DAMAC

LIVE THE LUXURY

FY2025 Results

March 2026

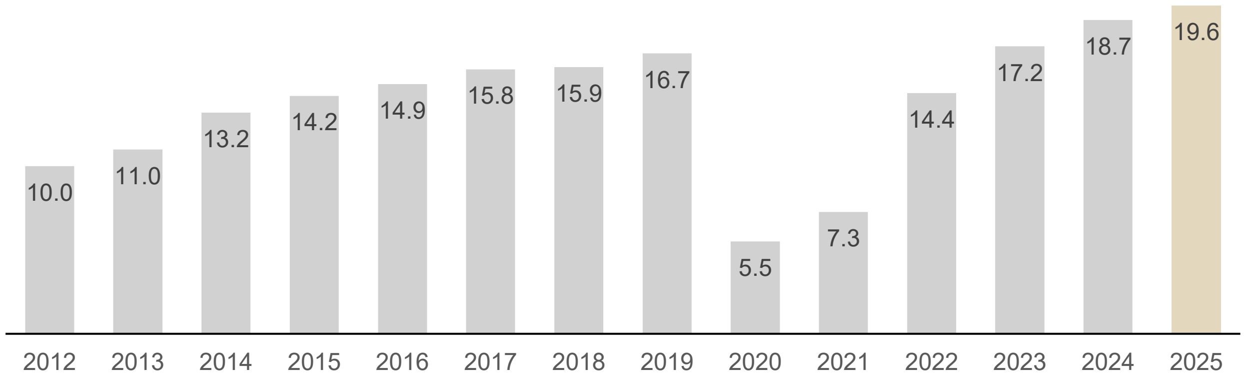
Corporate presentation

Note: Damac Real Estate Development Ltd. (DAMAC)

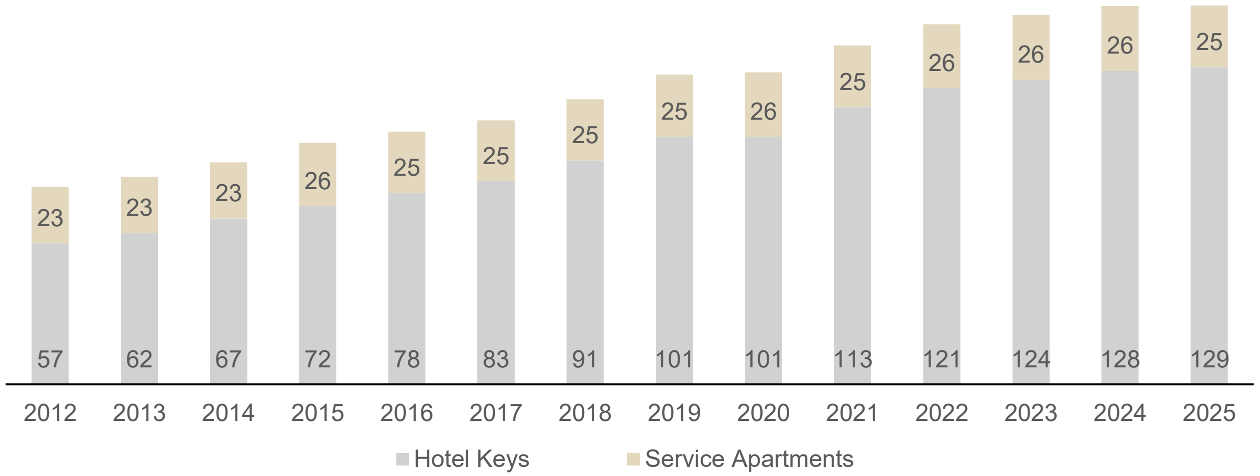
1. Dubai – The Real Estate Market and Macro Economic Overview

Dubai : A Vibrant, multicultural and growing city

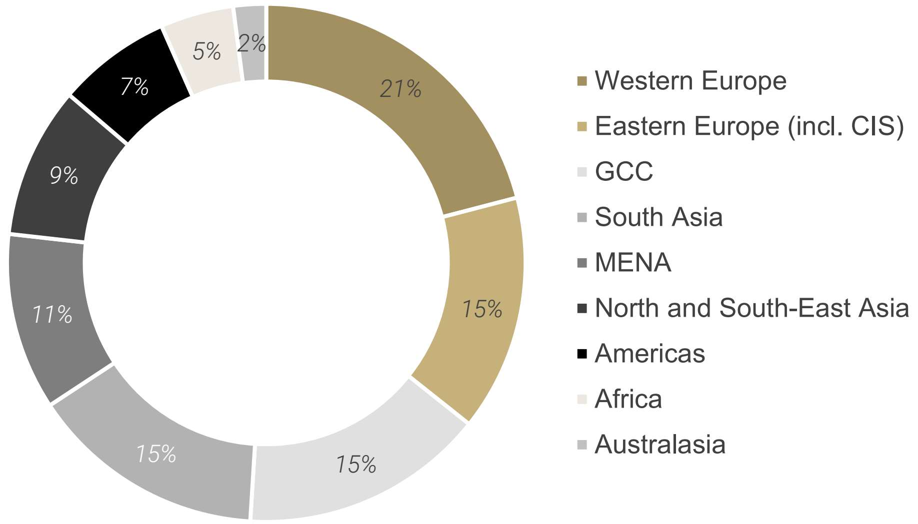
Dubai sees its highest overnight visitors, welcoming ~20mn visitors in FY 2025[1,2]



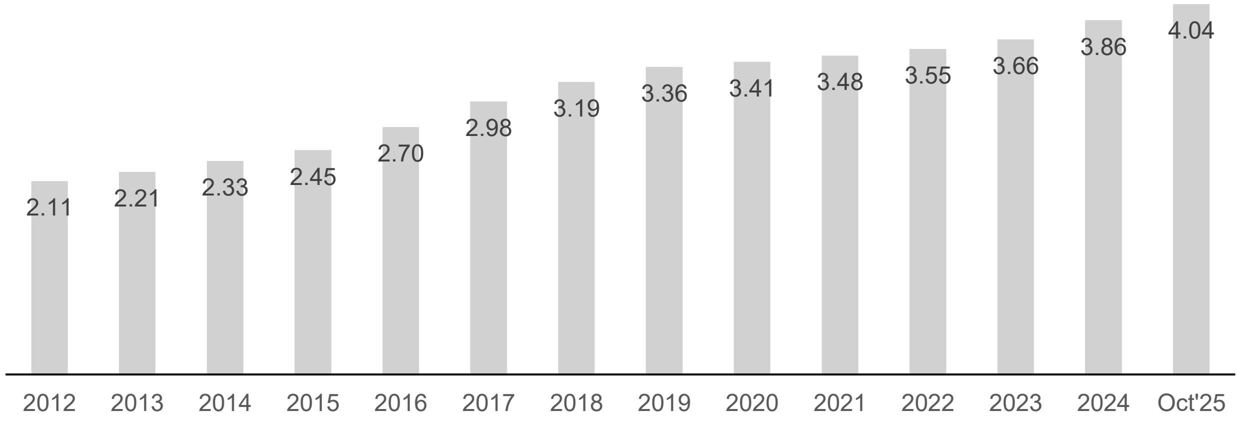
Number of hotel keys and service apartments[1], thousands



Diversified Visitors Regions FY 2025[1]



Dubai population[3], Mn



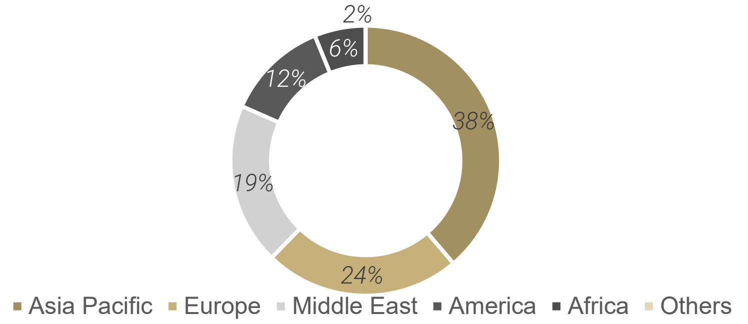
Sources and Notes:
1. *Dubai Statistics Centre - https://www.dsc.gov.ae/en-us/Pages/default.aspx;*
2. *Dubai's Department of Economy and Tourism*
3. *DXB Interact for October 2025*

Global buyer interest for Dubai

Strong performance levels continue to be seen in Dubai's real estate market

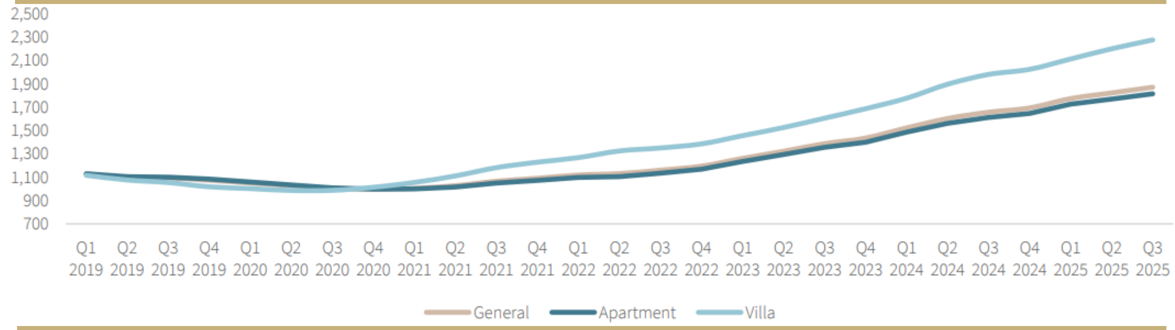
- As of the end of December 2025, average sales prices in Dubai's residential market increased by approximately 12.9% compared to December 2024[1]; and 2.15 on a QoQ basis
- Average rental rates in Dubai grew by approximately 6.1% compared to December 2024[1].
- In FY 2025, the number of new rental contracts increased by 10%[2] while renewals rose by 3%[2] compared to the previous year.
- In FY 2025, approximately 148,391 off-plan residential transactions with a total value of AED 395 bn were registered in Dubai, representing Y-o-Y increases of 25% and 31% respectively[1].
- Rental increases have been in line with increase in property prices in Dubai at ~8% CAGR since 2019
- Dubai's residential inventory reached approximately 888,500 units[9] in December 2025, with approximately 40,400 units[8] delivered in 2025. Long-term development pipeline indicates, approximately 118,000 residential units are scheduled for delivery over the next 24 months[8, 10].
- According to the Henley and Partners Private Wealth Migration Report 2025, the UAE was estimated to have attracted a record 9,800 millionaire migrants – the highest net inflow globally. The migration was estimated to have injected approximately US$63 billion in private wealth, fuelling robust demand in Dubai's luxury and off-plan sectors[3].
- Based on the 2025 results, Dubai International Airport (DXB) became the busiest airport in the world with a total international passengers' volume of 95.2 million[4].

DAMAC real estate buyers[6]

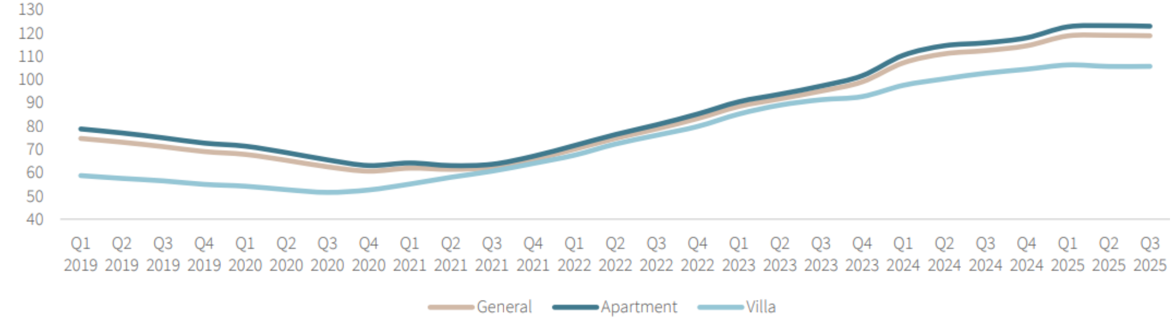


Resident vs Non-Resident[5]

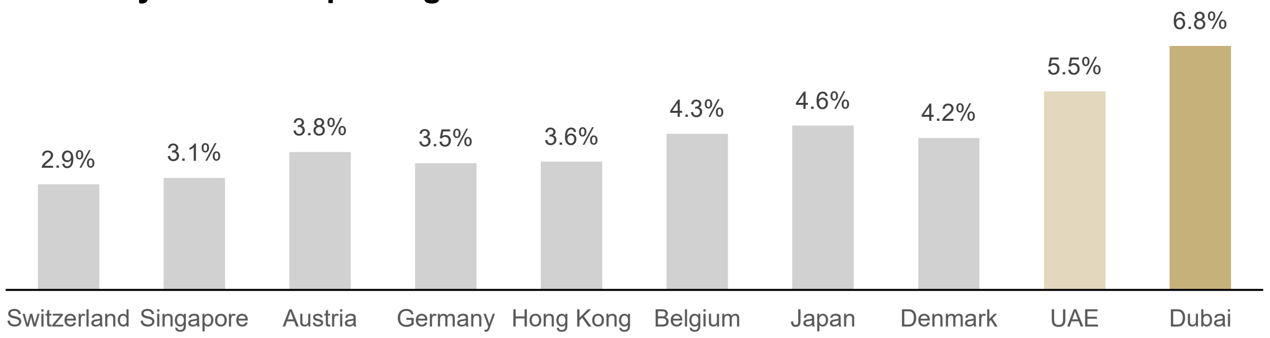
Dubai Sales Prices, AED/Sq. ft.[10]



Dubai Rental Rates, AED/Sq. ft.[10]



Attractive yields underpinning investor demand[5]



Source: 1. CBRE Report - UAE Real Estate Market Review Q4 2025 (cbre.com)
2. Gulf News:https://gulfnews.com/business/property/dubai-rental-contracts-reach-dh126-billion-in-2025-on-strong-demand-1.500453384
3. Henley and Partners - https://www.henleyglobal.com
4. Moodie Davitt Report: https://moodiedavittreport.com
5. Global Property Guide - https://www.globalpropertyguide.com
6. DAMAC's property buyers' universe FY 2025
7. DXB Interact: https://dxbinteract.com/dubai-housing-market-december-2025
8. Cavendish Maxwell: https://cavendishmaxwell.com/insights/market-reports/residential/dubai-residential-market-performance-fy-2025
9. Dec 2025 total = Sep 2025 cumulative + Q4 2025 deliveries[8]; 10. JLL UAE Living Market Dynamics, 3Q 2025 - UAE Living Market Dynamics, Q3 2025 (jll.com)

2. DAMAC overview

DAMAC overview

Headquarters in Dubai

110+ mn sq. ft

Projects in progress and in planning

Saleable area in completed projects

60+ mn sq. ft

High-end mixed-use community and tower developments

DAMAC Revenue FY 2025

AED16.3 bn (US$4.5 bn)

FY 2024: AED12.1 bn (US$3.3 bn)

DAMAC net profit FY 2025

AED5.6 bn (US$1.5 bn)

FY 2024: AED3.6 bn (US$1.0 bn)

Portfolio overview

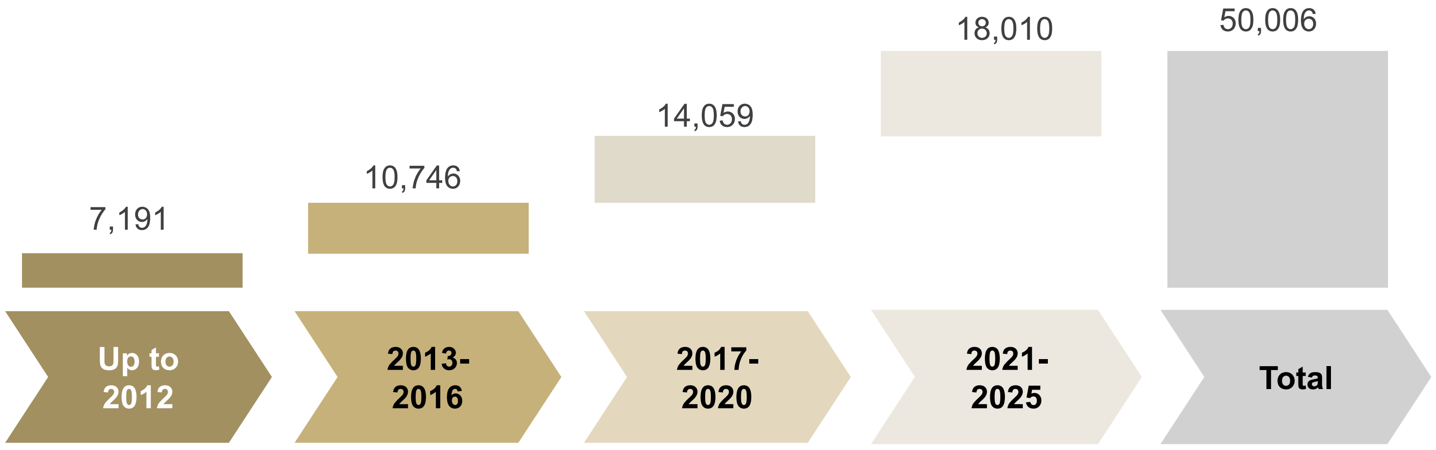
Major presence in Dubai and nearby regions

Completed[1] units: **50,006**

In-progress[2], In-planning[3] projects **58,183**

Notes: 1. Completed units: units in projects with Building Completion Certificate (BCC) received as at 31 December 2025
2. In-progress units: units in projects with enabling works started / consultant appointed as at 31 December 2025
3. In-planning units: units in projects with no consultant appointed as at 31 December 2025

Strong delivery track record across economic cycle, units



Our business model

A BUY	Sustainable land sourcing focusing on identifying prime opportunities at attractive value
B DESIGN	Customer-focused product design positioning, enabling premium pricing
C SELL	A comprehensive multi-faceted marketing approach
D BUILD	Comprehensive in-house capabilities enables efficient project execution

A BUY

Land acquisition

Secure prime land in premium locations at competitive prices

- Dedicated business development team.
- Utilizing market intelligence and network of contacts.

B DESIGN

Project development

Optimize expected returns

- Returns driven design team.
- Continuous value engineering to manage cost and efficiency.
- Flexible design.

C SELL

Marketing / Communications

Sales/Admin

Customers are required to pay up to 20% of purchase price on signing of the sale and purchase agreement, and an additional 20% of purchase price within 12 months of signing

- Large advanced sales team with international reach.
- Recognised brand.
- Brand associations driving increased margins.

D BUILD

Project management

CRM | **Credit control**

Mitigate construction risk by reducing uncertainties prior to project launch

- In-house project management team controlling costs and contractors.
- Proactively engaged in procurement.

The DAMAC distinction

Quick cash-churn and aim for rapid monetization

High business margins

Disciplined land buying

Prudent capital structure with focus on debt management

High project IRRs[1]

DAMAC

Brand tie ups[2] (Versace, Paramount, Trump, Cavalli, De Grisogono)

Residential developments with mixed use components	*Luxury serviced apartments, condo hotels and 5-star hotels*	*Luxury lifestyle master communities*
		

Customer-focused product design & positioning, enables premium pricing

In-house hospitality brand DAMAC Maison

Comprehensive in-house project management

Sizeable internal sales team and extensive global broker's network

c. 58k units under progress and planning

Experienced management team

Note: 1. IRR – Internal rate of return
2. Branded collaborations including past completed projects and projects in progress

Value enhancing product extensions

Residential focus … with product line extensions[1]

Branded Residential

- *Versace, Trump, Cavalli, Just Cavalli, Paramount, de GRISOGONO*

Co-Branded Hotel Apartments and Villas

- *Paramount Hotels and Resorts*

Branded Hotel Rooms

- *Paramount Hotels and Resorts*

DAMAC Hotels and Resorts

- *DAMAC Maison*

Golf / Lifestyle Communities

- *TRUMP Designs*

ISO: 14001, ISO: 45001, ISO: 9001 certified DAMAC[2]

ISO: 9001, ISO: 14001, ISO: 45001 certified LOAMS[3]

Paramount Hotels & Resorts

cavalli

Just cavalli

VERSACE HOME

CHELSEA FOOTBALL CLUB

TRUMP THE TRUMP ORGANIZATION

de GRISOGONO GENEVE

Note: 1. Branded collaborations including past completed projects and projects in progress
2. Please refer to slide number 23 for more details regarding ISO for DAMAC
3. Luxury Owner Association Management Services Co. L.L.C. Facility management company, 100% owned by DAMAC

Major project portfolio in Dubai

LEGEND

1 Marina Terrace
2 The Waves
3 Lake Terrace
4 Lake View
5 Park Towers
6 Ocean Heights
7 The Crescent & Lago Vista
8 Executive Heighs
9 Emirates Gardens 1 & 2, Tuscan Residences 1& 2
10 XL Tower
11 Smart Heights
12 Business Tower
13 Lakeside
14 Lincoln Park
15 DAMAC Maison Mall Street
16 DAMAC Heights
17 Park Central
18 DAMAC Maison Canal Views
19 DAMAC Suburbia
20 Madison Residences
21 Executive Bay
22 Green Park
23 Tenora
24 The Residences at Business Central
25 Upper Crest
26 DAMAC Breeze
27 DAMAC Maison Cour Jardin
28 DAMAC Voleo
29 DAMAC Maison Distinction
30 DAMAC Towers by Paramount Hotels & Resorts
31 Bay's Edge
32 DAMAC Hills
33 DAMAC Prive
34 Celestia
35 Tower 108
36 Avanti
37 Ghalia
38 DAMAC Majestine
39 DAMAC Hills 2
40 Paramount Tower
41 Merano City
42 AYKON City
43 Royal Golf Boutique Villas
44 Vera Residences
45 Reva Residences
46 Zada Residences
47 Cavalli Tower
48 DAMAC Lagoons
49 Safa One by de Grisogono
50 Safa Two by de Grisogono
51 Chic Tower
52 Elegance Tower
53 Couture by Cavalli
54 DAMAC Bay by Cavalli
55 Harbour Lights by de Grisogono
56 Canal Heights 1 & 2 by de Grisogono
57 DAMAC Bay 2 by Cavalli
58 Canal Crown
59 Coral Reef
60 Volta
61 DAMAC Casa
62 Altitude Tower
63 DAMAC Riverside
64 DAMAC Suncity
65 DAMAC Islands
66 Safa Gate
67 Chelsea Residence
68 DAMAC District
69 DAMAC Islands 2

Recent project launches

DAMAC Islands community was launched in 4Q 2024

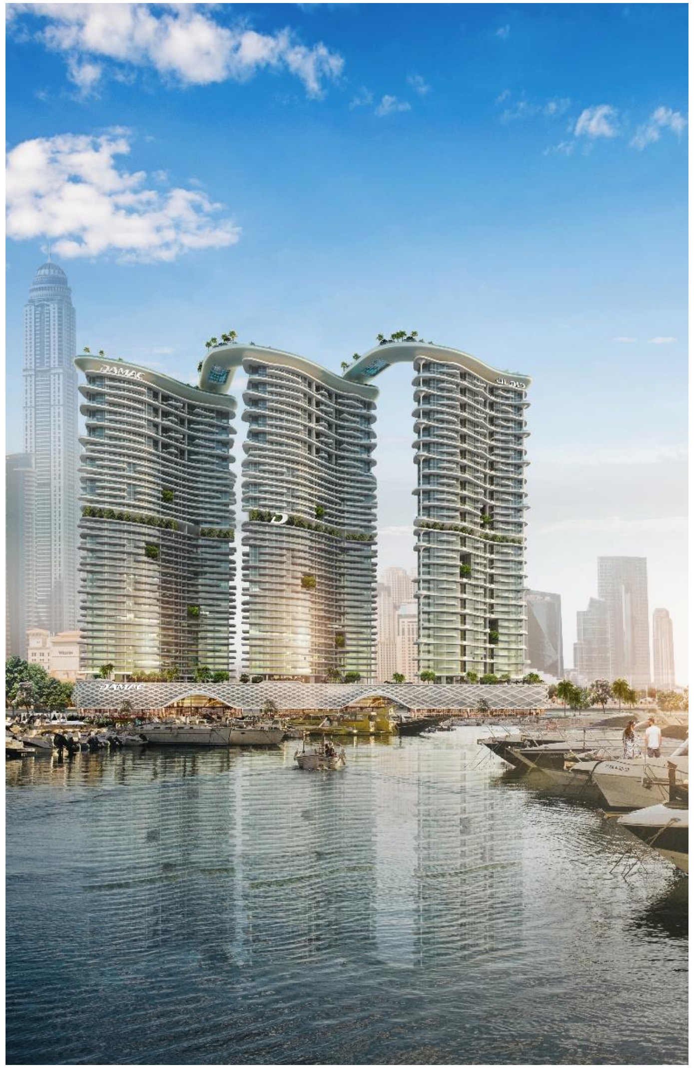
Safa Gate in Safa Park was launched in 1Q 2025

Chelsea Residence in Maritime City was launched in 2Q 2025

DAMAC's signature premium projects

Safa Two by de GRISOGONO in Business Bay was launched in 2Q 2022

DAMAC Bay by Cavalli in Dubai Harbour was launched in 1Q 2023



DAMAC Casa in Al Sufouh was launched in 4Q 2023

Key project: DAMAC Hills. Development case study (>95%* Sold)

DAMAC Hills

- **42 mn sq ft development with total saleable area: ~20 mn sq ft with estimated project value of c.AED24.9 bn (US$6.8 bn).**
- Attractive scale with nearly 12 k units comprising villas, apartments, commercial and retail units and Trump International Golf Course.
- Community has supermarkets, pharmacies, Hospital Clinics, Banks along with other facilities such as Malibu Beach water area, skatepark, horse stable, cricket, tennis courts and football ground.

Back Villas

Golf course facing villas

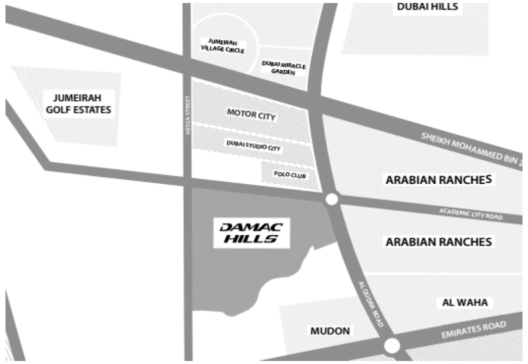
Low rise Apartments

Mid rise Apartments

Commercial & Retail

- ~400 k sq ft of commercial space

October 2012
- Land SPA signed



8 months

- Master planning
- Design approvals
- Brand associations
- Basic infrastructure works
- Sales launch

June 2013
- Launch of sales

August 2013
- Start of infrastructure works

December 2015
- First deliveries of three G+7 buildings

February 2017
- Opening of Trump International Golf Course

December 2025
- Launched ~11.5 k units
- Sold ~11.1 k units
- Delivered 9.2 k units

** As a % of Launched Units*

Key project: DAMAC Hills 2. Development case study (>98%* Sold)

DAMAC Hills 2

- **55 mn sq ft development with c.34 mn sq ft saleable area with estimated project value of c.AED26.1 bn (US$7.1 bn).**
- DAMAC Hills 2 is the Group's second master community and builds on the successful DAMAC Hills project (30% larger) with expected to have ~17 k units.
- Modeled on escapism and developed to provide a lush green environment with an air of "Escape The City''.
- Luxurious modern design will be integrated with retail and hospitality including a five-star Hotel and wellness center, two world class schools.
- Globally-recognized retail brands, leisure and entertainment facilities, including c.350 k sq. ft. of commercial space.
- Green living and open spaces including parklands and water elements.

July 2014
- Land SPA signed

August 2014
- First phase project launch and collections started

April 2019
- First deliveries

December 2025
- Launched ~17.1 k units
- Sold ~16.9 k units
- Delivered ~11.4 k units

** As a % of Launched Units*

Key project: DAMAC Lagoons. Development case study (>94%* Sold)

DAMAC Lagoons

- **49 mn sq ft high-end lifestyle community development.**
- DAMAC Lagoons is the Group's third master community, building on the success of DAMAC Hills and DAMAC Hills 2 projects.
- DAMAC Lagoons will feature over 13k units, with a total value of approximately AED39.0 bn (US$10.6 bn). The community showcases luxury contemporary living inspired by water, with features including a floating cinema, interactive exhibits, infinity pools, a water park, a wave simulator, snorkelling, kayaking, and much more.
- DAMAC Lagoons is adjacent to our established community of DAMAC Hills, strategically located on the Hessa Street in Dubai.

September 2021
- Land SPA signed

November 2021
- First phase project launch and collections started

January 2022
- Launch of subsequent phases

December 2025
- Launched 11.9 k units
- Sold 11.2 k units
- Delivered 459 units

** As a % of Launched Units*

Key project: DAMAC Riverside. Development case study

DAMAC Riverside

- **11 mn sq. ft. of Dubai's first riverside community development.**
- DAMAC Riverside is the Group's fourth master community with more than 8k units and a total value of approximately AED14.5 bn (US$4.0 bn).
- Launched DAMAC Riverside development features approximately 8.5k units, consisting of studios, 1-bedroom and 2-bedroom apartments, 4-bedroom and 5-bedroom townhouses. Amenities include a beachside area, games zone, barbecue area, floating opera, floating cinema, floating sports, splash climbing, island restaurant, and an amphitheatre.
- DAMAC Riverside is located in Dubai Investment Park 2, at the intersection of Emirates Road and Al Yalayis Road, with easy access to key roads and major highways.

February 2024
- Land SPA signed

May 2024
- First phase project launch and collections started

December 2025
- Launched ~8.3 k units
- Sold ~6.5 k units

Key project: DAMAC Islands. Development case study (>94%* Sold)

DAMAC Islands

- **30 mn sq ft of community development inspired by six of the world's best tropical island destinations: Maldives, Bora Bora, Seychelles, Hawaii, Bali and Fiji.**
- DAMAC Islands is the Group's recent master community and is expected to feature over 11k units, with a total value of around AED 30.5 bn (US$8.3 bn). Amenities include a fitness park, iguana and parrot park, fruit market, paddling, lagoon tours in hammocks, lagoon waterfalls, a mini golf island, jungle river, tortoise garden, aqua park, zipline, rapids, jungle swings, private boat rides and wildlife park.
- DAMAC Islands is located in Dubailand with easy access to key roads and major highways.

July 2024
- Land SPA signed

November 2024
- First phase project launch and collections started

December 2025
- Launched 5.1 k units
- Sold 4.8 k units

** As a % of Launched Units*

Key project: DAMAC Islands 2. Development case study

DAMAC Islands 2

- **20 mn sq. ft of community development inspired by eight of the world's best tropical island destinations: Bahamas, Barbados, Tahiti, Bermuda, Maui, Cuba, Mauritius and Antigua.**
- DAMAC Islands 2 is the Group's latest master community and is expected to feature over 6k units, with a total value of around AED 22 bn (US$ 6 bn). Amenities include a Tranquil Lake & Eco Park, Waterfall, Solar Link Park, Botanical Garden, Spa and Wellness Centre, Gymnasium, Treehouse & Zipline Park, Natural Swimming Pools, Museum Library, Study Garden, Amphitheatre and a Food Market.
- DAMAC Islands 2 is located in Dubailand with easy access to key roads and major highways.

October 2025
- Land SPA signed

November 2025
- First phase project launch and collections started

December 2025
- Launched 4.2 k units
- Sold 3.2 k units

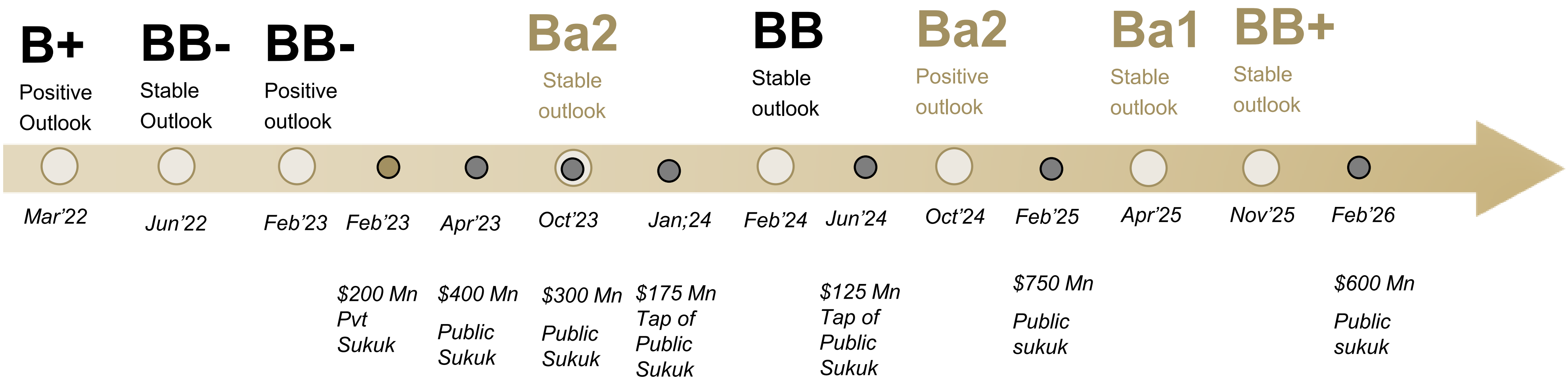
** As a % of Launched Units*

3. Rating developments

DAMAC rating developments

Rating evolution for DAMAC

Legend
S&P Rating Developments
Moody's Rating Developments



Private Sukuk

February 2023: 2.25 year, 7.500%, US$200 mn Private Sukuk Placement, maturing on 7 May 2025. The private sukuk was fully settled on 25 February 2025.

Public Sukuk

April 2023: 3 year, 7.750%, US$400 mn Public Sukuk, maturing on 27 April 2026; the Sukuk was fully settled in March 2026

October 2023: 3.5 year, 8.375%, US$300 mn Public Sukuk, maturing on 12 April 2027

January 2024: Tap of US$175 mn on tap of the existing US$300 mn Public Sukuk, maturing on 12 April 2027.

June 2024: Tap of US$125 mn on tap of the existing US$475 mn Public Sukuk, maturing on 12 April 2027.

February 2025: 3.5 year, 7.000%, US$750 mn Public Sukuk, maturing on 26 August 2028

February 2026: 3.5 year, 6.125%, US$600 mn Public Sukuk, maturing on 05 August 2029

Moody's Rating developments

Ba1

Current Credit Rating

In April 2025, Moody's upgraded the corporate family rating of Damac Real Estate Development Limited to 'Ba1', the outlook 'stable'. Moody's also upgraded its rating on senior unsecured sukuk trust certificates, issued by Alpha Star Holding VIII Limited and Alpha Star Holding IX Limited, to 'Ba1' from 'Ba2'.

Press release is available here

S&P Rating developments

BB+

Current Credit Rating

In November 2025, S&P has upgraded DAMAC Real Estate Development Limited's long-term issuer rating to 'BB+' on improved leverage metrics, outlook 'stable'. S&P has also upgraded its rating on the Company's senior unsecured sukuks to 'BB+' from 'BB'.

Full rating report is available here

4. Financial highlights, operating environment, and latest key financials

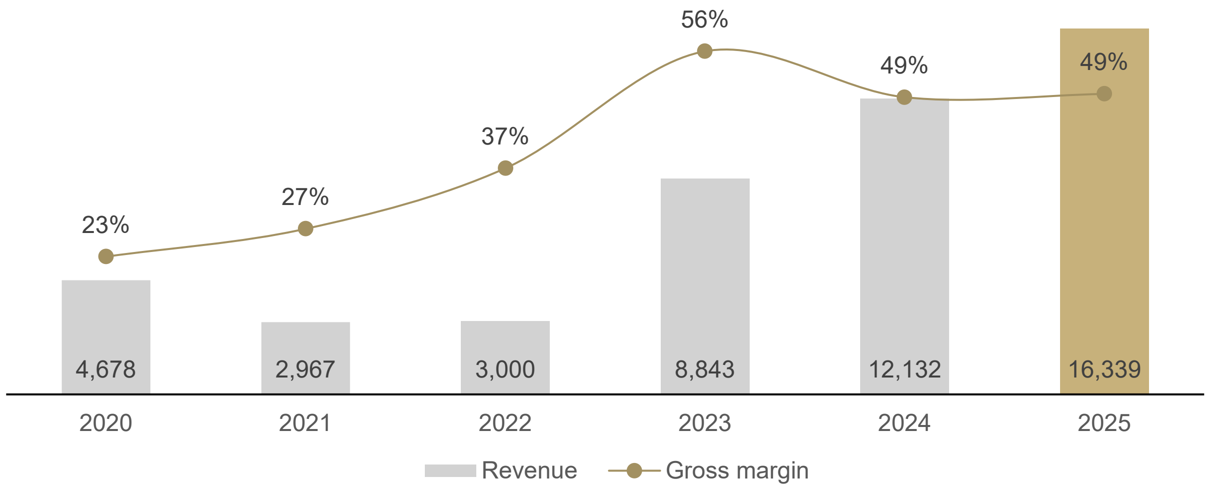
Latest financial highlights FY 2025

Revenue	Gross profit	Gross margin[1]
AED 16,339 Mn (2024: AED 12,132 Mn)	**AED 8,052 Mn** (2024: AED 5,916 Mn)	**49.3%** (2024: 48.8%)
Operating cashflow[2]	**Total assets**	**Cash and bank balances[3]**
AED 9,326 Mn (2024: AED 4,610 Mn)	**AED 57,745 Mn** (2024: AED 44,035 Mn)	**AED 30,772 Mn** (2024: AED 22,127 Mn)
Gross debt[4]	**Debt to total assets[5]**	**Net profit[6]**
AED 7,400 Mn (2024: AED 5,119 Mn)	**13%** (2024: 12%)	**AED 5,568 Mn** (2024: AED 3,630 Mn)

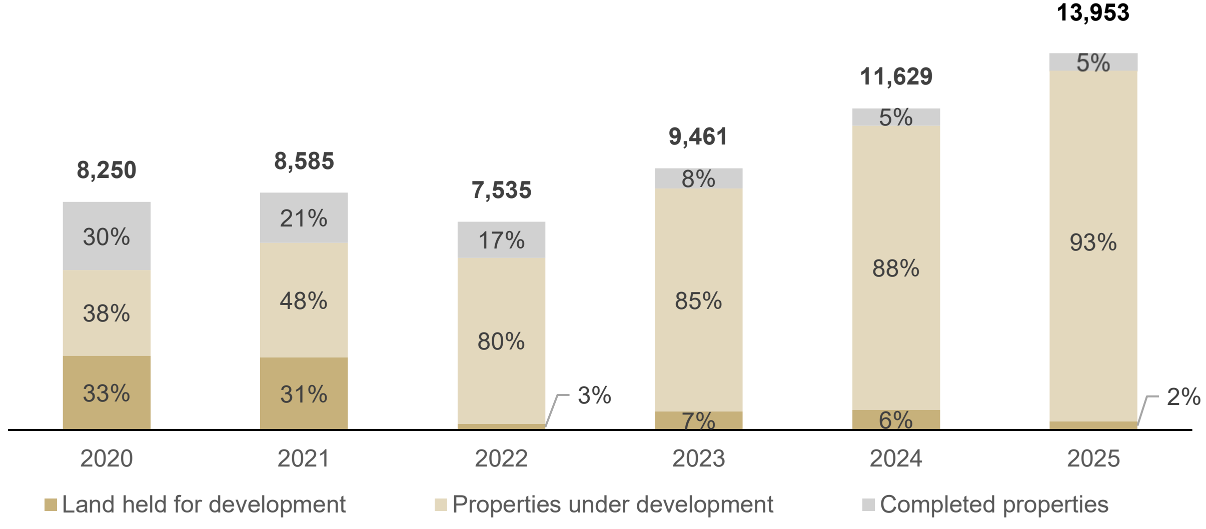
Source: FY 2025 financial statements
1. *Gross margin is calculated as gross profit divided by revenue*
2. *Operating cash flow is net cash generated from operating activities*
3. *Cash and bank balances include cash held in escrow and escrow retention accounts*
4. *Gross debt is calculated as the sum of Bank borrowings and Sukuk certificates, without taking into account lease and other financial liabilities*
5. *Debt to total assets is calculated as Bank borrowings and Sukuk certificates divided by total assets*
6. *Corresponds to the line-item profit for the period after tax*

Financial highlights

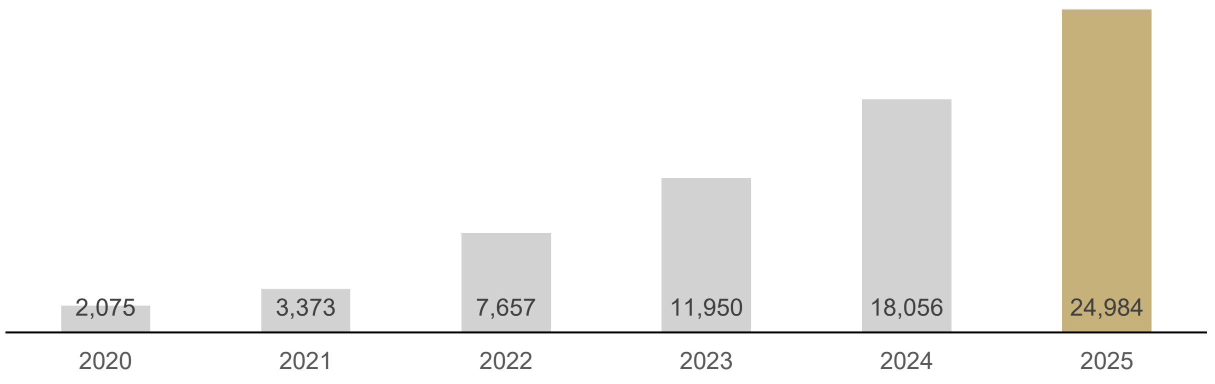
Revenue and margins[1], AED Mn



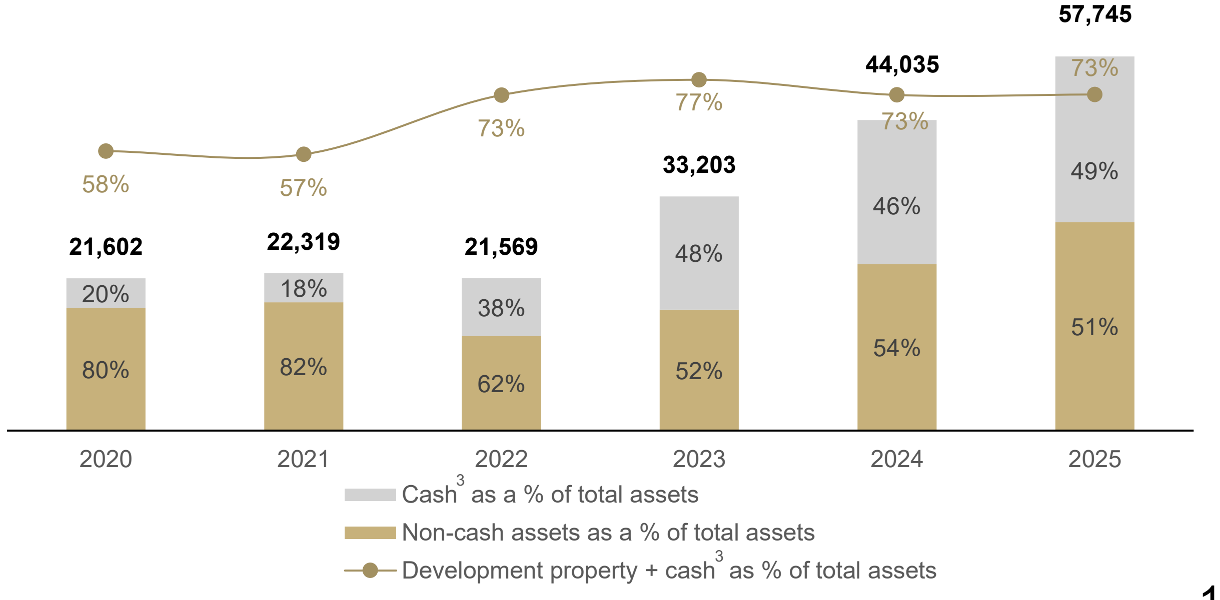
Development properties, AED Mn



Advances from customers, AED Mn



Total assets[2], AED Mn

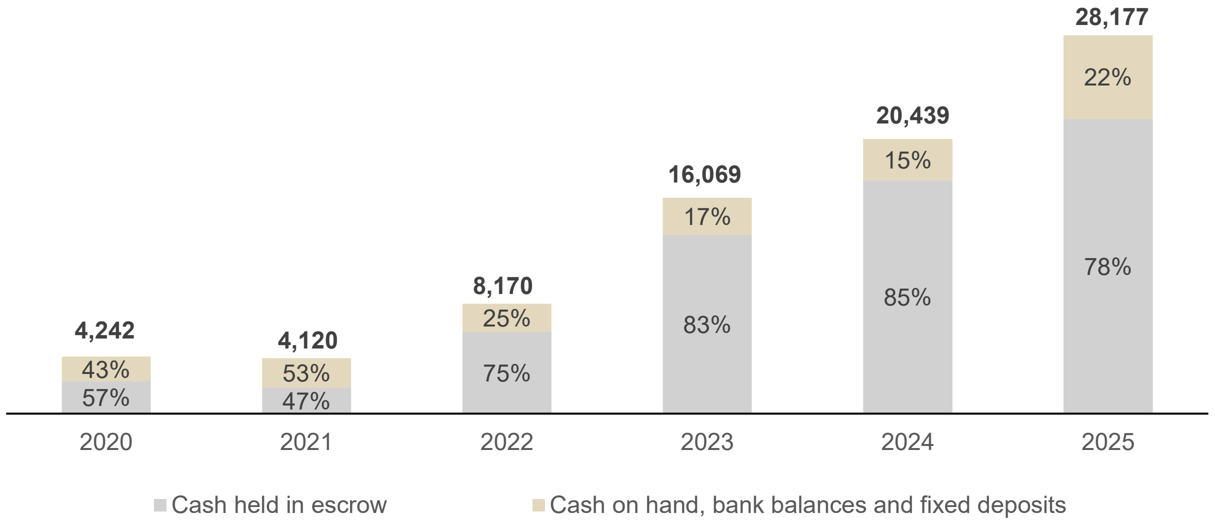


Source: 2025, FY 2024, 2023, 2022, 2021 financial statements

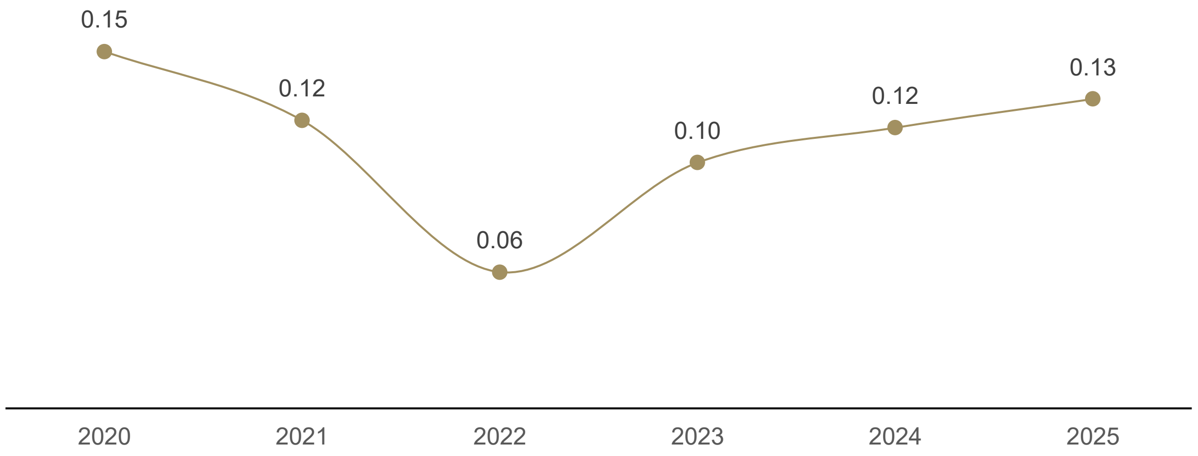
Notes: 1. Gross margin is calculated as gross profit divided by revenue
2. Total assets = cash + non-cash assets
3. Cash and bank balances including cash held in escrow and excluding escrow retention accounts

Financial highlights

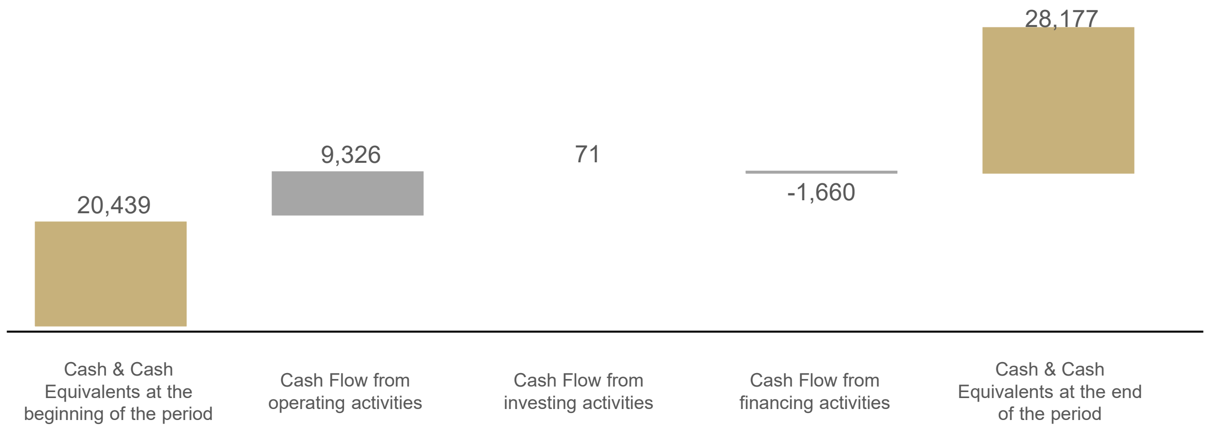
Cash and bank balances breakdown[1], AED Mn



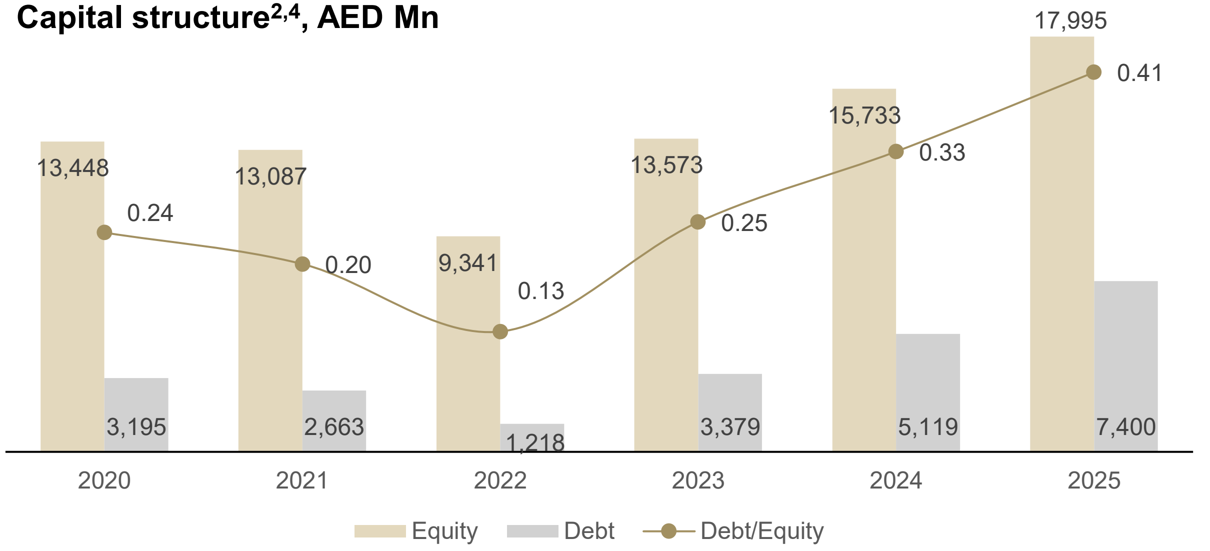
Debt to assets ratio[2,3]



FY'25 cash flow breakdown[1], AED Mn



Capital structure[2,4], AED Mn



Notes: 1. The Cash and bank balances and the Cash Flows disclosure line includes fixed deposits with an original maturity of greater than three months
2. Gross debt is calculated as the sum of Bank borrowings and Sukuk certificates, without taking into account lease and other financial liabilities as of 31 December 2025
3. Calculated as bank borrowings and Sukuk certificates divided by total assets
4. Calculated as bank borrowings and Sukuk certificates divided by total equity

Debt profile

Debt profile as at 31 December 2025

US$400 Mn

April 2023: 3-year, 7.750%, US$400 Mn Public Sukuk, maturing on 27 April 2026

Public Sukuk issued by Alpha Star Holding VII Limited and guaranteed by DAMAC (*Retired in Mar'26 using proceeds of $600 Mn Feb'26 Sukuk Issuance)*

US$600 Mn

October 2023: 3.5-year, 8.375%, US$300 Mn Public Sukuk, maturing on 12 April 2027

Public Sukuk issued by Alpha Star Holding VIII Limited and guaranteed by DAMAC. Initial issuance of US$300 mn was followed by 2 taps: US$175 mn in January 2024 and US$125 mn in June 2024.

AED400 Mn

November 2024: 3-year, Secured bank loan facility, payable on 31 December 2027

Secured bank term loan facility amounting to AED400 mn. As of the reporting date, the facility is fully utilised. It is repayable in two installments, due in the month of December 2026 and December 2027, respectively.

US$750 Mn

February 2025: 3.5-year, 7.000%, US$750 Mn Public Sukuk, maturing on 26 August 2028

Public Sukuk issued by Alpha Star Holding IX Limited and guaranteed by DAMAC.

AED101 Mn

August 2024: 4-year, Secured bank loan facility, payable 18 September 2028

Secured bank term loan facility amounting to AED101 mn was fully utilised as of the reporting date.

US$600 Mn

February 2026: 3.5-year, 6.125%, US$600 Mn Public Sukuk, maturing on 05 August 2029

Public Sukuk issued by Alpha Star Holding X Limited and guaranteed by DAMAC.

AED200 Mn

October 2025: 4-year, Secured bank loan facility, payable 20 October 2029

Secured bank term loan facility amounting to AED200 mn. It is repayable in seven half yearly installments beginning in October 2026

Subsequent Period Issuance

Latest financial statements

Statement of Financial Position

In Mn	FY 2025 AED	FY 2025 US$ equiv.	FY 2024 AED	FY 2024 US$ equiv.
Cash and bank balances	28,177	7,667	20,439	5,562
Trade and other receivables	12,236	3,329	9,474	2,578
Development properties	13,953	3,797	11,629	3,164
Other financial assets	2,599	707	1,707	464
Right-of-use assets	77	21	70	19
Loan to associate	9	3	-	-
Property and equipment	293	80	216	59
Investment Properties	402	109	448	122
Due from related parties	-	-	51	14
Total assets	**57,745**	**15,713**	**44,035**	**11,982**
Share capital	3,980	1,083	3,980	1,083
Statutory reserve	156	42	155	42
Retained earnings	13,860	3,771	11,598	3,156
Total equity	**17,995**	**4,897**	**15,733**	**4,281**
Trade and other payables	7,191	1,957	4705	1,280
Income Tax provisions	85	23	358	97
Advances from customers	24,984	6,798	18,056	4,913
Bank borrowings	1,000	272	735	200
Sukuk certificates	6,399	1,741	4,384	1,193
Due to related parties	14	4	-	-
Lease liabilities	74	20	65	18
Total liabilities	**39,749**	**10,816**	**28,302**	**7,701**
Total equity and liabilities	**57,745**	**15,713**	**44,035**	**11,982**

Profit and Loss Statement

In Mn	FY 2025 AED	FY 2025 US$ equiv.	FY 2024 AED	FY 2024 US$ equiv.	YoY Δ
Revenue	**16,339**	**4,446**	**12,132**	**3,301**	**35%**
Cost of sales	(8,287)	(2,255)	(6,215)	(1,691)	33%
Gross profit	**8,052**	**2,191**	**5,916**	**1,610**	**36%**
Gross margin[1]	*49.3%*	*49.3%*	*48.8%*	*48.8%*	NA
Other operating income	382	104	411	112	(7%)
General, administrative and selling expenses	(3,549)	(966)	(2,863)	(779)	24%
Amortization of right-of-use asset	(6)	(2)	(5)	(1)	39%
Depreciation on PPE	(37)	(10)	(33)	(9)	15%
Depreciation on investment properties	(14)	(4)	(16)	(4)	(8%)
Reversal of impairment on development properties – net	-	-	3	1	NA
(Provision)/reversal of loss allowance on trade receivables	13	3	(3)	(1)	(464%)
Share of result of associate/ Loss allowance on loan to associate	(1)	(0)	-	-	NA
Other income	154	42	185	50	(17%)
Finance income	973	265	836	227	16%
Finance costs	(669)	(182)	(443)	(121)	51%
Profit before tax	**5,296**	**1,441**	**3,988**	**1,085**	**33%**
Income tax credit/ (expense)	272	74	(358)	(97)	(176%)
Net profit	**5,568**	**1,515**	**3,630**	**988**	**53%**
Net margin[2]	*34%*	*34%*	*30%*	*30%*	NA

Source: FY 2025 financial statements
Notes: 1. Gross margin is calculated as gross profit divided by revenue
2. Net margin is calculated as net profit divided by revenue

Board of Directors and Committees

Mr. Hussain Ali Habib Sajwani
Founder and Chairman of the Board of Directors

Mr. Sofyan Adnan Sami Khatib
Non-Executive Director

Mr. Farooq Mahmood Mohd Mahmood Arjomand
Non-Executive Director

Mr. Christophe Jacques Marc Cuvillier
Non-Executive Director

Nomination and Remuneration Committee

- The Nomination and Remuneration Committee assists the Board of Directors in discharging its responsibilities relating to the composition of the Board of Directors, performance of the Board of Directors members, induction of new directors, appointment of committee members and succession planning for senior management.
- It is also responsible for evaluating the balance of skills, knowledge, diversity and experience on the Board of Directors, the size, structure and composition of the Board of Directors, retirements and appointments of additional and replacement directors and makes appropriate recommendations to the Board of Directors on such matters.
- It prepares a description of the role and capabilities required for a particular appointment.
- The Nomination and Remuneration Committee is comprised of three members, all of whom are independent non-executive directors. The Nomination and Remuneration Committee is chaired by Mr. Sofyan Adnan Sami Khatib.

Audit and Risk Committee

- The Audit and Risk Committee assists the Board of Directors in discharging its responsibilities with regard to financial reporting, external and internal audits and controls, including monitoring the integrity of the Guarantor's financial statements, monitoring and reviewing the extent of the non-audit work undertaken by external auditors, advising on the appointment, re-appointment, removal, remuneration and terms of engagement of external auditors and reviewing the effectiveness of the Guarantor's internal audit activities, and internal controls.
- In addition, the Audit and Risk committee assists the Board of Directors in assessing all areas of corporate risks, conducting a detailed review of changes in risk profile, issues related to the functioning of the risk management framework, including sales, construction, debt financing, and mortgaging.
- The Audit and Risk Committee is comprised of three members, who are all independent non-executive directors. The Audit and Risk Committee is chaired by Mr. Sofyan Adnan Sami Khatib.

Senior Management team – strong track record and industry experience

Mr. Ali Hussain Sajwani
Managing Director for Operations and Technology

Ms. Amira Sajwani
Managing Director for Sales and Development

Mr. Mohammed Tahaineh
General Manager for Real Estate Development and Construction

Mr. Hitesh Dhoot
Chief Financial Officer

Mr. Mavelitharayil Philip John
Chief Human Capital Officer

Mr. Sinanudin Omerhodzic
Group Chief Information Officer

ESG

	Environment	Social	Governance

Results

Environment

On April 23, 2025, DAMAC received its first MSCI Provisional ESG Rating, achieving a rating of ‘A’. This recognition affirms the Company’s position as a regional industry leader in sustainability and responsible business practices.

In February 2024, DAMAC successfully secured ISO 14001:2015 and ISO 45001:2018 certifications. This achievement underscores the collective commitment to environmental management and occupational health and safety management.

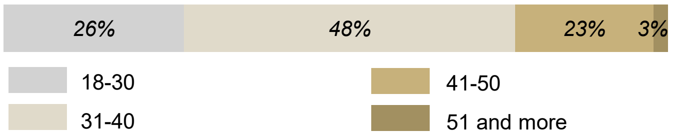
Additionally, in January 2025, DAMAC successfully obtained ISO 9001:2015 certification for Quality Management System.

ISO 9001	Quality Management System
ISO 14001	Environmental Management System
ISO 45001	Occupational Health & Safety Management System

Social

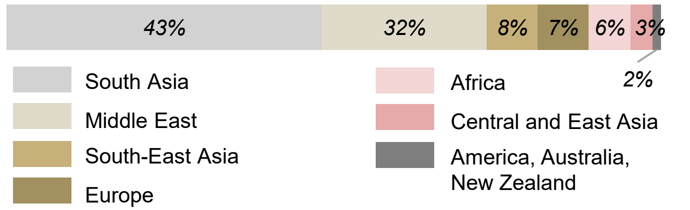
Our diverse workforce fuels innovation, reflecting our commitment to equality and respect. We value unique backgrounds, skills, and viewpoints, with policies that safeguard inclusivity and employee rights.

Age diversity, as at 31 December 2025



Gender diversity, as at 31 December 2025

Nationality diversity, as at 31 December 2025



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Governance

On September 3, 2025, DAMAC has published its Sustainability Report for the year ending 2024 in line with Global Reporting Initiative Standards. This report includes calculations for Scope 1 and Scope 2 emissions, as well as disclosures related to energy, water, and waste consumption. It also addresses our efforts towards the UN Sustainable Development Goals, social contributions, environmental protection, and corporate governance.

The report can be accessed on DAMAC’s website via the following link.

Customer surveys

Total number of requests 2025:	300k
Customer satisfaction score 2025:	4.5/5.0
Average survey response rate 2025:	15%

Abbreviations

US$	US dollars
Mn	million
Bn	billion
AED	United Arab Emirates dirham
Sq ft	square feet
CRM	client relationship management
K	thousand
Q	quarter (eg 3Q)
G	ground floor (eg G+7 buildings)
LOAMS	Luxury Owner Association Management Services Co. L.L.C. It is a facility management company, 100% owned by DRED

Exchange rate used throughout the presentation
1 US$ = 3.675 AED


DAMAC
LIVE THE LUXURY

Disclaimer

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