

# ADQ - Overview

**The 11th Chief Audit Executive Conference**

**Abu Dhabi, November 2022**

# ADQ in a Nutshell

- ADQ is one of the region's largest holding companies
- Both an asset owner and investor
- Through our companies, we are employer to tens of thousands of people



ADQ was established in 2018 by the **Government of Abu Dhabi**, our sole shareholder, to be an independently governed holding company



We have a diverse portfolio of investments, **locally & internationally** operating entities including some of Abu Dhabi's most dynamic, transformational and ambitious enterprises



Our portfolio companies contribute **AED 100 billion** to Abu Dhabi's GDP

# Our Vision and Mandate

- By connecting all the integrated parts of ADQ's portfolio, we are creating a new engine of growth for Abu Dhabi's diversified economy
- ADQ is accelerating the transformation of Abu Dhabi into a globally competitive and knowledge-based economy



Delivering **sustainable growth** and **value** to drive Abu Dhabi's resilience over generations

To create value through **investment, development and commitment** to a performance-driven culture

# Our Strategy

- Driving growth and efficiency across our clusters while extending the reach of our portfolio companies.



## PORTFOLIO MANAGEMENT

We manage the portfolio towards strategic goals, actively promoting and investing in new greenfield, growth or M&A opportunities, while supporting a vibrant SME sector and identifying the scope for future clusters.

We aim to embed a performance culture across our portfolio of companies, ensuring their long-term financial viability and sustainability, ultimately creating value for Abu Dhabi's future.

- Providing rapid and quality execution of key initiatives of nationwide importance with a consistent, well-resourced approach.



## DELIVER STRATEGIC INITIATIVES

As a partner to the Abu Dhabi government, ADQ can provide rapid and quality execution of key initiatives of nationwide importance.

ADQ will continue building on a successful track record executing key initiatives to provide the government with enhanced execution capability to help deliver Abu Dhabi's economic and social priorities.

# Our Portfolio of Companies

We manage a portfolio of companies across diversified sectors with the aim of enhancing their performance and productivity.

Our interaction with and support for portfolio companies is accelerating the transformation of Abu Dhabi into a globally competitive and knowledge-based economy.

- We work in partnership with our portfolio companies to manage, leverage and extend their reach.

Priority Clusters	Energy & Utilities	Food & Agriculture	Healthcare & Life Sciences	Mobility & Logistics
	EWEC TAQA مؤسسة الإمارات للطاقة النووية شركة أبوظبي لخدمات الصرف الصحي	اغذية سلال LDC LuLu unifrutti *** aldahra	SEHA ضمان pharmax Biocon بيورهيلث AMOLIN PHARMACEUTICAL CO. S.A.E. acino	AD PORTS GROUP مطارات أبوظبي WIZZ New Aviation Co** الإتحاد الاتحاد للقطارات
Other portfolio companies	Financial Services	ICT, Tourism & Real Estate	Industries	
	ADX QMM WIO	twofour54 ADNEC eltizam	حديد الإمارات أركان NTS Group الغربية تازيز ducab	

\* Merging under Pure Health    \*\* New aviation company    \*\*\* Closing in process

# Our Objectives

- We are accelerating the transformation of Abu Dhabi into a globally competitive and knowledge-based economy.
- We create value by instilling a performance culture across our portfolio of companies, and working as a strategic partner of the government of Abu Dhabi.

Drive growth and efficiency across our clusters while extending the reach of our portfolio companies.



Provide rapid, quality execution of key initiatives of nation-wide importance with a consistent, well-resourced approach.



Create new opportunities for capital markets investments through strategic divestments



Enhance economic stability, sustainability and security



Energize priority economic clusters with new accretive investments



Identify attractive opportunities in growth businesses



Accelerate transformation in key areas (e.g. digital, ESG and talent)

# We Are a Sustainable Investor

Sustainable investment globally has risen to \$30 trillion, up 68 per cent since 2014, growing tenfold since 2004.

Underlying concerns about the impact of businesses on Environmental, Social and Governance (ESG) are shaping attitudes and raising expectations for greater transparency and sustainability.

As a sustainable investor, ADQ aims to prioritize responsible, ethical and sustainable sectors with strong opportunities to promote clean technology and other environmentally friendly efforts.

Our ESG Policy demonstrates ADQ's posture towards global initiatives such as climate change and instils our efforts to accelerate sustainable cross sector value creation.



ADQ encourages portfolio companies to invest and grow more sustainable businesses that create value and positively impact people, society, and the environment.



ADQ actively engages its portfolio companies in embedding ESG culture and principles into their operations by increasing awareness, training and further enhancing ESG measurement and reporting.

We aim to applying ESG standards in all aspects of our investments and businesses.



## We Are an Innovator

Innovation has been a fundamental driver of the UAE's development since its inception 50 years ago.

It is the foundation of human progress and ensures the nation moves toward being a knowledge-based, highly productive and competitive economy.

## The UAE invests an estimated

AED  
**14**  
Billion

annually in innovation with half allocated to R&D.

Although investment in R&D improves knowledge, products and services, the level of public investment globally in R&D today is lower than it was 20 years ago.

To future-proof Abu Dhabi's economy and secure the nation's prosperity for generations to come, ADQ is defining a long-term innovation and R&D strategy and roadmap across its portfolio.



ADQ will be investing in strategic R&D initiatives to stimulate innovation and create value across its portfolio and beyond, enabling and contributing to a vibrant R&D ecosystem in Abu Dhabi.

Prioritizing R&D will enable ADQ to demonstrate leadership and support value creation in its portfolio companies. ADQ will be actively providing guidance and support to enable execution of R&D and innovation initiatives that advance portfolio businesses and the economic clusters they operate in.

Through allocating resources, establishing partnerships, and promoting cooperation, ADQ will effectively oversee and monitor progress across its portfolio, ensuring R&D receives adequate levels of investment with best practice that supports future economic growth in line with the government's aspirations.



# We are Developing Economic Clusters

Economic clusters enable best industry practice and help stimulate synergies to future-proof our economy.



Well-established and efficient infrastructure supporting many sectors

Resilient and secure food supply and economic diversification objectives

A world-class healthcare sector making high-quality care available to all

An essential component of the economy supporting and stimulating development

## Strategic priorities

- Optimize current portfolio and identify synergy pockets
- Expand participation in renewable projects in Abu Dhabi

- Focus on food supply to support government efforts
- Expand Abu Dhabi's footprint in the food value chain

- Optimize and restructure current portfolio to enhance value
- Assess feasibility of solutions for digital care delivery

- Identify value chain opportunities between mobility and logistics
- Explore e-commerce logistics

# ADQ and Internal Audit

The Internal Audit function is critical to ADQ, not only as a government requirement, but also as 'line of defense'

- Why is the Internal Audit function important for ADQ?
- What are the challenges for Internal Audit in the ADQ context?
- How are we dealing with the challenges?



Questions?



UAE Internal Auditors Association  
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Conference

Thank you