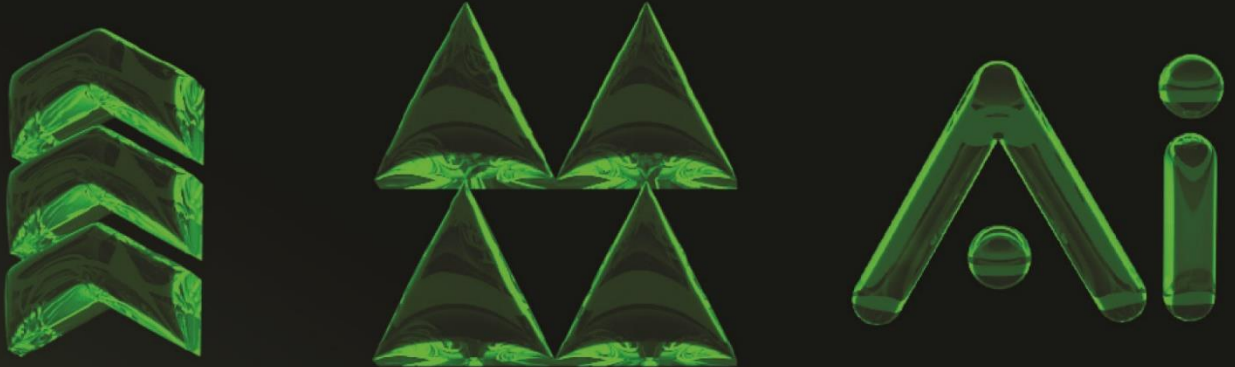
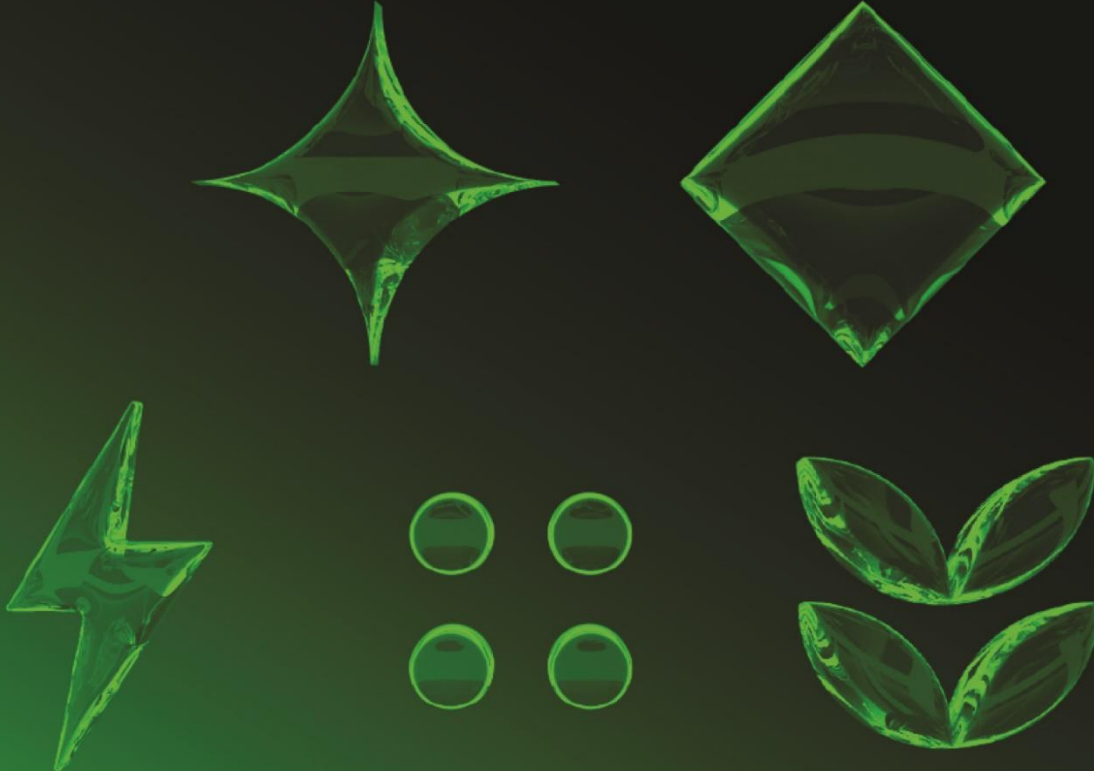


**MULTIPLY
GROUP**



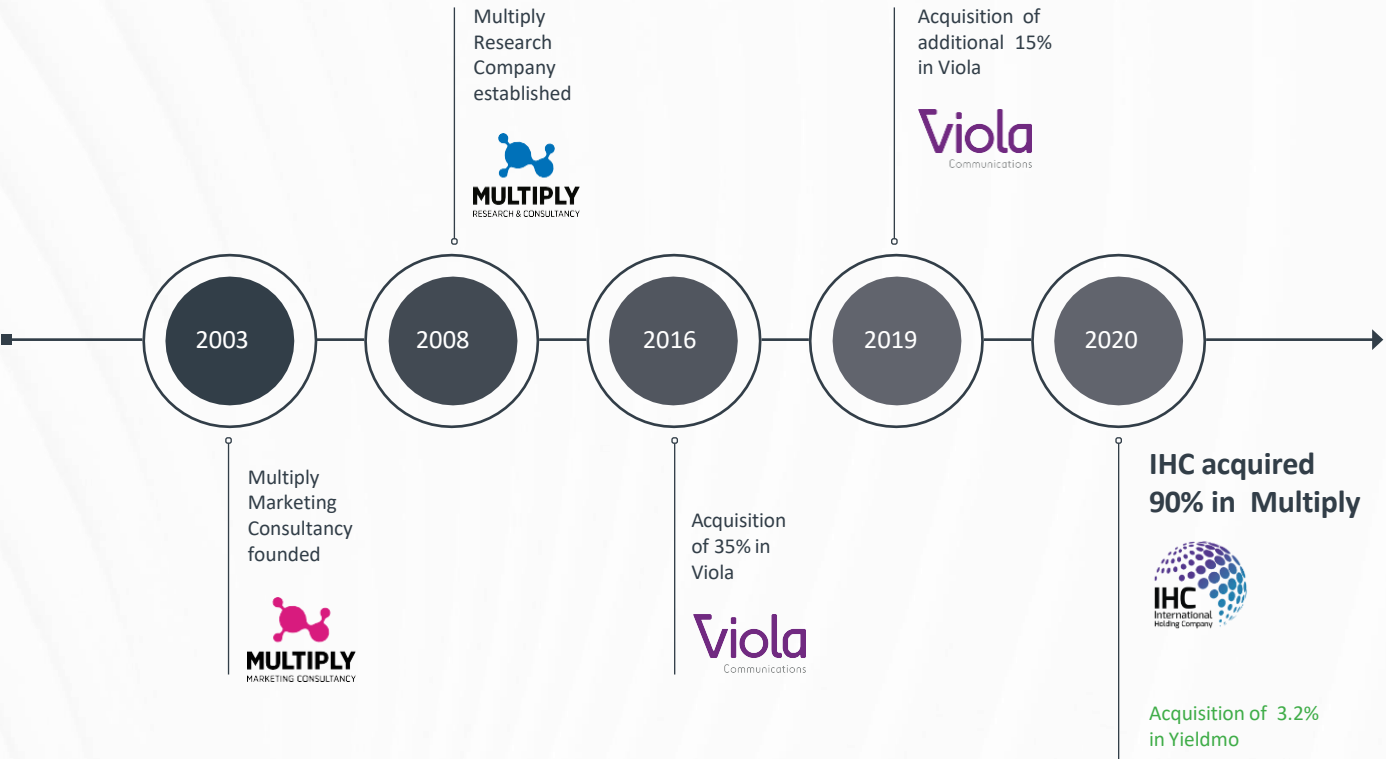
Investor Presentation





Multiply at a Glance

The beginning of a remarkable journey from a boutique marketing consultancy agency...



Evolution into one of Abu Dhabi's leading communications agencies



Founded by our current CEO, the company started out as Multiply Marketing Consultancy (MMC), growing organically into one of the leading communication agency in Abu Dhabi



Adopting a **growth-oriented mindset**, MMC expanded its offering and established Multiply Research Company to provide insights to various corporate and government decision makers



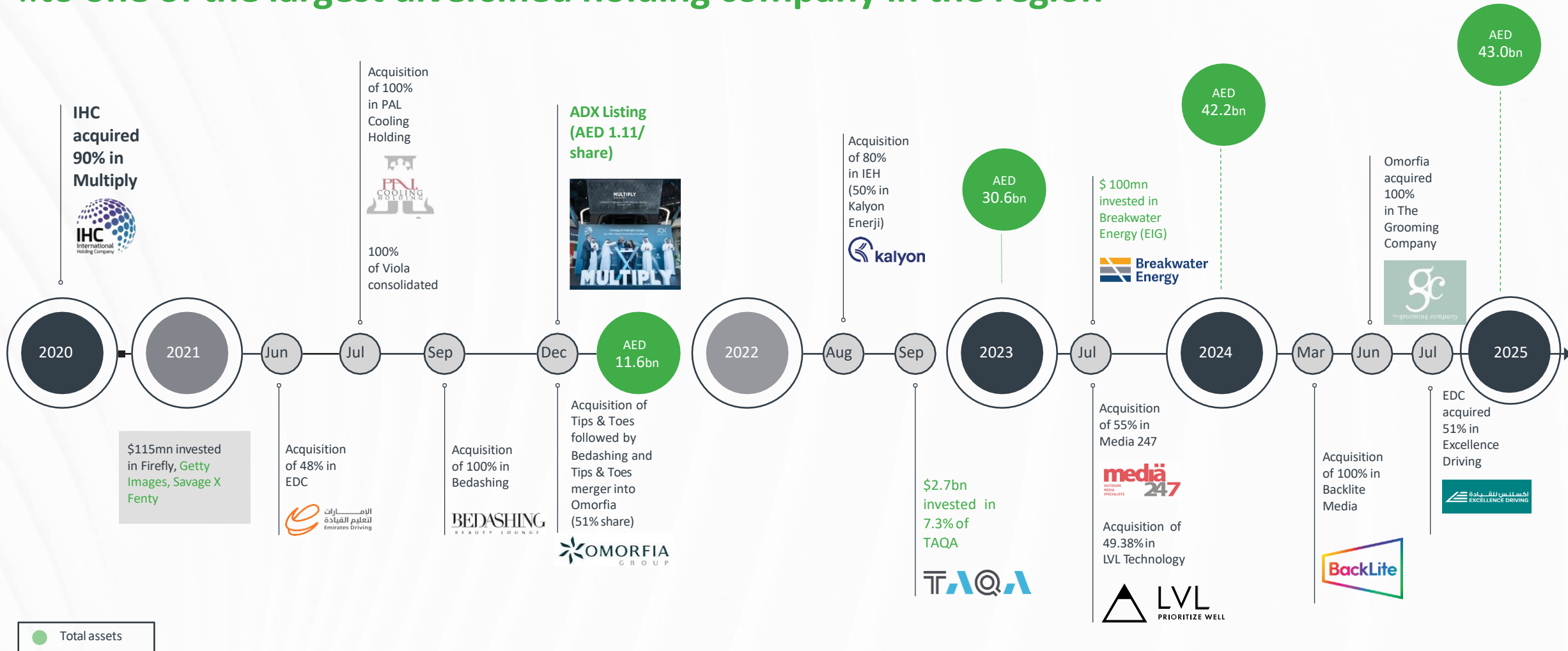
With a **transformative vision, constantly seeking growth opportunities**, Multiply acquired 50% stake in its largest local competitor Viola Communications. This strategic move increased market share and created synergies, solidifying our position as the leading media & events company in Abu Dhabi



We always believe that **the best is yet to come** - a philosophy that empowers us to keep growing collectively and individually

* Multiply+ investments

..to one of the largest diversified holding company in the region



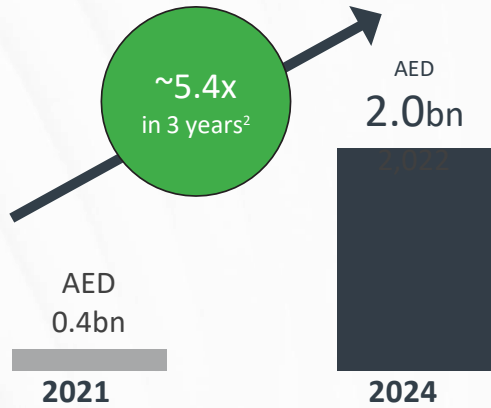
Strong inorganic growth focused on cash-generative scalable businesses in fast-growing industries

Clear investment strategy focused on vertical building, complemented by Multiply+ for opportunistic investments

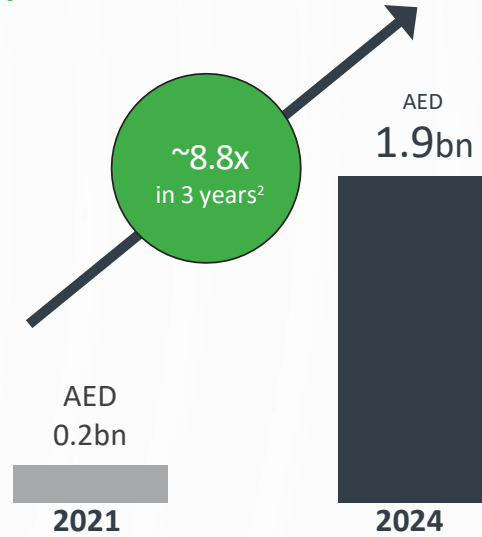
* Multiply+ investments

Our Growth Story

Revenue

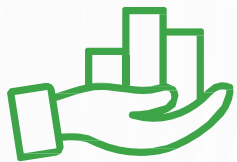


Adjusted EBITDA*



Total Assets

AED
43bn



Market Cap³

AED
23bn



Liquidity⁴

AED
58mn



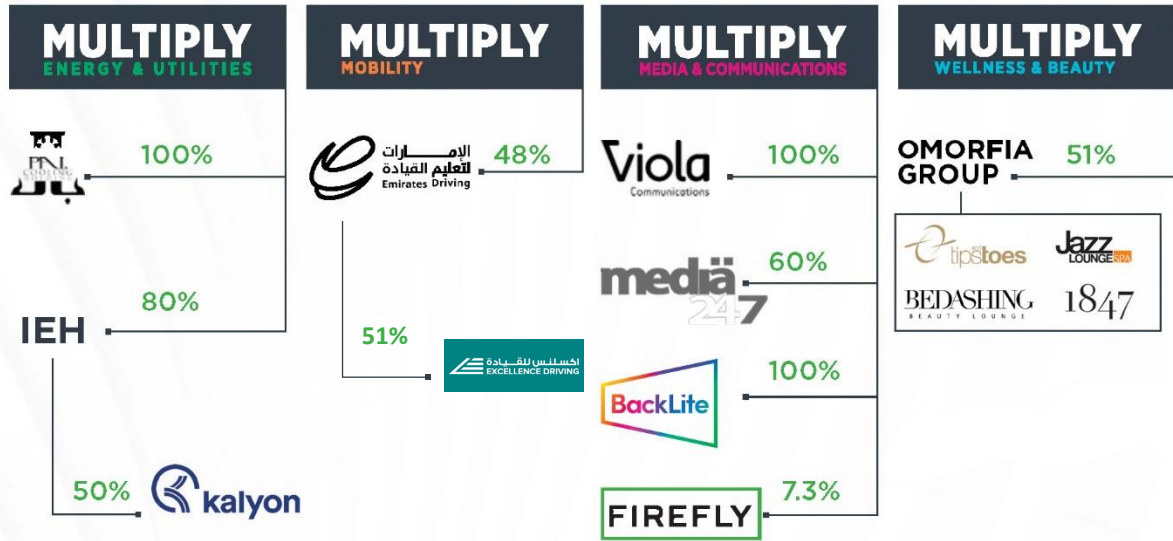
*Adjusted EBITDA = Group Net profit + net finance cost + Depreciation & Amortization - Fair Value gains / losses of investments

²Base year is FY'21 = listing year / year of inception ³Market Cap as of 31 Dec 2024 ⁴ADTV for FY'2024

Today's diversified portfolio

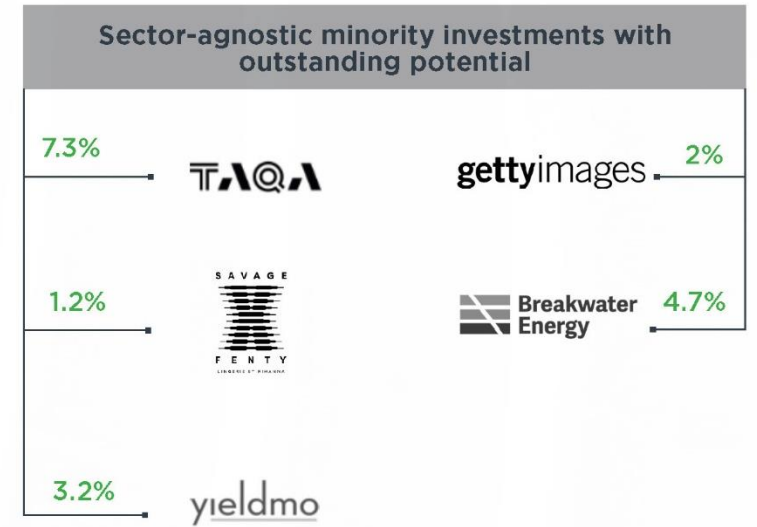
MULTIPLY GROUP

MULTIPLY



Legend: bolt-on

MULTIPLY +



Established platform for further scaling

MULTIPLY ENERGY & UTILITIES



Total renewable installed capacity: **1.7GW** (all solar) | **+270MW** by end of 2025 (wind and solar)

District cooling plants: **5** | Connected Capacity: **182k RT**

MULTIPLY MOBILITY



Number of vehicles: **~400**

Number of students: **>144,000** in 2024

MULTIPLY MEDIA & COMMUNICATIONS



Total number of assets: **1,500+** (excluding transit) | Digital assets: **400+**

Assets on SZR: **50+**

MULTIPLY WELLNESS & BEAUTY



Total salons: **133+**

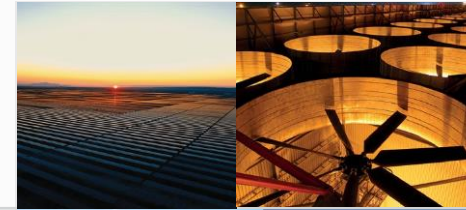
Total footfall: **~1.9mn** per year

MULTIPLY+



Current market value of public portfolio: **AED 32bn**

+110% vs initial investment



The image features a dark, monochromatic background. In the center, two hands in business suits are shaking. Behind them, a city skyline is visible. Overlaid on the bottom left and right are faint, light-colored financial charts, including pie charts and bar graphs. A central dark blue rectangle with a green border contains the text.

Investment Strategy

Our Investment Strategy

Deploying capital across 2 distinct arms adhering to a disciplined investment approach

Vertical Building

Consolidate steady and predictable cash flow businesses in select verticals mostly focused on consumers

- **Organic growth:** synergies, new services, new geographies, operational efficiency
- **Inorganic growth:** global expansion, new sectors, adjacent competitors



Minority Investments

Target high-potential, financially outstanding investments across a wide range of industries

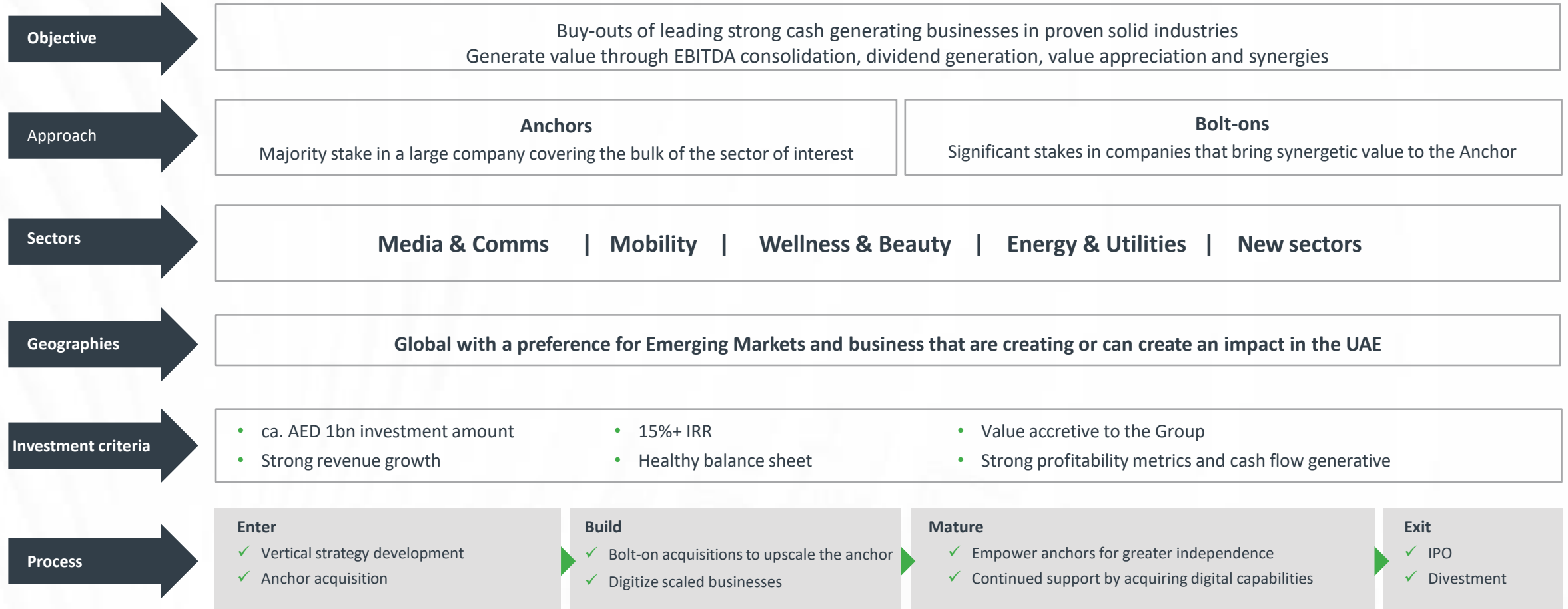
Balance of energy between the two pillars



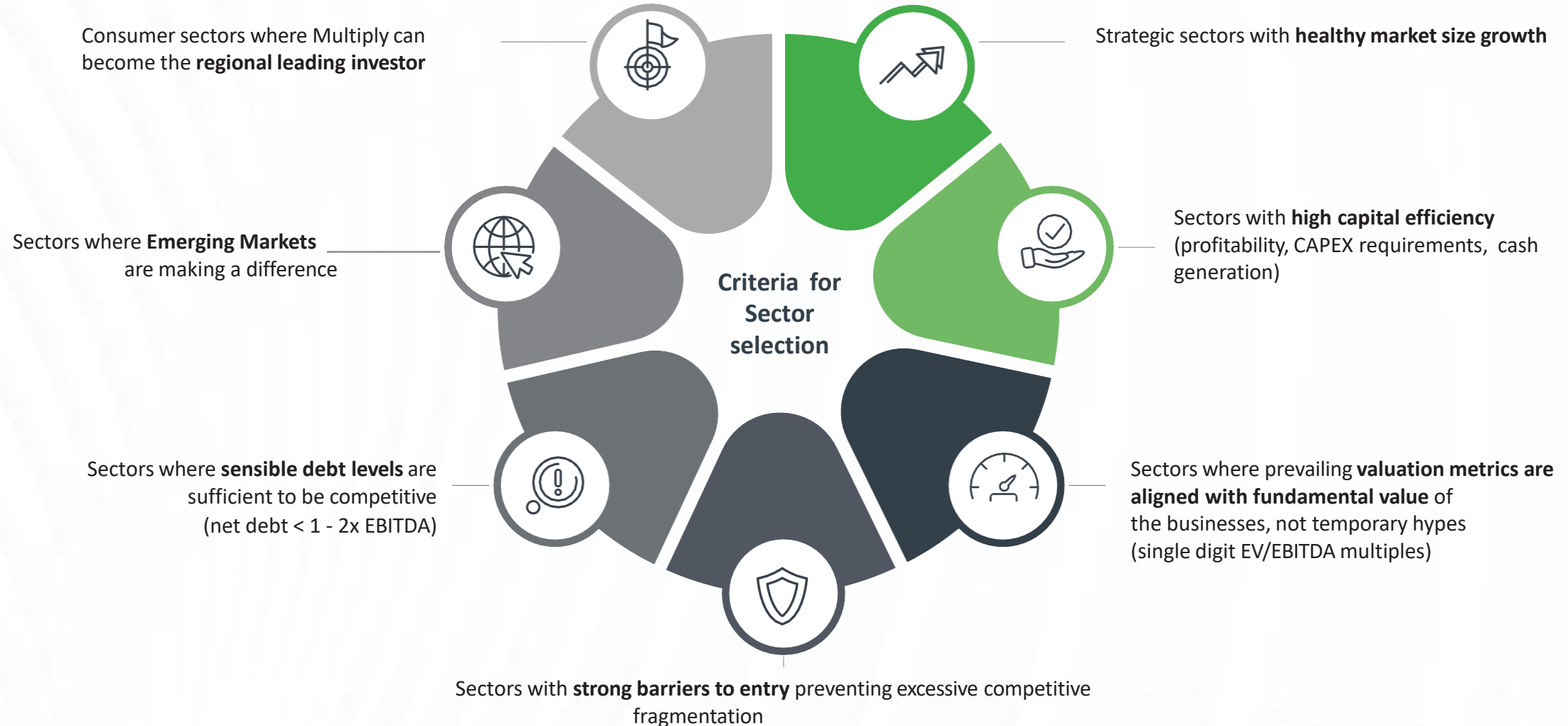
*Total Assets as of 31 Dec 2024

Our Vertical Building Investment Strategy

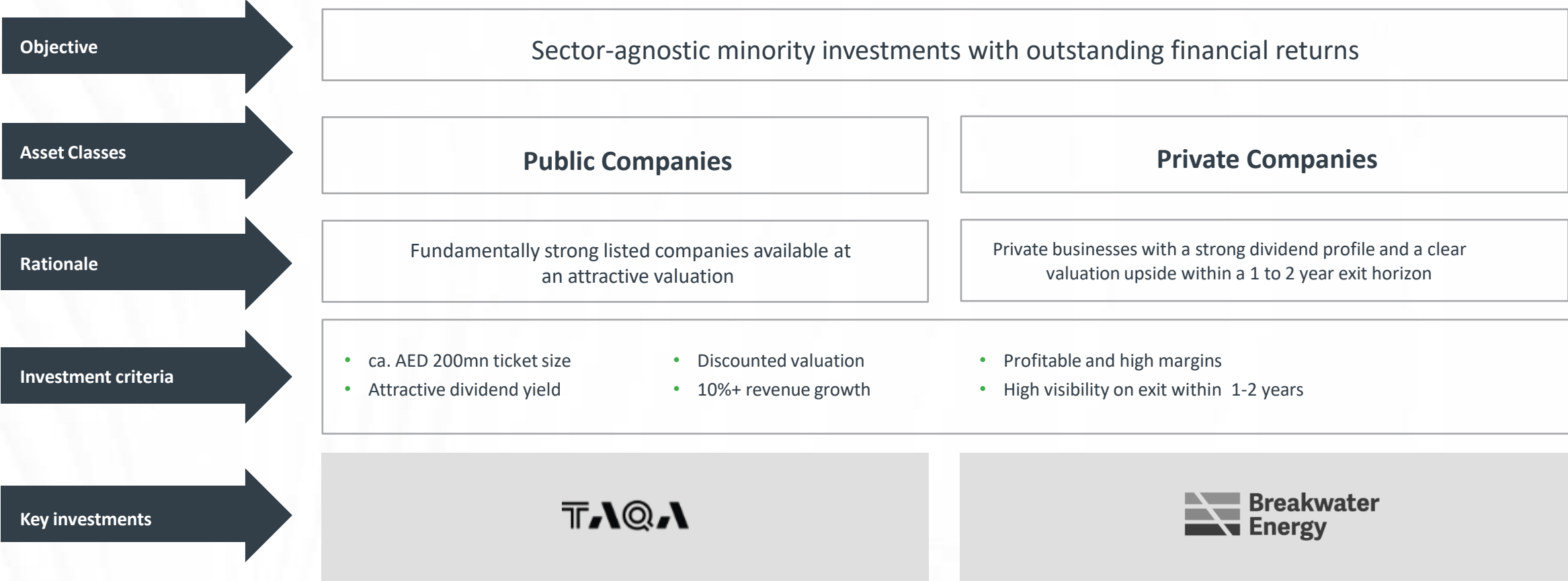
Up to AED 5bn to deploy into our Vertical Building Investment strategy



A disciplined approach to sector selection



Our Multiply+ Investment Strategy



Since inception, our Multiply+ portfolio delivered a 2.1x Money on Money return

Key Milestones per investment arm

2022-2023

Vertical building

- A portfolio of **majority-owned subsidiaries** in a diversified and balanced selection of sectors: Media & Comms, Mobility, Wellness & Beauty and Utilities



Multiply +

- Minority investments with outstanding **financial returns**



2024

Vertical building

- Continued focus on **generating value** through EBITDA consolidation, value appreciation and synergies...



- ...while accelerating the **efficiency extraction** across our operating companies

AED **50** million (vs. AED 45 million target)

Multiply +

- Dividend income** of AED **922** million
- Market value of public portfolio** ~ **2.1x** invested value since inception to-date



Financial Performance

Where are we today? Key Highlights for 2024



Vertical financial highlights (FY 2024)

Reported **EBITDA** from consolidated entities²

+56% YoY

MULTIPLY
MEDIA & COMMUNICATIONS

EBITDA
AED **315** mn
(5x YoY)

MULTIPLY
MOBILITY

EBITDA
AED **318** mn
(+28% YoY)

MULTIPLY
WELLNESS & BEAUTY

EBITDA
AED **147** mn
(+30% YoY)

MULTIPLY
ENERGY & UTILITIES

EBITDA³
AED **234** mn
(-43% YoY)

Multiply+ financial highlights (FY 2024)

- ▶ **Dividend income** AED **922** mn
- ▶ **Market value** of public portfolio (including Taqa) **2.1x** initial investment

¹Adjusted by excluding the unrealized changes in fair value of investments

²Consolidated entities includes revenue contributing businesses under each vertical (Viola + Media 247 + BackLite Media under Media & Communications, EDC & Excellence under Mobility, PAL Cooling Holding under Utilities and Omorfia & TGCH under Wellness)

³EBITDA of Energy & Utilities includes lower share of profit from Kalyon JV of AED 56mn vs. AED 229mn in FY'23 on hyperinflation and higher finance costs

Group financial highlights (FY 2024)



Revenue

AED **2.02** bn
▲ +56% YoY
GPM 47%



Adjusted EBITDA¹

AED **1.87** bn
▲ +15% YoY



Adjusted Net Profit¹

AED **1.04** bn
▼ -7% YoY



Operating Cash Flow

AED **1.2** bn
▲ +20% YoY



Cash & cash equivalents

AED **2.03** bn



Net Debt

AED **7.6** bn
Net Debt/
Equity 0.25x

Beyond the headlines: Adjusted vs Reported Earnings fact check

AED MN	Adjusted Group Net Profit ¹	IFRS Group Net Profit we are required to report
Full year 2022	468	18,563
Full year 2023	1,114	552
Full year 2024	1,036	189



Key takeaways: why adjusted earnings matter?

Adjusted earnings provide a clearer view by focusing on the operational performance of the business.

This allows assessing:

- **Sustainable earnings capacity:** Adjusted earnings remove the noise from market movements, giving a better picture of our ability to generate consistent profits over the long term.
- **Strategy in action:** By focusing on operational performance, adjusted earnings serve as a key indicator of how effectively we're executing our long-term strategy.

- As per IFRS requirements, reported net profit takes into account the **paper gains and losses** which are driven by daily market fluctuations
- Such fair value changes cause significant **volatility in the Group's periodic earnings** without impacting the fundamentals of the operating businesses

Understanding Multiply's core performance:

Adjusted earnings excluding unrealized changes in fair value provide a more reliable measure of our core business health

¹Adjusted by excluding the unrealized changes in fair value of investments

A man in a dark suit is shown from the chest up, looking through binoculars. The image is dimly lit and has a dark, monochromatic color scheme. A white rectangular box with a thin green border is centered over the image, containing the text "Delivering on our Priorities".

Delivering on our Priorities

Delivering on our Priorities

KEY PRIORITIES

Inorganic Growth

- ▶ **Deployed ~AED 1bn** across 3 deals in 3 core verticals:
 - Backlite under Media Vertical
 - The Grooming Company under Omorfia (Beauty)
 - Excellence Premier Investment (owns Excellence Driving Center) under EDC (Mobility)
- ▶ **Aggregate EBITDA of AED 211mn** from 3 deals

Efficiencies

- ▶ **AED 50mn** of realized efficiency gains (1.1x target)
- ▶ **Revenue uplift:** leveraging market leadership, optimizing asset utilization, strengthening customer retention
- ▶ **Cost optimization:** strategic sourcing, streamlining operations, flattening organizational structure
- ▶ **Digital transformation:** Enhancing operational efficiency, launching new revenue sources, technology modernization

Integrating the Media Vertical

- ▶ Consolidated media assets under Multiply Media Group (*Viola, Media 247, Backlite and Firefly*)
- ▶ **Proforma FY'24 EBITDA of AED 335mn (~50% margin)**
- ▶ Integrating the businesses
- ▶ **Consolidating executive leadership, operational processes, systems and internal controls**

PROGRESS







TARGET

Double digit operational EBITDA* growth

20% YoY

*Operational EBITDA = EBITDA of all subsidiaries and JVs under the vertical building investment arm; excludes dividend income

Inorganic Growth | FY'24

	Description	Rationale	Consideration	Metrics
 <p>100% (1 March 2024)</p> <p>Media Vertical</p> 	<ul style="list-style-type: none"> ▶ A global reference in the Digital OOH advertising space ▶ Leading partner with the Roads and Transport Authority ▶ 350+ media assets (incl. Unipole, Malls and Cinema) 	<ul style="list-style-type: none"> ▶ Penetrating the rapidly growing digital OOH media sector ▶ Integrating Backlite's innovative solution into our existing portfolio ▶ Solidifying our market leadership in UAE 	<p>AED 471 MN</p>	<ul style="list-style-type: none"> ▶ Revenue AED 250mn ▶ Healthy EBITDA margins above industry benchmarks ▶ 86% digital and 14% static advertising solutions
 <p>100%¹ (1 June 2024)</p> <p>Beauty Vertical</p> 	<ul style="list-style-type: none"> ▶ A leading beauty services provider ▶ 62 locations across 5 countries ▶ Main brands: N.BAR, 1847, Sisters Beauty Lounge, and Wellbe Trading 	<ul style="list-style-type: none"> ▶ Diversifying offerings to address new client segments ▶ Expanding geographic footprint while capitalizing a strong franchise model ▶ Consolidating a dominant beauty services platform, featuring well-run cash-generating brands ▶ Leveraging TGCH team, processes and technologies to enhance service quality within the vertical 	<p>AED 379 MN</p>	<ul style="list-style-type: none"> ▶ Revenue² AED 180mn ▶ >10% YoY growth in footfall (FY'23 c. 500k) ▶ 47 owned and operated salons and 15 franchises
 <p>51%³ (Q3'24e)</p> <p>Mobility Vertical</p> 	<ul style="list-style-type: none"> ▶ A prominent driving center based in Dubai ▶ Diversified offerings (training, delivery, limousine, auto workshop etc.) ▶ 20 strategic locations 	<ul style="list-style-type: none"> ▶ Expanding market presence within UAE ▶ Offering a wider range of services ▶ Solidifying EDC position as a regional leader in driver education and road safety 	<p>AED 194 MN*</p>	<ul style="list-style-type: none"> ▶ Revenue AED 200mn ▶ Proforma EBITDA to increase by 14% to 16% ▶ >450 cars

¹Omorfia (51% owned subsidiary) acquired 100% of The Grooming Company Holding (TGCH)
*including contingent consideration of AED 41mn

²TGCH fiscal year end on 30 June

³Emirates Driving Company (48% owned subsidiary) acquired 51% of Excellence Driving Center

2024: Year of Efficiency

> AED 50mn realized efficiency gains



Revenue



Cost



Digital Transformation



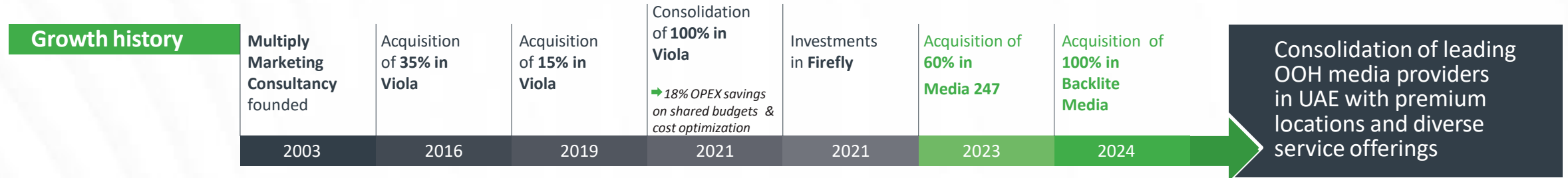
Key Initiatives

- ▶ **Leveraging market leadership:** Capturing more wallet share in the Media space capitalizing on our dominant position in the UAE OOH market across 3 prominent brands
- ▶ **Optimizing asset utilization:** Unlocking revenue backlog by expanding capacity of our assets (e.g. Media, Mobility)
- ▶ **Strengthening customer retention:** Reducing customer churn and enhancing loyalty across our brands (e.g. Beauty)







- ▶ **Strategic sourcing:** Conducting a comprehensive procurement excellence exercise across all spending categories and identifying multiple areas of savings
- ▶ **Streamlining operations:** Consolidating overlapping roles and functions across similar businesses within the verticals
- ▶ **Flattening organizational structure:** Restructuring organizations to achieve less spans & layers to improve agility and decision-making speed

- ▶ **Enhancing operational efficiency:** Automating back-end processes to enhance productivity
- ▶ **Launching new revenue sources:** Expanding our revenue streams with an immediate focus on adopting programmatic advertising within the Media vertical
- ▶ **Technology modernization:** Upgrading our technology infrastructure to drive data-driven decision-making and support future growth initiatives





Case Study: Media & Communications Vertical



Financials & Operational KPIs

 <p>Proforma Revenue AED 675mn</p>	 <p>Proforma EBITDA AED 335mn</p>	 <p>Proforma Net Profit AED 165mn</p>
 <p>Total Media Assets >1,500 (excluding transit)</p>	 <p>Digital Assets >400</p>	 <p>Assets on Sheikh Zayed Road ~50</p>

Future Focus Areas

 <p>Boosting organic growth to offer 360° media solutions</p>	 <p>Eying global expansion</p>
 <p>Amplifying scale and synergies</p>	 <p>Listing to unlock value</p>

*Proforma financials for full year 2024 including Viola, Media 247 and Backlite (Post-IFRS 16)



Closing Remarks

Value Creation Model at the Holding Level



A stack of several white papers is piled on a dark, textured wooden surface. The topmost paper features a large, bold black question mark. A semi-transparent dark grey rectangular box with a thin green border is centered over the papers, containing the text 'Q & A' in white.

Q & A

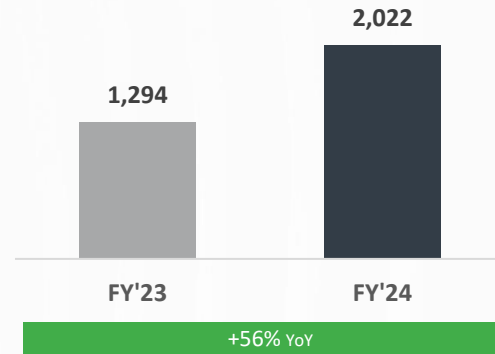
Appendix

The background of the slide is a dark, blue-tinted photograph of an industrial facility, likely a power plant or refinery. It features a complex network of pipes, valves, and large cylindrical tanks. The lighting is dramatic, with strong highlights and deep shadows, creating a sense of scale and complexity. A prominent green rectangular border frames the central text.

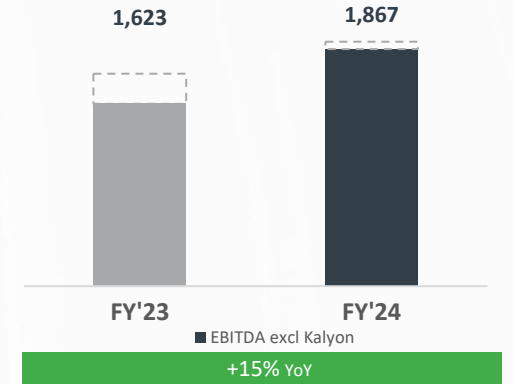
Detailed Financial Performance – FY'24

Group P&L performance

Revenue growth on positive contribution across all 4 verticals¹ (+10% organic growth) further boosted by the full-year impact of Media 247 acquisition in Jul'23 and the consolidation of Backlite in Mar'24, TGCH in Jun'24 and Excellence in Jul'24

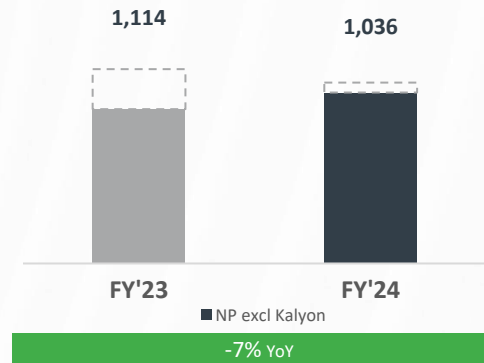


Adjusted EBITDA² of AED 1.87 billion was driven by strong operational performance of core verticals with blended GP margin at 47%, coupled with dividend income which largely countered lower contribution from Turkish JV³ Kalyon due to hyperinflation accounting



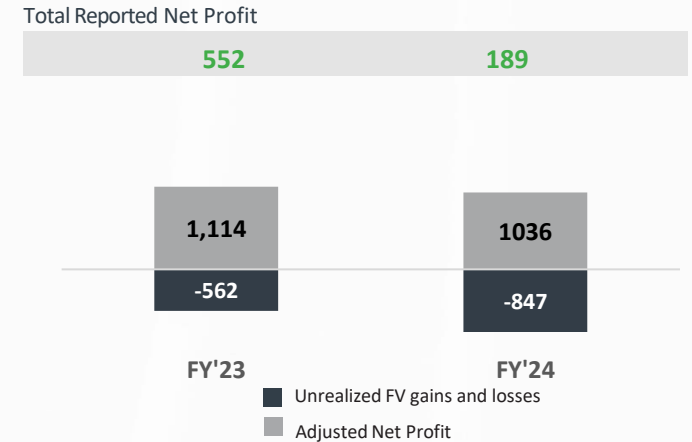
Adjusted Net Profit⁴

was impacted by lower contribution from Kalyon JV. Excluding share of profit from Kalyon, net profit was up 11% YoY



Reported Net Profit

of AED 189 million after accounting for unrealized fair value changes in investments



¹Four verticals organic growth include Media & Communication (+19% YoY), Utilities (+6% YoY), Mobility (+12% YoY), Wellness (+4% YoY)

²Adjusted EBITDA = Group Net profit + net finance cost + Depreciation & Amortization – unrealized changes in fair value of investments

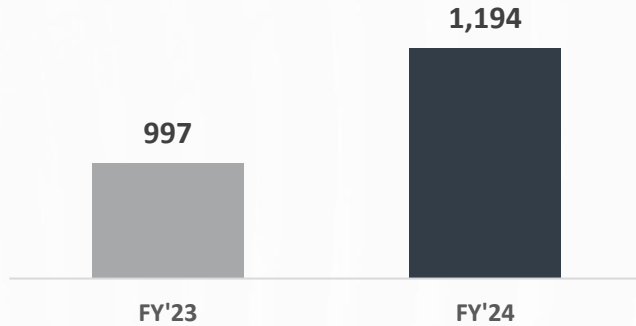
³Share of profits from Kalyon JV of AED 56mn in FY'24 vs. AED 229mn in FY'23 on hyperinflation accounting in Turkey and higher finance costs on new debt for 390MW project

⁴Adjusted for unrealized changes in fair value of investments

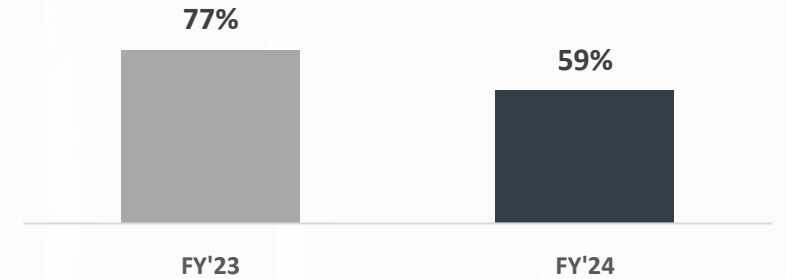
AED mn

Healthy cash generation

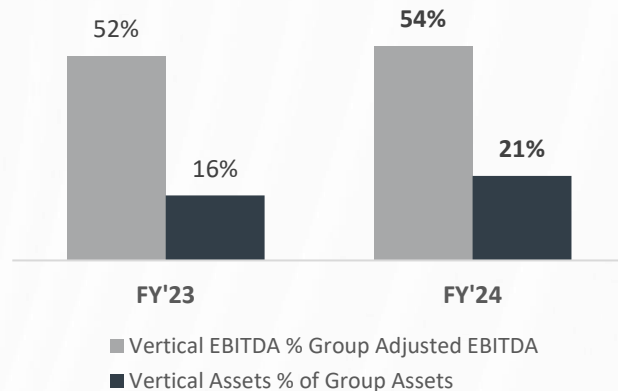
Strong net **OCF** on cash-generating operating businesses and prudent working capital management..



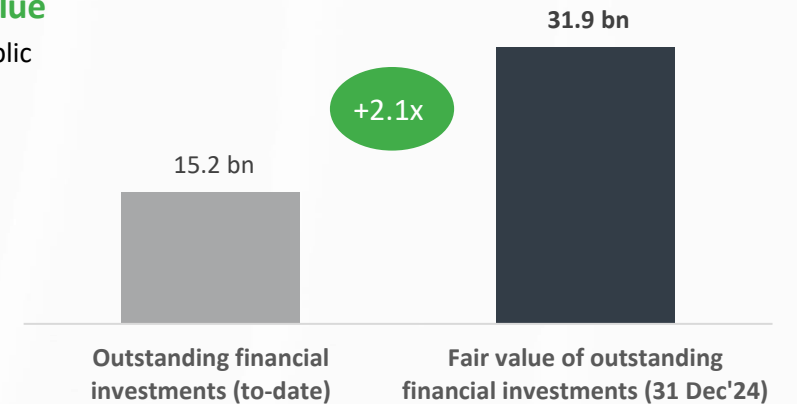
..resulting in healthy **OCF margin**¹



Increased contribution from Core Verticals as we focus on recalibrating the balance with increased investments towards Vertical Building strategy..



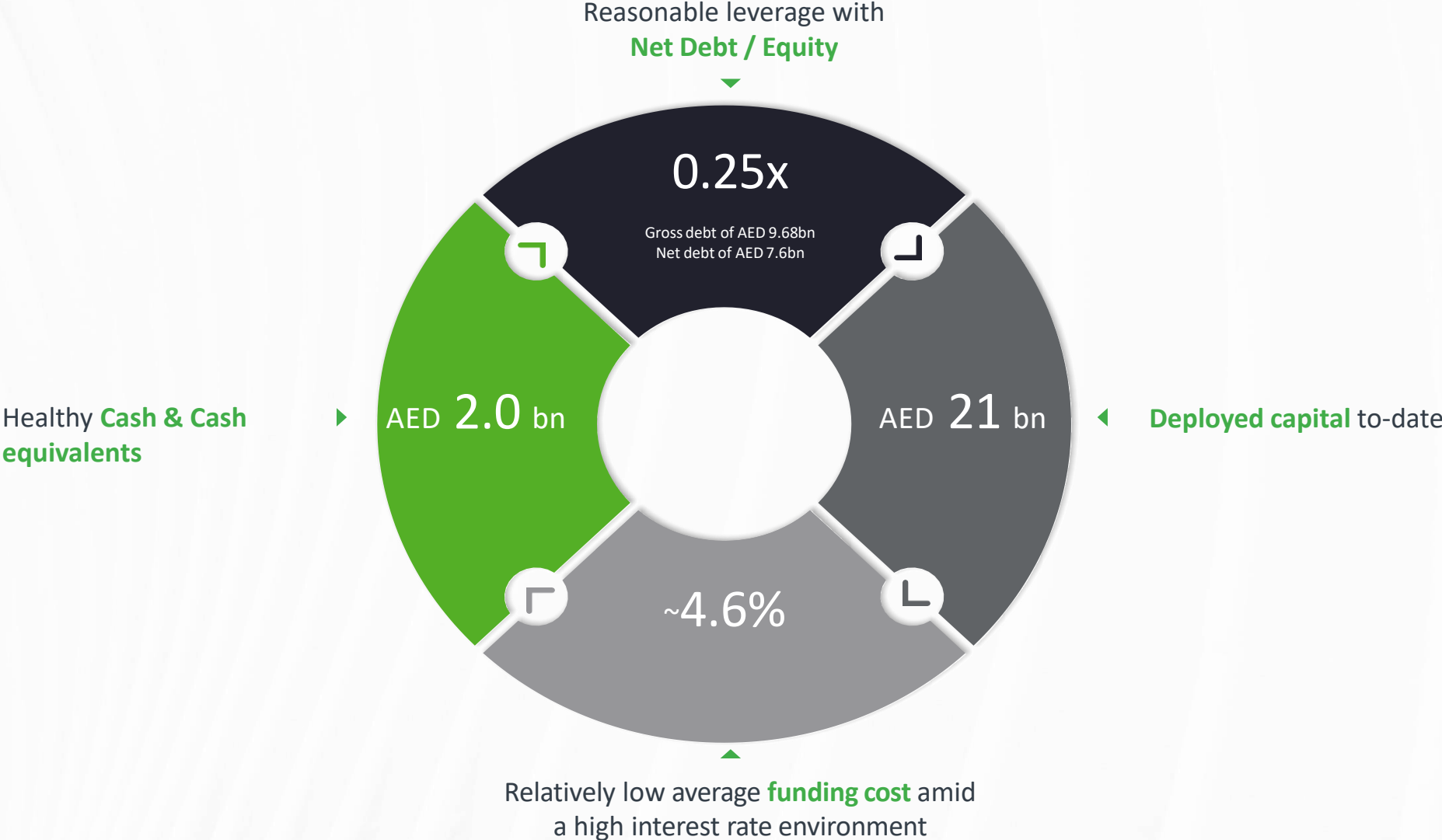
..further supported by the **value growth of Multiply+** public portfolio



¹OCF margin = Operating Cash Flow / Revenue

AED mn

Robust balance sheet supporting our investment growth strategy



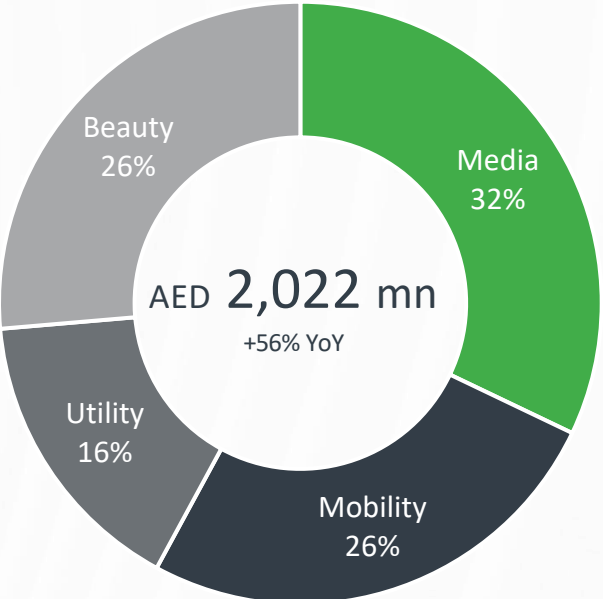
As of 31 Dec 2024

Diversified portfolio across core verticals

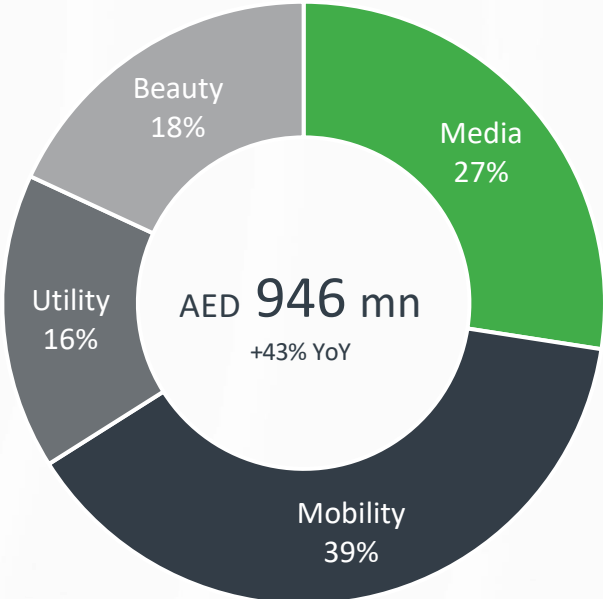
Vertical building strategy bearing fruits with positive YoY growth across all 4 verticals..

..with healthy blended gross profit margin (47%) from operating businesses reflecting the change in revenue mix

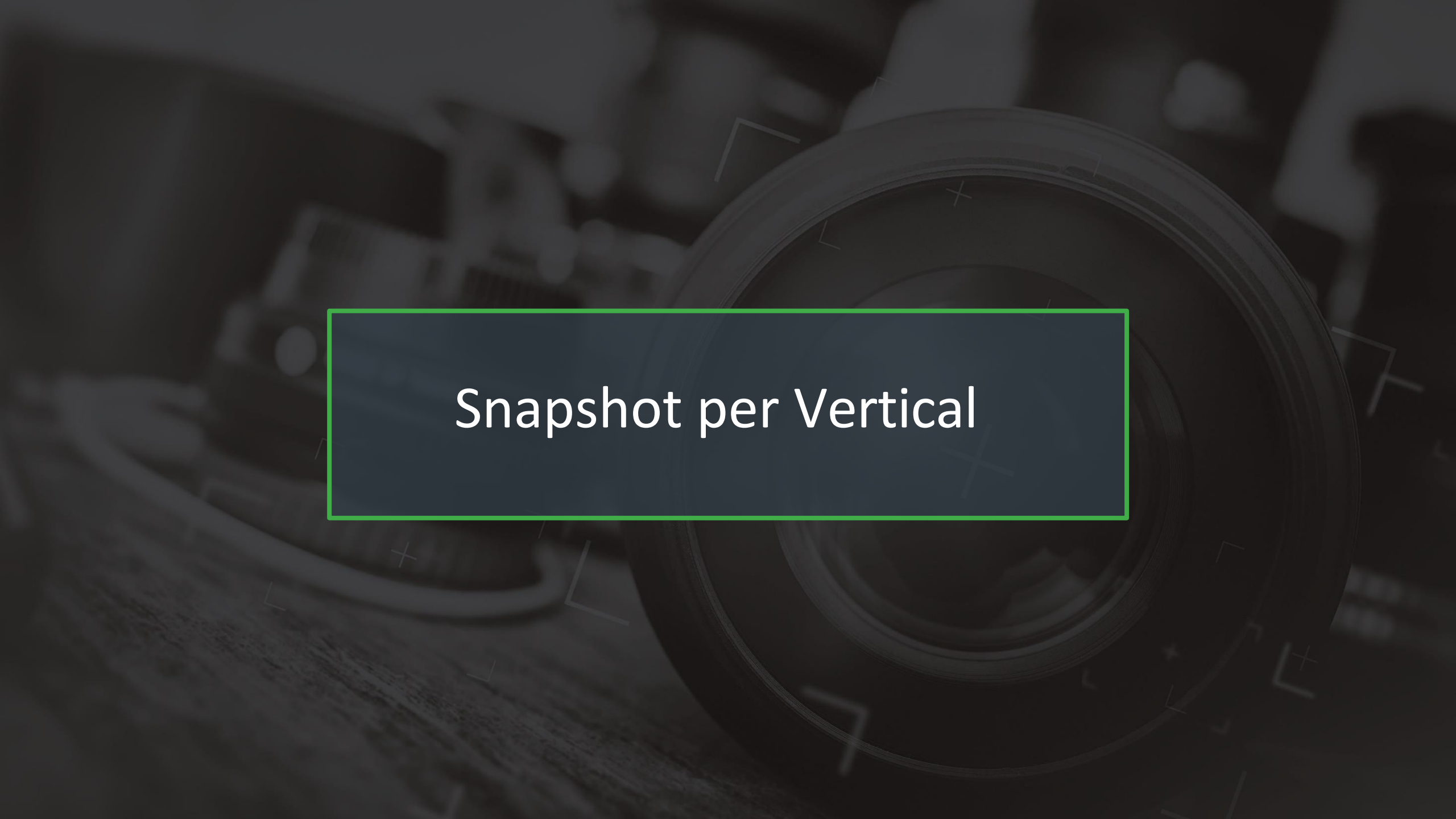
FY'24 Revenue Split



FY'24 Gross Profit Split



*Consolidation of Media 247 (Jul'23) and Backlite (Mar'24) under Media & Comms vertical; The Juice Spa & Salon (Oct'23) and The Grooming Company (Jun'24) under Wellness & Beauty vertical; Excellence Premier Investment (Jul'24) under Mobility vertical



Snapshot per Vertical

Media & Communication

Multiply Group



Plays

- D/OOH Media Portfolio
- Digital advertising
- Integrated service offering



Aspiration

Create a leading, integrated and global media provider focused on premium offerings and services

Key Assets



100%
(1 July 2021)

- One of the largest fully integrated marketing & communications solutions provider in UAE
- ~1,000 media assets (incl. lamppost, bridge banners, taxi tops, etc.)



60%
(1 July 2023)

- One of the leading specialized Outdoor Advertising companies
- 45+ premium OOH hoardings, unipoles and 3D structures



100%
(1 March 2024)

- Premier Digital OOH advertising company
- 350+ media assets (incl. Unipole, Malls and Cinema)

FIREFLY

7.3%
(Q3'21)

- Street-level digital media platform pioneer
- 6.3bn impressions delivered, with operations across 4 countries

*Media & Communication includes Media 247 (consolidation effective Jul'23) | Includes Backlite (consolidation effective Mar'24)

Industry



Facts

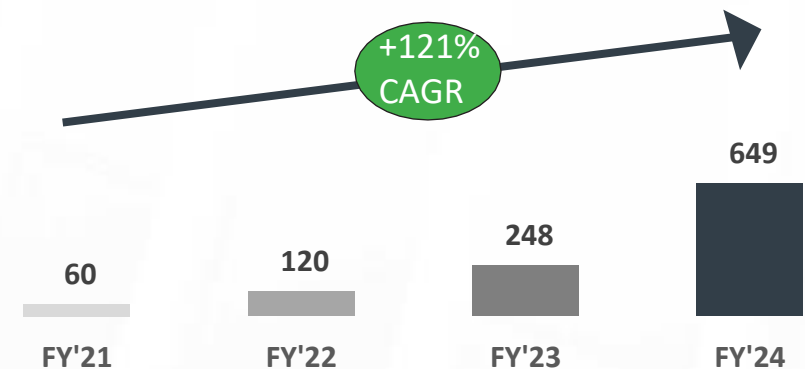
- Global ad market forecast to grow by 5.9% in 2024 (vs. 3.3% in 2023) to reach ~\$770bn
- The Middle East Ad market is ~\$7bn in 2024 and is expected to be the fastest expanding ad market in the coming years (UAE is 2nd largest market)
- Sheikh Zayed Road is considered one of the most premium locations on earth with over 2 million motorists per year



Rationale

Rapid digital transformation, growing smartphone penetration & user engagement, and the continued success of well-positioned D/OOH assets

Revenue (AED MN)



Mobility

Multiply Group



Plays

- Mobility education
- Car sales and leasing
- Mobility-as-a-service and mobility subscriptions
- Maintenance and servicing
- Insurance and financing



Aspiration

Create an integrated offering that focuses on multiple services/products that end-users require across their mobility journey

Key Assets



48.01%
(30 June 2021)

- A pioneer in providing pre-license driving education in Abu Dhabi across a range of vehicle categories
- ~400 vehicles, >144k students



51%*
(01 July 2024)

- A prominent driving center based in Dubai
- Diversified offerings (training, delivery, limousine, auto workshop etc.)
- >42k students

*Emirates Driving Company (48% owned subsidiary) acquired 51% of Excellence Driving Center

Industry



Facts

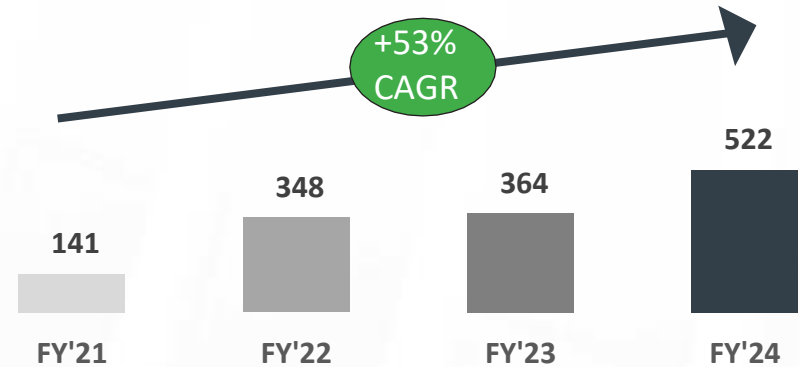
- The global mobility solutions market size is estimated at \$1.2tn in 2022 and is expected to grow at a 5% CAGR
- Continued growth in UAE passenger miles is expected (48bn in 2022 vs an expected 56bn in 2035)
- Total number of cars per 1,000 UAE residents is expected to go from 270 today to 290 by 2028



Rationale

Mobility revolution driven by automation, electrification, connectivity, sustainability

Revenue (AED MN)



Wellness & Beauty

Multiply Group



Plays

- Beauty Services
- Beauty Products
- Sports
- Physical Fitness



Aspiration

- Create a regional leader in beauty services and products
- Bring together a holistic offering of wellness services addressing new emerging themes

Key Assets



51%
(31 Dec 2021)

- A leading beauty services provider across 7 brands in the UAE and the GCC, along with a beauty product offering
- 133+ Salons, ~1.9M footfall per year

*Wellness & Beauty includes Fisio (consolidation effective Mar'23), The Juice Spa & Salon (consolidation effective Oct'23), The Grooming Company (consolidation effective Jun'24)

Industry



Facts

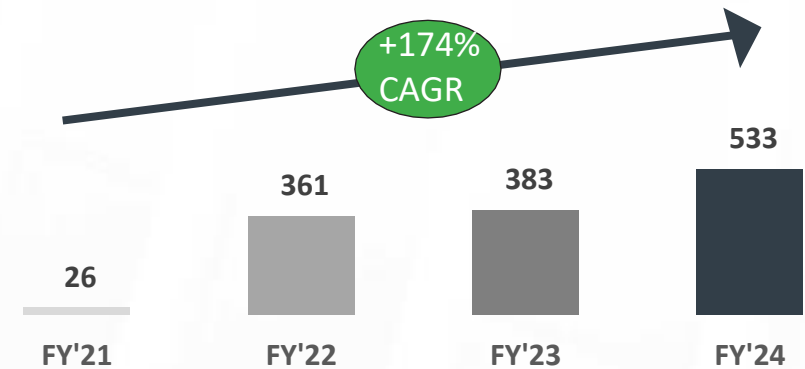
- Global beauty market is ~\$750b and expected to grow by 4%
- The UAE beauty market is ~\$3b and expected to grow by 6%
- The UAE is one of the highest beauty spenders in the world with ~\$290 per capita (3x global average)
- The Middle East & Africa wellbeing platform market was valued at \$10.7bn in 2022 and is expected to reach \$13.6bn by 2030



Rationale

- Growing demand for “green & clean” products, increased traction to beauty services
- Increased awareness, digitization and personalized services

Revenue (AED MN)



Energy & Utilities

Multiply Group



Plays

- Renewable energy
- District cooling (+ heating)
- Energy services



Aspiration

Create exposure to energy and utilities that will have structural long-term demand

Key Assets



100%
(1 July 2021)

- One of the few providers of district cooling in the UAE
- 6 district cooling plants, 165k RT connected capacity



50%
JV owned by IEH¹
(1 Aug 2022)

- Focused on investments in clean renewable energy projects (Solar and Wind)
- Renewable installed capacity of 1.7GW (solar and wind), 270MW by end of 2025

Revenue excludes Kalyon Enerji JV which is accounted for as share of profit from associate

¹IEH is an 80% subsidiary

Industry



Facts

District cooling:

- Global district cooling market is set to grow at 8% CAGR
- UAE has ~4M of RT, and is expected to grow at a CAGR of 10%
- Continued growth of UAE population and particularly residential demand is key driver

Renewable energy:

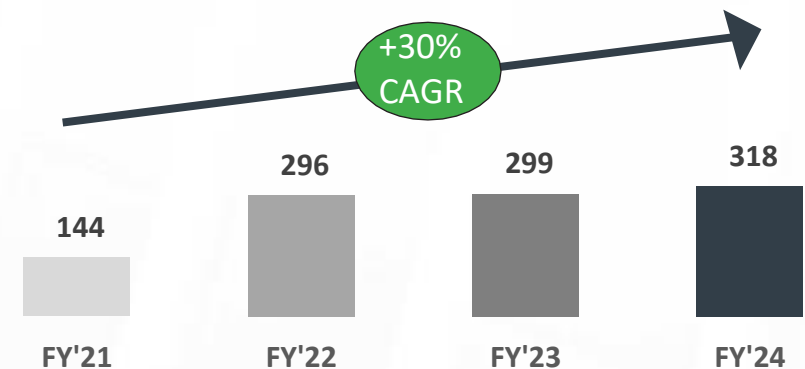
- To keep 1.5°C climate target by 2030, 1,000 GW of global annual renewable power is needed by 2030 from 300GW in 2022
- The Middle East renewable energy market is expected to grow at a CAGR of 13%



Rationale

Clean energy transition driven by consumer demand and government incentives, along with the need for more economic alternatives to traditional technologies (e.g., district cooling vs typical air conditioning)






Revenue (AED MN)



Multiply+ Snapshot



Selected strategic investments under M+

Company	Industry	Footprint	Description	Investment	Rationale
Taqa	Energy & Utilities		One of largest listed integrated utility companies in EMEA with Global presence and ambitious growth plans around renewable energy	AED 10 bn (7.3% holding) in Q3'22	Attractive valuation & dividend profile
Breakwater Energy (EIG)	Energy & Utilities		A JV owning a 25% interest in Repsol E&P, a gas-weighted exploration & production company comprising Repsol's entire global upstream oil and gas business	AED 367.5 mn (4.7% holding) in Q3'23	Attractive valuation, strong dividend payout and potential listing in 2026
Savage X Fenty	Wellness & Beauty		<ul style="list-style-type: none"> • Direct-to-consumer-commerce fashion company • Named one of Fast Company's "10 most innovative style" companies 	AED 92 mn (1.2% holding) in Q1'22	Rapidly growing business with expected valuation appreciation at exit
YieldMo	Media & Communication		A real-time curation system that uses privacy-compliant contextual data, machine learning and proprietary digital formats to increase the value of all ad inventory, with or without audience data	AED 30 mn (3.2% holding) in 2020	Valuation upside and potential synergies with our Media vertical
Getty Images	Media & Communication		A leading global library of images for businesses and consumers around the world	AED 275 mn (2% holding) in Q4'21	Valuation upside, liquid asset and potential synergies with our subsidiaries

A hand is shown reaching upwards towards a futuristic digital interface. The interface features a central robot head icon with large eyes, surrounded by speech bubbles and various data points. The background is dark with a grid of light lines and small glowing dots, suggesting a high-tech or artificial intelligence environment.

Capability & Know-how

Well-versed Board of Directors



SAYED BASAR SHUEB

Chairman of the Board



**H.E. HAMAD
KHALFAN ALI
MATAR AL-SHAMSI**

Board Member



**H.E. MANSOOR AL
MANSOORI**

Board Member



RICK GERSON

Board Member



SAMIA BOUAZZA

CEO & Board Member

Notable Roles

CEO & Managing Director at International Holding Company (IHC)

Vice Chairman Ghitha Holding

Member of the Abu Dhabi Executive Council and Chairman of the Department of Health in Abu Dhabi

Co-founder and CIO at Alpha Wave, co-founder and board member of Abu Dhabi Catalyst Partners

Multiply Group Chief Executive Officer

An experienced management team...



Samia Bouazza

Group CEO, Managing Director & Board Member



Naveed Khan

Group Finance Director

Years of experience ▶ >20 years

▶ 16 years

Notable experience ▶ **MULTIPLY GROUP**

▶ **Deloitte.** **Nexia International**



Mehdi Bizri

Executive Director – Business Development



Omar Fayed

Business Director



Lama Al Bachir

Strategy & Growth Director



Mezier Briefkani

Transformation & Growth Director



Kaiser Geelani

Chief Economist

Years of experience ▶ 20 years

▶ 21 years

▶ 13 years

▶ 15 years

▶ 14 years

Notable experience ▶ **MULTIPLY GROUP**

▶

▶ **MULTIPLY GROUP**

▶ McKinsey & Company

▶ **MULTIPLY GROUP**

...supported by vertical leads with deep insights



Jawad Hassan

Head of Media vertical

Years of experience

▶ 25 years

Areas of expertise

- ▶ | Crafting strategic marketing plans
- | Evaluating acquisitions for scaling growth
- | Building media ecosystems



Smitta Ozha

CEO of Media 247

Years of experience

▶ 19 years

Areas of expertise

- ▶ | Developing & executing comprehensive sales strategy to drive growth
- | Foreseeing emerging trends and translating technologies to action plans
- | Positioning Media247 as a premium outdoor media provider



James Bicknell

CEO of Backlite

▶ 21 years

- ▶ | Overseeing BackLite inception and penetration into UAE market
- | Transforming BackLite into a leader in digital OOH media solutions



Media and
Communication



Mobility



Wellness and Beauty



Energy and Utilities

...supported by vertical leads with deep insights (cont'd)



Khalid Bin Aamer Alshemeili

CEO of Emirates Driving Company

Years of experience

▶ 24 years

Areas of expertise

▶ | Setting long-term business strategies (digitalization, technology and AI)



Dr. Murtaza Ata

CEO of Kalyon Enerji

▶ >30 years

▶ | Focusing on R&D and innovation

| Ensuring availability of clean and renewable energy resources



Muhammad Zafar

CEO of PAL Cooling Holding

▶ 25 years

▶ | Setting up new infrastructure

| Actively executing long-term concession contracts



Faris Suhail Al Dhaheri

CEO of Omorfia

Years of experience

▶ 21 years

Areas of expertise

▶ Leading the continuous expansion of Omorfia from founding Tips & Toes in 2006 to currently managing over 69 branches offering more than 300+ beauty services and 5,000+ products



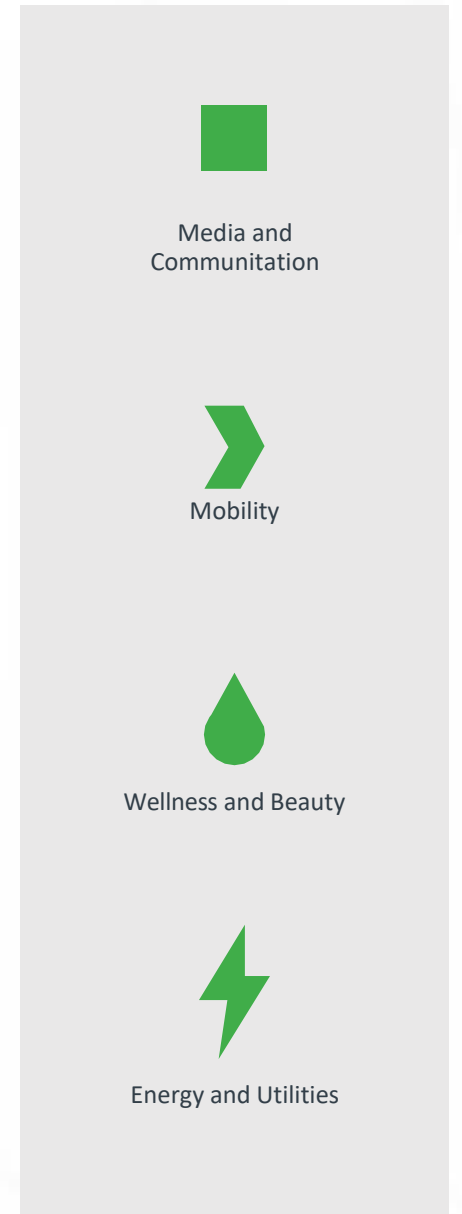
Lara Itani

Head of Digital Health

▶ 11 years

▶ | Enhancing and personalizing the overall healthcare experience

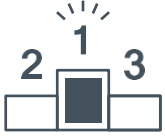
| Focussing on digital health tools and innovations





ESG Highlights

Sustainability framework



Pillar 1: Robust Foundations

Objectives

- Enhance governance structure for a sustainable performance while integrating ESG into organisational risk management
- Build a culture of integrity, ethics, and human rights, ensuring data security and resilience against corruption

Material Topics

- Robust Governance
- Privacy & Information Security



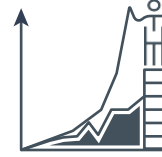
Pillar 3: Investing in a Sustainable Future

Objectives

- Shape the investment landscape with ESG-centric decision making and elevate portfolio companies' ESG standards
- Balance fiscal growth with ESG commitments, fostering technological solutions for sustainability challenges

Material Topics

- Responsible Ownership & Investing
- Innovation and Technology
- Financial & Economic Performance



Pillar 2: Growing our Human Capital

Objectives

- Position Multiply as an employer of choice, emphasising workplace diversity, safety, and well-being

Material Topics

- Diversity, Inclusion & Talent Management
- Employee Engagement & Wellbeing



Pillar 4: Managing Our Influence

Objectives

- Drive alignment with UAE climate and environmental initiatives while leading in sustainable energy adoption
- Champion community development, ensuring an ethical and resilient supply chain

Material Topics

- Climate Change
- Community Support & Development
- Managing Environmental Impact
- Responsible Supply Chain

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