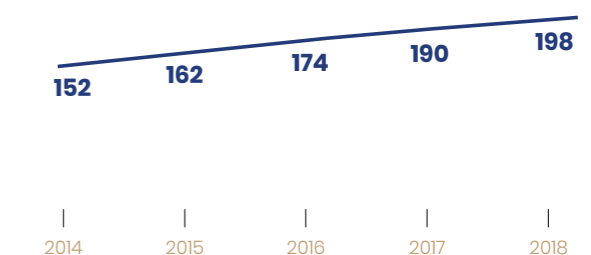
Revenue (in Billion AED)



Profit for the Year (in Billion AED)



Equity Attributable to the Equity Holder (in Billion AED)



Governance

Sound governance practices are essential for ICD's long-term success. Our establishing decree requires us to provide responsible and sturdy governance to our portfolio entities and ICD is committed to demonstrating and upholding the highest standards of corporate governance and promoting these standards across ICD and its portfolio companies.

The Board of Directors comprises five members who are appointed by Emiri decree for a renewable term of three years.

The Board has oversight of the organisation's corporate governance affairs and related policies and procedures. It is responsible for the stewardship of ICD, seeking to ensure that ICD's investment management and operational arrangements are functioning effectively.

Committees

The governance of ICD is achieved through the delegation of certain authorities including to various committees that report to and operate under the overall oversight of the Board of Directors. Delegated authority allows for the efficient day-to-day management of ICD and promotes responsibility, accountability and the implementation of appropriate internal controls over authorisation, execution and management of commitments.

Executive Committee

The Executive Committee comprises two members of the Board and has a broad range of responsibilities, including:

- Reviewing ICD's strategic plan and mission;
- Formulating policies and guidelines to manage the organisation's capital resources effectively;
- Putting in place policies and procedures relating to the governance and operations of ICD;
- Reviewing and approving major business decisions.

Investment Management Committee

The Investment Management Committee is comprised of three members of the Board and is primarily responsible for providing oversight of ICD's investment functions and evaluating its investment policies. It also evaluates all investment transactions made on behalf of or by ICD.

Risk Management Committee

The Risk Management Committee comprises of all department heads and is primarily responsible for recommending and overseeing the implementation of a sound risk management framework.

This committee provides guidance to ICD departments in their efforts to develop internal control systems and processes necessary to ensure risks are effectively managed.

Management Committee

The Management Committee comprises the senior management team of ICD and has the responsibility for overseeing its day-to-day operation as well as executing, implementing and managing directives introduced by the Executive Committee.

Governance

Risk management

ICD's risk management framework integrates risk management into core business activities and decision-making processes with the goal of taking prudent risks that are commensurate with our risk appetite.

The framework is designed to contribute to the achievement of ICD's strategy and objectives by putting in place a risk management process to systematically identify, analyse, evaluate, treat, monitor and review ICD's risks.

Risk is managed at every level of the organisation and, as such, all of ICD's departmental policies and procedures are also a fundamental part of the organisation's risk management framework.

We believe that a strong risk culture is important to create an environment for effective risk management processes.

All employees have a responsibility for managing risk and this is reflected in ICD's performance management framework.

We also require a strong commitment to ethical and responsible business behaviour from our employees.

The effectiveness of ICD's risk management framework depends on its integration into ICD's governance framework. The Board of Directors of

ICD and of the respective entities have responsibility for:

- The establishment and oversight of risk management frameworks including the determination and approval of risk appetite; and
- The formation of appropriate risk management committees responsible for developing and monitoring risk management policies and procedures for the identification, analysis and management of the risks in the operations of the respective businesses.

Working with our portfolio companies

ICD plays an important governance role in respect of its portfolio companies by participating in the formation of high calibre and experienced Boards and Management Teams. ICD does not direct the commercial or operational decisions of its portfolio companies, other than acting through its Board representation in these portfolio companies by virtue of being a shareholder. Each of the portfolio companies is managed by its respective management and guided and supervised by its own Boards of Directors.

However, in its capacity as a shareholder, ICD does have the ability to actively engage various stakeholders, including the boards

and management of its portfolio companies. Shareholder activity is carried out to implement ICD's mandate to supervise and monitor its portfolio companies and any coordination between them.

ICD provides assistance as and when it may be required to its portfolio companies to support their development through the provision of strategic advice on, among other matters, funding and legal affairs.

In addition, ICD facilitates the implementation of co-operative ventures between its portfolio, or affiliated companies in furtherance of its mandate to supervise and monitor its portfolio companies and coordinate any co-operation between them.

Audit

To demonstrate its commitment to transparency, ICD has made both its interim and annual financial statements publicly available for a number of years.

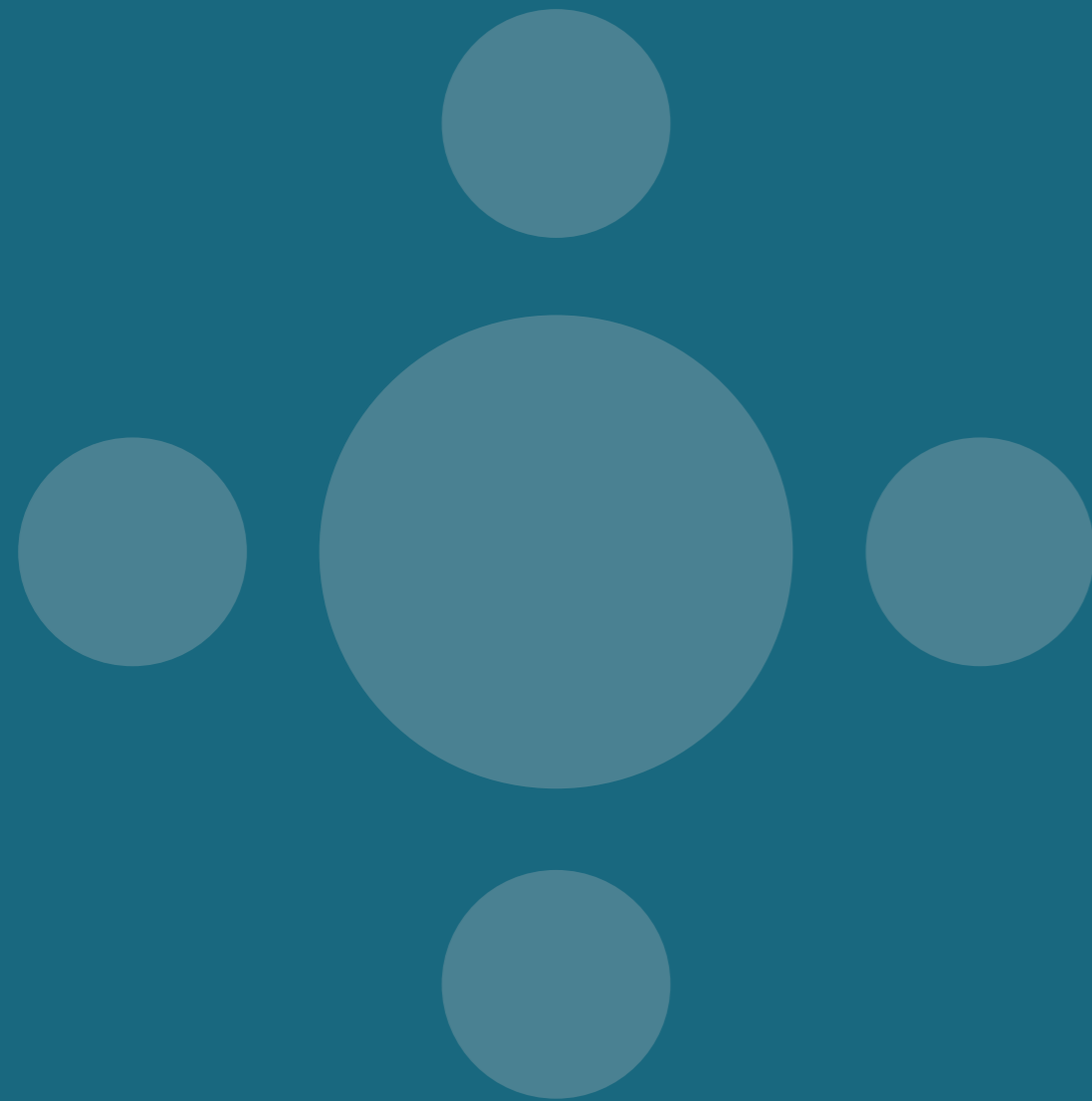
ICD has had its consolidated financial statements audited by independent auditors each year since its inception and its interim half year financial statements are subject to review by its external auditors. In addition, each of the portfolio entities financial statements are subject to audit by their independent auditors.

ICD and its portfolio entities are also subject to oversight by the Financial Audit

Authority of the Government of Dubai (the FAA).

The FAA has a role to provide an independent review of financial reporting, processes and controls at all entities owned or controlled by the Government of Dubai.

Operating Model



Investment takes place at two levels:

At the portfolio company level

- The portfolio of companies strategic to the development of Dubai continues to grow organically or through acquisitions.

At the ICD parent level

- ICD supports the development of strategic portfolio companies where required and in parallel;
- ICD as an investment company also carries out its own investment activities that supplement the strategic activities described above. Whilst ICD has autonomy in the selection of projects in which to invest, these investments are typically aligned with the development strategy of the Government of Dubai or they can also provide a degree of diversification away from the strategic portfolio to reduce dependence on key sectors.

At the ICD parent level

- ICD parent is self-funding and does not typically receive funding or seek support from the Government of Dubai. ICD parent occasionally receives non-monetary contributions from the Government of Dubai such as ownership interests in companies or plots of land related to its development activities;
- ICD's principal sources of income are dividends received from all its portfolio companies, profits on exits and supplementary investment returns;
- ICD also solicits third party funding to support its investment and development activities. ICD monitors and manages this leverage conservatively through objectives set within ICD's investment, risk and governance frameworks.

Funding also takes place at two levels:

At the portfolio company level

- Portfolio companies typically have direct access to a variety of funding sources. They use their cumulative profits and external funding to fund their expansion. Portfolio companies monitor and manage conservatively their leverage through investment, risk and governance frameworks.

Return to the Government

- ICD makes regular distributions to the Government of Dubai dependant on the dividends it receives from its portfolio companies and on future growth plans or investment plans.

Investment Strategy

Our strategy is derived from the mandate given to ICD in its governing decree:

- Consolidate and manage the existing portfolio of companies and investments of the Government of Dubai;
- Provide strategic oversight of the portfolio in order to enhance portfolio returns; and
- Efficiently deploy and recycle surplus capital by making new investments. These can be both local and international, which may strategically be important yet complementary to the existing investments of Dubai or purely for diversification.

The first limb of this strategy includes the consolidation of the Government of Dubai's commercial assets. Significant progress was made on this aspect in the early part of ICD's life, and although there have been instances in recent years where we have absorbed other Government assets, for example flydubai, the portfolio has remained relatively stable and our focus has, for some time now, been firmly directed towards portfolio management and new capital deployment.

Guiding Principles

As an institution with a mission to create wealth and long term value, whilst also focusing on sustainability, we have laid down several guiding principles designed to support and shape our investment selection processes.

- Emphasis should be placed on capital preservation and clearly demonstrated either commercially or structurally;
- All opportunities should be assessed on an entirely commercial basis, i.e. maximizing risk adjusted return;
- All investments should demonstrably provide either strategic or diversification benefits.

To complement these primary principles, we also acknowledge an overarching intent to secure equity-type returns, given the nature of our portfolio.

As reflected in our core values, we are committed to follow ethical practices in everything we do.

Our Approach

Our approach to asset allocation and investment selection is underpinned by the following features:

- Strong visibility of short and long term cash flow and funding requirements to support robust capital budgeting;
- Real-time review and recalibration of market dynamics and trends to form forward looking views on asset class performance and shape our approach on possible allocation. This promotes the identification of:

- long term structural trends around which we can develop investable

hypotheses (thematic)
- potential market mispricing, market dislocations or special situations (opportunistic)

- Identification of sectors or opportunities that allow ICD to leverage its credentials, capabilities and know-how to provide clear points of differentiation from other competing capital providers;
- Consideration of existing commitments, particularly strategic investments, for which there may be a clear and long term commitment;
- Maintaining sufficient liquidity to dynamically allocate and respond to market conditions.

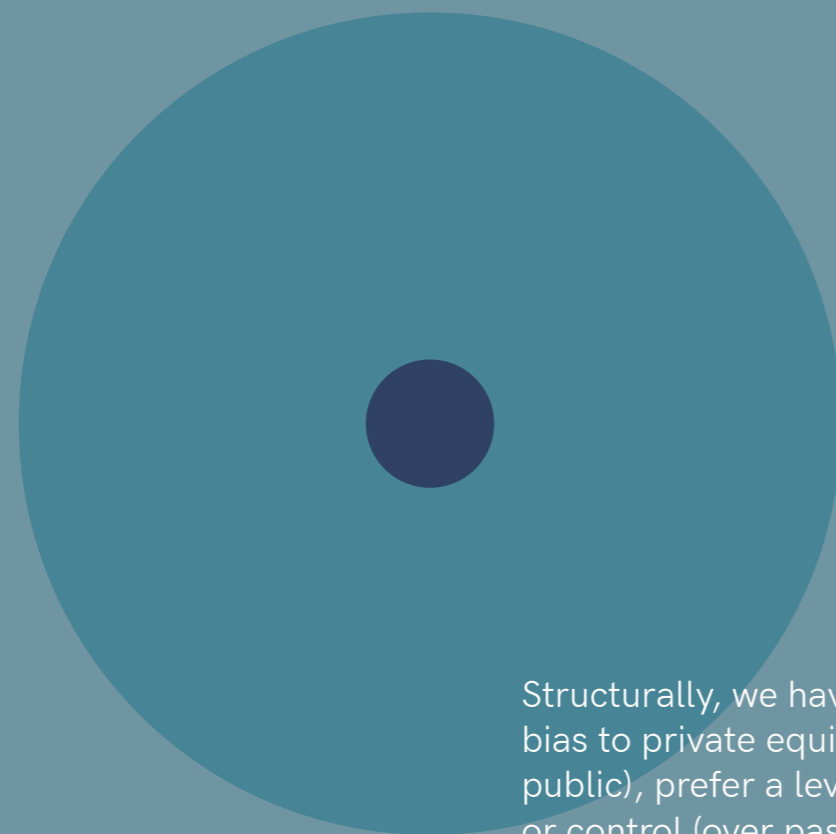
Taking these features into consideration, asset allocation is determined, with the primary objective of defining the balance between strategic investments and diversification investments.

Tactical considerations and recommendations are then made, particularly in the case of the diversification investments. Such considerations draw heavily upon the market-facing, forward-looking analysis referred to above.

Ultimately this culminates in an allocation between strategic, thematic and opportunistic opportunities. Within the latter two we then allocate to specific industry verticals for the relevant Investment team members to act upon and deliver.

As part of our investment approach we place significant emphasis on assessing corporate governance and we target companies with best-in-class structures and processes. Alongside this, during our period of ownership, we aim to continuously develop such structures to enhance effective decision making and enhance value.

Current Investment Focus



Structurally, we have a natural bias to private equity (over public), prefer a level of influence or control (over passive) and typically invest directly (rather than via funds).

Commercially, we historically have a preference for growth assets and markets.

ICD currently has appetite (not exclusively) for opportunities in the following areas:



Real Estate

This represents a strategic sector for Dubai, which has grown into becoming one of the pre-eminent markets for global investors and residents alike. Having established our own Real Estate development company, Ithra Dubai, we now have clear operational capability and as such we have a strong focus on domestic development (multisector) which we see as being a long standing commitment into the future. We also have a range of international assets and an interest to further leverage our capabilities overseas.



Hospitality & Leisure

As with Real Estate, Hospitality & Leisure represents a key pillar of the Dubai economy, being strategic to its long term prospects. We have built a presence and capability in terms of hotel operation and ownership most notably through the historical acquisitions of Kerzner and Atlantis the Palm. Operations currently span the globe, and we wish to continue to grow and consolidate our position as a leading hotel owner, operator and developer in the luxury space under Atlantis and One & Only brands.



Technology & Innovation

ICD's recent investments in technology and innovation are through venture capital. Our interest in this area follows the macro trend to pursue opportunities that have the ability to disrupt existing markets or substantially drive corporate efficiencies for competitive edge. We have adopted a diversified approach investing in a range of technologies and industries, from Artificial Intelligence to FinTech to Biotech to AgriTech, typically alongside well qualified sponsors, managers and like-minded investors. We are progressively building capability and keen to expand further.

03

Our Portfolio

- P.54** A Diversified Portfolio
- P.56** Transportation Segment
- P.68** Banking and Financial Services Segment
- P.78** Oil and Gas Segment
- P.84** Other Segment

Montenegro marina



A Diversified Portfolio

Percentage holding by segment

(as at 31st December 2018)

Transportation Segment



Oil & Gas Segment



Banking & Financial Services Segment



Other Segment

Real Estate & Construction



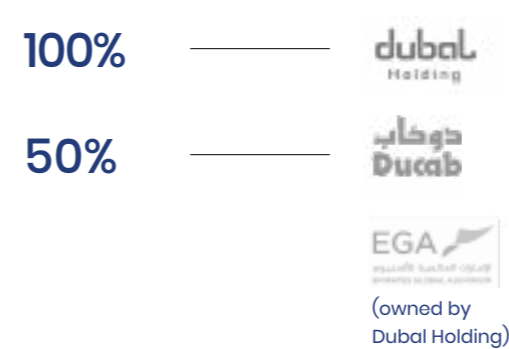
Hospitality & Leisure



Retail



Industrial



Others



Transportation Segment



03.1

Segment Overview

Our Transportation Segment is predominantly focused on the aviation industry. In a little more than 30 years our portfolio companies Emirates, dnata, flydubai and DAE have grown to become renowned global and regional brands that strive to redefine the passenger experience by offering unparalleled in-flight experience as evidenced by the global recognition and accolades received annually.

Collaboration is key to this sector. For example in 2017 Emirates and flydubai announced a code sharing agreement that has enabled both airlines to unlock each other's networks resulting in passenger growth and operational scalability. In 2018 both Emirates and flydubai have jointly carried 3.29 million customers on codeshare flights across 84 destinations.

This segment is key to the economy of Dubai and the achievement of the Government of Dubai's growth and diversification strategies. (According to an Oxford Economics report commissioned by Dubai Airports, for every 100 jobs created in the aviation sector, an additional 116 jobs will be created within Dubai whilst every AED 367 of aviation activities triggers AED 265 worth of opportunities to the local Dubai economy from the associated supply chain).

Segment Contribution to the Group*



21%
of total profit
(before tax)

*average of last 3 years



21%
of total assets



Featured Holding

Emirates

Emirates is not only the main airline company of Dubai, but over a span of 33 years has grown into one of the world's largest airlines. Emirates retained its pole position as the world's largest international airline crossing 63 Billion available tonne kilometres this year.

Emirates currently operates the world's largest fleets of A380 and Boeing 777 aircraft.

Emirates also has 23 code share partners and 119 interline partners in 102 countries.

The Emirates Skywards programme was launched to build customer loyalty and enhance passenger travel experience.

Emirates is a global brand that has association with the largest sporting icons of the world through its sporting sponsorship initiatives. The Emirates Brand was viewed in excess of 9 billion times by people worldwide watching such sponsored sporting events.

58.6 Million
Passengers carried

270
Aircraft in operation

158
Destinations across
85 countries on
6 continents

6.1 Years
Average fleet age

60 Thousand
Employees supporting
operations

Source: Emirates Group
Annual Report 2018-2019

Featured Holding

dnata

dnata was established in 1959 with a team of five employees operating as a local ticketing business in Dubai. In over 60 years, dnata has evolved into a holistic air services provider with a global footprint. Today, dnata operates four core lines of business:

- UAE airport operations;
- International airport operations;
- In-flight catering; and
- Travel Services.

dnata's mission of "We will deliver the promises our customers make" has enabled dnata this year alone to secure and retain over 115 contracts with customers in key markets.

127

Airports served in 37 countries

320+

Airlines served around the world

3.1^{Million}

Tonnes of cargo handled

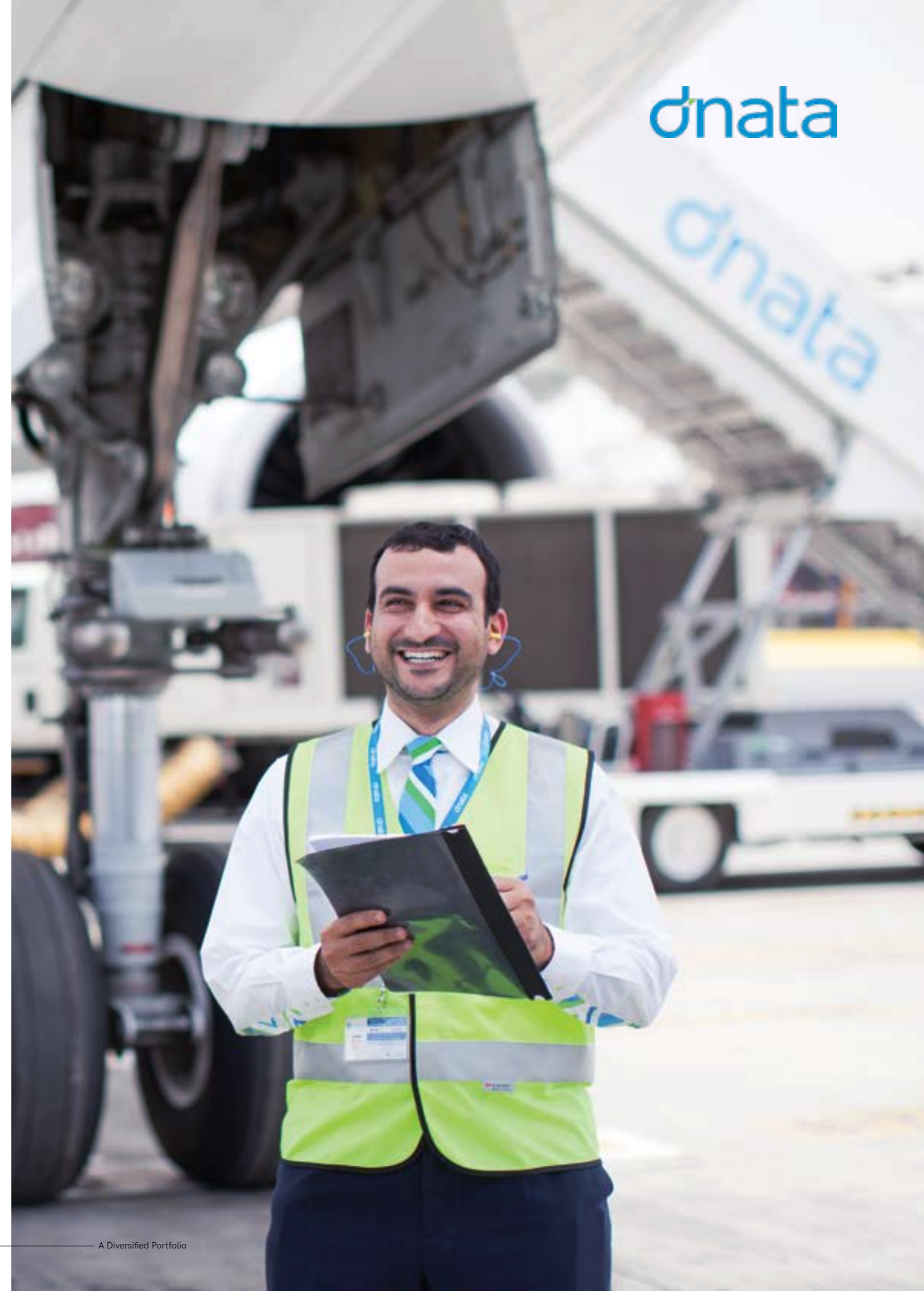
120^{Million}

Passengers served annually

45+^{Thousand}

Employees supporting operations

Source: Emirates Group Annual Report 2018-2019



dnata

dnata



Featured Holding

flydubai

flydubai was officially established in March 2008 by the Government of Dubai. The launch of flydubai marked Dubai's participation in the low-cost carrier segment, with the aim to make air travel more affordable, convenient and flexible.

To date, flydubai has transported 70 million passengers and has built a reputation as a reliable low-cost carrier within the region. This reputation has enabled the company to continuously expand its operations.

The codeshare collaboration between flydubai and Emirates has evolved into a successful synergetic collaboration, allowing flydubai to gain new short-haul destinations from Emirates while allowing Emirates to focus on long-haul destinations.

11 Million
Passengers carried

64
Aircraft in operation

90
Destinations in 47 countries
across 3 continents, within
5,500 KM from Dubai

3.7 Years
Average fleet age

4.1 Thousand
Employees supporting
operations

Featured Holding

Dubai Aerospace Enterprise

DAE was established in 2006 and is a global player within the aircraft leasing industry. DAE's operating model is focused on aircraft leasing through the DAE Capital division, and aircraft maintenance, repair and overhaul services through DAE Engineering. In 2017, DAE completed its acquisition of Ansett World Aviation Services (AWAS), a Dublin-based aircraft leasing company.

This acquisition propelled DAE to become one of the largest aircraft leasing companies in the world. DAE's main customers include Emirates, Gulf Air, Ethiopian Airlines, Saudi Arabian Airlines, Aeroflot, Egyptair, Vietnam Airlines, Azul, GOL and Aegean Airlines.

109
Airline Customers

57
Country presence
across 3 continents

354
Aircraft owned,
managed
and committed

6.2 ^{Years}
Average fleet age

DAE
Dubai Aerospace Enterprise



Banking & Financial Services Segment

03.2



Segment Overview

Our Banking and Financial Services segment consists of mainly conventional financial institutions such as Emirates NBD and Commercial Bank of Dubai as well as Islamic principle-based financial institutions such as Dubai Islamic Bank, Noor Investment Group and National Bonds Corporation. Our portfolio also includes Borse Borse Dubai that holds a key investment in exchanges such as a controlling stake in DFM and Nasdaq Dubai and a significant investment in Nasdaq Inc.


Our portfolio companies are built on strong fundamentals supported by a robust risk and governance framework.

This has enabled each of our key portfolio companies within our Banking and Financial Services segment to accumulate capital to allow them to grow and deliver outstanding value to their shareholders.

Segment Contribution to the Group*



10%
of total revenue



46%
of total profit
(before tax)



60%
of total assets

*average of last 3 years

Featured Holding

Emirates NBD

Emirates NBD (ENBD) was established in 2007 following the merger of National Bank of Dubai and Emirates Bank International. ENBD is considered the flagship bank of Dubai due to its strategic role in developing the economy of Dubai and the UAE through the legacy of the institution's history.

ENBD provides a full suite of banking services and continues to innovate its offerings as it strives to improve its customer banking experience through its digital initiatives. ENBD was awarded 'Best Bank in the Middle East' and 'Best Bank in the UAE' for the fourth consecutive year in 2018 at the Euromoney Awards. ENBD also provides Islamic financing offerings through its wholly owned subsidiary Emirates Islamic Bank.

ENBD is listed on the DFM exchange, with a market capitalisation of AED 49.4 billion as at 31st December 2018. ENBD is one of the largest financial institutions by asset size within the GCC (top 3) and the second largest in the UAE.

500 Billion AED
Total assets

328 Billion AED
Loan book

348 Billion AED
Deposits

6
Country presence, key countries include UAE, Saudi Arabia and Egypt

230
Branches across the UAE, Saudi Arabia, Egypt, United Kingdom, India and Singapore



UAE Market Share

17.5%
Assets

19.8%
Loans

20%
Deposits



Featured Holding

Dubai Islamic Bank

Dubai Islamic Bank (DIB) was established in 1975 as the world's first Islamic bank offering a complete suite of Sharia-compliant products and services to consumers, the wholesale market and institutional clients.

DIB's mission is to maintain and improve its position as the world's leading Islamic bank through unsurpassed customer service, innovation, growth and consistent employee engagement.

DIB is the second largest Islamic bank in the world and the largest Islamic bank in the UAE based on total assets value.

224 Billion AED
Total Assets

145 Billion AED
Islamic financing

156 Billion AED
Deposits

6
Country presence, key countries include UAE, Pakistan, Kenya, and Indonesia

273
Branches across the UAE, Pakistan and Kenya

UAE Market Share

8.1%
Assets

9.4%
Financing

8.9%
Deposits

Borse Dubai



Borse Dubai was established in 2007 with the mandate of expanding Dubai's leadership and influence in the financial exchanges sector. This led to the consolidation of Dubai's already established financial exchanges, namely Dubai Financial Markets (DFM) and Nasdaq Dubai, into the portfolio of Borse Dubai. Borse Dubai also holds a 18.03% ownership stake in Nasdaq Inc.

An integrated common trading platform between the DFM and Nasdaq Dubai has enabled synergistic back office operational activities and increased competitiveness. This has enabled a diversified trade offering resulting in 196 instruments listed on the DFM for a total market capitalisation of AED 344 Billion as at 31st December 2018.

National Bonds Corporation



National Bonds Corporation (NBC), is a Shariah-compliant company built on the foundations of Islamic investment principles and guidelines established in 2006. NBC's objective is to assist its customers to cultivate committed and disciplined savings habits whilst ensuring they achieve their financial objectives in a sustainable manner. This is achieved through NBC's balanced investment strategy managing a steady balance between risks and expected returns. As at the 31st December 2018, NBC currently has a total of 480,000 accounts that consist of individuals and corporate customers.

Commercial Bank of Dubai



Commercial Bank of Dubai (CBD), was established in 1969. Its asset base continues to grow and as of 2018, CBD's total assets stood at AED 74.1 Billion. Today CBD has a network of over 25 branches and more than 200 ATMs and CDM's. CBD's banking operations are balanced between corporate and commercial banking. In 2008, the bank established a full fledged suite of Islamic banking services.

CBD's leadership and management team continue to seek to expand into new markets with conventional and Islamic product offerings.

Noor Investment Group



Noor Investment Group LLC (NIG) acts as a holding company and manages its investments which are principally involved in Sharia-compliant Takaful and financial services activities.

NIG's main asset represents a 91% interest in Noor Bank. Noor Bank was established in 2008 and is a Sharia-compliant bank, offering a comprehensive range of products and services ranging from wholesale banking, personal banking, wealth management, treasury and trading. Noor Bank continues to grow and is the 10th largest bank within the UAE by total assets.

Oil & Gas Segment



03.3

Segment Overview

Our oil and gas segment includes the Emirates National Oil Company (ENOC) which operates across the oil and gas value chain with upstream, mid-stream and downstream operations.

Segment Contribution to the Group*



28%
of total revenue



14%
of total profit
(before tax)



5%
of total assets

*average of last 3 years



Featured Holding

ENOC

ENOC was established in 1993. Its upstream operations are held through its subsidiary Dragon Oil, wholly - owned since 2015.

ENOC supports and drives Dubai's continued quest towards a diversified and sustainable economy by ensuring the continued supply of petroleum products. This is evident through ENOC's continued value chain diversification, which includes refining, lubricant blending, storage, transportation, aviation and retail. A total of 149 million customers have been served during the year 2018 by ENOC. Currently 11,600 employees support ENOC's operations.

87 Thousand

Barrels of crude oil production per day

127 Thousand

Barrels refined daily

142

Refuelling stations

79 Million

Vehicles refuelled

234

Convenience stores established to date

Other Segment



03.4

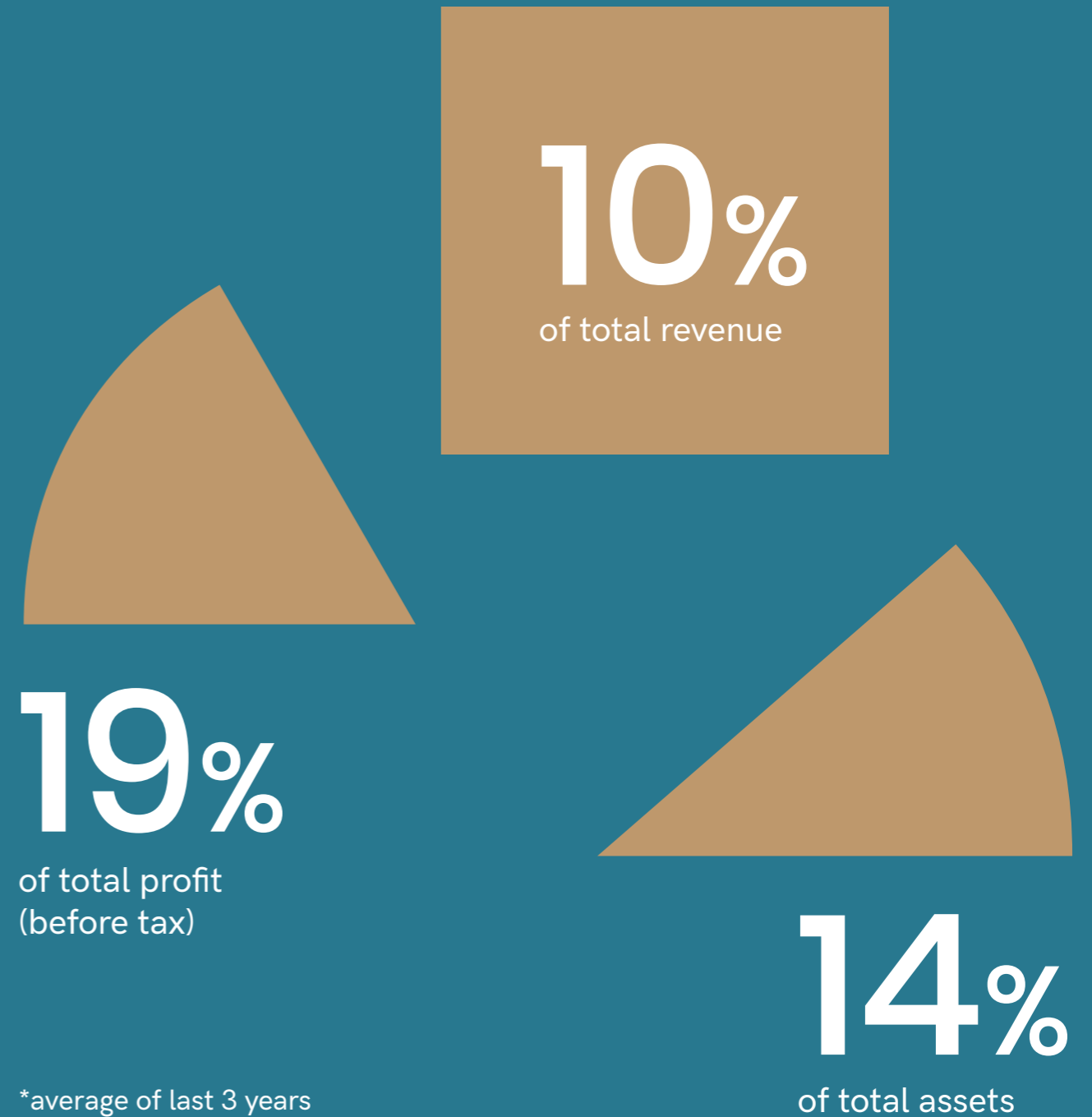
Segment Overview

This segment includes portfolio companies that operate mainly within the:

- 1- Real Estate & Construction sector
- 2- Hospitality & Leisure sector
- 3- Retail sector
- 4- Industrial sector

The portfolio companies within this segment continue to establish or maintain themselves locally and internationally. This segment has potential to grow and contribute further to our overall economic and value generation and diversification mandate.

Segment Contribution to the Group*



1

Real Estate & Construction Sector



Deira Enrichment Project

ICD's portfolio companies in the real estate and construction sector have been a catalyst for Dubai's growth in tourism, leisure and business tourism industries. The collaboration amongst ICD portfolio companies has supported the positioning of Dubai as a leading tourist destination and a global player in the real estate and the MICE (meetings, incentives, conferences and exhibitions) industry. More recently ICD established its own real estate development company, Ithra Dubai, currently developing key projects such as the Deira Enrichment Project and One Za'abeel.

Brand names such as EMAAR and ALEC are not only synonymous with the real estate and construction sector regionally, but are also redefining real estate and construction benchmarks globally.

Significant completed developments include several of Dubai's most recognized and visited sites in the world today, such as Burj Khalifa and Dubai Mall. This sector also includes Dubai World Trade Centre considered to be Dubai's engine for business tourism.

ICD holdings also include world-class free zones that have attracted some of the most successful corporations to base their regional headquarters in the emirate of Dubai, reinforcing Dubai's status as a pivotal hub in the global economy.

Featured Holding

EMAAR

ICD is the investor with the largest holding in EMAAR Properties PJSC (EMAAR), a leading real estate developer that delivered some of the most iconic buildings and areas of Dubai. EMAAR was established in 1997 as a pioneering developer associated with integrated master-planned communities. EMAAR continues to evolve and leverage on its strengths to diversify into business segments that further supplement its property development operating model that include mall management, entertainment, hospitality and commercial leasing.

The EMAAR brand today besides property development, hospitality and commercial leasing, is also associated with premier lifestyle brand as evidenced through its signature brands such as its Address Hotels, The Dubai Mall, Dubai Opera and Downtown Dubai. Upon completing the Burj Khalifa, the world's tallest tower in 2009, EMAAR has continued to scale greater heights by expanding its collective presence and brand name in 36 markets across the Middle East, North Africa, Pan-Asia, Europe and North America.

52 Thousand

Residential units delivered since 2002

1.6 Billion sqft

Land bank available for property development

8.3 Million sqft

Gross leasable area space

136 Million

Visitors welcomed by EMAAR malls

19

Hotels with 3,900 rooms



Featured Holding

Ithra Dubai

Ithra Dubai (Ithra) is a wholly owned subsidiary of ICD established with the aim of enriching communities within the city of Dubai through the various planned strategic property development and enrichment initiatives.

These planned developments and enrichment initiatives echo the vision of His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, in that they shall shape and enable the city of Dubai to stand tall within the global arena.

Ithra's project portfolio includes several key projects, namely the Deira Enrichment Project and One Za'abeel.



Deira Enrichment Project

Deira enrichment project is envisaged to not only transform communal mixed-use facilities and as the retail and hospitality landscape of Deira but also seeks to ensure the preservation of cultural legacies whilst integrating modern architecture and technology into future landmarks.

15 ^{Years}

Phased development timeframe

60 ^{Million sqft}

Built-up area under development in Dubai

2,200

Planned high-quality affordable residences

840

Planned retail units

1,450

Hotel rooms and serviced apartments

One Za'abeel Project

230 ^{Metres}

World's longest cantilever bridge connecting 2 towers

263

Luxury residential units

11,777 ^{Sqm}

of retail space

37,127 ^{Sqm}

of office space

498

Ultra-luxury hotel rooms

Featured Holding

Dubai World Trade Centre

Dubai World Trade Centre (DWTC) has evolved from being the forerunner of the fast growing exhibition industry into a multidimensional business catalyst focusing on venues, exhibitions, event organizing and real estate management. DWTC is the largest purpose built complex for events and exhibitions in the region. It hosts annual events across key sectors, including technology and innovation, health care, energy and sustainability, real estate, food and beverage, hospitality, automotive and transportation.

363

Events hosted

54,717

Companies participated in organized events

3.4^{Million}

Visitors attended organized events

162

Nationalities of delegates and attendees

1.3^{Million sqft}

of serviceable area



مركز دبي التجاري العالمي
DUBAI WORLD TRADE CENTRE



2

Hospitality & Leisure Sector



Leisure Activity

The Hospitality and Leisure sector is of central importance to Dubai's economy. In view of this, ICD established ICD Hospitality and Leisure company to focus on its investments in leading hotels around the world. In addition ICD has a controlling stake in Kerzner International Holdings Limited, (international resort and hotel developer and operator). This partnership has enabled ICD to further expand its international presence across North America, Africa and Asia.

Featured Holding

Kerzner

Kerzner's mission of building experiences all over the world and surpassing expectations is achieved through its flagship brands One&Only Resorts, Atlantis and Mazagan.

A leading international expert in developing and operating destination resorts, and ultra-luxury hotels and residences worldwide, Kerzner International Holdings is at the centre of ICD's strategy in the Hospitality & Leisure sector.

11

Luxury Hotels
operated around
the world

9

Country
presence

125

Restaurants

4,521

Rooms

Featured Holding

Porto Montenegro

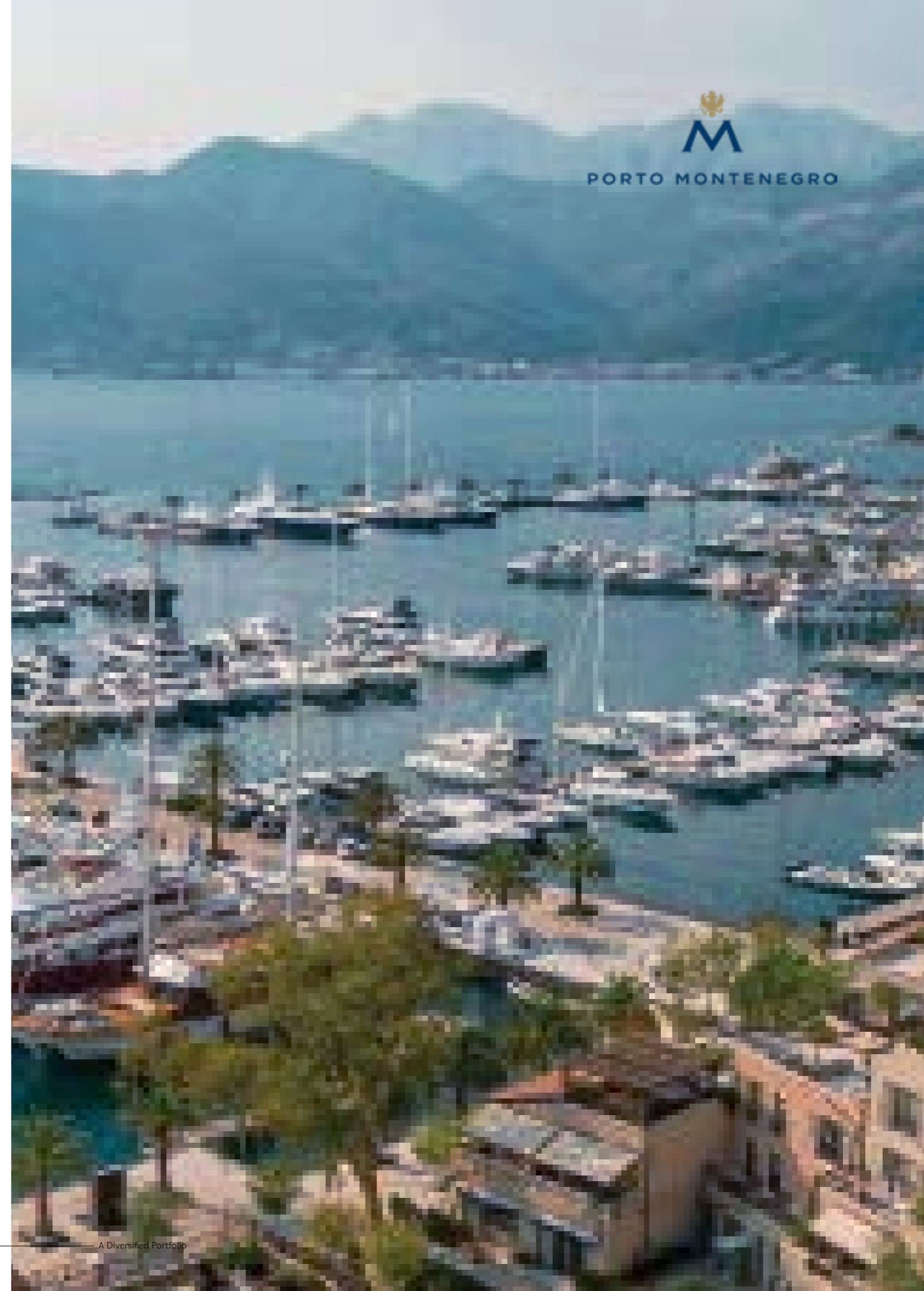
Porto Montenegro is one of the mediterranean's leading luxury yacht homeport and marina villages. Porto Montenegro is located within the Bay of Kotor, a UNESCO World Heritage site since 1979. The Bay of Kotor is often referred to as the Monte Carlo of the Adriatic coast and is known for its stunning landscape and unspoiled coastline.

The acquisition of Porto Montenegro allowed ICD to grow its portfolio outside of the UAE whilst leveraging its strong Hospitality & Leisure expertise.

461
Berths

250 Metres
World's largest
superyacht berth

5 Star
Hotel with branded
residences



ICD Key Properties



Atlantis The Palm

Atlantis The Palm is a luxury 5 star hotel designed based on the myth of Atlantis and that incorporates distinct Arabian architecture and includes the region's No.1 waterpark, the Atlantis Aquaventure.

The Royal Atlantis Resort

The Royal Atlantis Resort and Residence complex is being developed on Dubai's iconic man-made, palm-shaped island overlooking the Arabian sea and is primed to be a world renowned address offering the ultimate ocean front luxury.

This resort complex is anticipated to welcome guests and residents in 2020 with an offering of 231 residences, many of which will be decked with their own private pools and terraces. The guest resort will include 800 luxury guest rooms and suites.

3

Retail Sector



Dubai Duty Free



Established in 1983, Dubai Duty Free has become the largest travel retail operator in the world in terms of turnover. DDF continues to create innovative strategies to capture retail sales from travellers going through Dubai's airport.

68.8 Million
Units of merchandise sold

40,500 Sqm
Retail space at Dubai Airports

7.4 Billion AED
Turnover

25.5 Million
Sales transactions recorded

6 Thousand
Employees supporting operations



Aswaaq is a local brand and recognized as one of the most trusted retailers in the UAE. Aswaaq owns and operates supermarkets and community malls located at the heart of residential communities in Dubai.

4

Industrial Sector

EGA Plant



2.6 Million tonnes
of cast metal production

340
Customers

53
Countries



Dubal Holding is a wholly owned subsidiary through which ICD invested in EGA.



Emirates Global Aluminium (EGA) is the world's largest 'premium aluminium' producer. Jointly owned by ICD and Mubadala Investment Company, EGA is the UAE's largest industrial company outside the oil and gas industry. Its core operating entities are Dubai Aluminium

PJSC and Emirates Aluminium Company Limited PJSC.

EGA's key current initiative is to build and operate a fully diversified industry supply chain from mine to metal through investments in mines and refineries.



A joint venture between ICD and General Holding Corporation of Abu Dhabi (Senaat), Dubai Cable Company is a leading provider of high-quality cabling in the region. Ducab offers a wide range of products and services and has a global presence across 40 countries.

5

Others



Established in 2007, Imdaad is a Dubai-based Integrated Facilities Management Solutions provider with a strong and growing presence within the UAE and GCC.



Established in 2003, Emaratech is a leading online technology solutions and consulting company within MENA.

04

Group Performance

One & Only Palmilla



Financial Highlights and Analysis

Statement of Financial Position

	In Million AED	
	31-Dec-18	31-Dec-17
Cash and deposits with banks	150,039	153,906
Investment securities	29,555	29,297
Loans and receivables (including Islamic)	342,248	318,263
Investment in associates and joint ventures	52,994	47,302
Investment/development properties	22,317	17,882
Property, plant and equipment	179,177	172,925
Other assets	102,897	104,719
Total Assets	879,227	844,294
Borrowing and lease liabilities	215,452	217,602
Customer deposits (including Islamic)	332,321	311,935
Other liabilities	93,686	87,285
Total liabilities	641,459	616,822
Equity attributable to the equity holder of ICD	197,658	190,003
Non-controlling interests	40,110	37,469
Equity	237,768	227,472
Total Liabilities and Equity	879,227	844,294

Income Statement

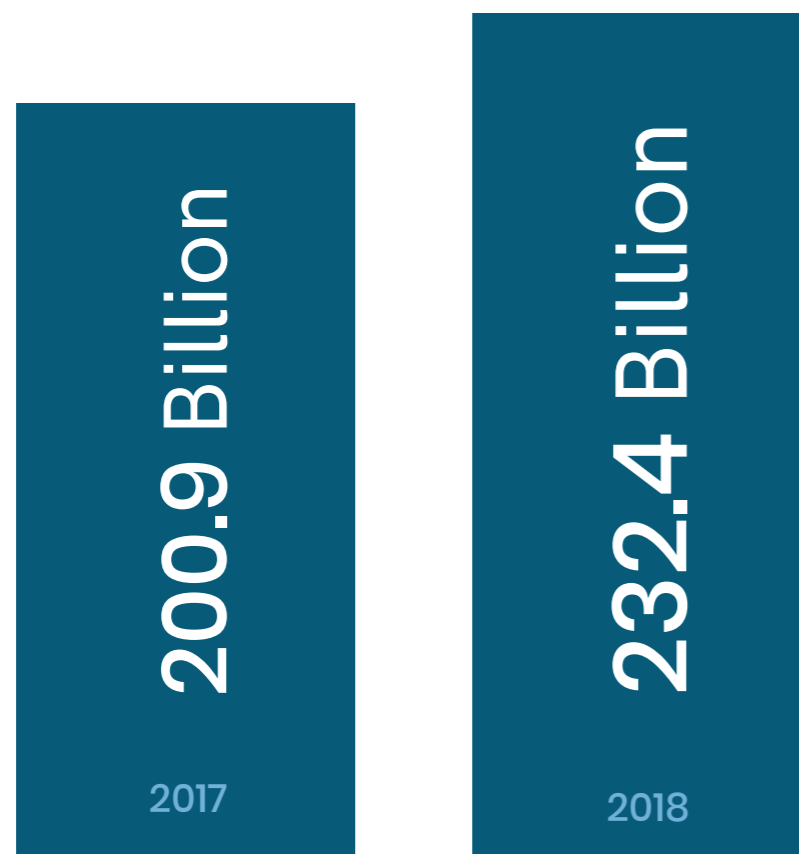
	In Million AED	
	Year 2018	Year 2017
Revenue	232,435	200,931
Gross profit	36,960	38,465
Other income	5,336	5,102
Net loss/gain on derivative instruments	1,009	(412)
General, administrative and other expenses	(19,860)	(17,833)
Net impairment on financial assets	(2,080)	(2,230)
Net finance cost	(3,814)	(2,964)
Share of results of associate and joint ventures - net	4,727	5,059
Profit for the year before income tax	22,278	25,187
Income tax expense - net	(887)	(545)
Profit for the Year	21,391	24,642
Attributable to:		
The equity holder of ICD	16,252	20,239
Non-controlling interests	5,139	4,403
	21,391	24,642

Overall Performance

ICD achieved record revenues of AED 232.4 Billion and a net profit of AED 21.4 Billion. These results were achieved against a backdrop of higher oil, commodity input prices and strengthening of the US Dollar against other major currencies and heightened global economic uncertainty.

Financial Highlights and Analysis

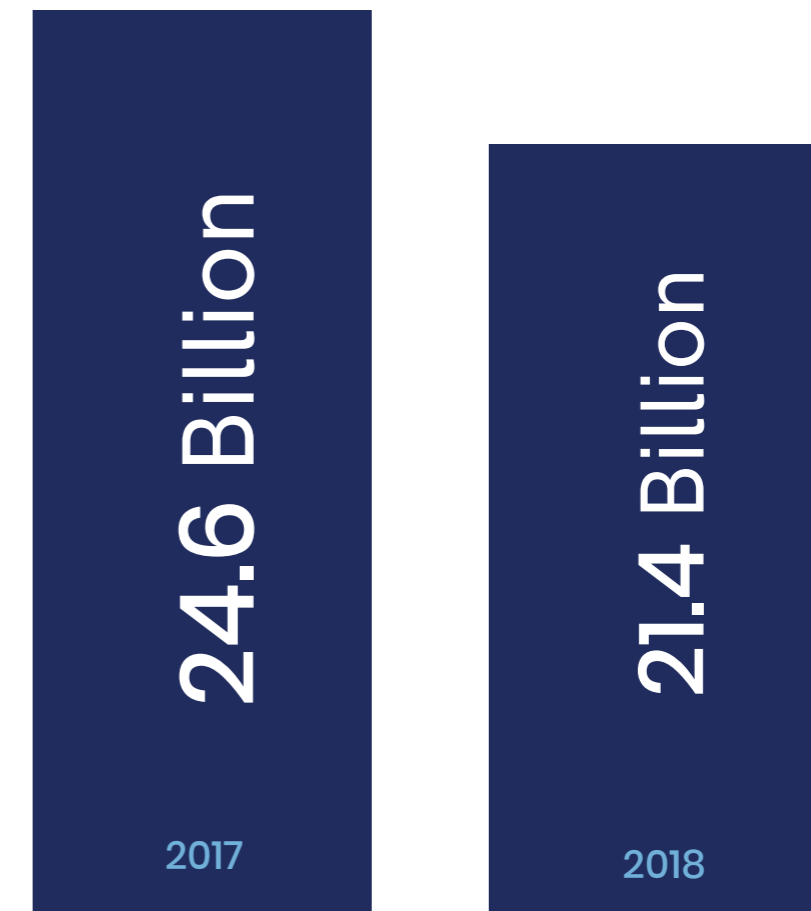
Revenue



232.4 Billion
Revenue (AED)

Revenue increased to a record AED 232.4 Billion, an increase of 15.7 per cent from the prior year with increases achieved in all key segments primarily led by the Oil & Gas Segment and the Transportation Segment.

Profit for the year

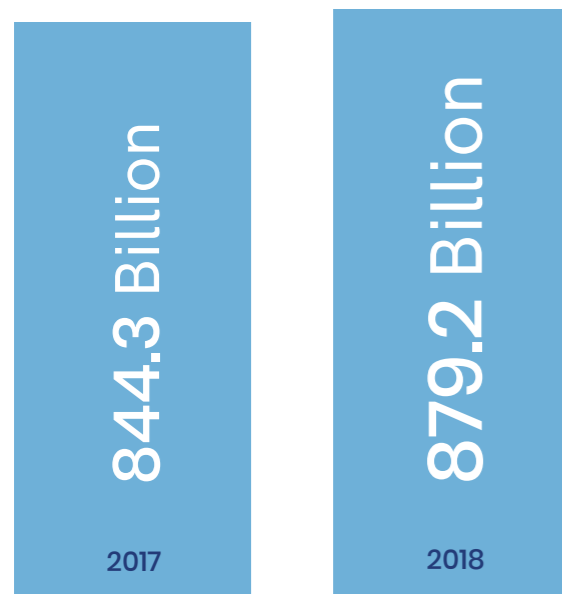


21.4 Billion
Profit for the year (AED)

Profit for the year was AED 21.4 Billion, a decrease of 13.2 per cent from the prior year. This decrease was primarily driven by the impact of higher fuel and commodity input prices.

In 2018, the portfolio of ICD demonstrated resilience by delivering a strong operational and financial performance despite challenging market conditions and uncertainties.

Financial Highlights and Analysis

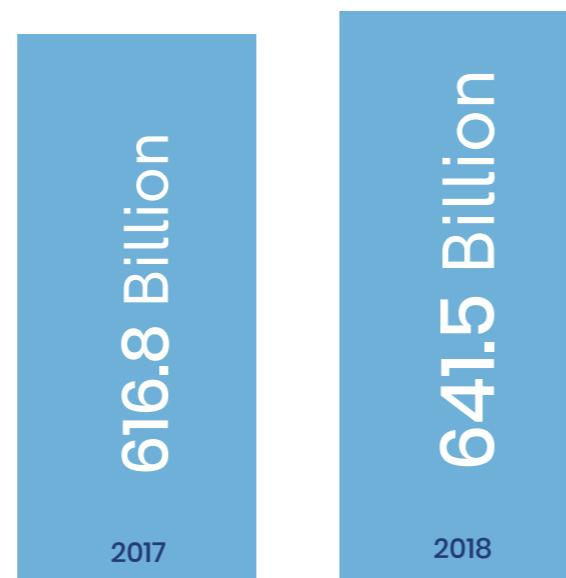


Liabilities

641.5 Billion

Liabilities (AED)

Liabilities increased to AED 641.5 Billion, rising by 4% from the year end position in 2017, resulting primarily from higher customer deposits in the Banking and Financial Services segment while borrowing and lease liabilities were flat.



Assets

879.2 Billion

Assets (AED)

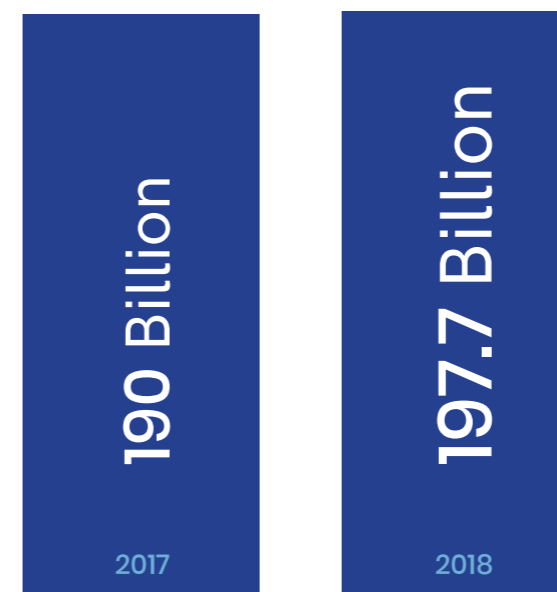
Assets increased to AED 879.2 Billion, rising by 4.1 % from the year end position in 2017, primarily resulting from an increase in loans and receivables in the Banking and Financial Services segment.

Equity

Equity reached AED 238 Billion from AED 227 Billion as a result of the Group's overall performance. This contributed a 4% increase to equity attributable to the equity holder of ICD.

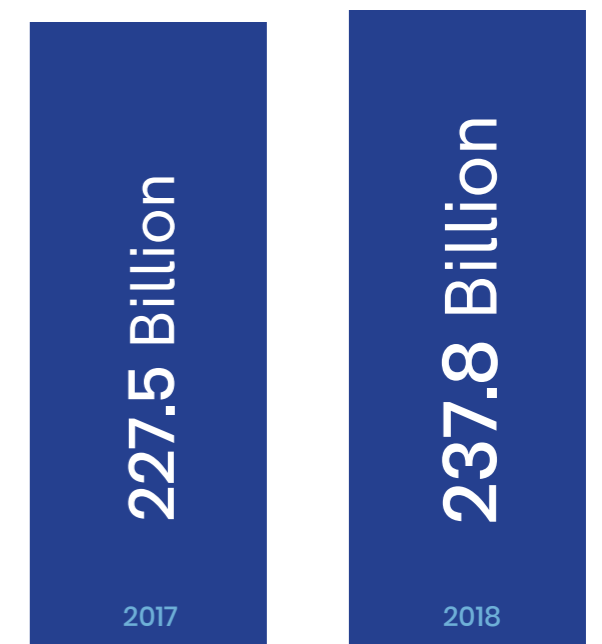
197.7 Billion

Equity attributable to the equity holder of ICD (AED)



237.8 Billion

Equity (AED)



05

Corporate
Social
Responsibility



SHOW GRAD GLOBAL

GGS has become the world's most diverse gathering of universities.

Global Grad Show (GGS) is a not-for-profit initiative that gives first-hand access to the next generation of innovators who are designing solutions for a better world. Every year, GGS puts on an exhibition of projects from graduates and universities working on Social Impact Innovation.

Celebrating innovation for social and environmental good, the programme aims to encourage and help a new generation working to design a more equitable, sustainable and prosperous world.

Launched in 2015 with 10 universities participating with 50 projects, Global Grad Show was created to open the field of creativity and innovation to participants from all over. Leveraging off Dubai's global connectivity and ease of access, the Show has become the world's most diverse gathering of universities. In 2018 GGS showcased 150 student projects from 97 universities in 43 countries.

Participating projects showcased innovation as a value that transcends technology and exists independent of wealth. Projects can be high-tech or low-tech, luxurious or low-cost, mechanical, manual, or virtual.

The Show is a great meeting place for exhibiting students, teachers, mentors, and potential investors. Students from leading institutions such as MIT, Royal College of Art and Harvard exhibit alongside students from places less known for design talent.



150 student projects **97** universities **43** countries

“One of the greatest gatherings of innovators ever.”

Architectural Digest

In 2018 Investment Corporation of Dubai partnered with Global Grad Show with the aim of growing the program in line with Dubai's growing reputation as a place for creativity and innovation and as an international hub for forward-thinking ideas, where cultures meet and work together.

With ICD's support, the number of universities applying has doubled to 250 from 55 countries. ICD's support further expanded the Global Grad Show's offering when it launched its first conference "Belief in AI", which brought together key international designers, engineers, scientists and philosophers who for a full day held discussions and debated the complex questions surrounding the theme of Artificial Intelligence in Art.

ICD also launched the "ICD Progress Prize", awarding \$10,000 to the most innovative participating project. The 2018 winner was Mirjam de Bruijn, from Design Academy Eindhoven who presented "Twenty".

Twenty's purpose is to reduce the environmental impact of the supply chain of household products. These products contain at least 80% water and their distribution entails unnecessary transportation of weight and packaging around the world. To tackle that issue, Twenty radically simplifies the production and transportation logic by limiting the products to powder, bars and capsules, drastically reducing CO2 emissions and the creation of plastic waste in the supply chain.

At home, consumers simply need to place Twenty products into a bottle, add tap water and, within seconds, have products of the same quality and consistency as the average store-bought variety.

Mirjam will use her prize to help her project Twenty to be refined and taken to the market.



"Twenty", winning project of "ICD Progress Prize"



Mirjam de Bruijn, winner of the "ICD Progress Prize"





ICD cares

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