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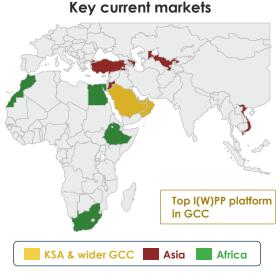
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Agile high growth contracted power & water champion

Platform of $64^{(1)}$ assets across 13 countries, 3,500 employees with strong growth pipeline and leading the energy transition





Asset portfolio of ~USD 66bn(2)



Large world class assets with ~71% of capacity in projects with at least 1 GW of capacity



Clean / low CO₂ power technologies⁽³⁾: ~77% of total gross capacity⁽¹⁾

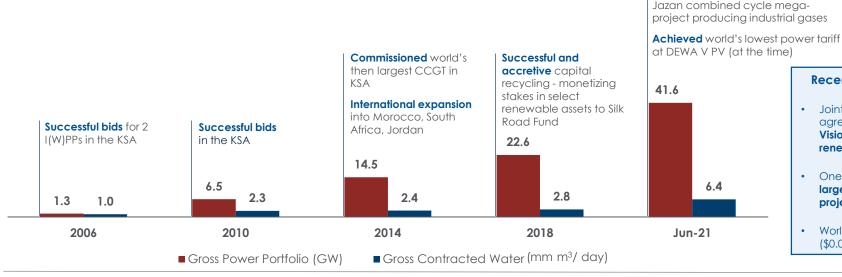


At the forefront of energy transition: Significant visible growth in renewables



Industry leading win ratio (68% from 2005-2020), capturing disproportionate market share

Ground-breaking investment in the



Recent Developments

- Joint development agreement for 70% of Vision 2030 58.7 GW renewables target
- One of the world's largest green hydrogen projects under planning
- World's lowest solar tariff (\$0.0104/kWh)



Developer, investor and operator of critical power and water assets, with embedded portfolio and capital optimisation



- ✓ Critical assets in fundamentally strong growth markets
- ✓ Lead investor with significant stake & defacto control
- ✓ Standardized operating model (NOMAC)
- √ Financial and operational initiatives to further optimise the portfolio

- ✓ At the forefront of the energy transition
- ✓ ESG centric investment focus
- Operation of plants to the highest global standards
- ✓ Efficient capital structure through re-financings

- ✓ Long-term P(W)PAs with high-quality counterparties and resilient cash flows
- √ Scalable investment platforms in each geography to enhance returns & efficiencies
- ✓ Strong use of digitalisation to improve asset performance

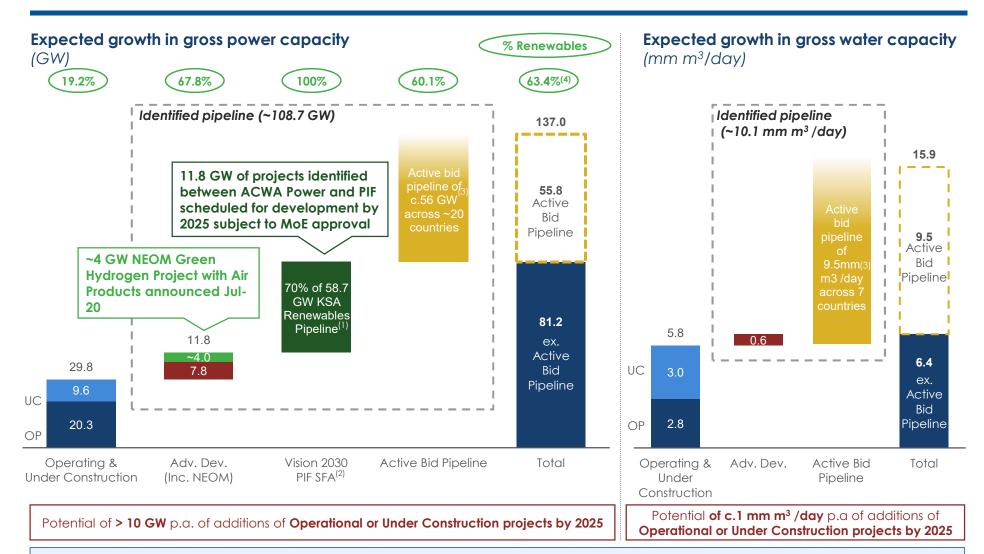
√ Capital recycling strategy with sell-downs

- ✓ Focus on innovation. cost leadership and turn-key EPC
- ✓ Diversified across technologies and geographies
- √ Economies of scale and synergies from replicable and transferrable learnings
- ✓ Post P(W)PA opportunities

Premium economics and attractive total returns across the asset life cycle



ACWA Power has a strong and highly visible growth pipeline



Visible growth: existing under construction and advanced development projects doubling power and water capacity + additional PIF

Strategic Framework Agreement and compelling bid pipelines to drive robust growth



NOMAC – Leading Scalable O&M provider 100% owned by **ACWA Power**

NOMAC at a glance

Established in 2005, First National Operation and Maintenance Company ("NOMAC") is a wholly owned ACWA Power subsidiary with strong on-the-ground O&M execution

- 2,163 employees
- Operates most of ACWA Power assets
- Highest operational and quality standards
- Major overhaul of high-tech plant equipment
- Development of plant-specific standard O&M procedures
- Bidding / O&M proposals for long-term contracts

Select assets operated by NOMAC



Proven O&M capability across technologies and

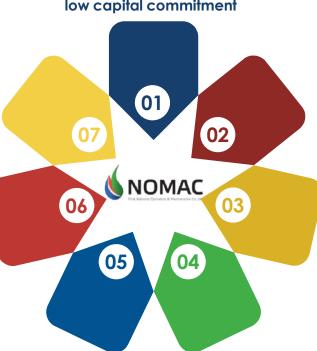
geographies

A key source of value creation for ACWA Power

Ensure the health and safety of our people

Vertical integration through NMES⁽²⁾ unlocking additional margins and competitive edge for **NOMAC**

High visibility and secure cash-flows / dividend with low capital commitment



Cash flow stream from project companies senior to debt service

Operating the ACWA **Power fleet** to high standards preserving residual value notably through digital tools

Replicable operations and learnings across the project portfolio

Heavy Fuel Oil

Accumulated expertise in a wide range of technologies and cost reductions through LTSAs(3)

Synergistic and scalable operating model















ACWA Power's key pillars

Agile high growth contracted power and water champion at the forefront of the energy transition



Market: Leader in high growth attractive markets

1



ESG: Energy transition enabler with a strong ESG framework

2



De-risked Business Model & Strategy: Contracted, diversified, resilient and visible cash flows

3



NOMAC: Accretive operational platform

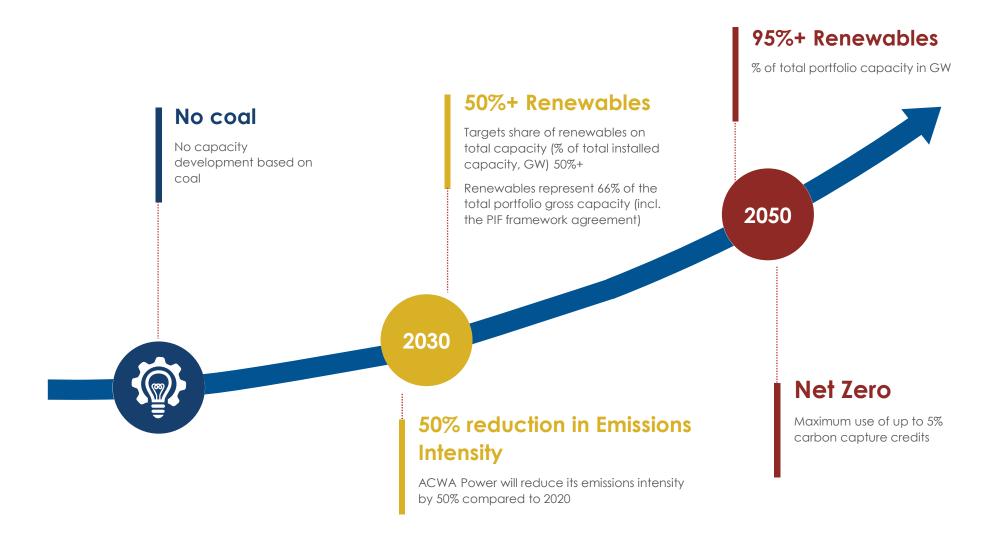
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Financials: Superior returns across the lifecycle

5

Net zero by 2050 and an ambitious set of intermediate targets

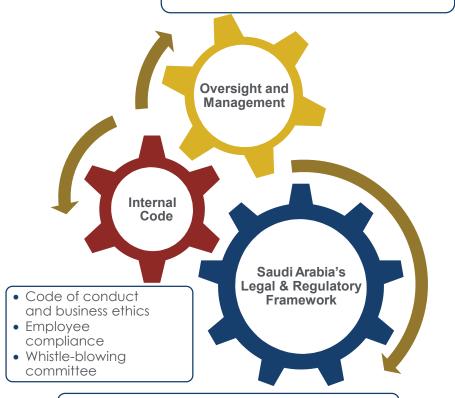


Corporate governance framework

ACWA Power Intends to be a Role Model in MENA

- Proactive recognition of the value brought by a robust corporate governance framework - ACWA Power adopted a Code of Corporate Governance in 2009
- The code was modelled on the best practices rather than on a minimum compliance philosophy - Saudi CMA, Companies Law, DIFC, the UK Corporate Governance Code (formerly the Combined Code) and SEBI(1)
- Based on principles of transparency and fair administration
- A governance structure in which:
 - Shareholders have direct influence and voice
 - Board of directors have been formally empowered through Board Committees
 - Board of directors includes independent directors
- Shareholders have forgone their operational involvement and have taken reliance in ACWA Power's management reporting and governance structures
- It is a demonstration of the benefits of an approach based on legitimate enthusiasm as opposed to mechanical compliance to a code of corporate governance and a set of best practice

- Interface with the group companies
- Enterprise Risk Management
- Internal Audit & Control
- Continuous performance monitoring



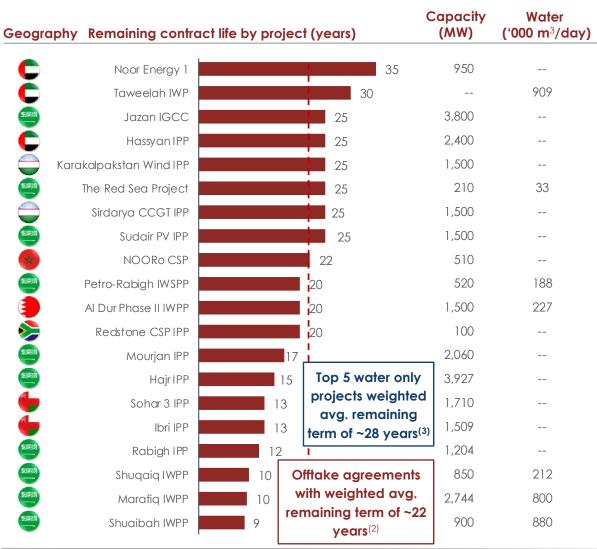
- Constitutional Documents Articles, By-laws
- External Audit
- Annual Report
- Sustainability Report

High level of accountability, transparency, responsibility and fairness in all aspects of the ACWA Power's operations



Fully contracted portfolio underpinned by long-term P(W)PAs

Remaining contract life (years) - Top 20 assets⁽¹⁾ by project cost



KSA and the UAE represent 75%⁽¹⁾ of ACWA Power projects by project cost

Top 5 countries represent 92%⁽¹⁾ of total project cost

Predominance of large-scale strategic assets in key target markets

Sovereign ratings of the top 5 countries by project cost

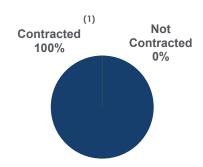
Country	S&P	Moody's	Fitch	
KSA	Α-	A1	Α	
UAE ⁽⁴⁾	AA	Aa2	AA-	
Uzbekistan 🛑	BB-	B1	BB-	
Oman 👆	В+	Ba3	BB-	
Morocco 🕏	BB+	Bal	BB+	



De-risked business model with fully contracted cash flows

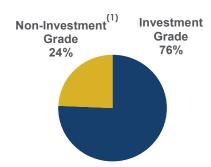
Price and volume production

Contracted nature of the portfolio per project cost



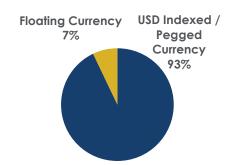
Offtaker profile

Project jurisdictions by credit risk⁽³⁾ per project cost



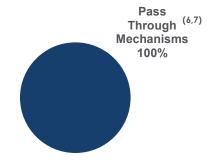
Inflation and currency exposure

Contracted capacity by currency⁽¹⁾⁽⁴⁾



Fuel supply and resources

Pass-throughs or customer provided fuel



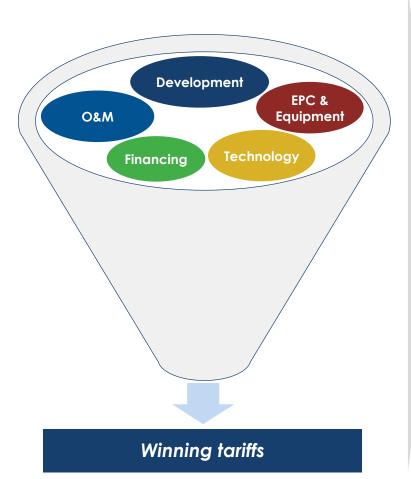
- Long-term take-or-pay P(W)PAs protect against demand or price risk⁽²⁾
- P(W)PAs contractually protected against potential changes in regulation
- Offtake agreements with weighted avg. remaining life of ~22 years
- P(W)PA with predominantly investment grade and / or sovereign-linked off-takers
- Overall off-taker risk mitigated given the critical nature of the assets
- Sovereign guarantees

- Contracts predominantly indexed to USD⁽⁵⁾
- Embedded inflation protection
- Contracted assets financed in respective tariff currencies
- Typical full fuel pass-through mechanisms for contracted thermal assets and/or offtakers supplying their own fuel⁽⁷⁾
- Extensive and bankable resource studies for renewables assets mitigate resource risk, CSP technology with storage offers around the clock baseload power



Total ACWA Power solution to deliver winning tariffs

Win / win partnering approach to EPC, off-taker, OEM, lending institutions



Adding value pre and post-bidding by unlocking technologies & providing a total solution

Development

- Deep engagement with stakeholders to deliver the "total ACWA Power solution" to ensure sustainable cost leadership
- Highly experienced team with a track record of ingenuity and entrepreneurship

EPC and Equipment

- Extensive supply chain partner relationships to obtain most competitive pricing
- Turnkey solutions with experienced EPC/OEM providers

Technology

- Dedicated technical in-house team focusing on optimal tailored and innovative solutions during the bidding stage unlike conventional "offthe-shelf" solutions.
- Focus on renewables / low CO₂ generation

Financing

- Comprehensive project finance expertise and strong relationship with lenders
- Proven access to local and international capital markets backed by best-in-class operational leverage

O&M

- Synergies from standardized, large scale operations
- NOMAC's scope & know-how reduces cost and improves bid competitiveness



Attractive growth-focused total shareholder return, driven by expanding portfolio of contracted assets



De-risked contracted earnings growth across the IPP value chain (developer, investor, operator)



Efficient capital structure and sound financial profile, with opportunities for further optimisation



Capacity to continue significant investment in greenfield growth and the energy transition



Best-in-class project returns generated through the "ACWA Power Total Return"



Efficient tax structure with operations in low tax / Zakat countries



Attractive growth-focused total shareholder return

Key financial metrics

Metric

Description

Relevance

Operating income before impairment loss and other expenses ("Operating income")

 Consolidated Operating income before impairment loss and other expenses which also includes share in net results of equity accounted investees

 Management KPI used to track the overall operating results of the business from year to year

Adjusted profit / (loss) attributable to equity holders of the parent

 Adjusted profit / (loss) attributable to equity holders of the parent represent profit / (loss) after adjusting for non-routine & non-operational items Captures all four parts of the business cycle i.e. develop, invest, operate and optimise

Reflects ACWA Power's ownership stakes in its projects

Parent Operating Cash Flow (POCF)

 Distributions received from subsidiaries and associates / JVs, after non-recourse debt service and amortisation, plus other cash inflows at parent level and cash generated by sell-downs and / or disposals of the Group's investments, less parent-level expenses (e.g. G&A costs, taxes)

 Captures all relevant cash flow streams and costs of ACWA Power at parent level, before debt service of recourse borrowings

• Distributions reflect ACWA Power's ownership stakes in its projects

Total parent net leverage

 Parent level net leverage consists of borrowings with recourse to the parent, plus off-balance sheet guarantees in relation to Equity Bridge Loans (EBLs) and Equity LCs in addition to the equity-related guarantees on behalf of its JVs and subsidiaries, net of cash on hand

 Reflects recourse debt and debt-like items to which ACWA Power has exposure

Excludes non-recourse project finance debt

Parent net leverage ratio

 Parent-level leverage ratio represents net leverage as a percentage of net tangible equity attributable to owners of the Company

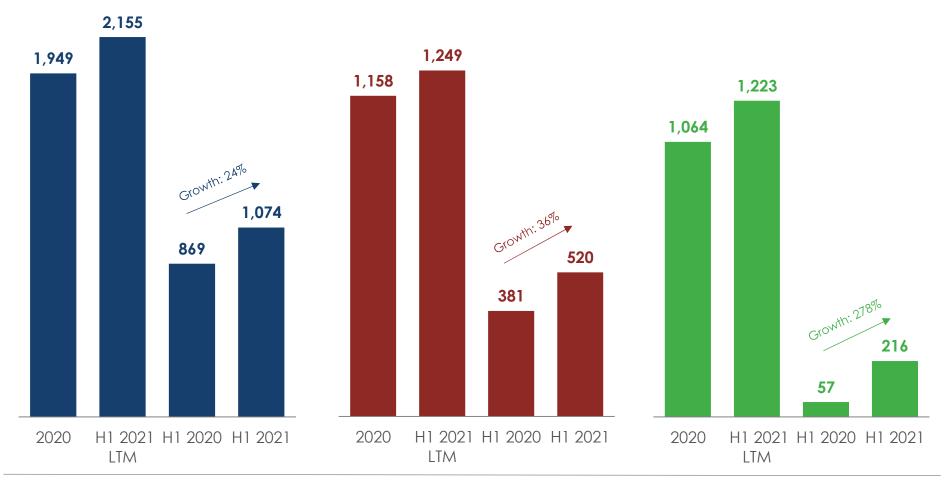
 Additional indication of the recourse leverage exposure of the parent

Proven track record of growth with continued momentum from new projects coming online

Operating income before impairment loss and other expenses (SARmm)⁽¹⁾

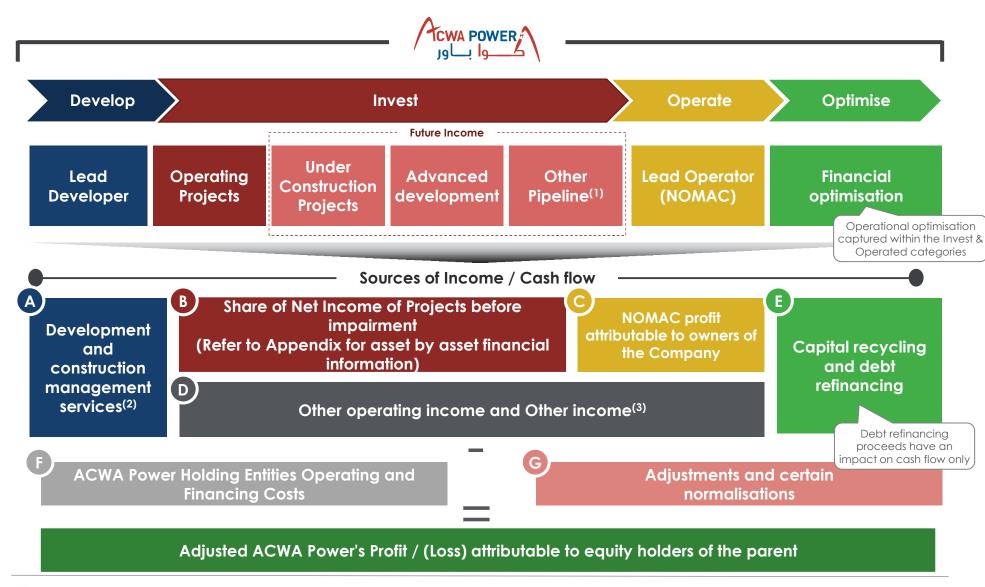
Adjusted profit / (loss) attributable to equity holders of the parent (SARmm) (2)

Parent operating cash flow (SARmm)





ACWA Power's financial building blocks





ACWA Power's Profit / (Loss) attributable to equity holders of the parent – building blocks

(SARmm)	2020	H1 2021 LTM	H1 2020	H1 2021	Near-term future drivers
Development and construction management services	461	608	148	296	 Driven by (i) already contracted fees from existing projects, (ii) yet-to-be-contracted fees from existing projects, and (iii) fees from new projects expected to be won by ACWA Power SAR 505mm, SAR 361mm and SAR 228mm of fees currently contracted for 2021, 2022 and 2023, respectively, with upside from the additional projects to be contracted
Share of Net Income of Projects before impairment(1)	734	624	412	302	Driven by share of income from (i) operational projects, (ii) existing under-construction and advanced development projects coming online(including Jazan which is expected to contribute c. SAR 200mm ACWA Power share of EBITDA in 2021 and c. SAR 860mm ACWA Power share of EBITDA in 2022, provided the asset transfer is completed as expected), and (iii) new projects expected to be won by ACWA Power (once operational) Incomplete the projects is a property of the projects of the projects and the projects of the project
					 Income from operational projects is expected to increase due to inflation and deleveraging Potential of > 10 GW and 1 mm m3 /day of additional projects each year
NOMAC profit					NOMAC's net income is driven by O&M payments received from projects less NOMAC operational co
attributable to owners of the Company	337	385	141	188	 NOMAC's net income is expected to grow due to (i) inflation indexation of existing contracts, (ii) O&M for under-construction and advanced development projects coming online, and (iii) O&M for new projects expected to be won by ACWA Power
ine Company					NOMAC margins expected to remain stable medium-term, with potential longer-term upside
Other operating income	40.5	400	107	104	 Driven by long-term contracted fees (TSA, MSA, SSA) from projects and profit from ACWA Power Reinsurance
and Other income	435	433	186	184	 Additional TSA fees of SAR 79mm p.a. are already contracted, and further fees are expected to be contracted from remaining advanced development projects and new projects won
Capital recycling gains / (loss) ⁽²⁾	20	4	17	-	Driven by ongoing capital recycling activities, similar to the renewables sell-down transaction to SRF in 2019
Corporate and Holding Entities Operating and Financing Costs and FX ⁽³⁾	(829)	(805)	(523)	(451)	 Includes corporate SG&A costs, development costs written off, financial charges, FX costs and tax / Zakat at corporate level, and all other intermediary HoldCo related expenses and consolidated adjustments. Expected to evolve in line with the growth of the business
Adjusted Profit / (Loss) attributable to equity holders of the parent	1,158	1,249	381	520	
Adjustments (net off elimination of normalization for accelerated depreciation for oil-fired assets for 2021)(3)	(275)	(245)	(55)	(73)	Driven by one-off and non-operational items and certain normalizations
ACWA Power's Profit / (Loss) attributable to equity holders of the parent	883	1,004	326	447	



Major performance drivers of key financial metrics in H1 2021

(SAR mm)	H1 2021	H1 2020	Variance SAR %		Major variance drivers			
Operating income before impairment loss and other	1,074	869	205	+24	 Increase in development and construction management fees mainly on account of financial closes of Sirdarya, Sudair and Redstone. Delay LD income booked in Hassyan on account of settlement with EPC contractor (SAR 52 mm) Reversal of Impairment in SWEC (SAR 30 mm) 			
expenses ¹ Profit / (Loss) attributable to equity holders of the parent	447	326	121	+37	 1H 2020 had higher development cost write offs and other provisions such as Redstone LNTP and other projects (SAR 84 mm) partially offset by: Higher depreciation due to change in useful life of oil-fired assets (Rabigh and Sharpeign) (SAR 80 ages) 			
Adjusted Profit / (Loss) attributable to equity holders of the parent ²	520	381	139	+36	 and Shuqaiq) (SAR 99 mm) SAR 43 mm of LTIP, which pertains to 18 months, booked in 1H 2021 Higher deferred tax asset on Moroccan projects in H1 2020 in relation to depreciation related losses (SAR 69 mm) See next slide for the adjustment/normalizations for Adjusted Profit 			
POCF	216	57	159	+278	Mainly on account of higher distribution in H1 2021 (SAR 171 mm) from NOMAC, RAWEC and Bokpoort			
Net parent leverage	30 June 2021 9,408	31 Dec 2020 7,051	Vario SAR 2,357	**************************************	 Mainly due to increase in recourse debt in line with growth such as Sirdarya, Taweelah and Redstone (SAR 1.35 bn) together with increase in off-balance sheet guarantees in relation to EBLs and Subsidiaries/Jvs including Sudair in addition to above projects (SAR 1 bn) 			

Adjustments and certain normalisations to ACWA Power's Profit / (Loss) attributable to equity holders of the parent

-				
Nature	2020	H1 2021 LTM	H1 2020	H1 2021
	883	1,004	326	447
NRA	167	198	-	30
NRA	101	81	30	11
NRA	53	20	33	_
NRA	81	81	-	-
NRA	_	(49)	_	_
RN	_	99	_	99
NRA	3	_	7	4
RN	(29)	15	(15)	29
NRA	(100)	(100)	_	_
	275	344	55	172
pital	1,158	1,348	381	619
RN		(99)		(99)
pital		1,249		520
	NRA NRA NRA NRA NRA NRA RN NRA RN NRA	883 NRA 167 NRA 101 NRA 53 NRA 81 NRA - RN - NRA 3 RN (29) NRA (100) 275 pital 1,158	Nature 2020 LTM 883 1,004 NRA 167 198 NRA 101 81 NRA 53 20 NRA 81 81 NRA - (49) RN - 99 NRA 3 - RN (29) 15 NRA (100) (100) 275 344 Pital 1,158 1,348 RN (99)	Nature 2020 LTM H1 2020 883 1,004 326 NRA 167 198 - NRA 101 81 30 NRA 53 20 33 NRA 81 81 - NRA - (49) - RN - 99 - NRA 3 - 7 RN (29) 15 (15) NRA (100) (100) - 275 344 55 pital 1,158 1,348 381

[•] **Non-recurring**: Unusual and is not expected to repeat in the future in the ordinary course of business. The value of these transactions are "adjusted" in the respective year of their realizations. Marked as non-recurring adjustment ("NRA") above

[•] **Recurring**: Not unusual and is expected to repeat in future periods. The value of these transactions are "**normalized**" in the year in which they are first-time realized for like-for-like comparison to previous and/or future years and a meaningful variance analysis. Marked as recurring normalized ("**RN**") in the table.

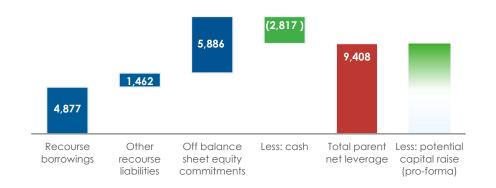


Strong parent recourse credit profile

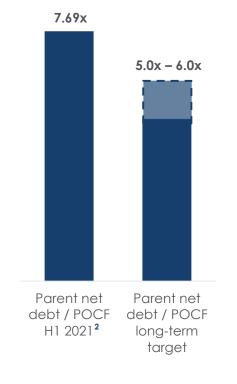
Commentary

- The majority of ACWA Power's consolidated net debt consists of project finance instruments which are non-recourse to ACWA Power at the parent level
 - This includes the Saudi Project Bond, which is also a nonrecourse instrument
- Consequently, parent-level debt (including EBLs and Equity LCs, off balance sheet items) is a more representative measure of ACWA Power's leverage profile
- Company also tracks parent-level net leverage as a percentage of its net tangible equity attributable to owners of the Company, which was 1.21 at 30 June 2021 (30 June 2021 net tangible equity of SAR 7,788mm)

H1 2021 parent net leverage build-up (SARmm)



ACWA Power long-term target parent net leverage profile (Parent Net Debt / POCF)



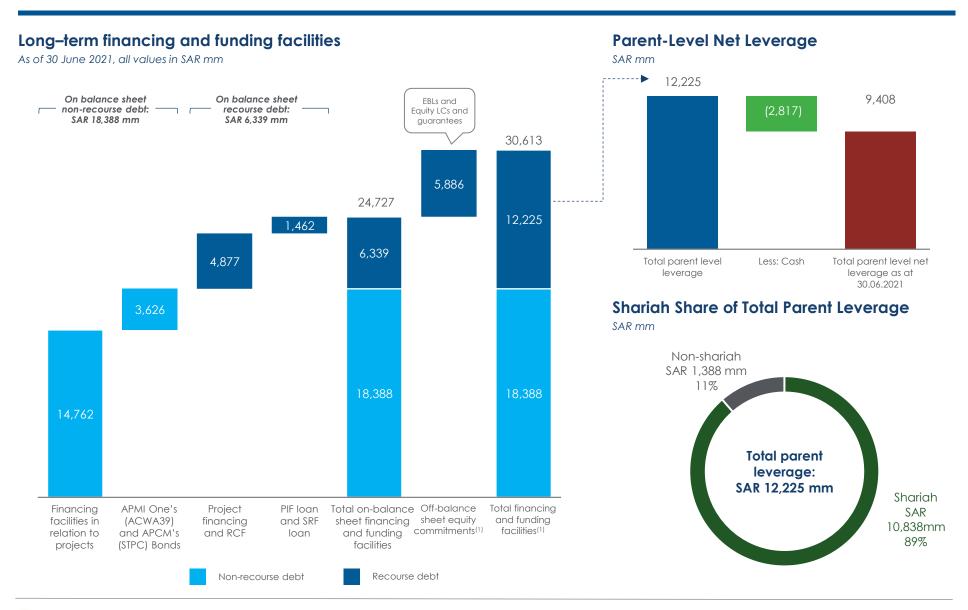
Commensurate with:

- ✓ Young asset portfolio
 0-5 years: 80%
 6-10 years: 8%
 >10 years: 12%
- ✓ **Highly contracted** c.100% contracted
- ✓ Long-term PPAs
 22 years average remaining
 life⁽¹⁾
- ✓ Strong counterparties Mostly investment-grade
- ✓ Strong access to long term non-recourse capital at project level as well as parent-level financing
- ✓ Balanced debt maturity profile

Parent Operating Cash Flow (POCF): distributions received from subsidiaries and associates / JVs, after non-recourse debt service, plus other cash inflows at parent level and cash generated by sell-downs and / or disposals of the Group's investments, less parent-level expenses



Breakdown of Long-term Financing and Funding Facilities





Significant subsequent events (post 1H2021)



Sudair PV IPP in KSA achieved financial close on 29 July 2021. The project is now underconstruction



DEWA V Phase A achieves **ICOD** (300 MW capacity online out of 900 MW total capacity) as of 24 July 2021



Ras Al Khair IWPP privatization process was cancelled in August 2021 following the decision of The Supervisory Committee for Privatization of the Environment, Water and Agriculture Sector regarding the ongoing privatization process of the water and power assets of the Saline Water Conversion Corporation ("SWCC") of the Kingdom of Saudi Arabia. A new strategy for the privatization program is expected to be announced in near future. ACWA Power had been short-listed as a pre-qualified bidder for the Ras Al Khair IWPP privatization



Jazan IGCC Phase 1 asset transfer is now expected by early September 2021 contrary to earlier expectation of early July 2021. As a result, the expected FY2021 EBITDA contribution from Jazan is SAR 200 M



