ADID

أبوظبي الوطنية للإستثمار والتطوير

Abu Dhabi National Investment and Development

SINCE 1974 منذ





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CHAIRMAN'S MESSAGE

Building on a Strong Foundation
For more than five decades, ADID has contributed to the UAE's construction, industrial and infrastructure development through its established manufacturing and building-materials businesses.

Today, we are entering a new phase in the Group's development. While our industrial operations remain an important foundation, we recognise the need to build a more diversified and resilient portfolio capable of creating sustainable long-term value.

The establishment of National Integrated Holding – NIH represents a significant step in this transformation. NIH provides the Group with a dedicated platform through which to consolidate its businesses and pursue strategic investments, partnerships and growth opportunities across agriculture, real estate, manufacturing and advanced technology.

Our approach will continue to be guided by strong governance, disciplined decision-making and responsible capital allocation. By building on our heritage while investing in sectors with long-term potential, we aim to establish a stronger and more diversified Group for our shareholders, partners and future generations.

Rasheed Al Omaira
Chairman of the Board



CEO’S MESSAGE

Leading ADID into Its Next Chapter
ADID is evolving from a company historically focused on building materials into an integrated investment and operating Group with interests across several strategically important sectors.

Our objective is to strengthen our existing businesses while building new platforms for growth. Through National Integrated Holding – NIH, we are creating a structured approach to managing the Group’s companies, investments, joint ventures and strategic partnerships.

Our portfolio will be developed across four principal verticals: agriculture, real estate, manufacturing and advanced technology. Each opportunity will be assessed according to its strategic relevance, commercial potential, partner capability, scalability and ability to create sustainable long-term value.

Our existing industrial businesses provide us with a strong foundation. Our next phase will build on this experience through disciplined investment, operational improvement, innovation and collaboration with capable local and international partners.
We are committed to building a stronger, more agile and more diversified listed group that contributes meaningfully to the UAE’s continued economic development.

Shamsa Al Fahim
Acting Chief Executive Officer





STRATEGIC GOAL

To drive Abu Dhabi National Investment and Development [ADID] strategic transformation by expanding beyond its traditional business activities and building a diversified investment portfolio across high-potential sectors.

Through disciplined investments, strategic partnerships, and value-driven growth opportunities,

Our main strategy aims to establish a resilient platform that delivers sustainable long-term growth and enhances shareholder value.

CORPORATE SOCIAL RESPONSIBILITY

Growing Responsibly
ADID recognizes that long-term business success must be supported by responsible environmental, social and governance practices.

As the Group expands, we aim to ensure that our businesses and investments contribute positively to our employees, communities, economy and environment.



OUR PEOPLE

- Maintaining safe and responsible workplaces.
- Supporting professional development and employee wellbeing.
- Developing Emirati and local talent.
- Promoting accountability collaboration and high performance.

OUR GOVERNANCE

- Conducting business with integrity and transparency.
- Applying responsible investment and risk-management practices.
- Maintaining effective oversight and accountability.
- Protecting the interests of shareholders and stakeholders.

OUR ENVIRONMENT

- Improving operational and resource efficiency.
- Reducing waste and unnecessary environmental impact.
- Encouraging responsible production and development practices.
- Considering environmental factors when evaluating new investments.

OUR COMMUNITY AND ECONOMY

- Supporting UAE-based industries and supply chains.
- Creating employment and investment opportunities.
- Developing local capabilities through partnerships and knowledge transfer.
- Contributing to sectors that support the UAE's long-term development.

ABOUT US

ESTABLISHED BY ROYAL DECREE 1974, Abu Dhabi National Investment and Development **ADID** is an Abu Dhabi-based public joint stock company, listed on Abu Dhabi Securities Exchange (ADX) with a longstanding presence in the UAE's industrial and construction sectors.

The Group established its foundation through manufacturing and building-materials activities, including cement products, autoclaved aerated concrete products, reinforcing steel services and related industrial solutions. Building on this experience, ADID is now implementing a broader diversification strategy through **National Integrated Holding – NIH**.

NIH has been established as the Group's investment and operating platform, bringing together its existing businesses, strategic investments, partnerships, joint ventures and future growth opportunities across agriculture, real estate, manufacturing and advanced technology.

OUR MISSION

To Build And Scale High-Performing Businesses By Deploying Capital With Discipline, Combining Operational Expertise With Strategic Partnerships, And Investing In Sectors With Strong Long-Term Growth Potential. We Create Sustainable Value Through Active Ownership, Rigorous Governance And A Clear Focus On Performance.



OUR VISION

To Become A Leading Diversified Investment And Operating Group In The UAE And The Wider Region, Aligned With The UAE's National Vision, Economic Priorities, And Regulatory Standards. We Aim To Build Market-Leading Businesses, Advance Innovation And Economic Diversification, Unlock High-Value Opportunities, And Deliver Resilient, Sustainable Long-Term Returns Through Responsible Governance And Strategic Partnerships.



OUR INVESTMENTS

National Integrated Holding NIH. National Integrated Holding was established under **ADID** to serve as the Group's central investment and operating platform.
NIH provides a dedicated structure through which the Group can manage its existing businesses, develop new operating companies and pursue **investments, acquisitions, joint ventures and strategic partnerships**.

Its purpose is to create a more integrated, diversified and resilient portfolio while maintaining clear governance, accountability and performance oversight.

OUR INVESTMENT VERTICALS



Agriculture
Developing integrated businesses across agricultural production, food security, agritech, processing, distribution and related infrastructure.



Real Estate
Developing, investing in and optimising strategic real-estate assets that generate commercial value and support the Group's wider activities.



Manufacturing
Consolidating ADID's existing building-materials operations within a broader manufacturing platform and expanding into complementary industrial opportunities.



Advanced Technology
Investing in technology, digital infrastructure and innovation-led businesses that support productivity and long-term economic growth.

Global Collaboration
ADID seeks through NIH to establish strategic collaborations with leading Local and International partners to access new opportunities, exchange expertise, and support the sustainable growth of its Investment portfolio.

CLOSING STATEMENT

NIH connects ADID's established industrial capabilities with its future as an integrated and diversified Group.

AGRICULTURE



Building an Integrated Food-Security Platform. Through National Integrated Holding, ADID is developing an integrated agriculture and food-security platform covering production, agricultural technology, food manufacturing, trading, distribution and logistics. The platform is being developed through strategic agreements with **SELTech and AG Group**, combining specialist agricultural technology with established commercial and operational capabilities.

ADID's partnership with **SelTech** focuses on the development of an advanced seed-potato and agrivoltaic production platform in Abu Dhabi.

The proposed platform combines:

- Pre-basic tissue-culture production
- Disease-controlled seed-potato propagation
- Controlled-environment greenhouses
- Agrivoltaic solar-energy infrastructure
- Water-efficient agricultural technologies
- Local production and future regional exports
- Technology and knowledge transfer

The initial concept includes an integrated tissue-culture laboratory, greenhouse infrastructure and elevated solar-generation systems designed for Abu Dhabi's agricultural environment.



ADID has entered into a strategic agreement to pursue an investment in **AG Group**, subject to independent valuation, due diligence and completion of the required transaction documents.

AG Group provides the agriculture vertical with access to established capabilities across:

- Food trading and distribution
- Agriculture and agricultural assets
- Cold-chain infrastructure
- Food manufacturing
- Warehousing and logistics
- Industrial services
- Regional market expansion

The proposed transaction involves ADID pursuing a 50% equity investment in AG Group following completion of the agreed evaluation and transaction process.



OUR OBJECTIVE

To create an integrated platform connecting agricultural production, technology, processing, logistics, distribution and market access.

REAL ESTATE



Unlocking the Value of Strategic Land Assets Through **National Integrated Holding**, the Group is developing a real-estate platform centred on the planning, development and optimisation of its major land assets in Abu Dhabi.

LAND ASSETS

The Group's portfolio includes approximately 30 million m² at Al Haffar and approximately 36 million m² at Mushayrif, representing a combined strategic land portfolio of approximately 66 million m².

These assets provide significant potential for phased, integrated developments combining residential, commercial, hospitality, wellness, agriculture, logistics and supporting infrastructure.

The Group intends to unlock their long-term value through comprehensive planning, commercially viable development models and partnerships with experienced developers, investors and operators.

KEY STATISTICS:

36
million m²
Mushayrif Land Asset

30
million m²
Al Haffar Land Asset

3.2
Major Strategic Land Assets In Abu Dhabi

69.2
million m²
Combined Strategic Land Portfolio

STRATEGIC PARTNERSHIP

ADID is collaborating with Wujod Developments to explore the planning and development of integrated, sustainable and commercially viable destinations across selected areas of the Group's land portfolio.

The collaboration is intended to combine ADID's strategic land assets with Wujod's real-estate development capabilities to assess opportunities across:

- Residential communities
- Hospitality and lifestyle destinations
- Commercial and income-generating assets
- Wellness and recreational facilities
- Productive landscapes and agriculture-related development
- Sustainable infrastructure
- Phased mixed-use development
- sustainable projects **Al Haffar Project**

The initial focus includes opportunities within the Al Haffar landholding, subject to feasibility studies, approved masterplans, commercial agreements and relevant regulatory approvals.



OUR OBJECTIVE
To transform strategic land assets into integrated destinations that generate long-term commercial value and support the Group's wider investment portfolio.

MANUFACTURING



The Industrial Foundation of the Group. Manufacturing represents **ADID's** established operational foundation and will form a central vertical under National Integrated Holding. The vertical brings together ADID's existing manufacturing subsidiaries, each serving an important part of the UAE's construction and industrial value chain.

BILDCO CEMENT PRODUCTS LLC

BILDCO Cement Products manufactures a range of cement-based construction products, including:

- **Concrete and masonry blocks**
- **Cement products**
- **Interlock and paving products**
- **Construction-related concrete solutions**

The company supports contractors, developers and infrastructure projects through established production capabilities and local market experience.

BILDCO AERATED CONCRETE PRODUCTS LLC

BILDCO Aerated Concrete Products manufactures autoclaved aerated concrete products designed to provide efficient and lightweight construction solutions.

Its product capabilities include:

- **Autoclaved aerated concrete blocks.**
- **Lightweight building products.**
- **Thermal-insulation solutions.**
- **Fire-resistant construction products.**
- **Products supporting efficient construction methods.**

BILDCO REINFORCING STEEL SERVICES

BILDCO Reinforcing Steel Services provides steel-processing and project-support services, including:

- **Reinforcing steel cutting**
- **Steel bending**
- **Steel preparation and processing**
- **Project-specific reinforcement solutions**
- **Support for construction and infrastructure projects**

FUTURE GROWTH

Through NIH, the Group intends to strengthen the performance of these subsidiaries while also assessing opportunities in:

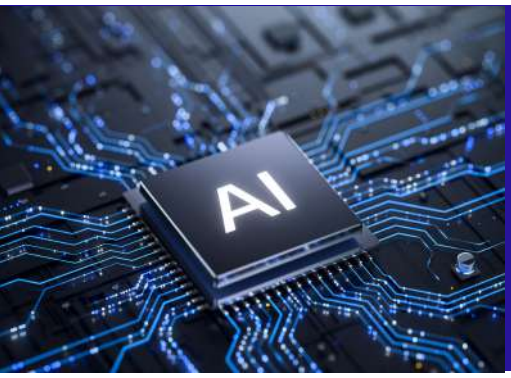
- **Advanced construction materials.**
- **Industrial localisation.**
- **Food and agricultural manufacturing.**
- **Technology-enabled production.**
- **Complementary industrial acquisitions.**
- **International manufacturing partnerships.**



OUR OBJECTIVE

To strengthen ADID's existing industrial businesses while building a broader and more diversified manufacturing platform.

ADVANCED TECHNOLOGY



Building Capabilities for the Industries of the Future.Through **National Integrated Holding,** ADID is expanding into advanced technology through its investment in National Advanced Holding Company. National Advanced Holding Company was established in Abu Dhabi in partnership with Cognitum Solutions to develop and invest in advanced technology businesses and solutions.

AREAS OF FOCUS

- Artificial intelligence
- Smart-surveillance systems
- Data-driven solutions
- Advanced technology platforms
- Regional and international expansion
- Robotics
- Advanced security systems
- Industrial and operational automation
- Technology acquisitions and investments
- Technology and knowledge transfer

STRATEGIC ROLE

Through National Advanced Holding, the Group aims to:

- **Introduce advanced international technologies into the UAE**
- **Develop commercially viable technology businesses**
- **Support digital transformation across the Group**
- **Apply technology to manufacturing, agriculture and real estate**
- **Build local technical capabilities**
- **Pursue strategic acquisitions and partnerships**

NATIONAL ADVANCED HOLDING PROVIDES

ADID with an entry point into scalable technology sectors with applications across government, industry, infrastructure, agriculture, real estate and security.

The current investment structure provides ADID with a 25% interest in the company, with Cognitum Solutions holding the remaining 75%.



OUR OBJECTIVE

To invest in advanced technologies that improve productivity, enable innovation and create new sources of long-term growth.

STRATEGIC ECOSYSTEM

ADID's transformation is built around a clear structure: wholly owned platforms and operating businesses, supported by a growing network of strategic investments, commercial partnerships and government relationships across key sectors.

OWNED PLATFORMS & BUSINESSES

Group Foundation
Established by royal degree in 1974 and listed on the Abu Dhabi Securities Exchange, ADID has built more than five decades of experience across building materials, manufacturing and infrastructure. Today, the Group is expanding into a broader investment platform focused on diversified, long-term growth.

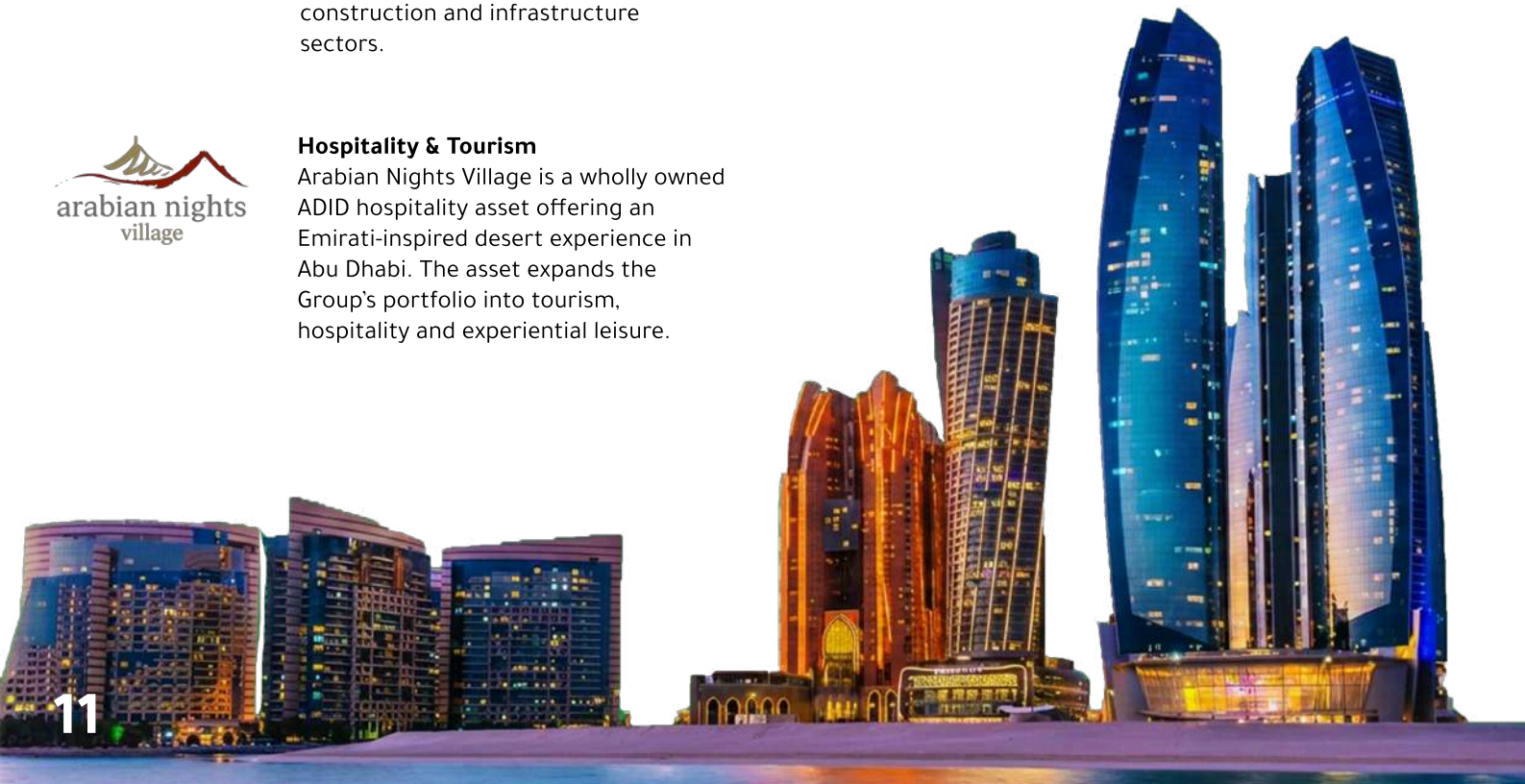
Investment & Operating Platform
National Integrated Holding is ADID's wholly owned investment and operating platform. NIH is designed to manage the Group's growing portfolio, develop new businesses and pursue investments, acquisitions, joint ventures and strategic partnerships.

Agriculture, Food & Bioeconomy
QITAF is ADID's emerging platform for agriculture, food security and bioeconomy-related ventures. It is intended to bring future agricultural investments and operating activities under one focused structure.

AI & Advanced Technology
National Advanced Holding is ADID's dedicated platform for artificial intelligence and advanced technology. It provides the Group with a focused vehicle for technology ventures, strategic partnerships and future-focused investments.

Building Materials & Manufacturing
ADID established industrial portfolio includes aerated concrete, cement products and reinforcing-steel operations. These businesses provide the Group with an existing manufacturing base and decades of experience serving the UAE construction and infrastructure sectors.

Hospitality & Tourism
Arabian Nights Village is a wholly owned ADID hospitality asset offering an Emirati-inspired desert experience in Abu Dhabi. The asset expands the Group's portfolio into tourism, hospitality and experiential leisure.



STRATEGIC INVESTMENTS & PARTNERSHIPS

Agriculture & Food Security

Strategic Investment
ADID holds a 50% strategic interest in A G General Trading Foodstuff, expanding its presence across food supply, distribution and agriculture.

Agritech & Renewable Energy
A South Korean partnership focused on advanced agriculture, food-security technologies and renewable-energy initiatives in Abu Dhabi.

Agriculture & Investment
A strategic relationship supporting ADID's expansion into agricultural ventures, sustainable food production and related investment opportunities.

Agriculture & Food
A collaborative relationship supporting ADID's growing food, agriculture and supply-chain ecosystem.

Real Estate

Urban Development
ADID is working with Wujod on major real estate development opportunities in Abu Dhabi, with Woods Bagot supporting the project as Lead Master Planning Consultant.

Building Materials & Manufacturing

Steel & Industrial Development
A long-term collaboration supporting the modernization, operation and advancement of ADID's reinforcing-steel activities.

Ready-Mix Concrete
A partnership supporting advanced ready-mix concrete production and the continued expansion of ADID's construction-materials capabilities.

3D Construction Technology
A strategic collaboration focused on advanced 3D construction technologies and next-generation building solutions.

Technology & Digital

Connectivity & Technology
A commercial relationship connecting ADID with Spectrum, operated by U.S.-based Charter Communications, supporting its international technology network.

Digital Procurement & Finance
A partnership focused on digital procurement and supply-chain financing across ADID's industrial ecosystem.

Government & Institutional Relationships

Investment & Economic Development
Engagement with the Abu Dhabi Investment Office supporting investment, digital transformation and industrial development initiatives.

Agriculture & Food Security
Cooperation with the Abu Dhabi Agriculture and Food Safety Authority on initiatives supporting food security and sustainable agriculture.

Sustainability & Food Security
Engagement focused on advanced agriculture, sustainable food production and initiatives aligned with the UAE's food-security priorities.



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