



INVESTMENT  
CORPORATION OF  
DUBAI

Annual Report 2019



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. ICD also provides 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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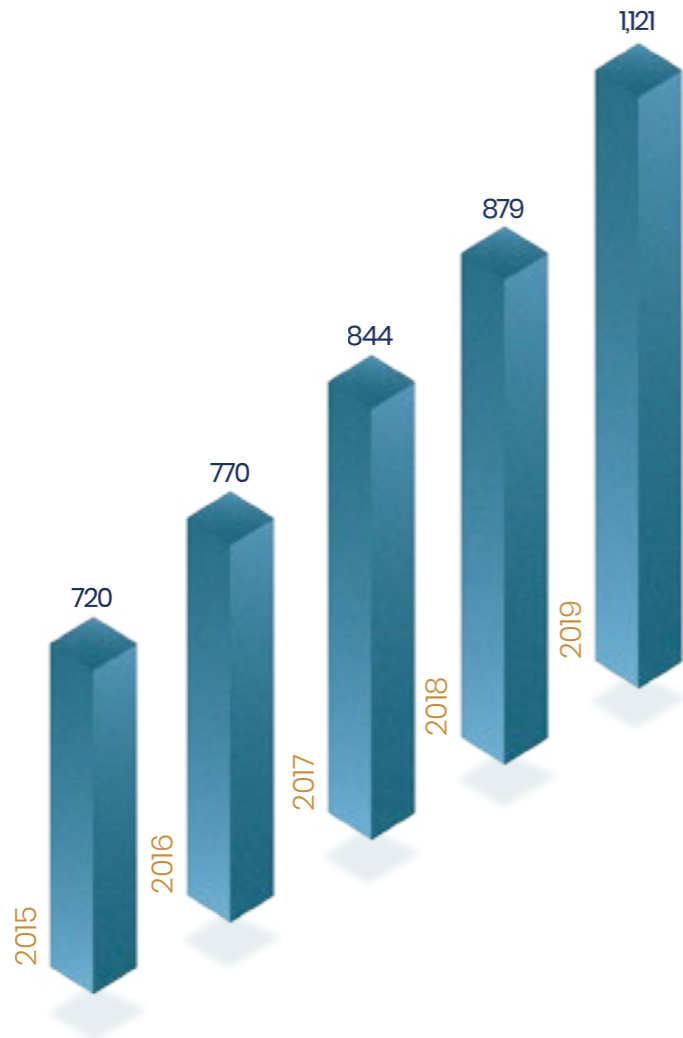
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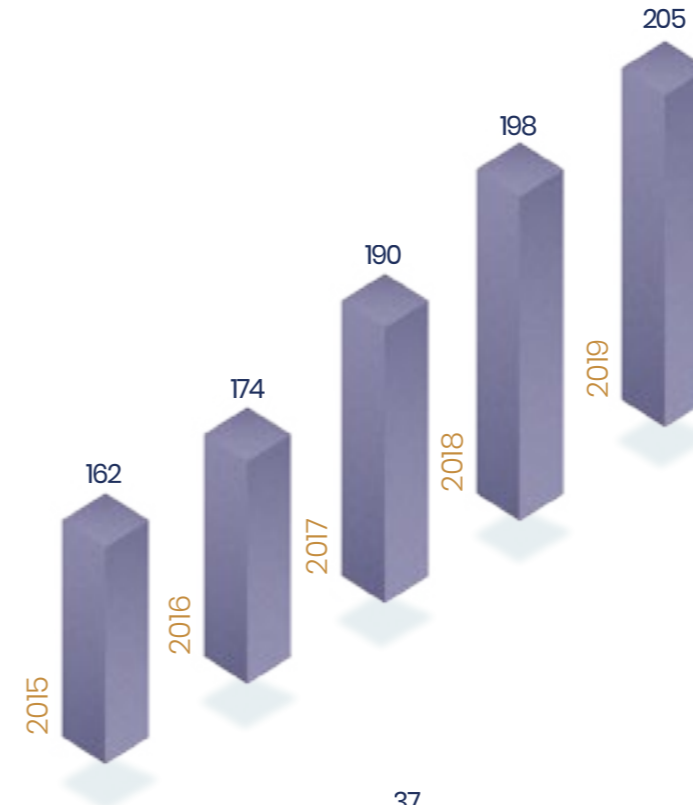
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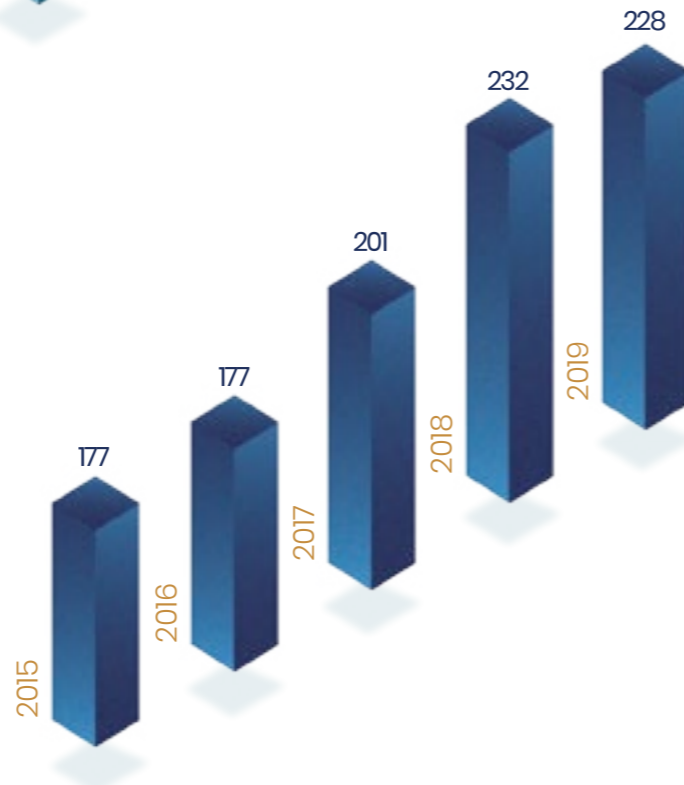
# ICD at a Glance



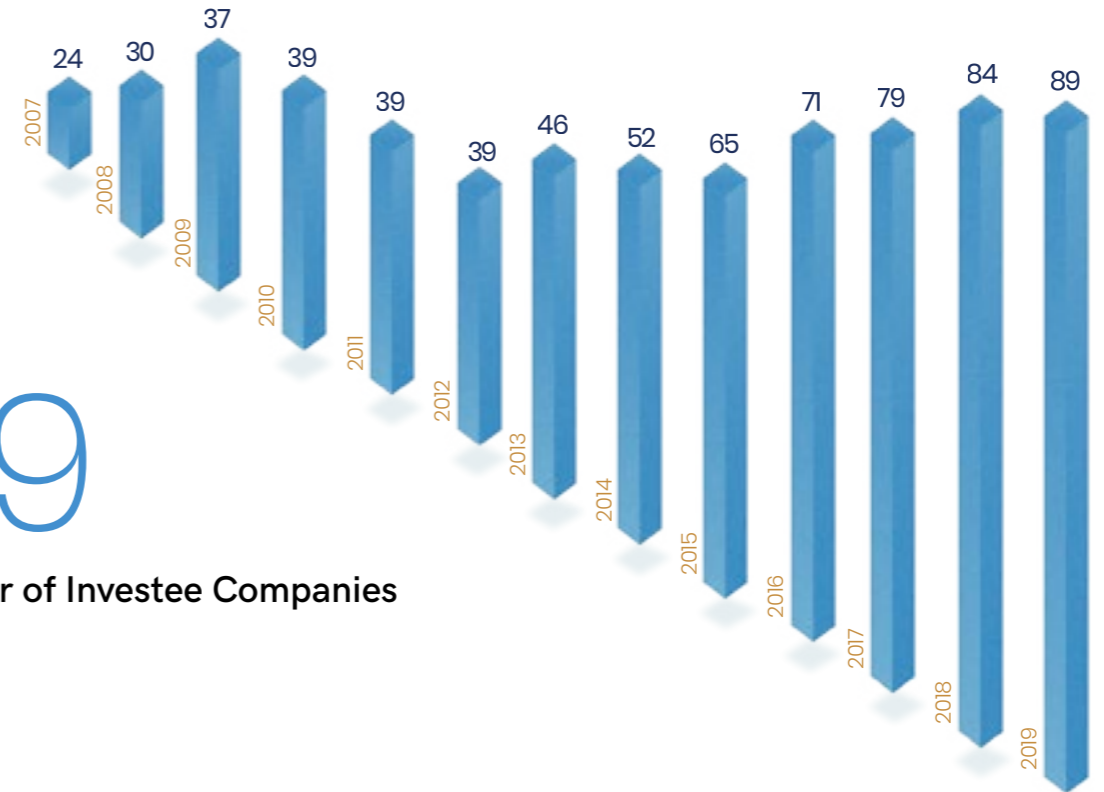
**1,121**  
**Assets**  
 (in Billion AED)



**205**  
**Equity Attributable to the Equity Holder**  
 (in Billion AED)



**228**  
**Revenue**  
 (in Billion AED)



**89**  
**Number of Investee Companies**

# Profit for the year

2019

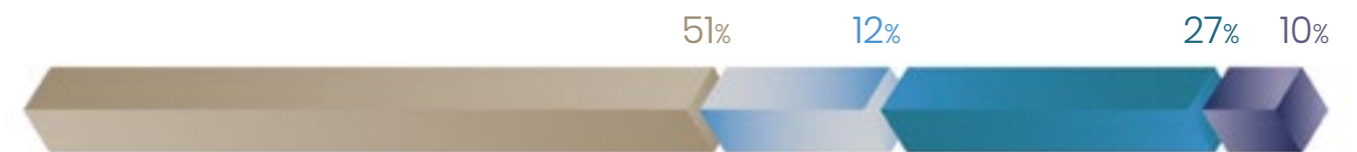
# 25 Billion<sup>AED</sup>

## 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**

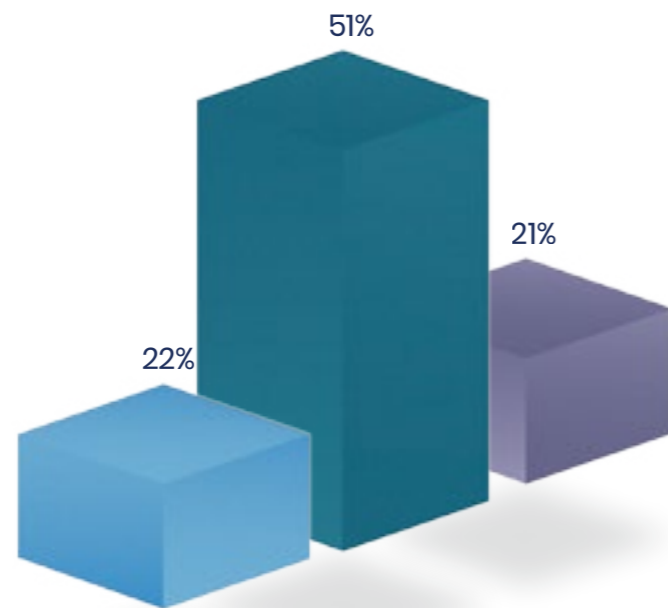
- EMAAR Properties
- Ithra Dubai
- Dubai World Trade Centre
- Kerzner
- Porto Montenegro
- Dubai Duty Free
- Aswaaq
- Dubal Holding
- Dubai Cable Company
- DAFZA
- DSO
- IMDAAD
- ISS Global
- Emaratech
- ALEC Contracting
- Dubai Global Connect
- Ssangyong Engineering & Construction

\*Represents Profit before tax

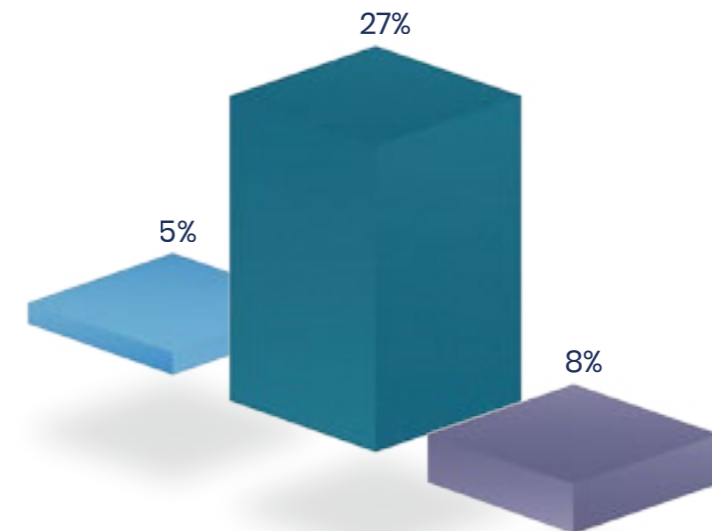
# Individual Segment Contribution to the Group: Average Contribution for the Last 3 Years

◆ Assets      ◆ Revenue      ◆ Profit before tax

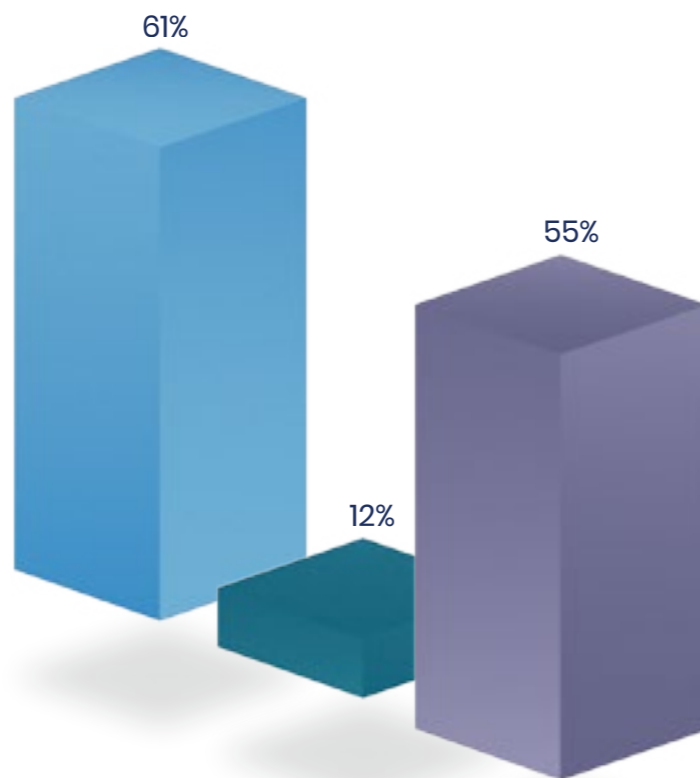
## Transportation



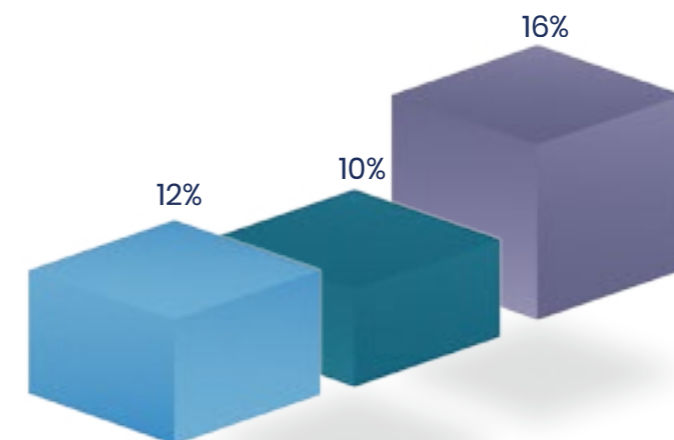
## Oil & Gas



## Banking & Financial Services



## Other



# Global Footprint

North America

6

Countries

South America

3

Countries

Africa

16

Countries

Europe

25

Countries

Asia

26

Countries

Australia

1

Country



6

Continents

77

Countries

89

Investee Companies



# About Us

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# Chairman's Message

Since the founding of the UAE and well beyond our days, securing prosperity and stability for our nation have been objectives in perpetuity. Through tumult or tranquility, our spirit is unwavering. For thirteen years and counting, despite an often-uncertain global economy, ICD has consistently proved itself a worthy investor in Dubai's collective future, and an exemplary partner of its vision.

Ambitious, competitive, and diligent, ICD is modeled after our nation. Its portfolio of companies has been fundamental in shaping Dubai and the UAE into the global leaders we are today. Built on the foundations that were laid by our visionary forefathers and the ambitions of our people, the UAE is amongst the most progressive nations in the world, its accomplishments referenced worldwide; its flag flew in outerspace in September 2019.

But the goals of progress, growth and innovation are renewed the minute they are achieved. And as we invest further in the happiness of our people and the future of our nation, we shift our focus to innovation and knowledge-based transformation; for investment in human capital carries the greatest yield.

We are a young nation of ancient wisdom. We carry the foresight and determination of our founding fathers in our DNA. And while we may have realized the blueprints of their vision, we keep looking forward and above. True explorers never stop.

And so, ICD concludes another successful year. A success that is largely attributable to ICD's Board of Directors, management and the wider team, all aligned in outlook and objectives: to live up to the promise to our emirate and our people.

**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 and  
Chief Executive Officer

# Our Mission

We work to enhance Dubai's position as a globally 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 is established on 3<sup>rd</sup> May 2006 under Emiri Decree No. 11 of 2006

- 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 Market (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

- 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

- 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

- 2010  
39 companies
- National Bonds Corporation becomes a subsidiary of ICD
  - dnata acquires Alpha Flight Catering Group (an in-flight caterer in UK)

- 2011  
39 companies
- Repayment of \$4 Billion loan obtained in 2008
  - dnata acquires Travel Republic Group (an online travel agent 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

- 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)

- 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
  - EMAAR Malls shares are listed on DFM

- 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
  - Borse Dubai completes its divestment of its interest in the London Stock Exchange

- 2016  
71 companies
- ICD acquires Porto Montenegro
  - dnata acquires Ground Services International (a leading airport handling provider based in the United States)

- 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

- 2018  
84 companies
- dnata acquires the catering business of Qantas Airways
  - ICD acquires ISS Global Forwarding, a supply chain logistics company

- 2019  
89 companies
- ENBD acquires the full ownership of DenizBank A.S.
  - ENBD partially divests its interest in Network International Holdings Plc
  - DAE becomes a wholly owned subsidiary of ICD



# Our Framework

- P.30** CEO's Message
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# CEO's Message



By the close of 2019, ICD's total Assets had crossed the AED 1 Trillion mark, a new record in our 13-year history. The record asset level attained is a testimony to the continued growth of our key businesses, and the scale of their operations. I can attribute that growth to two things: discipline in managing existing assets and discernment when selecting new opportunities.

In 2019, our balance-sheet increased 27.5 per cent from the prior year mainly due to the acquisition of DenizBank A.Ş., a major private bank in Turkey, the steady and continued growth of lending activities, as well as the rise of airlines' balance-sheet following the adoption of new lease accounting rules.

Another key achievement for the Group in 2019 was the 16.9 per cent increase in Net Profit to AED 25 Billion on AED 228 Billion of Revenues despite headwinds in the global economy and considerable market volatility. In this context, diversification was the most significant contributor to the overall strong performance seen in the year.

Banking and Financial Services produced record contribution including a large gain on the partial disposal of Network International Holdings Plc, whilst Transportation performed materially better, helped by lower fuel costs and various cost saving measures. This offset some of the challenges faced in the Oil & Gas activities and aluminium production.

In 2019, we remained diligent in managing our existing holdings while keeping an eye out for interesting and rewarding opportunities across the globe. We stayed abreast of trends and developments that enable positive disruptions in vital sectors such as technology, healthcare, and agriculture. In our global search for investment opportunities, we sought those that not only stood well independently, but that also offered synergies with, and complemented our existing holdings.

Also in the year, we added a new layer of oversight and governance. We established an internal audit function that underscores the transparency with which we conduct every action, and inspires trust in our operating activities.

Going into 2020, we - and the rest of the world - faced the most unforeseen event to hit global economies. In the wake of the COVID-19 pandemic, we were faced with the chaos that ensued in global markets and economies.

Quickly, throughout the Group, management teams were able to adapt plans and take necessary actions to first ensure the wellbeing of employees, and, second, protect their businesses during the crisis, in such a way as to be able to return to more normal operations as soon as the health crisis subsides.

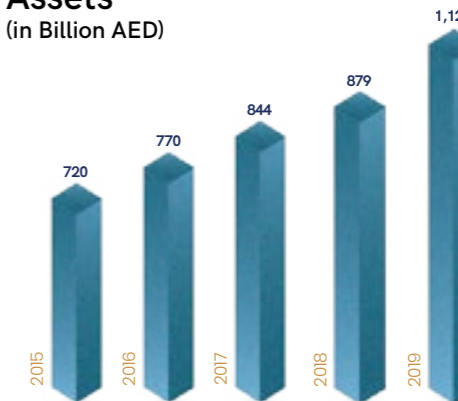
Although we cannot predict the future, the discipline shown by stakeholders, management and staff across portfolio companies and their resolve to see through this crisis will help us remain strong during these unprecedented times.

We look forward vigilantly but remain confident that the strong foundation upon which ICD's businesses are built will always weather the ebb and flow of markets, and continue to deliver sustainable returns over the long term for the future.

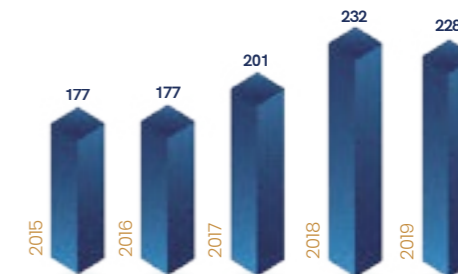
**H.E. Mohammed Ibrahim Al Shaibani**

Executive Director & Chief Executive Officer

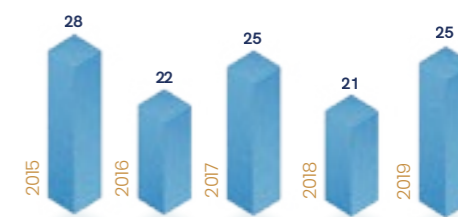
## Assets (in Billion AED)



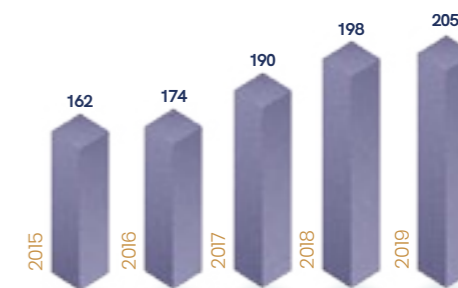
## Revenue (in Billion AED)



## 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. ICD is committed to demonstrating and upholding high 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 renewal 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 and accountability.

### 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 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 operations 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.

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.

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 through the use of board / management representation. ICD does not direct the day to day operations of its portfolio companies. Each of the portfolio companies is managed by its respective management and guided and supervised by its own Board 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 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 in furtherance of its mandate to supervise and monitor its portfolio companies and coordinate effective cooperation between them.

## Audit

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, the majority of ICD's portfolio companies are subject to an external independent audit.

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.

ICD established its internal audit function in 2019. The internal audit function provides an additional layer of oversight of ICD's internal control framework through its internal audits of ICD's operating activities.

# Operating Model

## Investment takes place at two levels:

### At the portfolio company level

- Portfolio companies typically grow organically or through acquisitions according to their own respective strategy.

### At the ICD parent level

- ICD supports the development of strategic portfolio companies where required;
- In parallel, ICD as the principal investment arm of the Government of Dubai 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.

## Funding also takes place at two levels:

### At the portfolio company level

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

### 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 subsidiaries 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, from time to time, may solicit third party funding to support its activities. ICD monitors and manages this leverage conservatively through objectives set within ICD's investment, risk and governance frameworks.

## Return to the Government

ICD makes distributions to the Government of Dubai dependant on the dividends it receives from its portfolio companies and on future growth and/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 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 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 clear and long term commitment;
- Maintain 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 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).

Whilst private companies already represent a large part of our portfolio; we are keen to increase our exposure, with a particular interest in international private equity. Our intent is to invest in companies with strong market positions, capable management teams and leading products as well as having an appetite, inclination and ability to achieve scale, underpinned by a supportive structural growth environment. We remain flexible in our approach, with a willingness to invest directly or alongside partners, including funds. Control or an element of influence is important but not an imperative, with the overriding objective being to assemble the right parties to secure success. To date the focus has been on mature economies, such as the US and Europe, but we are keen to explore new and emerging markets.

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

Some of the key areas in which ICD has been looking for investment opportunities during the year are:



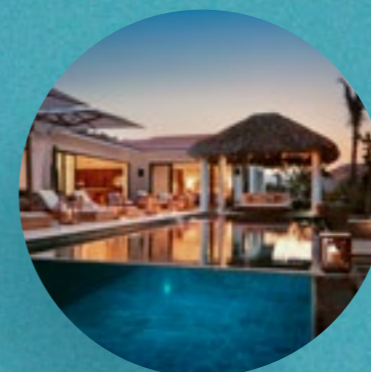
## Technology & Innovation

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 are keen to expand further.



## Real Estate

This represents a strategic sector for Dubai, which has grown to become 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.

# Our Portfolio

- P.44** A Diversified Portfolio
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- P.66** Oil & Gas Segment
- P.72** Other Segment

# A Diversified Portfolio

Percentage holding by segment (as of 31 December 2019)

## Transportation Segment



## Banking & Financial Services Segment



## Oil & Gas Segment



## Other Segment

### Real Estate & Construction



### Hospitality & Leisure



### Retail



### Industrial

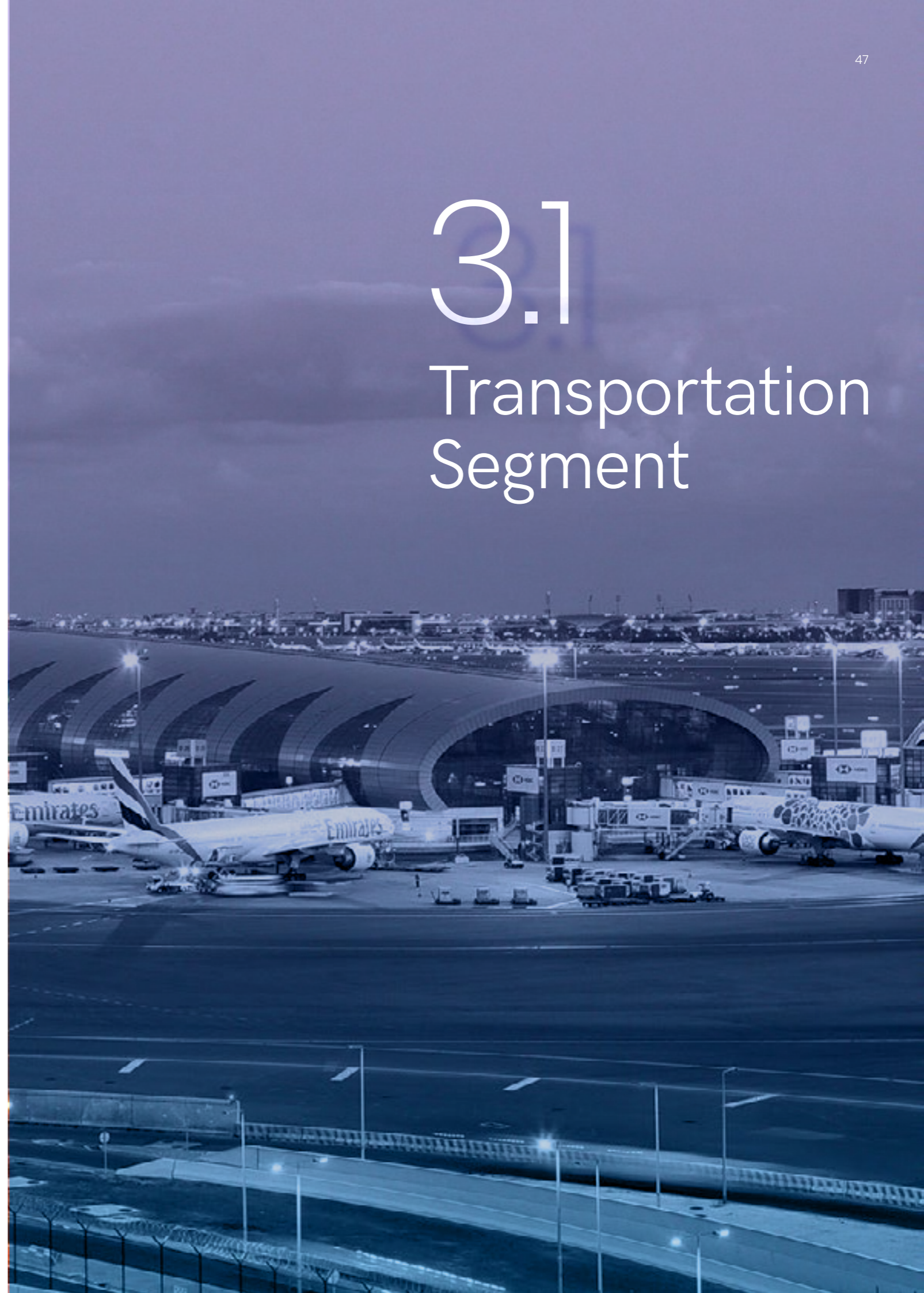


### Others



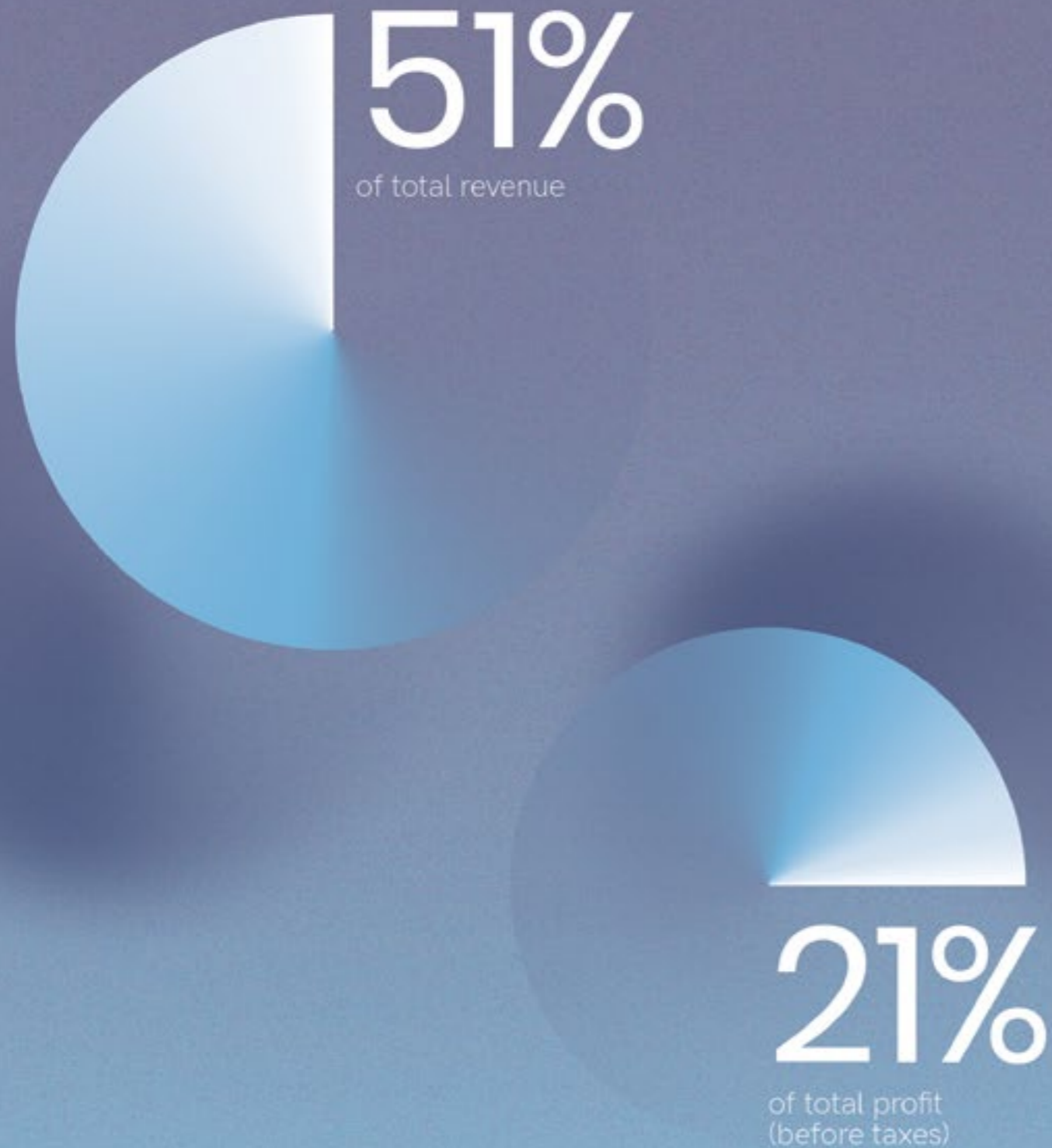
# 3.1

## Transportation Segment





# Transportation Segment Contribution to the Group\*



\*average of last 3 years

## Segment Overview

Our Transportation Segment is primarily focused on the aviation industry, an area of key importance to the economy of Dubai.

Our portfolio companies, Emirates, dnata, flydubai and DAE continue to consolidate their positions as leaders in the global aviation sector amidst an extremely volatile and competitive landscape.

The airlines and airport services components of this sector have been redefining the passenger experience by offering industry-leading ground support and in-flight experiences through innovation and increased collaboration.

The aircraft leasing and financing components have grown, further strengthening Dubai's position as an aviation finance hub.

Featured Holding

# Emirates



Emirates is not only the main airline of Dubai, but, over a span of 35 years, it has grown into one of the world’s largest airlines. Today, Emirates flies the world’s biggest fleets of Airbus A380s and Boeing 777s with over 530 flights across six continents daily.

Emirates recorded its 32nd consecutive year of profit this year despite ever-increasing competition and the 45-day closure of Dubai airport’s southern runway.

In line with its “Fly Better” promise, Emirates continued to invest in enhancing and sustaining customer experiences via its various strategic initiatives such as codeshare arrangements, innovative technologies and fleet expansion plans. Emirates has the latest aircraft generations such as Airbus A350 XWBs, Boeing 787 Dreamliner and Boeing 777-X aircraft on order.

Emirates and flydubai marked two years of their strategic partnership with more than 5.3 Million passengers having benefited from seamless connections between both airlines’ networks to date.

Emirates is a Premier Partner and the Official Airline of Expo 2020.

Aircraft in operation

270

Destinations across 83 countries on 6 continents

157

Passengers carried

56.2  
Million

Average fleet age

6.8  
Years

Employees supporting operations

59.6  
Thousand

Source: Annual Report 2019-2020

Featured Holding

# flydubai



flydubai was officially established twelve years ago 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 over 75 Million passengers and has built a reputation as a reliable low-cost carrier within the region.

flydubai had a challenging year in 2019 due to the sudden grounding of 24% of its fleet consisting of Boeing 737 Max aircraft. This operational challenge translated into flight cancellations and loss of market position in some cases. It required flydubai to be flexible with its remaining fleet and adapt its growth strategy.

Despite this, flydubai remained profitable in 2019 as management applied astute strategic and operational agile tactics. flydubai also benefited from lower fuel prices and continued to leverage the code-sharing initiatives with Emirates that gave flydubai’s passengers improved accessibility and seamless connectivity to 143 Emirates destinations.

Aircraft in operation

45

of total 59 aircraft

Destinations across 48 countries on 3 continents

90

Passengers carried

9.6  
Million

Average fleet age

4.4  
Years

Employees supporting operations

3.9  
Thousand

Featured Holding



dnata was established in 1959 with a team of five employees operating as a local ticketing business in Dubai and grew into one of the world's leading air services providers. dnata conscientiously invests in advanced infrastructure and cutting-edge technologies to enhance and sustain its key operating pillars of quality, safety, people and customer experiences.

Today, dnata operates four core lines of business:

- UAE airport operations;
- International airport operations;
- Inflight catering; and
- Travel services.

During the year, dnata continued to strengthen their international airport operations by expanding their business capabilities in the US, inaugurating new cargo capabilities in Brussels and London Heathrow, and achieving international certifications that attest to the high standards of their operations across markets. In the catering division, they launched services in Houston, Boston, Los Angeles, San Francisco and Vancouver, thereby significantly increasing their footprint in North America.

dnata demonstrated resilience and recorded a profit despite facing several external challenges notably the 45-day southern runway closure at Dubai airport, the contraction of UK travel demand coupled with the collapse of UK based travel agency Thomas Cook.

Airports served across 37 countries

135

Airlines served around the world

320+

Tonnes of cargo handled

2.9  
Million

Passengers served annually

120+  
Million

Employees supporting operations

46+  
Thousand

Source: Annual Report 2019-2020

Featured Holding

# Dubai Aerospace Enterprise



Dubai Aerospace Enterprise ("DAE") was established in 2006 and became a global player within the aircraft leasing industry through the acquisition of Ansett World Aviation Services ("AWAS") a Dublin based aircraft leasing company in 2017. DAE's operating model is focused on providing aircraft leasing and financial services to the global aviation industry through its DAE Capital division, as well as aircraft maintenance, repair and overhaul services through DAE Engineering.

DAE's main customers include Emirates, Gulf Air, Fiji Airways, Saudi Arabian Airlines, Ethiopian Airlines, Hainan Airlines, EgyptAir, GOL, Vietnam Airlines and Aeroflot. As of 31 December 2019, the aircraft fleet owned, managed, and committed to be owned and managed by DAE increased by 16% to 410 aircraft with an estimated value of AED 57 Billion.

Aircraft owned, managed and committed to own and manage

410

Airline Customers

112

Average fleet age

6  
Years

Country presence across 4 continents

56

# 3.2

## Banking & Financial Services Segment



# Banking & Financial Services Segment Contribution to the Group\*

**61%**  
of total assets



**55%**  
of total profit  
(before taxes)



**12%**  
of total revenue



## Segment Overview

Our Banking and Financial Services segment comprises conventional financial institutions such as Emirates NBD and Commercial Bank of Dubai ("CBD") as well as Islamic principle-based financial institutions such as Dubai Islamic Bank, Noor Investment Group and National Bonds Corporation ("NBC").

Our portfolio also includes ownership in key financial markets held through Borse Dubai's controlling stakes in the DFM and Nasdaq Dubai as well as a significant investment in Nasdaq Inc.

Built on strong banking fundamentals and further supported by robust risk and governance frameworks, our banking companies seek opportunities to grow their business.

Emirates NBD and Dubai Islamic Bank further celebrated their successful landmark merger and acquisitions that have also established and enhanced their local and regional presence and corporate profiles.

\*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. Through the legacy of its institutions' history and its strategic role in developing the economy of Dubai and the UAE, ENBD is considered the flagship bank of Dubai. ENBD provides a full suite of banking services, including Islamic financing services.

ENBD's one Billion dirham digital transformation agenda initiatives continue as it introduces cutting edge technological advancements to improve customers' banking experience. ENBD received the 2019 "Best Digital Bank in Middle East" award issued by the Euromoney awards for excellence in 2019. ENBD has also been ranked among the top 20 "World's Best Regarded Companies" on the Forbes third annual list.

2019 marked a successful year for ENBD with a 44% year on year net profit increase and the successful acquisition of DenizBank. DenizBank is the fifth largest private bank in Turkey with a wide presence through a network of 751 branches and 3,000+ ATMs. This acquisition has enabled ENBD to further expand its footprint within the MENAT region.

ENBD is the Official Banking Partner of Expo 2020.

Assets

683  
Billion AED

Loan book

437  
Billion AED

Deposits

472  
Billion AED

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

13

## UAE Market Share

17.8%  
Assets

20%  
Deposits

21.5%  
Loans

Branches

1,000+

Market capitalisation

86.7  
Billion AED

Employees supporting operations

27+  
Thousand

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 one of the world's leading Islamic banks through unsurpassed customer service, innovation, growth and consistent employee engagement. The merger announcement of DIB with Noor Bank in 2019 was a testament to DIB's collective efforts towards fulfilling its mission.

As at 31 December 2019, DIB is the second-largest Islamic bank in the world and the largest Islamic bank in the UAE based on total assets value.

DIB continues to embrace and champion digitalisation; having launched paperless branches in 2014 and developed a state-of-the-art Mobile App in 2015, its current initiative focuses on "Banking in minutes", further enhancing the customer experience.

Assets

232  
Billion AED

Islamic financing

151  
Billion AED

Deposits

164  
Billion AED

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

7

## UAE Market Share

7.6%  
Assets

9.0%  
Deposits

9.7%  
Financing

Branches

503

Market capitalisation

36  
Billion AED

Employees supporting operations

9+  
Thousand

Featured Holding

# Commercial Bank of Dubai



Commercial Bank of Dubai ("CBD") was established in 1969. It celebrated its 50th anniversary with the best financial performance of its history, recording an unprecedented 20% increase in its net profit on the back of a revenue increase of 11%. CBD's total assets grew by 19% to AED 88 Billion in 2019.

This performance was predominantly achieved through the disciplined execution of planned strategic initiatives coupled with meticulous monitoring of performance by CBD's management team across all products and services.

CBD has embarked on a strategic partnership with Microsoft to adopt and leverage on the cloud technological opportunities being offered by Microsoft Azure Cloud. This partnership is seen as the beginning of CBD's commitment to being a "default digital bank".

Assets

88  
Billion AED

Loan book

64  
Billion AED

Deposits

63  
Billion AED

## UAE Market Share

3.0%  
Assets

3.5%  
Deposits

3.7%  
Loans

Branches

15

Market capitalisation

11  
Billion AED

Employees supporting operations

1,500+



## Featured Holding

# 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 exchanges, Dubai Financial Market ("DFM") and Nasdaq Dubai, into the portfolio of Borse Dubai. Borse Dubai also holds an 18.03% ownership stake in Nasdaq Inc.

Under the stewardship of Borse Dubai, both DFM and Nasdaq Dubai have further grown and reached an estimated market capitalisation of its listed products to AED 781 Billion as at 31 December 2019. The combined exchanges have 211 listed products supported by an investor base of 844,000 investors of which 48% are foreign.

## Featured Holding


# National Bonds Corporation



National Bonds Corporation ("NBC") was established in 2006 as a Shariah-compliant company built on the foundations of Islamic investment principles. NBC's aims are aligned with the UAE Government's ambition to increase financial literacy and encourage disciplined savings habits amongst its depositors while ensuring their financial objectives are achieved in a sustainable manner.

In a recent survey conducted by NBC, it was observed that the UAE continues to have the largest proportion of regular savers within the GCC. Building on this platform, NBC continues to seek innovative measures through its various awareness initiatives, notably the Employee Savings Programme ("ESP") and Shari'a compliant products to nurture a savings culture by encouraging individuals and corporations to save in National Bonds.

NBC's assets under management as at 31 December 2019 are AED 7.8 Billion contributed by 847,990 depositors consisting of individuals and corporations. Since inception, NBC distributed AED 1.17 Billion as profit and AED 612 Million through 5.14 Million prizes as an additional incentive to bondholders.



# 3.3

## Oil & Gas Segment

# Oil & Gas Segment Contribution to the Group\*

8%

of total profit  
(before taxes)

27%

of total revenue

## Segment Overview

Our Oil & Gas segment includes Emirates National Oil Company ("ENOC"), a company established in 1993 that operates across the oil and gas value chain with upstream, midstream and downstream activities.

5%

of total assets

\*average of last 3 years

## Featured Holding

# enoc



Emirates National Oil Company ("ENOC") is a leading integrated energy player operating across the energy sector value chain. Established in 1993, ENOC owns and operates assets in the fields of exploration & production, supply & operations, terminals, fuel retail, aviation fuel and petroleum products for commercial & industrial. ENOC's general business operations include automotive services, non-fuel F&B retail services use. Servicing thousands of customers in over 60 markets, the Group employs a multi-national workforce of over 11,000 employees. It is deploying its world-class customer service, latest innovations and technologies as well as best practices to empower the UAE's social and economic development.

ENOC has intertwined Dubai's continued quest towards a diversified and sustainable economy into its strategic, tactical and operational objectives.

ENOC is the Official Integrated Energy Partner of Expo 2020 Dubai.

Barrels of crude oil production per day

76  
Thousand

Barrels of oil refined daily

122  
Thousand

Refuelling stations

153

Total vehicles refuelled during the year

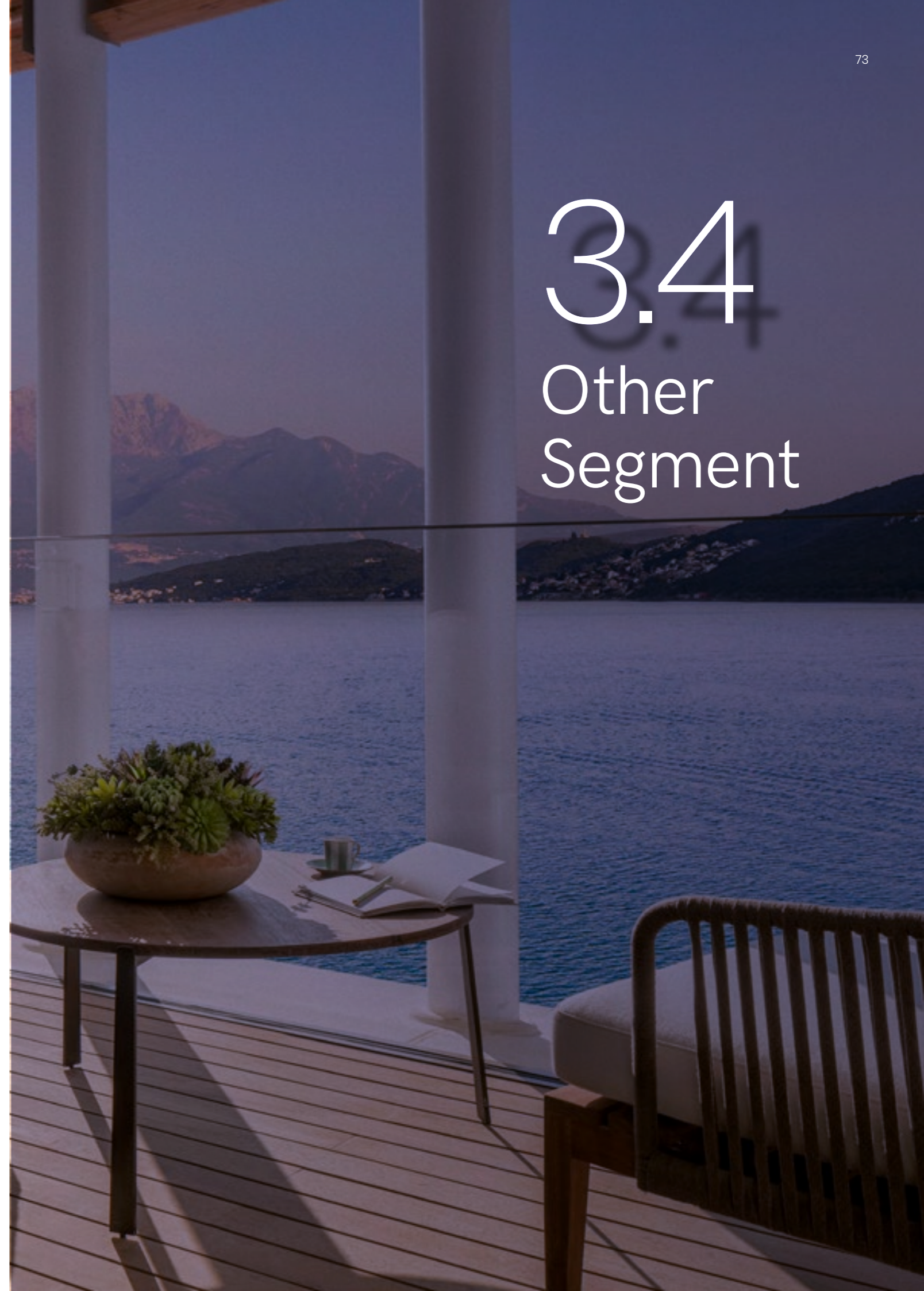
81  
Million

Convenience stores established to date

229

# 3.4

Other  
Segment



## Other Segment Contribution to the Group\*

**10%**  
of total revenue

**12%**  
of total assets

**16%**  
of total profit  
(before taxes)

### Segment Overview

This segment includes portfolio companies that operate mainly within the

- Real estate & construction sector
- Hospitality & leisure sector
- Industrial sector
- Retail sector and
- Others

The portfolio companies within this segment are vital to our diversification mandate. They are constantly evolving with the potential to grow and contribute further to our overall economic and value generation objectives.

\*average of last 3 years

## 1

# Real Estate & Construction Sector

ICD's portfolio companies in the real estate and construction sector continue to shoulder the responsibilities of developing a variety of modern, fit for purpose, residential and commercial architectural marvels.

Dubai's Deira Enrichment Project undertaken by Ithra Dubai is developing in phases. The enrichment project seeks to delicately balance the innovative residential development of unique character and form, with simple, elegant and modern design preserving Deira's heritage.

Brand names such as EMAAR and ALEC are redefining real estate and construction benchmarks globally and regionally. Emaar's Burj Khalifa and the Dubai Mall are two of the most recognized and visited sites in the world today.

The portfolio also consists of Dubai Airport Free Zone Authority, a dynamic business hub located at the very heart of global trade, and Dubai Silicon Oasis Authority, an integrated free zone technology park that allows people to live, work, and play. These world-class free zones 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 Properties



Emaar Properties Group ("EMAAR") was established in 1997 as a pioneer developer associated with integrated master-planned communities.

Emaar is the UAE's largest listed property developer by market capitalization and is one of the most highly regarded real estate companies in the world. Emaar continues to evolve and leverage on its strengths to diversify into business segments that further supplement its operating model: this includes mall management, entertainment, hospitality and commercial leasing. EMAAR 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.

Emaar demonstrated resilience in its 2019 overall performance in a challenging market. This is evidenced by the increase in EMAAR's market share of the real estate transactions in the Emirate of Dubai in 2019. EMAAR expects to generate AED 45.8 Billion from its sales backlog in the next three to four years as it plans to complete and release more than 44,000 residential units both within the UAE and internationally predominantly within Emaar's Indian and Egyptian markets.

Emaar Malls continue to remain attractive to retailers as occupancy rates were 92%. In 2019, Emaar also fully acquired NAMSHI, the regional e-commerce fashion and lifestyle platform as part of its portfolio diversification initiatives. Emaar's Hospitality sector recorded occupancy of approximately 80% above the industry average.

Residential units delivered since 2002

63  
Thousand

Land bank available for property development

1.7  
Billion sqft

Gross leasable area space

8.6  
Million sqft

Visitors welcomed by Emaar Malls

136  
Million

Hotels (includes owned and managed)

• Room Keys — 4,800+

21



## Featured Holding

## Ithra Dubai



Ithra Dubai ("Ithra") is a wholly-owned subsidiary of ICD established to enrich societies within the city of Dubai through the various planned strategic property development and enrichment initiatives. Ithra Dubai continues to scale new heights in its quest to deliver mixed-used developments on an ambitious scale, which incorporate world-class retail, commercial, residential, and leisure concepts.

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

The Deira Enrichment Project aims to revitalise Dubai's original community centre and trading hub. While adopting a modern approach to design and functionality, it aims to preserve Deira's "unique charm and enduring entrepreneurial spirit". Deira Enrichment Project encompasses the Waterfront Market, Deira Enrichment Project Phase One and Two and the Gold Souk Extension. Deira Enrichment Project Phase One will accommodate 50 mixed-use buildings and eight hotels spanning over twelve districts. Five districts of Phase One are in advanced stages of completion and expected to open 311 retail spaces, 317 office units, 977 residential apartments and 573 hotel rooms and serviced apartments in early 2021.

One Za'abeel is an iconic addition to Dubai's skyline that evokes duality through the distinctive design of its two towers. It is a revolutionary high-rise mixed-use development incorporating luxury residences, an ultra-luxury hotel, serviced apartments, and premium Grade A office spaces, a retail podium, and a panoramic sky concourse. Its design incorporates two modern high-rise towers connected by a record-setting cantilever called 'The Link', joining the two buildings.

The One Za'abeel project achieved a significant milestone in 2019 as the commencement work of the first sliding phase of the world's largest cantilever or "The Link" began. The Link will be suspended at over 100 meters above ground level and is expected to be the longest cantilevered building in the world, connecting the two towers of One Za'abeel. The Link is a panoramic sky concourse that will house a choice of attractions including Michelin starred restaurants, observation decks, and an infinity pool that will provide an immersive experience. One Za'abeel Project is expected to be completed by Q1 2022.

## Deira Enrichment Project

Phase One

Number of mixed-use buildings

50

## Planned

- residential units — 2,200
- commercial units — 416
- retail units — 843

Hotel rooms and serviced apartments across eight properties

1,450+

## One Za'abeel Project

World's longest cantilever bridge connecting 2 towers

## Planned

- luxury residential units — 263
- office space — 37,127 Sqm
- retail space — 11,777 Sqm
- hotel rooms and serviced apartments — 497

## Featured Holding

# DAFZA

Dubai Airport Freezone Authority



Dubai Airport Freezone Authority ("DAFZA") was established in 1996 and is strategically located near Dubai's International Airport. DAFZA is recognised as one of the most prestigious and advanced free zones in Dubai, providing an ideal base from which to do business within the Middle East. DAFZA provides a business-friendly environment and world-class infrastructure and its licensees also benefit from other incentives such as tax exemptions, full repatriation of earnings, and the possibility of total foreign ownership.

Under DAFZA's leadership, the airport free zone has significantly expanded and it has played a key role in boosting Dubai's economic growth. In 2019, this growth continued with the Dubai airport free zone contributing 12% to the Emirate's 2019 foreign trade. Entities based in DAFZA undertook foreign trade in excess of AED164 Billion in 2019, compared to AED146 Billion in 2018, a 12.6% growth. This was driven by more than 15.8% growth in imports worth AED 72.4 Billion. There was AED 91.8 Billion in total exports and re-exports with 10.2% growth, allowing DAFZA to achieve an AED 19.4 Billion trade surplus in 2019.

Gross leasable area space

5.3  
Million sqft

Tenants/Companies

1,700+

Average occupancy

90%+

Total trade value generated

164  
Billion AED

## Featured Holding

# DSO

Dubai Silicon Oasis Authority



Dubai Silicon Oasis Authority ("DSO") was established in 2005 with a mandate to "facilitate and promote modern technology-based industries" within a single master-planned community that spans 7.2 Million sqm. DSO's activities have been organized into five main pillars based on industrial, commercial, education, living and residences, so as to support and complement the needs of its business partners, visitors and residents. DSO contributes meaningfully to the GDP of Dubai through the promotion of economic activities that support business growth and further attract foreign direct investments.

DSO is home to the Dubai Digital Park ("DDP"), Dubai's first integrated smart city project that comprises 71,000 square meters of office space, 25,000 square meters of commercial space with 85 shops, and 46,000 square meters of residential area.

DSO is also home to Dubai Technology Entrepreneur Campus ("Dtec"), the largest entrepreneurship hub in the Middle East that is wholly owned by DSO. Dtec houses more than 800 startups and 2,500 entrepreneurs from 72 countries. DSO also focuses on nurturing and equipping the future generation with the pre-requisite comprehensive technology knowledge; to this effect, it has been developing the Rochester Institute of Technology - Dubai campus with an investment of AED 500 Million and the potential of accommodating 4,000 students.

Built-up area

- Office space — 5.0 Million sqft
- Residential space — 44.0 Million sqft
- Retail space — 0.5 Million sqft
- Educational facilities — 0.5 Million sqft
- Leisure Parks — 1.5 Million sqft

51.5  
Million sqft

Occupied by residents

60  
Thousand

Average occupancy (excludes partly completed Dubai Digital Park)

80%+

Featured Holding

# ALEC Contracting



Over the last 20 years, ALEC has grown to establish itself as an award-winning and multi-disciplinary construction partner capable of executing complex and iconic construction projects within the GCC and Africa.

ALEC is further developing its core construction competencies to continue delivering value to its customers across diverse sectors including airports, retail, hotels & resorts, high-rise buildings and theme projects. ALEC's core competencies include expertise in construction management, design & build, fit-out, MEP, renewable energy, access & lifting solutions and construction sourcing solutions.

As of 31 December 2019, ALEC had eight major ongoing projects within the UAE. These projects include SeaWorld Abu Dhabi, One Za'abeel, Dubai Hills Mall, Jumeirah Living at Marina Gate, Deira Waterfront Development Phase 1, various Expo 2020 Dubai related projects including the Conference and Exhibition Centre, Mobility Pavilion and KSA Pavilion.

Outstanding Order book value as at 31 December 2019 **8** Billion AED

Number of projects & by value successfully delivered **100+** Approximate value of AED 55 BN

Average construction completion timeframe **20** Months

UAE Market Share **4.3%**

Employees supporting operations **13+** Thousand

Featured Holding

# ICD Brookfield Place



An equally owned joint venture partnership between ICD and Brookfield Property Partners, ICD Brookfield Place ("ICD Brookfield") is a new landmark 53-storey commercial office tower to be inaugurated in the coming months within the vicinity of the Dubai International Financial Centre. Elegantly positioned alongside an expansive mixed-use podium structure sprawled across four acres of prime land, the project offers 31m-high summer garden, a landscaped civic space enlivened year-round by an award-winning arts and events programme.

Office space **990** Thousand sqft

Retail space **160** Thousand sqft

Green space **140** Thousand sqft

Car park bay **2,700**

Featured Holding

# Ssangyong



Ssangyong Engineering & Construction ("Ssangyong") has established its reputation as one of the top high-end construction companies in Korea by building over 15,000 rooms in high-end luxurious hotels including "Marina Bay Sands," known as the landmark of Singapore. It has also built state-of-the-art hospitals with a total of 12,000 beds.

Ssangyong is also a leader in the civil engineering space and excels in the construction of roads, subways, bridges and tunnels such as Singapore's Marina Coastal Expressway and Downtown Line.

ICD acquired a majority stake in Ssangyong in 2015, significantly furthering Ssangyong's recognition and credibility as a global construction company. The UAE became a new focus market for Ssangyong, where it is involved in major projects such as ICD Brookfield Place and The Royal Atlantis Resort & Residences.

## 2

## Hospitality & Leisure Sector

The hospitality and leisure sector is a pivotal sector in driving Dubai's economic engine. Travelers coming to Dubai for business or leisure purposes can choose from a very wide range of offerings to suit their needs whilst experiencing some of the world's best-in-class infrastructure.

ICD's Dubai World Trade Centre (DWTC) is a landmark destination for a majority of business travellers attending various DWTC meetings, incentives, conferences and exhibitions.

ICD's Kerzner International Holdings Limited is an international resort and hotel developer and an operator that offers travelers, in Dubai and in many unique locations abroad, unparalleled resort living and entertainment experiences. Simultaneously, ICD's ICD Hospitality and Leisure company continues to invest selectively in leading hotels around the world.

Featured Holding

# DWTC

Dubai World Trade Centre Authority

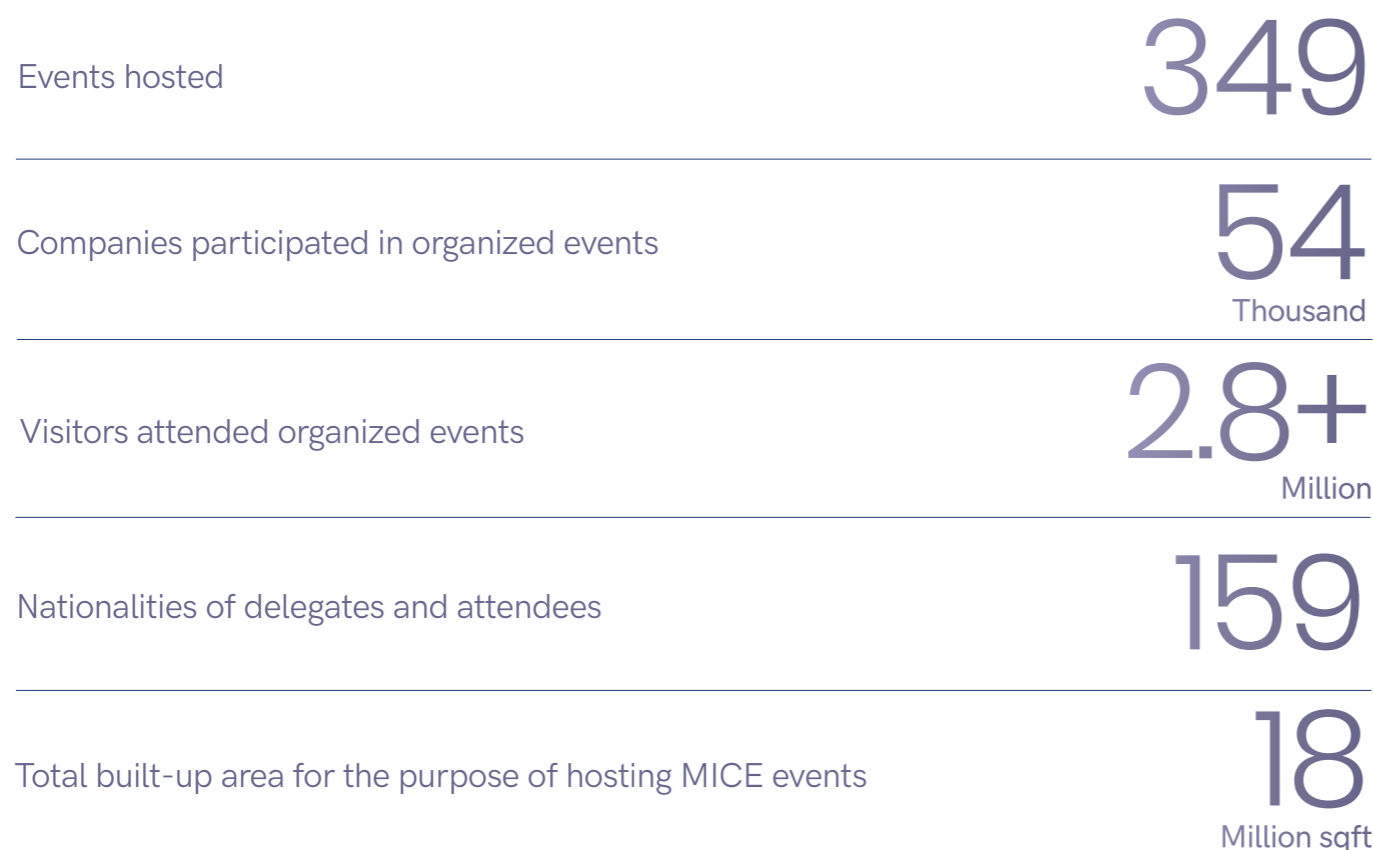


Dubai World Trade Centre Authority ("DWTC") celebrated its 40th anniversary in 2019. Currently, it is recognised as the largest purpose-built complex for events and exhibitions in the region. Annually, it hosts over 600 events across key sectors, including technology and innovation, healthcare, energy and sustainability, real estate, F&B, hospitality, automotive, and transportation.

DWTC continues to work towards accomplishing the aspirational mandate laid out by His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, to transform the Emirate of Dubai into a global hub for regional and international business networking.

Since opening in 1979, DWTC has hosted over 5,000 business and MICE events, with an economic output of Dh200 Billion, and attracted over 30 Million business visitors to Dubai.

A recent study undertaken by DWTC attributed AED 13.1 Billion in retained economic value for Dubai's largely import-based economy to the performance of DWTC's large-scale events. It was estimated that for every AED 1 (unit dirham) spent at these events, a further AED 4.4 dirhams in sales value was generated for ancillary sectors and Dubai's wider economy.



Featured Holding

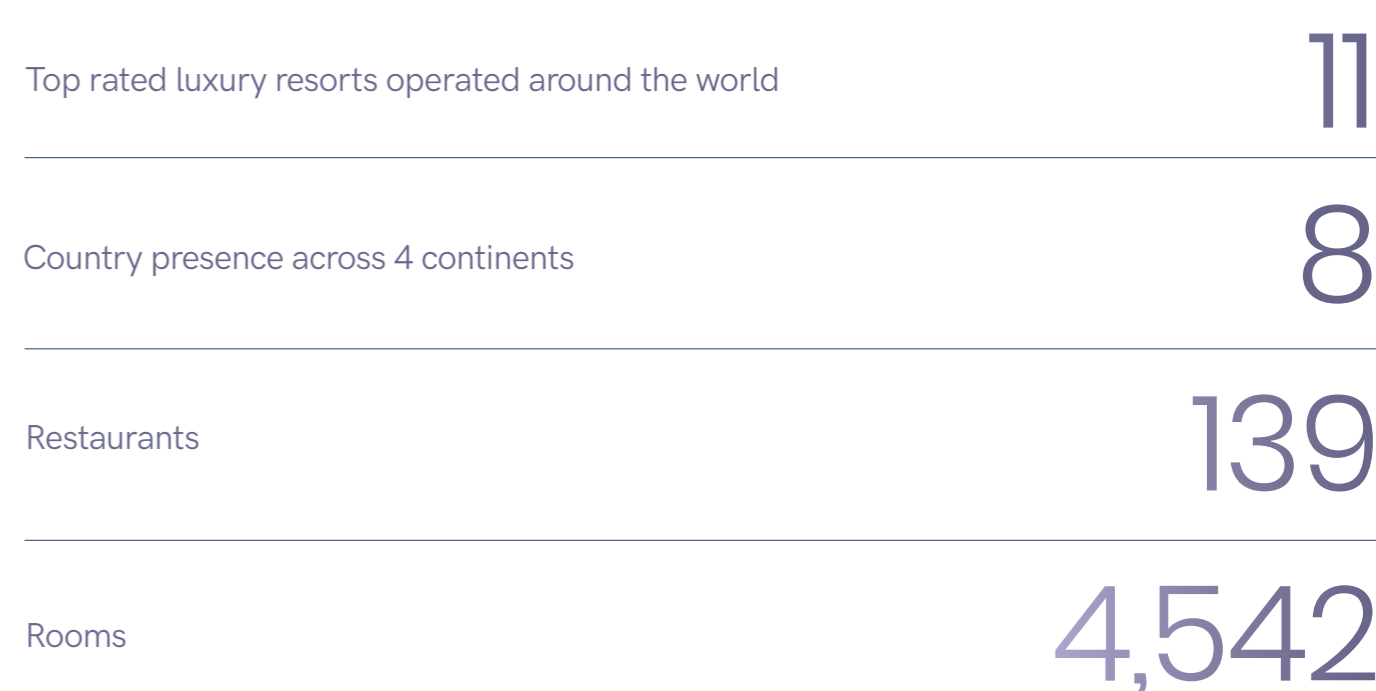
# Kerzner



Kerzner International Holdings is a leading international developer and operator of destination resorts, ultra-luxury hotels and residences and innovative entertainment experiences. Delivering authentic, genuine service from the heart and amazing experiences in the world's most incredible locations, guests come away with everlasting memories at each resort within the flagship brands: One&Only Resorts, Atlantis Resort and Residences and Mazagan Beach and Golf Resort.

Kerzner International most recently opened the award-winning One&Only Gorilla's Nest in Rwanda, located on the doorstep of the natural habitat of the majestic mountain gorillas. The resort is the second opening for One&Only in Rwanda, joining One&Only Nyungwe House, offering guests the ultimate twin-centre experience to discover this captivating country. Kerzner also has a number of highly anticipated properties in development, most notably the AED 5.2 Billion The Royal Atlantis in Dubai, AED 3.6 Billion One&Only Mandarin resort in Nayarit, Mexico and One&Only Portonovi in Montenegro. Once operational, these properties will be under Kerzner's management.

In 2019, Atlantis The Palm unveiled its new look as a 3-year refurbishment was completed, including the introduction of Wave House and White Beach; the resort continues to innovate and provide its guests with new experiences. Atlantis also reported record-breaking occupancy rates of 90 per cent in 2019 and welcomed more than half a Million of the 16.73 Million visitors to Dubai in 2019.



## Featured Holding

# Porto Montenegro



Porto Montenegro is one of the world's largest super-yacht marinas. It is located within the Bay of Kotor, which is a UNESCO World Heritage site in honour of its rich historic Venetian architectural legacy.

Development initiatives are ongoing within the Porto Montenegro's superyacht marina and the residential village. At present, 30% of the total 24 hectares of Porto Montenegro has been completed at an approximate value of AED 2 Billion in the past decade. The next decade is a pivotal period as Porto Montenegro embarks on a journey to place itself on the map of the world's most renowned super- and mega-yacht hubs.

In 2019, Porto Montenegro hosted several world-class sports and lifestyle events, amongst which the prestigious international RC44 regatta, the Giga Yacht Captains' Forum, the debut of the Sunreef Yachts catamaran as well as Montenegro's first ever polo tournament.

Berths

# 461

World's largest superyacht berth

# 250

Metres

Hotel rooms and apartments under management

- Hotel Rooms — 34
- Apartments under management — 103

# 137

Built-up area of the Marina

# 121

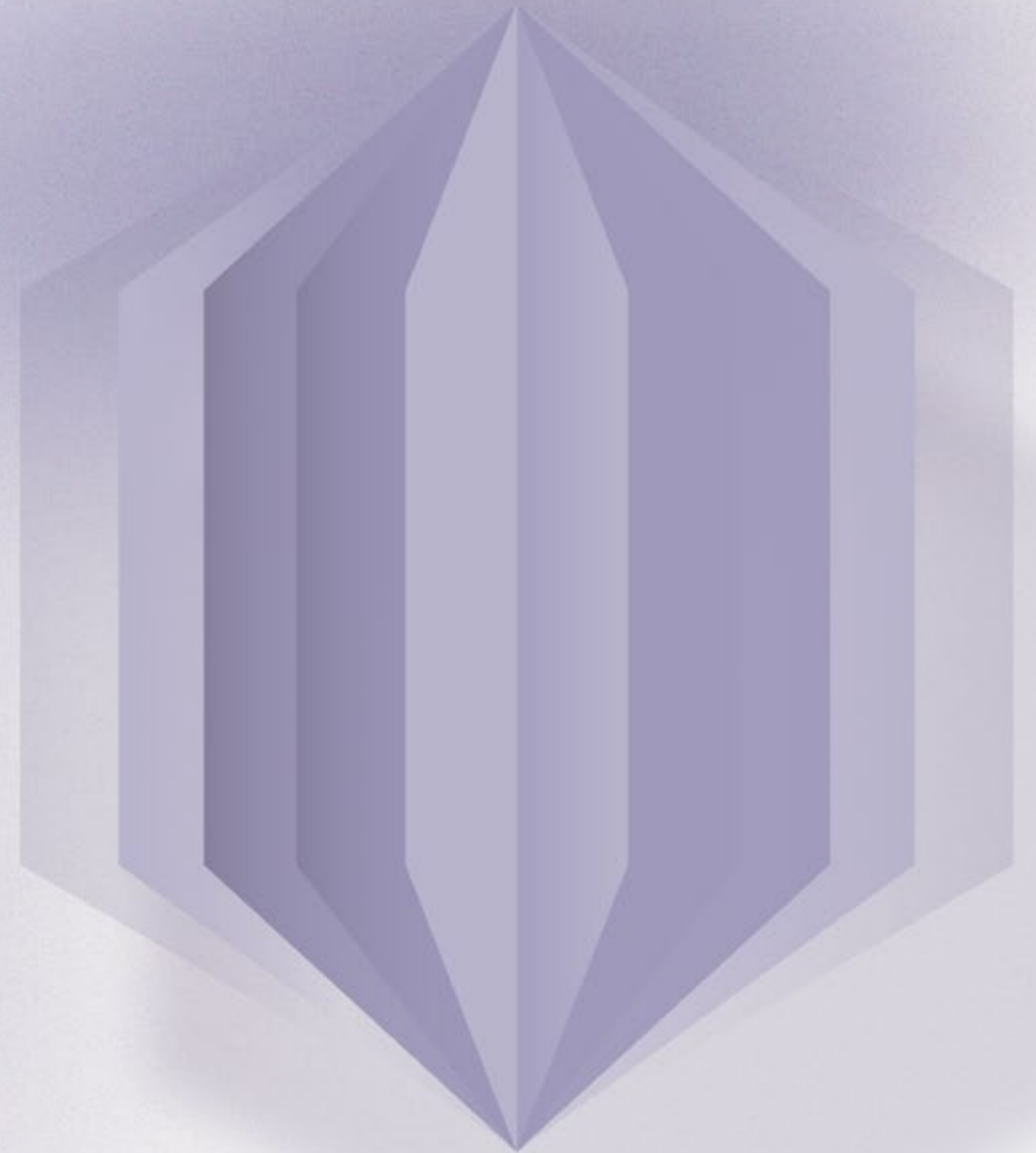
Thousand square metres

## 3

## Retail Sector

Dubai is the premier retail destination in the MENA region, and the first experience that visitors have of this critical sector falls under ICD's retail portfolio: Dubai Duty Free, one of the biggest travel retail operators in the world with a record turnover of over US\$ 2 Billion in 2019. DDF complements Emirates' strategy to make Dubai a leading transit destination for global travel routes.

ICD's retail activities also include aswaaq, a chain of supermarkets and community malls located at the heart of residential communities in Dubai.



Featured Holding



Dubai Duty Free ("DDF"), established in 1983, has become one of the largest single airport retailers in the world measured in terms of turnover. DDF continues to work on improving its travelling customers' retail experience by ensuring that its customers have access to a wide range of products and renowned brands.

In 2019, DDF added new fashion trends and brands to the existing retail lines being offered at its premises with the opening of a Chanel boutique, a Maison Christian Dior shop and a Gucci boutique within Terminal 3. DDF also started the planned phase two refurbishment activities of the two FoodPlus shops located within Concourse B of Dubai International Airport along with the planned expansion of 1,100 Sqm for further retail opportunities.



Retail space at Dubai Airports

40+  
Thousand Sqm

Turnover

7.4  
Billion AED

Units of merchandise sold

64.6  
Million

Number of sales transactions recorded

24.3  
Million

Employees supporting operations

6+  
Thousand

Featured Holding



aswaaq is a local brand and is 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, catering to approximately 3.7 Million customers annually.

aswaaq continues to innovate to improve its customers' experience. Several initiatives include establishing a new identity to aswaaq's 22 outlets with an approximate 209,000 sqft retail area through improving the aesthetics of both its mall and community centre retail outlets. aswaaq has enhanced its customer experience through "Reach" a mobile application that allows customers to purchase and check out goods without queueing and through "Inbox", an artificial intelligence ("AI") based solution that allows customers to shop by accessing, scanning and checking out their purchases using their fingerprints. Both solutions enable a fully automated hassle-free shopping experience.





## Industrial Sector

Over the years, the industrial sector has gained prominence as an area of focus for Dubai and the UAE collectively as part of the economic diversification initiatives.

Our portfolio companies within this sector include two key joint ventures; EGA, a leading 'premium aluminium' producer, and DUCAB, one of the leading manufacturers of energy cables in the Middle East. These companies are continually evolving, seeking to gain market share and more global prominence through various strategic initiatives and partnerships.

Featured Holding

# Dubal Holding



Dubal Holding is a wholly-owned subsidiary through which ICD invests in EGA. In 2019, Dubal Holding established a joint venture with Mubadala to develop a state-of-the-art power block and a water desalination plant worth more than AED 1 Billion for the EGA's smelter located at Jebel Ali in Dubai. The new facilities will improve the efficiency of power for EGA's aluminium smelting, reducing environmental emissions and natural gas consumption.

Featured Holding

# EGA

Emirates Global Aluminium



Emirates Global Aluminium ("EGA") is the world's largest 'premium aluminium' producer by volume. Jointly owned by ICD and Mubadala Investment Company, EGA is the largest non-oil industrial company in the UAE. Its core operating entities are Dubai Aluminium PJSC and Emirates Aluminium Company Limited PJSC.

The aluminium sector, with EGA at its heart, is estimated to account for approximately 1.6% of the UAE's national GDP. The sector is estimated to support over 60,000 direct, indirect and induced jobs within the UAE or about one in every 100 jobs in the country.

In 2019, EGA's Al Taweelah alumina refinery began production and had produced 1.1 Million tonnes of alumina by the year-end. Once the full ramp-up is achieved, the refinery is expected to produce some two Million tonnes of alumina per year, enough to meet 40 per cent of EGA's alumina needs. In addition, EGA's bauxite mining subsidiary, Guinea Alumina Corporation ("GAC") mined 1.7 Million tonnes of bauxite ore and began exports in 2019. Once its operations are fully ramped-up, GAC is expected to produce some 12 Million tonnes of bauxite annually.

Cast metal production **2.6** Million tonnes

Customers **400+**

Country presence **50+**

Employees supporting operations **7+** Thousand

Featured Holding

# Ducab

Dubai Cable Company



Inaugurated by the late Shaikh Rashid bin Saeed Al Maktoum in 1979, Dubai Cable Company ("DUCAB") is a significant manufacturing business. Ducab is a joint venture between ICD and ADQ (through Senaat, AD) and celebrated its 40th anniversary in 2019. The company is a global leader in the development, design, manufacture, marketing and distribution of copper and aluminium wire and cable products as an integral supplier to the electrical supply chain.

Having added overhead conductors for electrical transmission to its portfolio of products recently, Ducab now works with customers around the world, expanding from its home market in the UAE to the wider Middle East, Africa, Asia and Australasia, Europe, and the Americas.

Ducab continued to build on their internal and local partnerships with ADNOC, DEWA and Taqa and have positioned themselves to be a key supplier of Expo 2020.

Number of facilities **6**

Facility built-up area **880** Thousand sqft

Heavy voltage/ Extra-high voltage annual production **10** Thousand metric ton

- Local market — 75%
- Export market — 25%

Copper and aluminium rod annual production **230** Thousand metric ton

- Local market — 30%
- Export market — 70%

Country presence **30**

# Others

Other ICD holdings comprise a diverse mix of companies that operate across industry sectors, including in technology, innovation and integrated facilities and management solutions services, some of which have established themselves as regional leaders in their respective markets.

## Imdaad



Established in 2007, Imdaad has grown its presence within the UAE and Oman markets.

It is a Dubai-based provider of integrated facilities management solutions covering:

- Hard, soft facilities management and environmental services;
- Material recovery services;
- Energy and waste collection management solutions;
- Residential maintenance; and
- Fire safety consultation and management.

With a workforce of 7,000 employees, Imdaad manages the facilities of over 6,000 customers. Imdaad's quality of customer service is evidenced by its 95% customer satisfaction rating and 90% customer contract renewal record across luxury hospitality, F&B, retail, banking, residential, and mixed-use development sectors.

## emaratech



Since its inception fifteen years ago, Emaratech has been providing innovative technology-focused solutions to a variety of private and public sector organisations to streamline cost, improve revenue generation capabilities, minimise bureaucracy while enhancing governance and regulatory goals.

Currently, emaratech has a total of 95,000 companies registered on its smart channel platform and with a workforce of 600 employees, it processes approximately 7,000 daily system requests.

## ISS Global Forwarding



ISS Global Forwarding was established in 2018 with the objective of optimising the growth potential, customer focus, and core competencies of supply chain logistics.

In 2019, with a workforce of 594 employees, ISS Global managed 91,000 shipping transactions with a cumulative weightage of 1.5 Million tonnes across 49 countries. ISS Global seeks to scale up its operations and amongst its foreseeable planned initiatives may expand its 160,000 sqft warehouse facility with a capacity volume of 569,000 cubic feet.

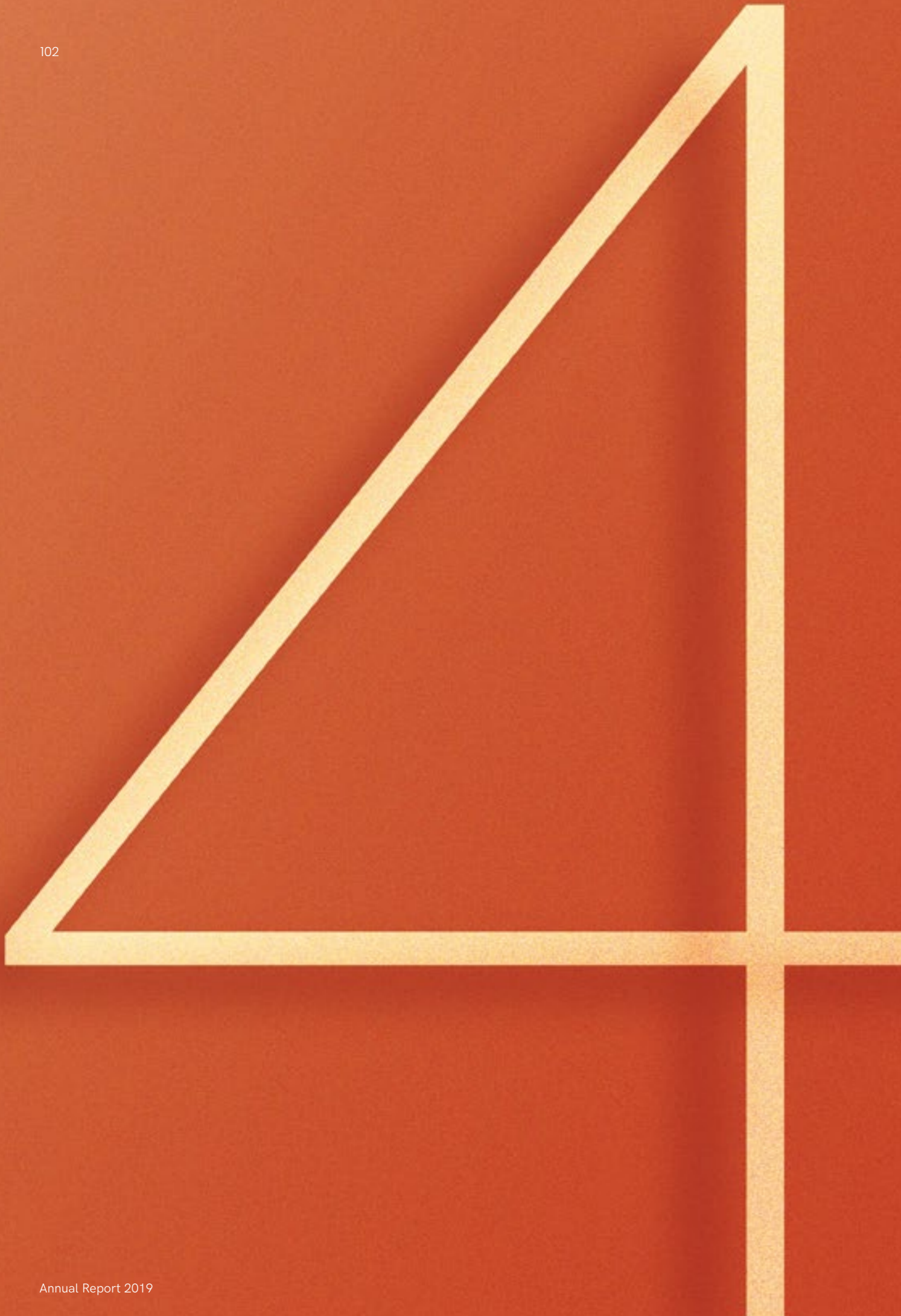
## Dubai Global Connect



Dubai Global Connect (DGC) is an international wholesale market specialized in the Food, Furniture & Living and Fashion industries. DGC offers state-of-the-art, bespoke, year-round showrooms and regular industry events, complemented by an ecosystem of buildings, products and services to create a place of reference for wholesale industries where trade is easy, accessible, and safe. Phase 1 will be completed in Q1 of 2023. Once fully functional, a total built-up area of 650,000 sqm dedicated to trade will host 3,700 companies and attract significant numbers of international buyers annually. The market is expected to create over 10,000 jobs and further contribute in excess of AED 60 Billion in annual volume of trade to Dubai's economy.

# Group Performance

**P.104** Financial Highlights and Analysis



# Financial Highlights and Analysis

## Statement of Financial Position

(In Million AED)

	31-Dec-19	31-Dec-18
Cash and deposits with banks	175,618	147,048
Investment securities	65,635	29,555
Loans and receivables (including Islamic)	452,526	345,239
Investment in associates and joint ventures	53,251	52,994
Investment and development properties	27,033	22,317
Property, plant and equipment	177,066	179,177
Right-of-use assets	62,052	-
Other assets	108,136	102,897
<b>Total Assets</b>	<b>1,121,317</b>	<b>879,227</b>

Borrowings and lease liabilities	302,297	215,452
Customer deposits (including Islamic)	457,246	332,321
Other liabilities	110,201	93,686
<b>Total Liabilities</b>	<b>869,744</b>	<b>641,459</b>
Equity attributable to the equity holder of ICD	204,638	197,658
Non-controlling interests	46,935	40,110
<b>Equity</b>	<b>251,573</b>	<b>237,768</b>
<b>Total Liabilities and Equity</b>	<b>1,121,317</b>	<b>879,227</b>

## Income Statement

(In Million AED)

	Year 2019	Year 2018
Revenue	228,011	232,435
Operating profit	25,266	20,593
Other income	4,798	772
Net finance costs	(7,966)	(3,814)
Share of results of associates and joint ventures - net	3,826	4,727
<b>Profit for the year before income tax</b>	<b>25,924</b>	<b>22,278</b>
Income tax expense - net	(926)	(887)
<b>Profit for the Year</b>	<b>24,998</b>	<b>21,391</b>

Attributable to:		
The equity holder of ICD	17,986	16,252
Non-controlling interests	7,012	5,139
	<b>24,998</b>	<b>21,391</b>

## Overall Performance

ICD's total Assets has crossed the AED 1 Trillion mark, a new record since its establishment.

ICD achieved a 16.9 per cent increase in Profit for the year to AED 25.0 Billion on AED 228.0 Billion of Revenues, despite the slowdown in the global economy and considerable volatility in foreign exchange, oil, and other commodities markets.

# Financial Highlights and Analysis

## Revenue



**228 Billion**  
Revenue (AED)

Revenues were AED 228.0 Billion, down by 1.9 per cent, with a drop in Oil and Gas revenues and a marginally lower Transportation income offset by higher income in Banking and Financial Services and in the Other segment. Banking and Financial Services include DenizBank A.Ş, EmiratesNBD's new acquisition.

## Profit for the Year

Growth in Profit for the year reaching AED 25.0 Billion compared to AED 21.4 Billion in the previous year, was primarily driven by a record contribution from Banking and Financial Services and a strong performance from Transportation. These increases were offset by lower contributions from Oil and Gas and aluminium production.

Banking and Financial Services results benefited from an AED 4.4 Billion gain on the partial disposal of Network International Holdings Plc, and the fair value measurement of its remaining stake. Transportation's results were helped materially by lower fuel costs during the year.



**25 Billion**  
Profit for the Year (AED)

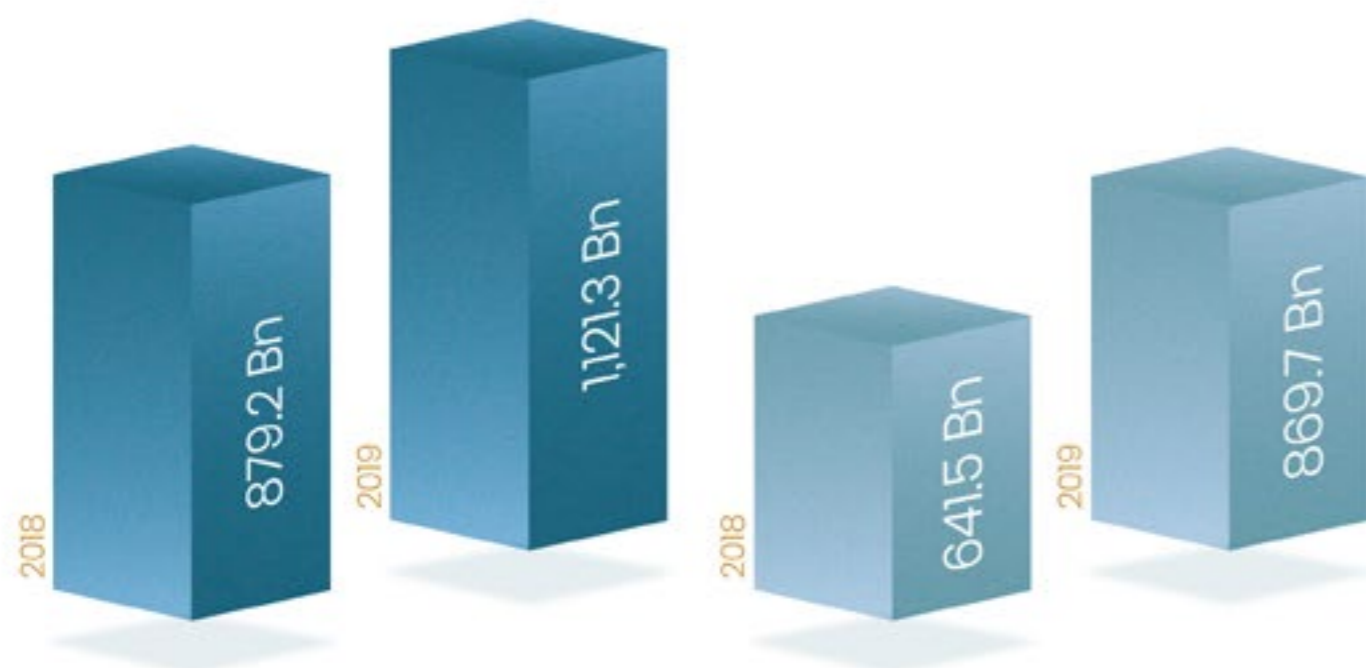
Profit for the year attributable to the equity holder of ICD was AED 18.0 Billion compared to last year's AED 16.3 Billion, an increase of 10.7 per cent.



# Financial Highlights and Analysis

## Assets and Liabilities

Assets increased to a record AED 1,121.3 Billion, rising 27.5 per cent from the year-end 2018, whilst Liabilities reached AED 869.7 Billion, rising 35.6 per cent, both mainly driven by the acquisition of DenizBank A.Ş., the continued business growth as well as the implementation of new IFRS 16 - Lease accounting rules.

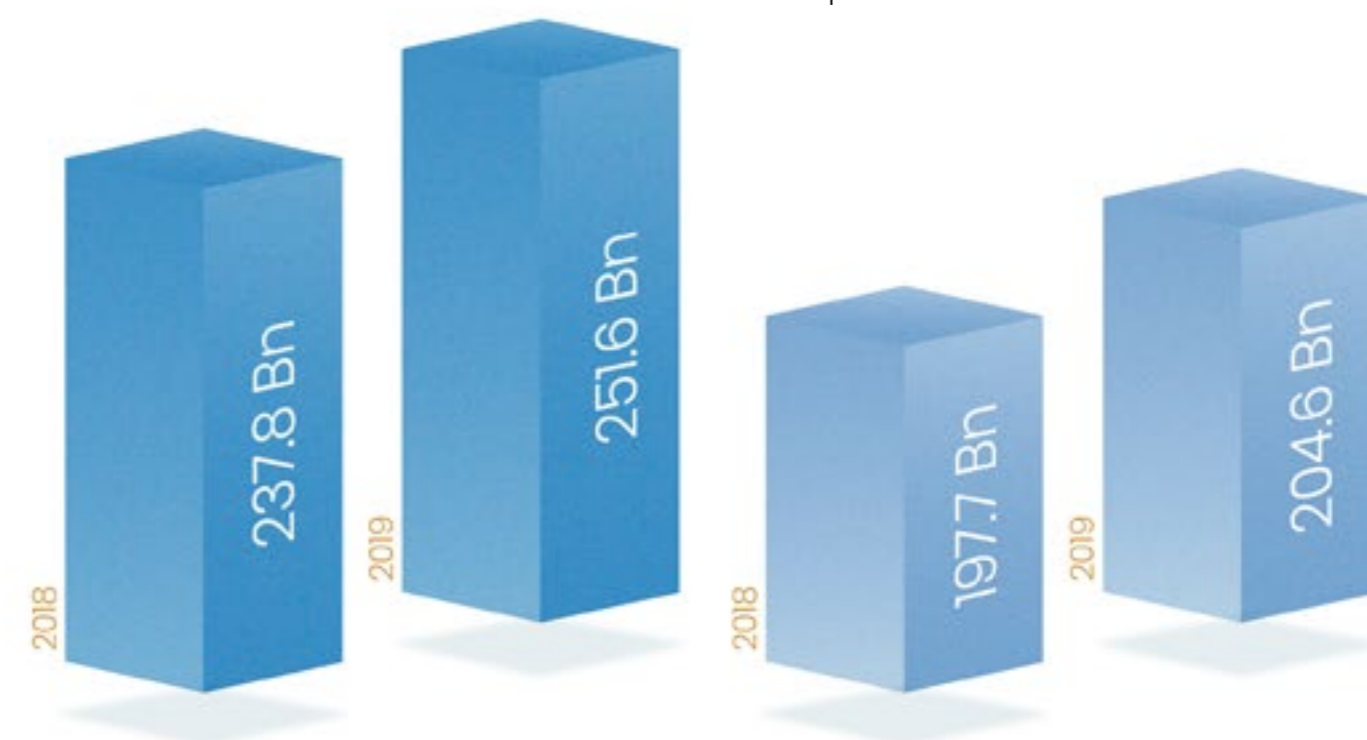


**1,121.3 Billion**  
Assets (AED)

**869.7 Billion**  
Liabilities (AED)

## Equity

Equity reached AED 251.6 Billion from AED 237.8 Billion, as a result of the ICD Group's overall performance and despite an AED 9.7 Billion one-time adjustment relating to the adoption of IFRS 16. Equity attributable to the equity holder of ICD increased by 3.5 per cent to AED 204.6 Billion.



**251.6 Billion**  
Equity (AED)

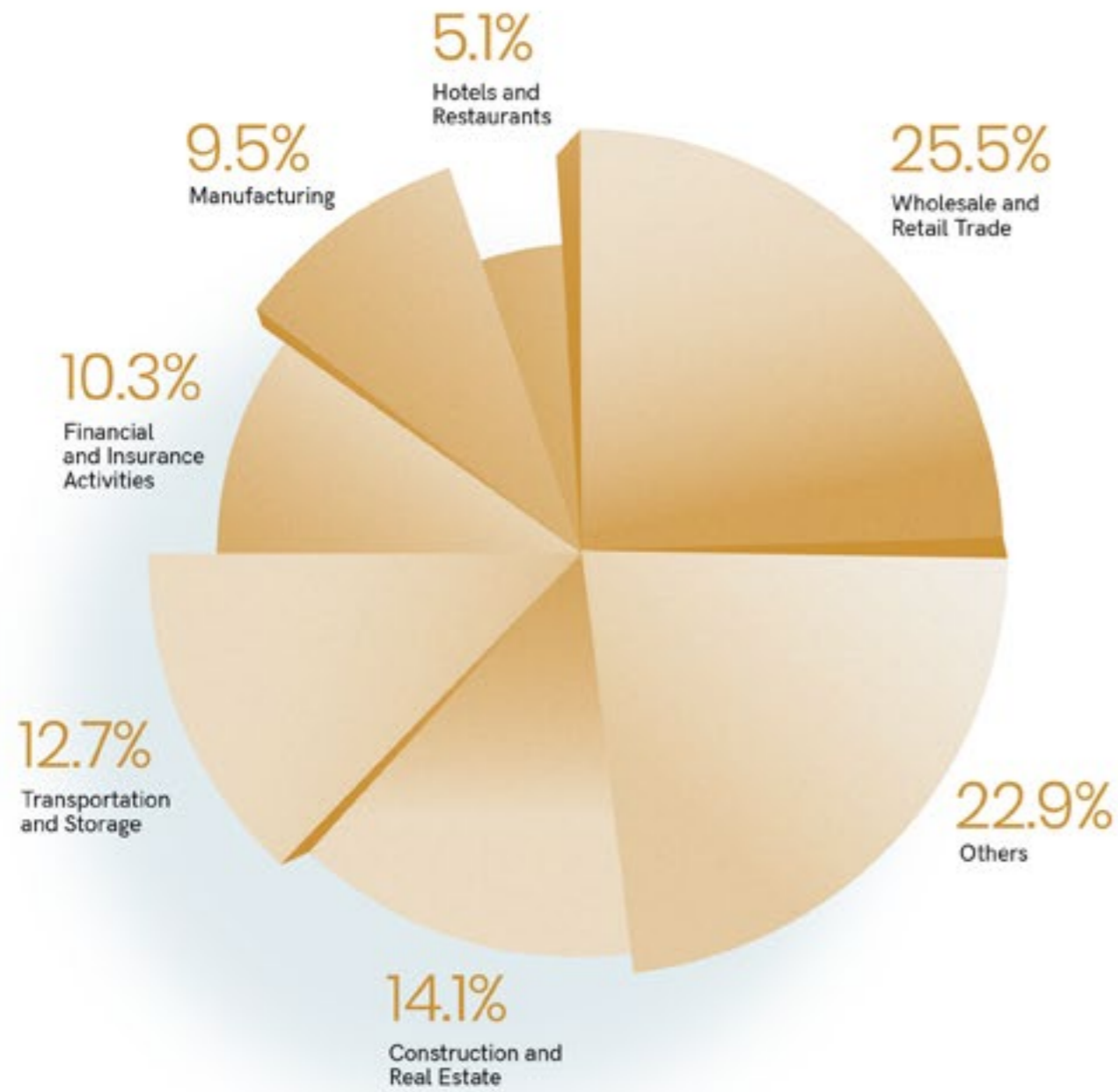
**204.6 Billion**  
Equity attributable to the equity holder of ICD (AED)



# Economic Environment in 2019

In 2019, 95% of Dubai's GDP was contributed by the non-oil sector. Dubai's development over the past fifty years has been driven by revenues generated by a considered diversification of its economy into a variety of sectors including financial services, real estate, tourism, retail and trading sectors. The activities of the ICD portfolio of companies are also greatly diversified albeit not necessarily in the same proportion.

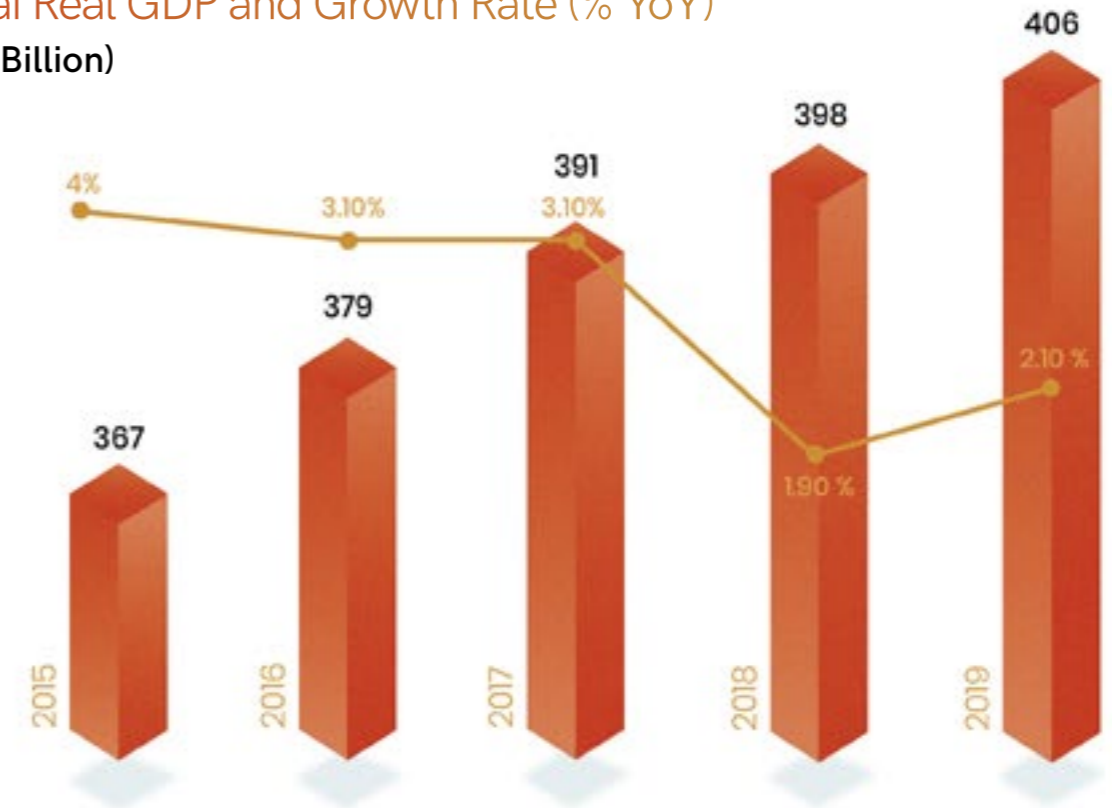
### Dubai GDP by Sector (H1 2019)



Source: Dubai Economic Report

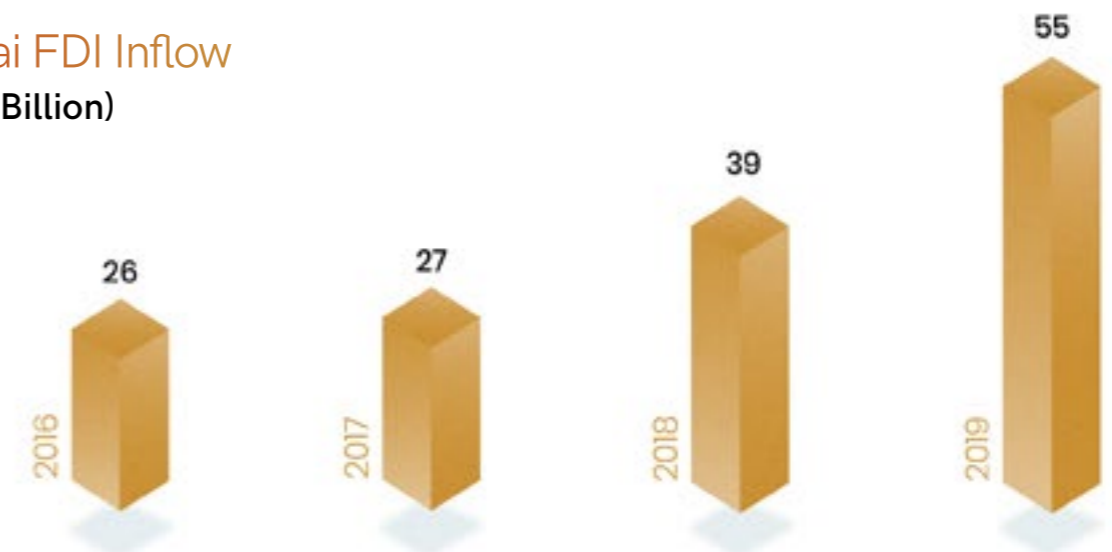
The Emirate of Dubai's continued economic diversification and improvement initiatives have enabled Dubai to further grow its GDP in 2019.

### Dubai Real GDP and Growth Rate (% YoY) (AED Billion)



The various actions undertaken at Federal and Emirate level have allowed the UAE to be the leading country in the Middle East and Africa in the annual "ease of doing business" survey among 190 countries that were assessed. Its ever evolving infrastructure, connectivity and business friendly environment have enabled Dubai to attract businesses and investments resulting in continued growth in foreign direct investment into the Emirate.

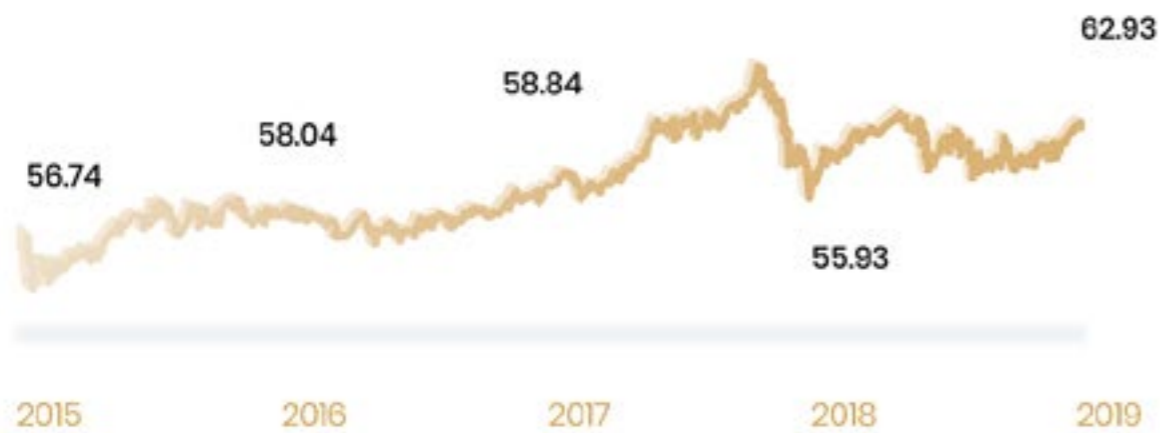
### Dubai FDI Inflow (AED Billion)



Source: Dubai Economic Report, Dubai FDI Monitor website

Oil prices indirectly influence Dubai’s economic growth. The lower oil prices in 2019 contributed to improved profitability in ICD’s transportation segment partially offset by the negative impact on our Oil and Gas segment.

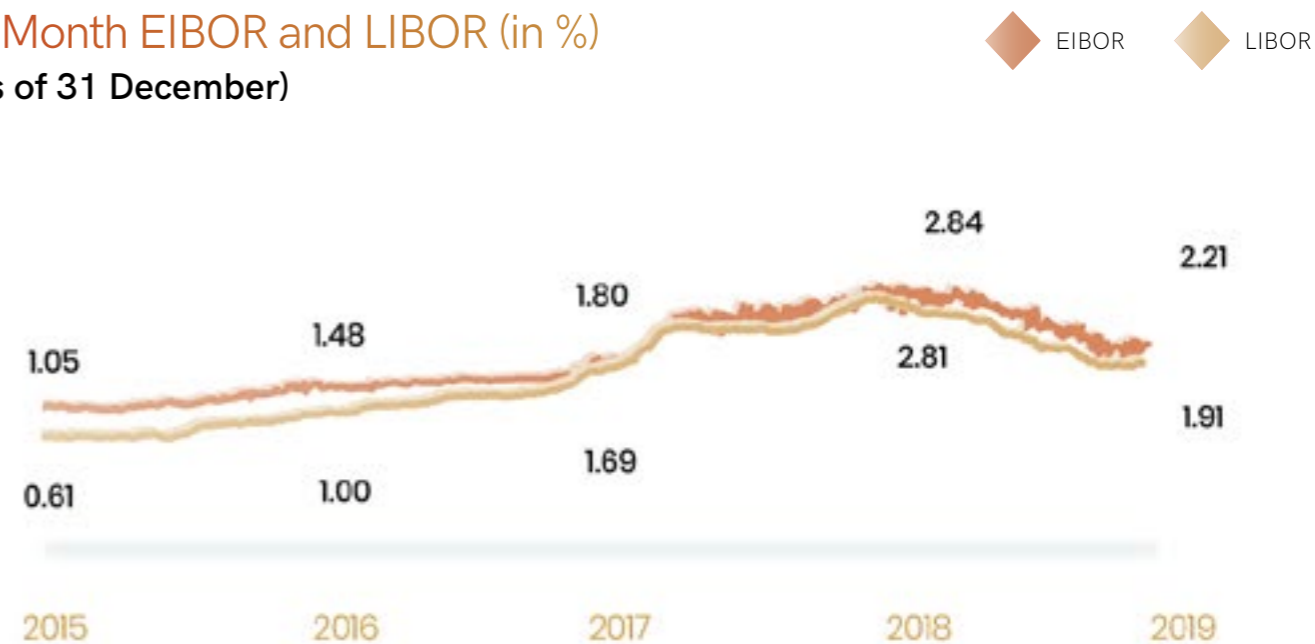
### Brent Crude Price in USD / Barrel (as of 31 December)



Source: Bloomberg

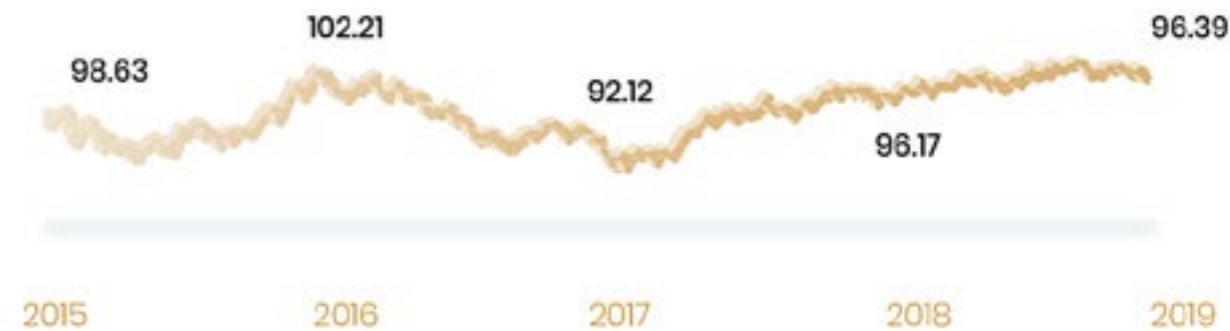
The reduction in interest rates in the second half of 2019 benefited the non-banking sector, but placed the interest margins of the banking sector under pressure.

### 3-Month EIBOR and LIBOR (in %) (as of 31 December)



ICD includes a diversified portfolio of industries, which are impacted by the volatility of the US dollar exchange rate to other currencies in various ways.

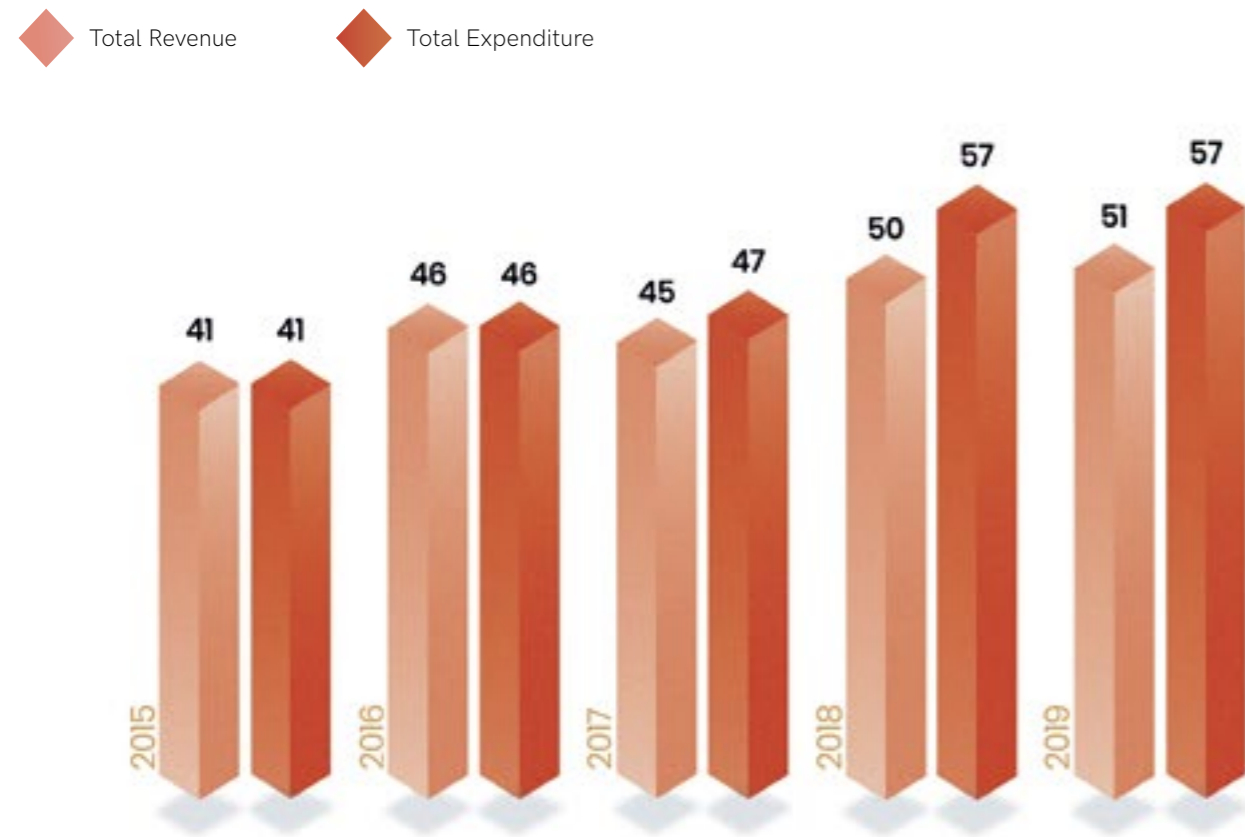
### US Dollar Index (as of 31 December)



Source: Bloomberg

As part of Dubai’s strategy of positioning itself as a regional hub with best in class infrastructure, Dubai has further invested in infrastructure expansion and entertainment/ tourist-oriented projects as evidenced by Dubai’s AED 57 Billion fiscal budget for 2019 with its significant focus on Expo 2020 infrastructure.

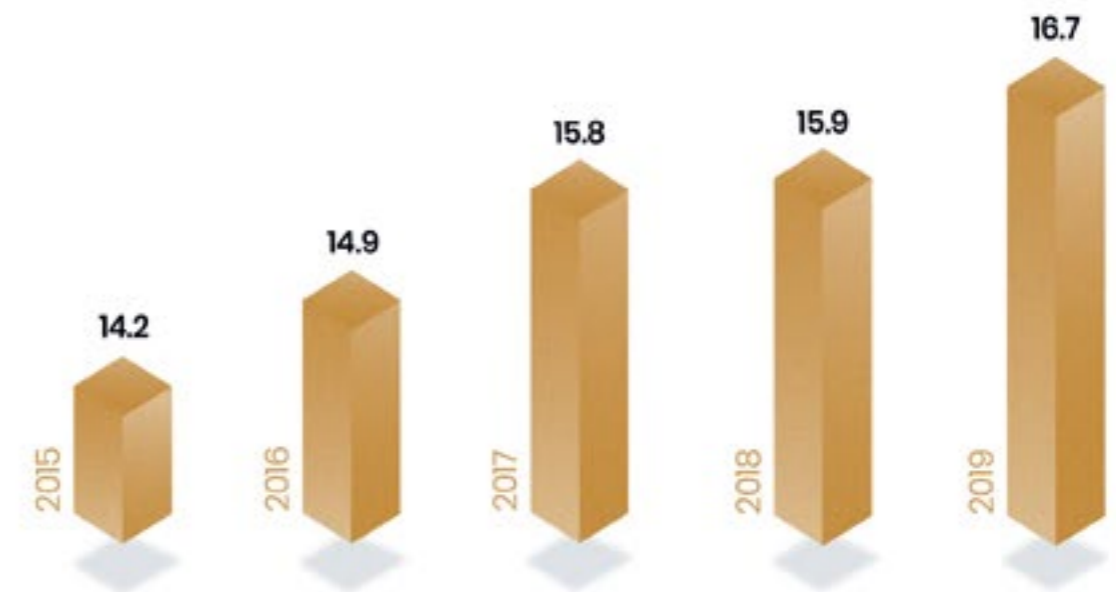
### Dubai Budget (AED Billion)



Source: Department of Finance

Expo 2020 is expected to produce direct, indirect and induced benefits to the UAE Economy in varying phases from inception to completion (spanning from 2013 to 2031). This will contribute economic activity to various ICD portfolio companies operating across multiple sectors and further enhance the contribution that the Dubai economy has received from ever-increasing tourist numbers.

### International Tourists Arrival in Dubai (in Million)



Source: Dubai Statistics Center



# Corporate Social Responsibility

## P.122 Education and Innovation

ICD's approach to corporate social responsibility (CSR) reflect the values that we have as an organisation that are aimed at ensuring we are, and remain, a good corporate citizen. Excellence, Commitment, Sustainability, Integrity and Respect are our core values and represent the standards to which we hold ourselves accountable in relation to everything we do that has an impact on society around us.

ICD focusses its CSR activities in the areas of education and innovation. By doing so, we are making valuable contributions to the continuing development of a learning and empowered society for the benefit of our stakeholders. We acknowledge our responsibility as a corporate citizen and seek to make a difference through our various CSR activities and priorities, as mentioned below.



The Global Grad Show is the world's most diverse gathering of universities — a platform for promotion and development of Social Impact Innovation

Global Grad Show is one of the most coveted global gatherings for university students, academics and thinkers in the fields of technology, science and design committed to the betterment of the world.

Unparalleled in its offerings, the year-round programme promotes a platform of collaboration between university students around the world, giving them the opportunity to connect with peers, audiences and industry experts.

The Show grew from 50 projects from 10 participating universities in its first edition in 2015 to 150 projects from 97 universities hailing from 43 countries in its fourth edition in 2018, the inaugural year of partnership with ICD.

The Global Grad Show is today one of the world's most diverse annual gathering of universities, bolstered by Dubai's prominent position in the field of innovation, sustainability and global incubator of innovative ideas.

1,271 applications received in 2019

150

Student projects showcased at the exhibition

208

Universities applied to be showcased at the exhibition, out of which 100 were selected

55

Nationalities took part in the 2019 programme

Partnership with ICD

The second year of partnership between ICD and Global Grad Show witnessed record participation with more than 1200 applications received from over 200 international institutions - respectively 20% and 100% increase from 2018 - representing 55 nationalities. Four projects originating from ten universities in the UAE were chosen to be showcased, and over 3200 students from 80 local schools visited the exhibition.

2019 also saw Global Grad Show grow its year-round programme into five key components: The Exhibition, the Conference, the Entrepreneurship Programme, the Accelerator Programme and the ICD Progress Prize.

Following the success of last year's maiden conference, the 2019 conference titled "Innovating for Social Impact" explored the role of universities as catalysts of sustainable development.

The Entrepreneurship Programme delivered two months of online training to aspiring entrepreneurs and selected four proposals for a 3-month Acceleration programme in Dubai.

The ICD Progress Prize 2019 (launched in the first year of partnership between ICD and Global Grad Show), was claimed by Juan Martinez Guerrero and Laura Cragolini Pottecher's "Poleno" from Istituto Europeo di Design, Madrid. Poleno is a silent drone that supports the restoration of damaged ecosystems by stimulating pollination. The winning project was selected out of six shortlisted projects based on the originality of the idea, its application and potential benefit to the environment.

The ICD Progress Prize is a \$10,000 (awarded annually) dedicated to the next generation of innovators and is highly coveted for its competitiveness and standing. Poleno's creators will use proceeds from the award to further develop academic research and prepare Poleno for patent filing.

The ICD Progress Prize 2018 went to "Twenty", created by Mirjam de Bruijn.



"Poleno", winning project of ICD Progress Prize 2019

Juan Martinez Guerrero and Laura Cragolini Pottecher, winner of the ICD Progress Prize 2019

Official Sponsor 2019 -

# Emirates Airline Festival of Literature

The Emirates Airline Festival of Literature is one of the world's leading international literary festivals and the Arab World's largest celebration of the written and spoken word.

The festival is an annual event held in Dubai that brings people of all ages and backgrounds together with authors from across the world to promote education, cultural dialogue and above all, the love of reading and writing. The festival has won many awards, including three times winner of the Best Festival in the Middle East, in recognition of its impact on fostering a reading culture in the UAE as well as its extensive education outreach programme.

ICD is proud to be an official sponsor of the Emirates Airline Festival of Literature, an event that perfectly captures ICD's key CSR activities in the areas of education and innovation.



Scholarship

# 2019 Master of Laws in International Business Law



SORBONNE-ASSAS  
INTERNATIONAL  
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In line with its commitment to education and the enhancement of human capital in the Emirate of Dubai, ICD is a key scholarship sponsor of the 2019 Master of Laws (LLM) in International Business Law offered in Dubai by the University of Paris II Pantheon-Assas (the leading law school in France) at the 'Academy' of the Dubai International Financial Centre (DIFC).

The LLM International Business Law is a world-class program for UAE nationals, aspiring young leaders, talented administrators, managerial groundbreakers and professionals to develop their corporate and business skills; preparing students and professionals for cross-border mergers, complex financings, restructurings, leveraged buyouts (LBOs), financial engineering, and industrial projects.

ICD scholars are supported on the LLM with outstanding faculty and facilities, benefiting from exemplary guidance designed to nurture their talents, and allowing them to achieve their potential in leading the next generation.



#### **ICD cares**

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