

Investor Presentation 1H 2025

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Senior Management



Guy Neivens
Chief Executive Officer
and Board Member

Mr. Guy Neivens, Group CEO and founder of Al Seer Marine since 2003, brings over 38 years of experience in asset management and the administration of specialized programs for High-Net-Worth individuals in the UAE. From 1985 to 2006, he held key roles within various UAE government departments, focusing on asset management, business administration, and VVIP protocol. Since 1993, he has led several bespoke initiatives for a prominent High-Net-Worth individual.



Gunther Alvarado
Deputy
Chief Executive Officer

Gunther Alvarado leverages his extensive international experience and maritime expertise to drive growth and innovation as Deputy CEO. Since joining the company in 2013, he has overseen the expansion of Al Seer Marine's asset portfolio while focusing on strategic corporate restructuring.



Amin Qureshi , ACMA, CFA
Head of Finance

Mr. Amin Qureshi is a Chartered Financial Analyst (CFA) charter-holder, Chartered Cost & Management Accountant (ACMA), and Economics postgraduate with over 20 years of senior leadership experience across South Asia, Central Asia, and the Middle East. Proven track record in finance, treasury, investment management, and risk oversight within multinational corporations, financial institutions, and investment groups.

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1H 2025 Highlights



Business Overview – 1H25

Al Seer Marine Secures Strategic Contracts to Drive Financial Growth and Boost Shareholder Value

Key highlights

Al Seer Marine and B International Shipping & Logistics Launch New JV securing AED560mn LPG Charter Deal with BGN

- 'ASBI Shipping FZCO' is the new joint venture between Al Seer Marine's ASM Nautical Holding and B International Shipping & Logistics an affiliate of the BGN group of companies
- ASBI has secured two 22,000 cbm semi-refrigerated vessels, chartered for 10 years by BGN INT DMCC to serve growing LPG demand.

Al Seer Marine and Damen International Joint Venture Secure AED1.3bn Contract with Tawazun Council to Build Naval Vessels

- A strategic alliance between Al Seer Marine - Damen International Joint Venture, and Tawazun Council to bolster the UAE's naval capabilities.
- Delivering state-of-the-art Offshore Patrol Vessels (OPVs) to enhance the UAE's maritime security and defense.

Al Seer Marine awarded AED47.6mn contract to deliver high-speed interceptor vessels to Albwardy Damen in Sharjah

- Project scheduled for completion within 42 months.
- Interceptors designed for integration into offshore patrol vessels.

Yacht sector thriving with Asset management, in addition to operations management

- Major refits/renovation contribute significantly to Revenue.



Business Overview – 1H25

Al Seer Marine is undertaking several initiatives aimed at streamlining its cost structure and improving operational efficiency. As a result of these effective measures, the company has achieved a 43% YoY increase in revenue per employee

Key highlights

GRC

Governance, Risk and Compliance

- 'Since March 2024, ASM has initiated a structured GRC transformation anchored by modern charters and the rollout of a comprehensive policy and DOA framework—to enhance governance, control, and transparency across all departments.
- Protiviti engaged to conduct policy and DOA gap analysis and lead drafting. Quentic selected as the digital platform for policy, workflow, and DOA digitization
- Target completion: Q3 2025

Stream

- Project STREAM is ASM's ongoing initiative to streamline all business processes, in close coordination with Project GRC and Project ERP. Objective is to simplify and standardize policies, procedures, and workflows across the company to reduce overheads, eliminate inefficiencies
- Quentic selected for workflow digitization. Intellicore implementing ERP configuration based on finalized SCM SDDs
- Ongoing through Q4 2025, in line with ERP and GRC project milestones.

ERP

- Project ERP will undertake to implement a new, modern and specialized Enterprise Resource Planning (ERP) solution. Oracle Fusion Cloud is the chosen platform
- Business Requirements and Solution Design Documents completed and signed off. Configuration commenced.
- Project Commenced – 7th March 2025
- Go-live Date – 10th October 2025

Gallo

- Launched in July 2024, Project GALLO aims to implement a robust cost control structure that ensures accurate expense tracking, cost accountability, and alignment with operational and strategic goals.
- Timeline
- Original Target: 31 October 2024
- Revised Target: Q4 2025

Business Overview – 1H25

Al Seer Marine Reports Increase in Operating Profit to AED 156 Million with AED 698 Million in Revenue for the First Half of 2025

1H25 Business Highlights

698m

Revenue
(20.2% YoY¹ growth)

89m

Gross Profit
(81.7% YoY¹ growth)

156m

Operating Profit

1,984m

Net Debt
(28.2% YoY¹ decrease)

Fleet Size Expansion

Number of Total Vessels :16

Al Seer Marine expanded its fleet to 16 vessels with the addition of two MR tankers, Tabit and Rigel, under five-year charters.

Long term contracts with future Visibility

- Charter contracts in commercial sector
- Asset management contracts in yacht sector
- Manufacturing services and other contracts in IDT



Financial Overview

Strong 1H25 Performance Fueled by Sales Growth and Margin Expansion

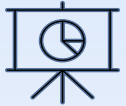
Overview

1H25 Key financials



Revenue

AED698mn up +20% YoY



Gross Profit

AED89mn GPM¹:12.7%
up +82% YoY up +4.3ppt YoY



EBITDA

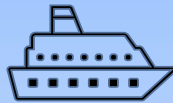
AED309mn down 13% YoY



Adj. Profit Before Tax²

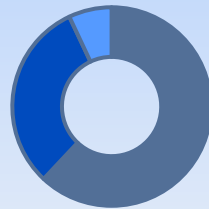
AED156mn up +12x

Operational Details



Fleet Size

18 vessels inc JV, 2
added in 1H25



Segmental
Revenue

Commercial
Shipping 31%

Yacht Shipping: 62%

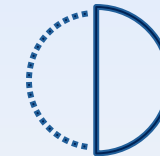
IDT 7%

Revenue Details



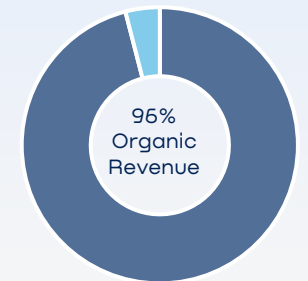
UAE revenue

AED589mn up +36% YoY



Revenue from
New assets

New revenue AED28mn

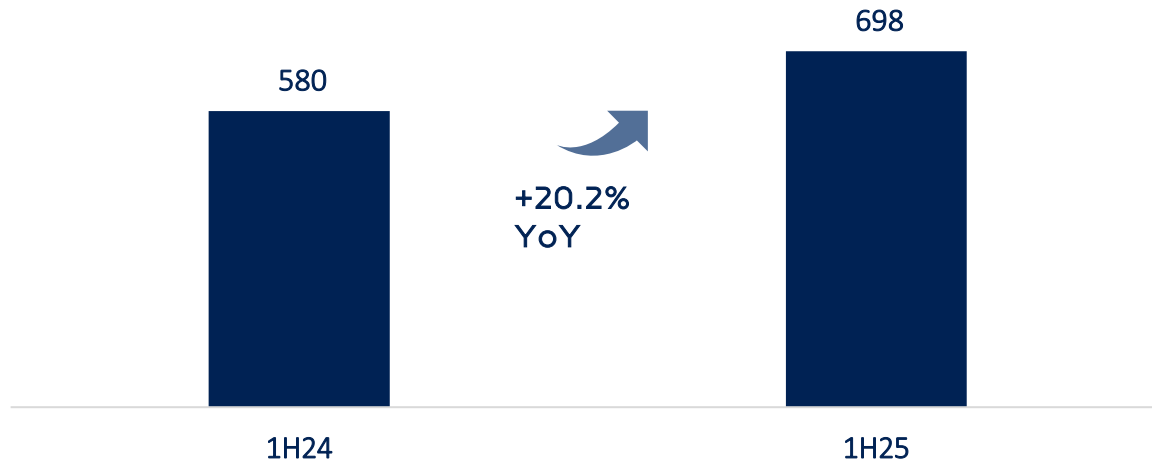


Note : 1) Gross Profit Margin (%) 2) Adjusted for fair value changes

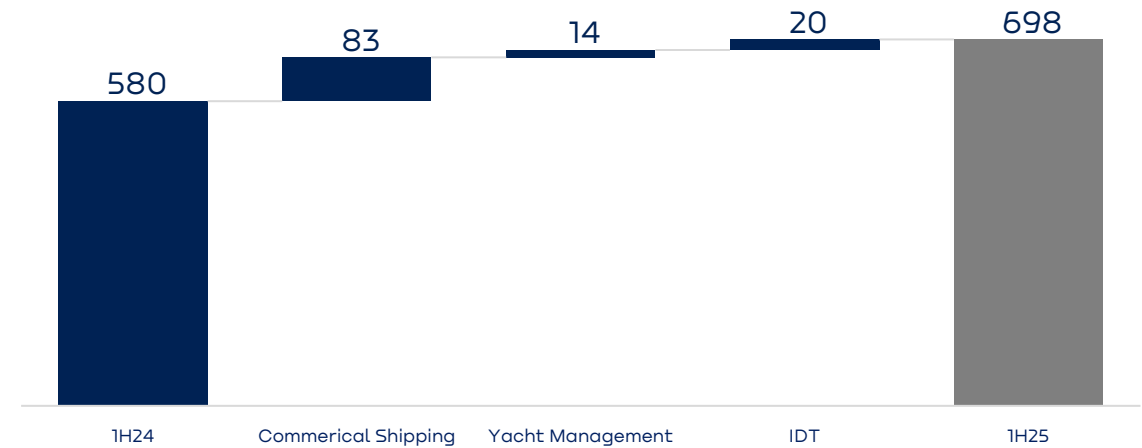
1H25 Financial Overview

Accelerating revenue with strength across all three segments

Revenue AEDmn



Revenue AEDmn



1H25 Key financials

1H25 revenue up 20% YoY supported by enhanced asset utilization and growth across all three segment

IDT – new contracts (Al Seer Marine and Damen International secured an AED1.3bn contract in March 2025 (IDT JV)

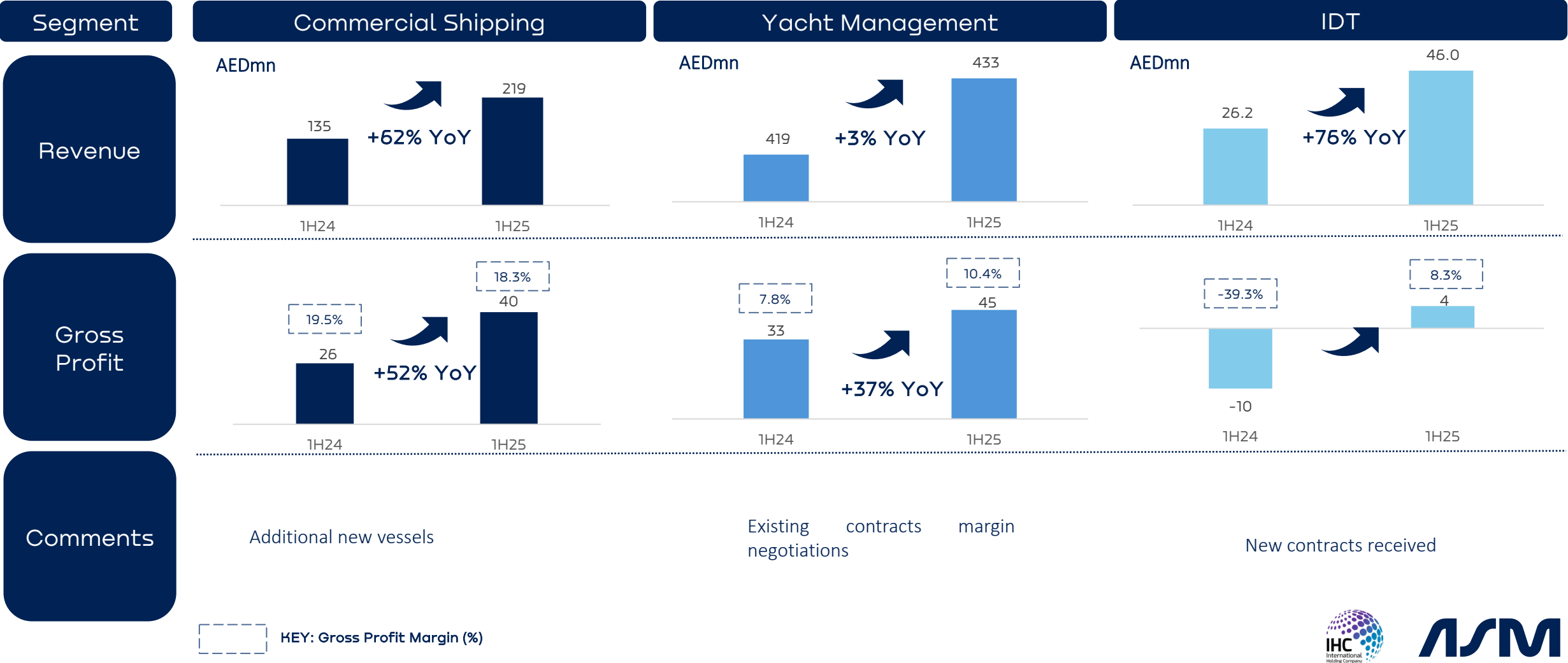
Commercial – new vessels

Yacht sector – existing asset management contracts minor changes only



1H25 Financial Overview

Robust revenue growth and expanding margins across all every vertical

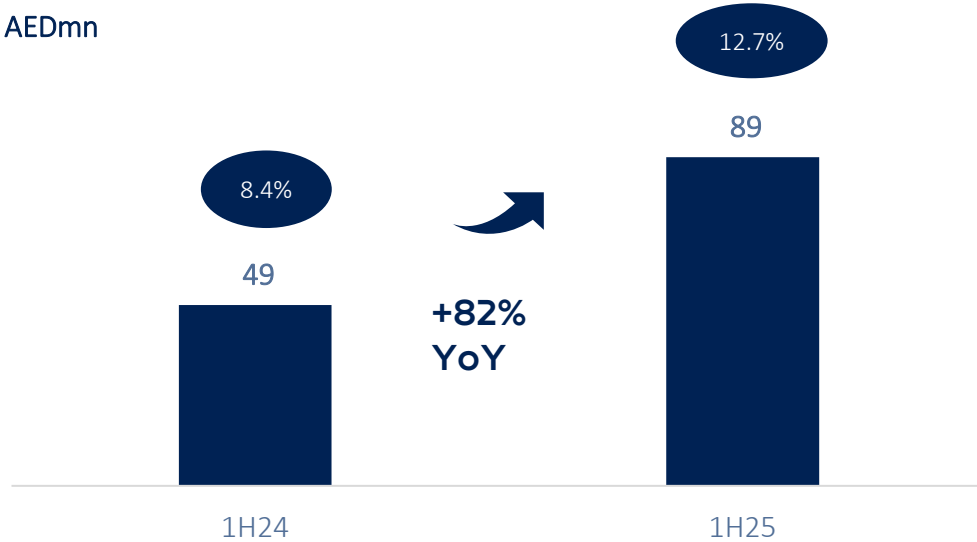


1H25 Financial Overview

Robust Margin Growth, Elevating Company Performance

Gross Profit

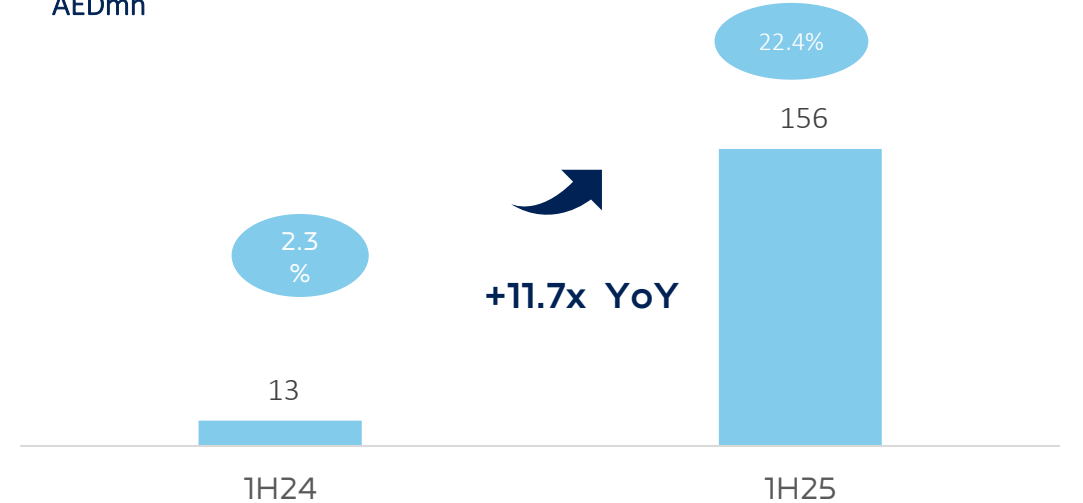
AEDmn



Gross profits increased 82% YoY in 1H25, mainly led by effective cost control major and improved revenue
Gross Margins up +4.3% YoY in 1H25, mainly led by effective cost control major and improved revenue

Adj.Profit before Tax*

AEDmn



Adj. PBT (Excl FVTPL) increased 11.7x to reach AED156mn in 1H25 against AED13mn in 1H24. Strong growth in the profitability was supported by the Gross margin expansion and robust uptick in the Group revenue which grew by 20.2% YoY in 1H25

*Adjusted for Fair Value Changes

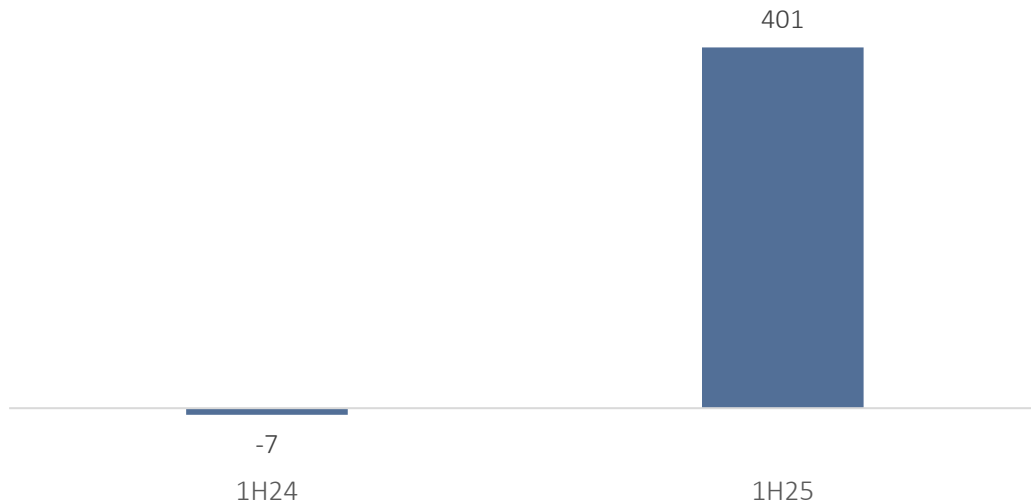


1H25 Financial Overview

Robust cash generation and strong leverage profile

Net Cash Generated from Operations

AEDmn



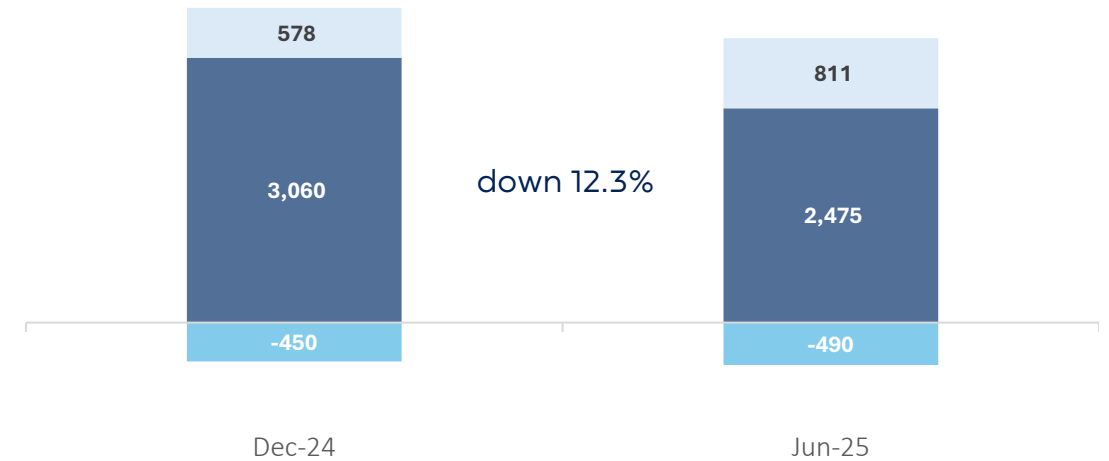
Net Cash generated from operations reached AED401mn in 1H25.

Robust Cash generation during the period was supported by improved collection

Leverage Profile

AEDmn

■ Bank Borrowing ■ Lease Liabilities ■ Cash



Lease liability increased due to addition of 2 Vessels on lease.

Bank borrowing decreased amid loan repayment.

Cash improved due to better collections



1H25 Financial Overview

Financial Snapshot

AED Mn	1H24	1H25	YoY (%)
Revenue	580	698	20%
COGS	(532)	(609)	
Gross Profit	49	89	82%
General and Admin	(16)	(28)	
Finance Cost	(33)	(40)	
Finance Income	1.4	8	
Other Income	0	103	
Share of Profit from JV	0	12	
Dividend Income	12	13	
Change in FVTPL	(1,815)	(440)	
Loss for the year before Tax	(1,802)	(284)	-84%
Income Tax	120	(12)	
Total Comprehensive loss for the year	(1,682)	(296)	-82%
EBITDA (Exc.FVTPL)			
(Loss)/Profit Before Tax (Ex. FVTPL)	13	156	11.7x

AED Mn	Dec -24	1H25
Non-current Assets	2,146	2,176
Total Current Assets	6,241	5,924
Total Assets	8,387	8,101
Total Equity	4,433	4,137
Non-Current Liabilities	2,205	3,255
Current Liabilities	1,749	709
Total Liabilities	3,954	3,964
Equity & Liabilities	8,387	8,101

Group Overview



Vision, Mission and Values

Vision Statement:

Al Seer Marine aims to sustain its leadership position in the global maritime industry by expanding our Commercial Shipping fleet sustainably, pioneering within Innovation, Defence, and Technology segments, and delivering unparalleled luxury Yacht Management services. Our unwavering commitment to creating exceptional value for our shareholders and customers will drive sustainable growth and industry transformation.

Mission Statement:

Al Seer Marine is committed to delivering exceptional maritime solutions that drive sustainable growth and exceed customer expectations. We specialize in Commercial Shipping, Yacht Management, and Innovation, Defense, and Technology, fostering technological advancement and operational excellence.

Core Values:

Excellence, Quality, and Innovation

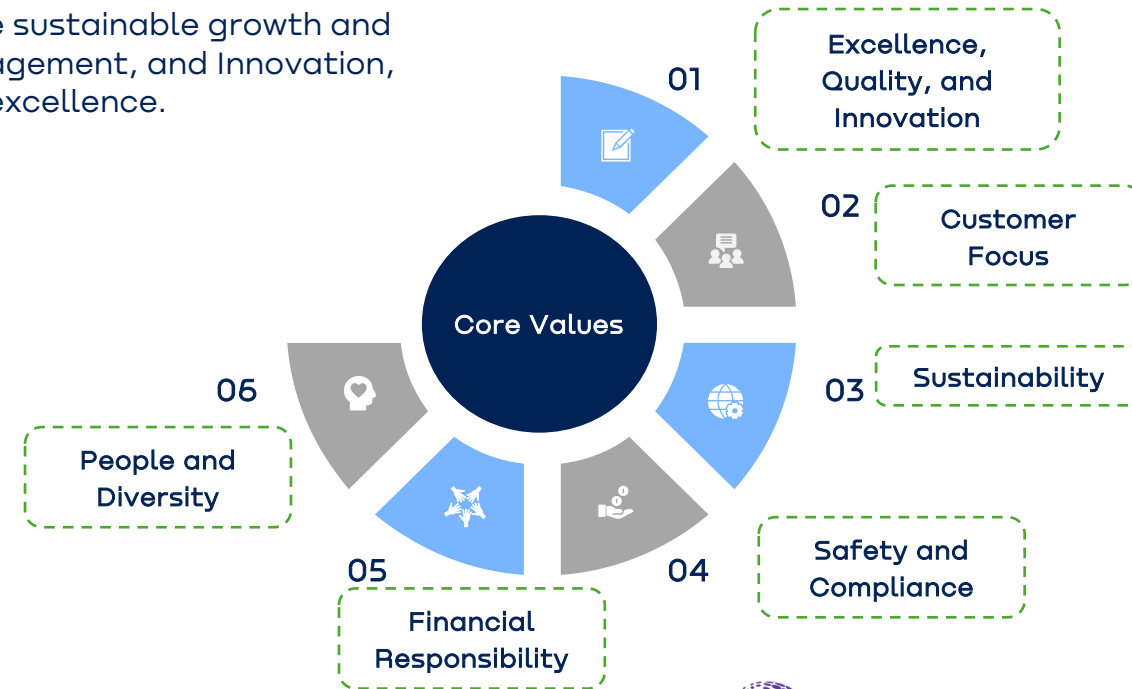
Customer Focus

Sustainability

Safety and Compliance

Financial Responsibility

People and Diversity



Business Overview

Al Seer Marine, headquartered in Abu Dhabi, is a global maritime organization specializing in commercial shipping, yacht management, and innovation in defense and technologies. The company offers a comprehensive service portfolio that includes boat building, large-scale 3D printing, and the development of unmanned vessel platforms

Commercial Sector

ASM operates a modern fleet of gas, crude, and product tankers, as well as dry bulk ships. The company emphasizes safety and sustainability, ensuring compliance with international maritime regulations while enhancing global supply chains



Yacht Management Sector

This division is dedicated to providing exceptional service to superyacht owners, focusing on trust, discretion, and delivering valuable advice to enhance the ownership experience



IDT Sector

ASM is at the forefront of innovation, defense, and technologies, specializing in precision boat building and the creation of advanced unmanned systems. The company leverages cutting-edge technology and advanced manufacturing processes, including the use of the world's largest 3D printer, to produce top-tier vessels and components



Al Seer Marine Group – Structure



**Commercial
sector**

31% of Revenue Contribution in
1H25

Yachting sector

62% of Revenue Contribution in 1H25

IDT sector

7% of Revenue Contribution in
1H25

Investment Portfolio on ADX worth AED 4.8bn



ADNOC LOGISTICS

Cornerstone investor in
ADNOCLS



مجموعة موانئ أبوظبي
AD PORTS GROUP

Sizeable investment the
time of IPO



Al Seer Marine Group – JV Investments

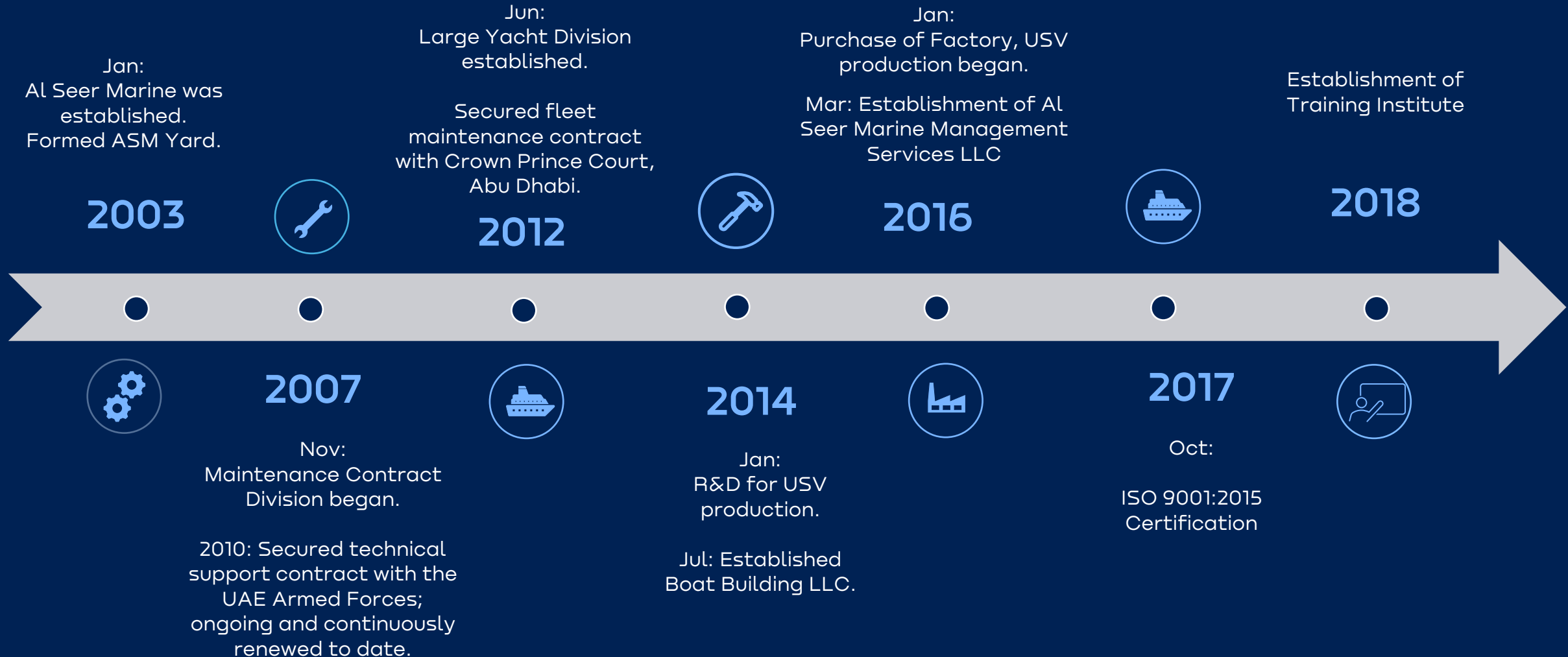
S.No.	Name of Joint venture	Principal activities	Vessels Names / Major Projects	Sector	Shareholding as of 30 June 2025
1	ABGC DMCC * JV between ASM & BGN	Operate as shipping lines of freight and passengers' transportation; ship charter; sea freight and passengers charters; sea cargo services; ship management and operation; and freight broker	Alkaid Alcor	Commercial	51%
2	ASBI Shipping FZCO * JV between ASM & International	Ship charter, sea freight and passengers' charters, sea cargo services and ship management and operations.	Lucky Gas North Gas Merak MegreZ Mizar	Commercial	51%
3	Dune Limited JV between ASM & Damen International	Providing independent and specialist industrial participation and offset services for the global defense and security market primarily in the maritime industry.	Long term contract with Tawzun council to build offshore Patrol Vessel	IDT	57.5%

*All Commercial sector JVs Place of incorporation and principal place of business is UAE

Group has long term contracts in each of these JV, which aims to support growth for the group in the Medium Term



Al Seer Marine – Key Milestones



Al Seer Marine – Key Milestones

Apr: Launched
Unmanned Ground
Vehicle and Amphibious
Vehicle.

Dec: Delivery of 10
Unmanned Surface
Vessels.

2019



2022

May: Acquisition of two
LPG Tankers valued at
AED 246m.



2024

Oct - Al Seer Marine Secures
USD 80 Million Financing from
BOCOM.



2021

Aug: ASM listed on ADX

Sep: Formed of a Joint
Venture with BGN
International

Oct: Acquisition of two reefer
ships and one bulk carrier.



2023

Jan: Launched Large Scale 3D Printer.

Delivery of 1 special vessel to US Navy

Acquisition of MR tanker AED 132m.

Mar: Ordered 2 MR tankers AED 156m per
unit. And 2 VLGC (AED 724m)

June: Received Lucky Gas, first VLGC.

Oct: Received 2nd VLGC, North Gas.

Guinness World Record - Largest 3D Printed
Boat.



2025

Al Seer Marine to Expand Fleet to
18 Vessels with 3 MR Tankers
Arriving in the coming 3 Months

Al Seer Marine and Damen
International Joint Venture Secure
AED 1.3 Billion Contract with
Tawazun Council to Build Naval
Vessels

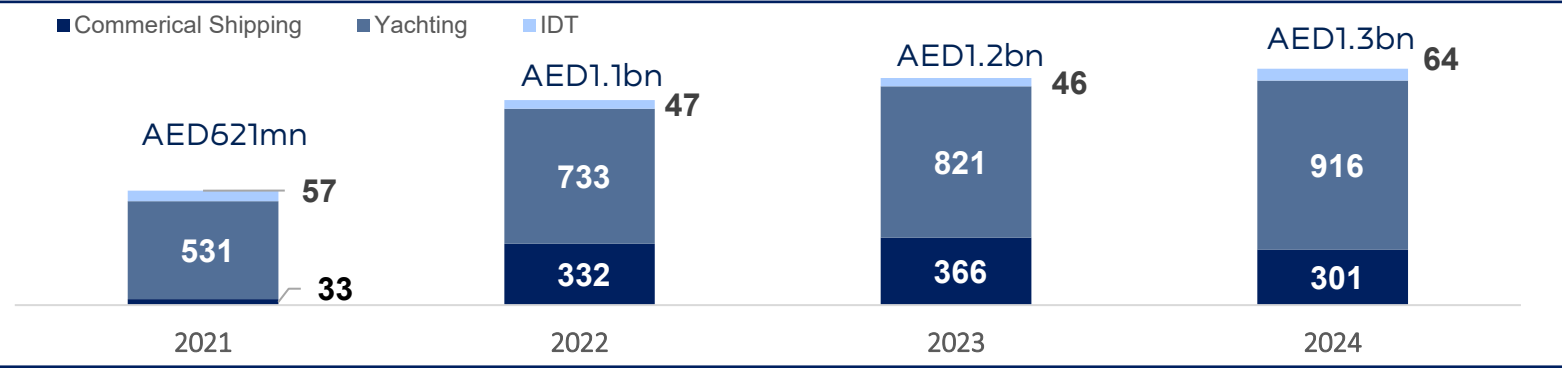


Group Financial Highlights



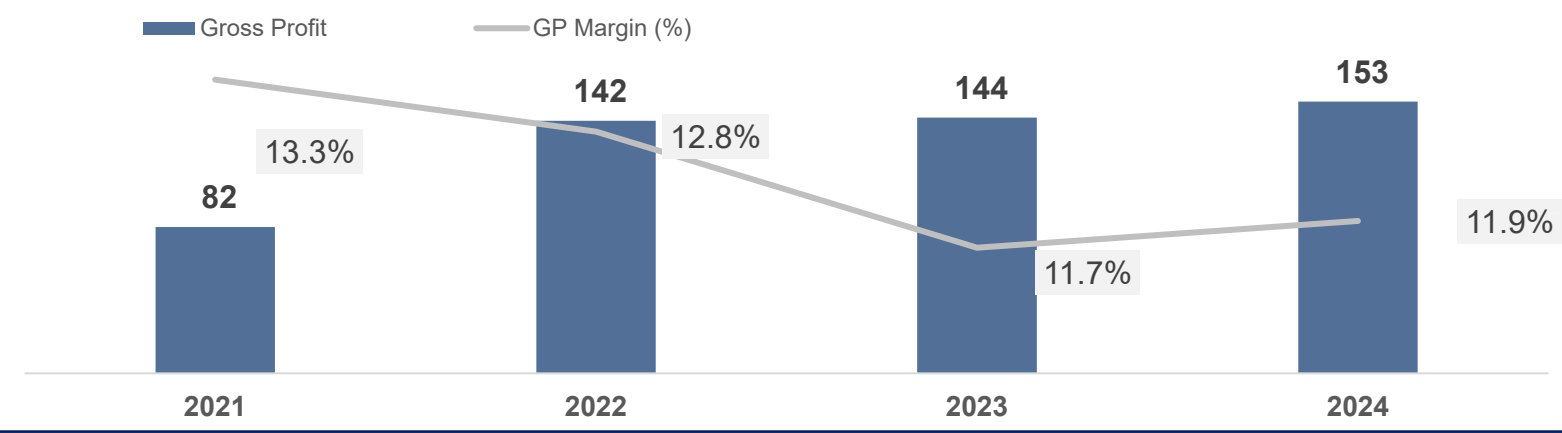
ASM – Group Financial Highlights

ASM – Revenue grew 2.1x (FY21-24) to reach AED1.3bn in FY24



Source: Company Financials

ASM – Gross profit increased 86% (FY21-24) with gross profit reaching AED153mn in FY24



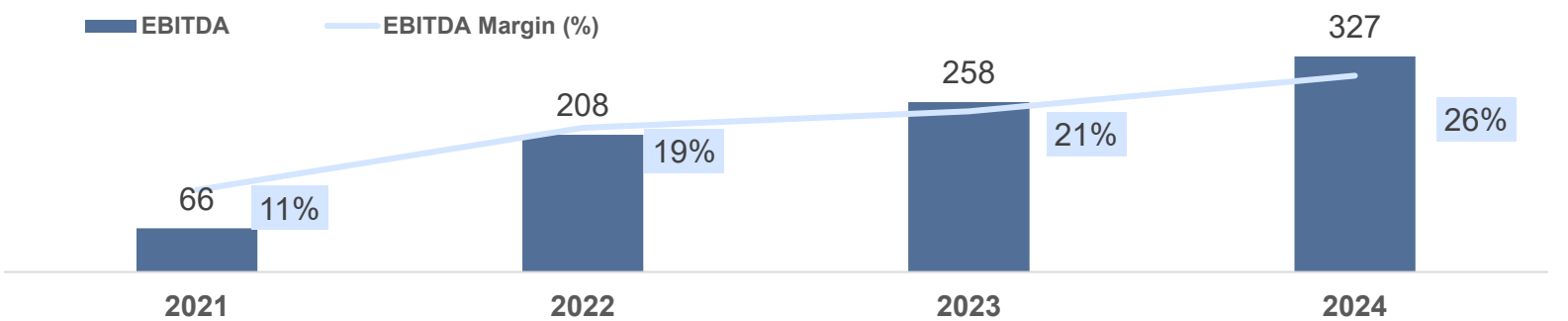
Source: Company Financials

Al Seer Marine’s revenue has demonstrated consistent growth across all three business segments—Commercial Shipping, Yacht Management, and Innovation, Defence & Technology (IDT)—from 2021 to 2024. This upward trajectory has been driven by the expansion of our commercial fleet to 16 vessels, the successful execution of long-term charter contracts, and the implementation of stringent cost controls. In Yacht Management, strong revenue contributions came from repeat refit and retrofit projects with existing clients, both locally and internationally. In the defense sector, growth has been supported by new contracts in maintenance, naval shipbuilding, and the delivery of Unmanned Surface Vessels (USVs). The company’s strategic positioning, operational discipline, and ability to secure new opportunities continue to drive sustainable performance.

Over the past four years, Al Seer Marine’s gross profit has steadily increased from AED 82 million in 2021 to AED 153 million in 2024. While the gross profit margin slightly declined from 13.3% to 11.9%, the consistent rise in absolute gross profit reflects the company’s strong top-line growth, improved operational capacity, and solid project execution across all business segments.

ASM – Group Financial Highlights

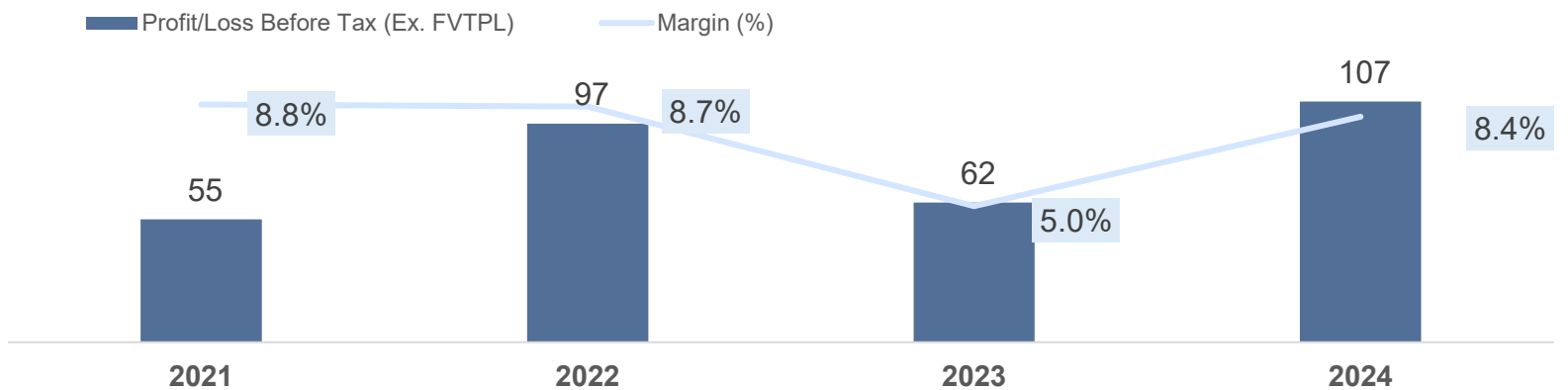
Strong EBITDA growth and expansion in Margins



Source: Company Financials

Al Seer Marine has delivered strong EBITDA growth, increasing from AED 66 million in 2021 to AED 327 million in 2024. This growth reflects the company’s enhanced profitability and operational efficiency, with EBITDA margins improving significantly from 11% to 26% over the period. The expansion in margins demonstrates our disciplined cost management and successful scaling of high-margin business activities.

Evolution of ASM profitability profile



Source: Company Financials

Al Seer Marine’s profitability profile has remained resilient over the years, with profit before tax increasing from AED 55 million in 2021 to AED 107 million in 2024. Despite a dip in 2023 due to operational investments and market shifts, the company quickly recovered, regaining a solid margin of 8.4% in 2024. This reflects strong financial discipline and an effective strategy to drive sustainable earnings growth.



ASM– Group P&L Statement

AED Mn	FY21	FY22	FY23	FY24
Revenue	621	1,112	1,232	1,281
COGS	(538)	(970)	(1,088)	(1,129)
Gross Profit	82	142	144	153
General and Admin	(28)	(46)	(37)	(47)
Finance Cost	(0)	(55)	(57)	(69)
Finance Income	0	5	6	3
Other Income	0	52	7	66
Share of Profit from JV	-	(1)	(1)	1
Change in FVTPL	2,462	912	(1,087)	(1,573)
Loss for the year before Tax	2,516	1,009	(1,025)	(1,466)
Income Tax				(4)
Total Comprehensive loss for the year	2,516	1,009	(1,025)	(1,469)
EBITDA (Exc.FVTPL)	66	208	258	327
Loss/Profit Before Tax (Ex. FVTPL)	55	97	62	107

ASM– Group Balance Sheet

AED Mn	FY21	FY22	FY23	FY24
Non - Current Assets				
Property and Equipment	137	1,195	1,324	1,266
Right of use assets	6.405	6	5	674
Investment in Joint Ventures		77	195	194
Investments carried through FVTPL	5465.725	7,582	6,862	-
Deferred Tax Assets		-	-	0
Loan to a related party		-	-	11
Total non-current Assets	5,609.3	8,858.9	8,385.9	2,145.7
Current Assets				
Inventories	0.82	17	7.10	7.6
Investment carried at (FVTPL)			-	5,270.2
Trade and other receivable	319.03	278	393.25	498.1
Contract assets	79.34	59	35.97	11.0
Due from related parties	15.31	17	31.78	4.6
Cash and Bank balance	97.80	384	235.93	449.6
Total Current Assets	512.29	754.8	704.0	6,241.2
Total Assets	6,121.6	9,613.7	9,089.9	8,386.9

ASM– Group Balance Sheet

AED Mn	FY21	FY22	FY23	FY24
Total Equity	5,796.6	6,927.3	5,902.2	4,432.8
Liabilities				
Noncurrent Liabilities				
Provision for employees end of service benefits	12.2	14.2	19.9	16.8
Bank borrowing	-	2,386.1	2,756.1	1,681.7
Interest payable	-	6.2	38.8	-
Lease Liabilities	6.5	21.2	5.8	506.2
Total Non-Current Liabilities	18.8	2,427.7	2,820.6	2,204.8
Current Liabilities				
Trade and other payable	71.8	93.3	97.8	147.0
Current Tax liabilities			-	3.7
Bank Borrowing			-	1,378.1
Contract Liabilities	111.9	160.3	264.2	143.7
Lease Liabilities	0.4	0.4	0.4	71.5
Loan from related party	121.8			
Due to related parties	0.4	4.7	4.8	5.4
Total Current Liabilities	306.3	258.7	367.1	1,749.3
Total Liabilities	325.0	2,686.4	3,187.7	3,954.1
Total Equity and Liabilities	6,121.6	9,613.7	9,089.9	8,386.9

Commercial Shipping



Commercial Shipping – Overview

ASM Commercial Shipping Division is focused on scaling fleet size, optimizing operations, and securing long-term charter contracts. The division is targeting strategic expansion through new ship acquisitions, cost control measures, and sustainable shipping practices

Key Strategic Objectives

Fleet Expansion



- **Opportunistic Fleet expansion** in Key sectors, green fleet transition
- **Diversified fleet growth across VLGCs, MRs, Crude, and Bulk.** Strategic partnerships for joint ventures and sale-and-leaseback financing.
- **Investment to develop Maritime Services** business to complement fleet expansion. Invest in AI Driven fleet optimization.

Revenue Sustainability



- **Securing long-term Time Charters (TC)** with major clients such as Reliance, HMM, Global Horizon
- **Established ASBI Shipping JV with B Shipping**, fixing 10-year TC contracts at \$25,000 per day
- **Secured \$230M BOCOM** financing for 6 MR tankers under a sale-and-leaseback structure

Operational Excellence



- **OPEX control:** Targeting a 5% cost reduction across spares, stores, lube oil, docking, and insurance.
- **Technical Management Supervision:** Implementing fleet-wide cost-saving initiatives (e.g., alternative lubricants).
- **Revenue diversification:** Expansion into dry bulk, cargo management, and derivatives trading.

Sustainability and ESG



- **Green Fleet Initiative:** LNG & Ammonia-ready MR tankers, Dual-fuel LPG-powered VLGCs, Installation of EGCS (scrubbers) & BWTS across all MR tankers and VLCCs,
- **Carbon Monitoring & Decarbonization:** AI-driven Maritime Efficiency Solutions for real-time CO2 tracking, Implementation of carbon capture & monitoring solutions.

Commercial Shipping – Market Analysis

Market Size and Trends

Marker Size and Trends

- The global tanker shipping market is projected to grow at a FY25-33 CAGR of 4.5%, driven by rising global trade, increased demand for energy transport, and sustainability-focused fleet modernization.
- Geopolitical shifts and supply chain disruptions have increased spot market volatility, creating opportunities for long-term charter stability
- Increasing investments in maritime AI, automation, and decarbonization will reshape the future of shipping efficiency.

Target Market

- **Global Energy Majors & Commodity Traders:** Reliance, Trafigura, Equinor, HMM, and BGN.
- **Industrial & Petrochemical Transporters:** Companies requiring crude, LNG, LPG, and refined product shipments.
- **Dry Bulk & Derivatives Trading Market:** Expansion into cargo operating, futures trading, and derivatives hedging.

Market Value USDbn



- **Direct Client Engagement:** Strengthen long-term tonnage provider relationships with charterers.
- **Maritime Fund Management:** Establish a maritime asset fund to finance fleet expansion.
- **Leverage ESG Compliance:** Promote green fleet initiatives to secure sustainability-focused contracts.

*Data Horizon Research



Commercial Shipping – Operational Plan

Al Seer Marine's commercial shipping operations will focus on fleet expansion, AI-driven logistics, and sustainability initiatives to increase efficiency and profitability.

Key Strategic Objectives

Fleet Expansion and Deployment



- **Opportunistically invest into key sectors such as dry bulk carriers, crude oil tankers, gas tankers, and alternate fueled vessels to align with green fuel mandates**
- **Evaluate creating a Maritime Fund in UAE to unlock value in ships and for fleet growth**

AI-Driven Logistics and Cargo Management



- **Implement real-time AI monitoring systems for fuel efficiency, optimal routing, and predictive maintenance**
- **ASM to invest in AI-driven fleet optimization and maintenance for OPEX reduction and to reduce human error**
- **Blockchain-based freight management** will be used to enhance transparency in shipping contracts, cargo security, and supply chain logistics.

Operational Cost Reduction

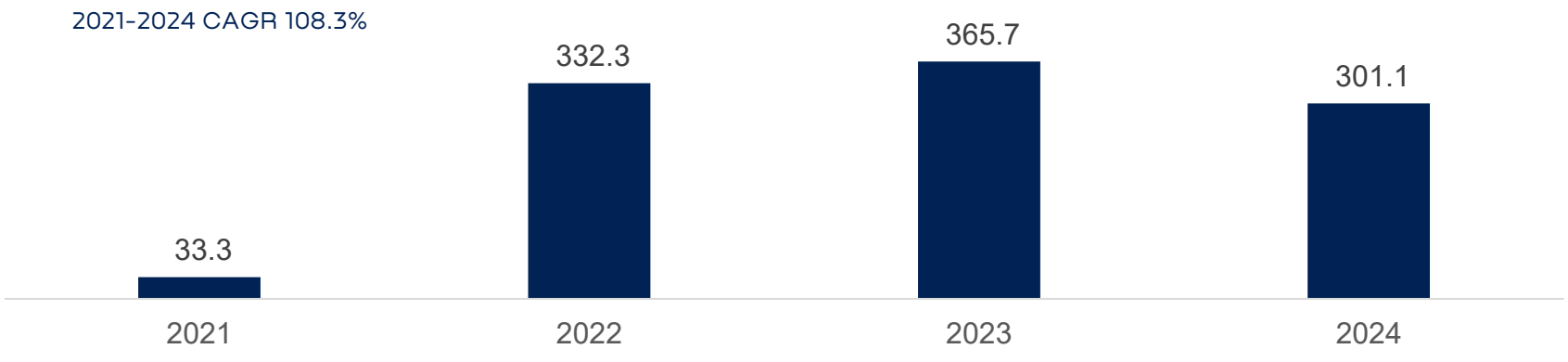


- **OPEX reduction** strategies will include bulk procurement of spare parts, AI driven fleet optimization initiatives, and streamlined docking procedures.
- **AI-enhanced risk assessment systems will provide** weather analytics and real-time fleet tracking

Commercial Shipping - Financials

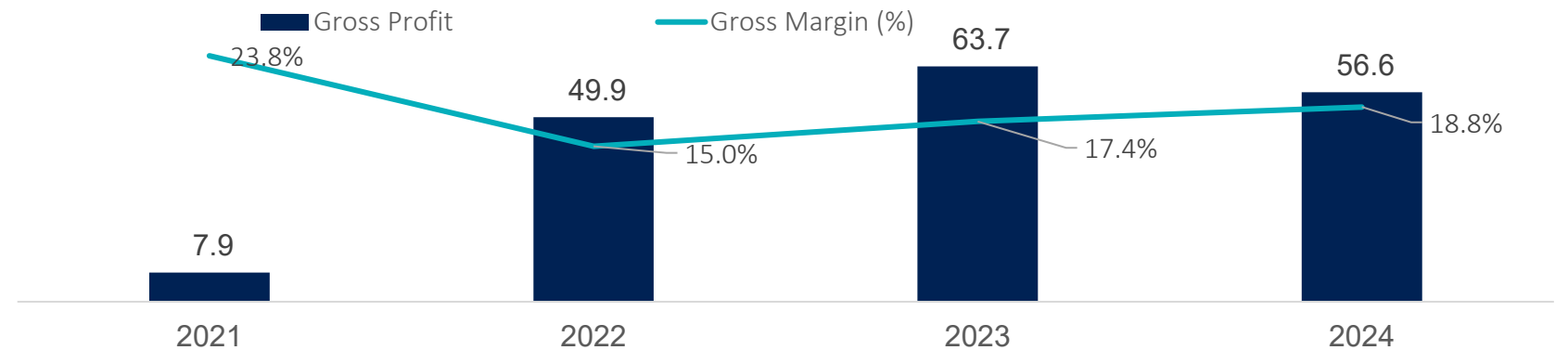
Al Seer Marine’s commercial shipping operations will focus on fleet expansion, AI-driven logistics, and sustainability initiatives to increase efficiency and profitability.

Commercial Shipping revenue grew at a CAGR of 108% over 4 years



Source: Company Financials

Gross Profit clocked in at AED56.6mn for FY24 with a Margin of 18.8%



Source: Company Financials

In 2022 and 2023, our VLCCs operated in the spot market, generating higher revenue figures due to freight income and associated voyage costs. However, from late 2023, the fleet transitioned to long-term time charters, where charter hire is fixed and voyage costs are on the charterers’ account. This shift results in lower reported revenue but reflects a more stable and de-risked earnings profile.

The exceptionally high shipping market conditions in 2023 contributed to peak earnings. Anticipating market volatility, we strategically secured long-term (5–10 year) charter contracts at those high rates. While 2024 shows a notional decline in profit, we have effectively locked in robust earnings over the coming years, reducing exposure to market cycles and enhancing cash flow predictability.



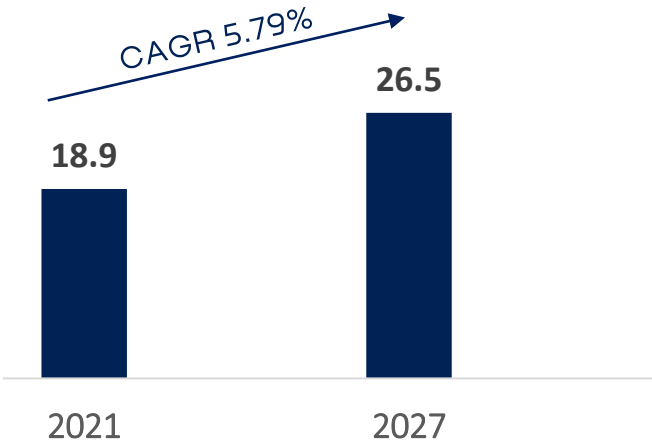
Yacht Management



Yacht Management – Market Analysis

Marker Size and Trends

The global yacht industry is experiencing significant growth, fueled by rising disposable incomes, increased tourism, and growing demand for ultra-luxury experiences. The luxury yacht charter market was valued at \$18.9 billion in 2021 and is projected to reach \$26.5 billion by 2027, growing at a CAGR of 5.79%. Similarly, the yacht maintenance and refit market was valued at USD2.5bn in 2023 and is expected to grow at a CAGR of over 8% between 2024 and 2032, driven by increasing demand for vessel upkeep, refitting, and eco-friendly modifications.



Key Market Drivers

Increase in UHNWIs

The number of UHNWIs is projected to increase by 28% by 2025, fueling demand for luxury yacht charters, management, and services.

Expansion of Yacht tourism in Emerging Markets

New high-end marinas in the Middle East, Asia, and the Caribbean are creating opportunities for yacht service providers.

Rising Charter Demand

The preference for experiential luxury travel is driving an increase in charter bookings over yacht ownership

AI Driven Fleet Optimization

Advances in smart fleet management, predictive maintenance, and AI based performance tracking are improving operational efficiencies in yacht management.

Yacht Management – Market Analysis

Competitive Landscape

The global yacht management market is dominated by European companies, with significant players including Fraser Yachts, Burgess, Camper & Nicholsons, Northrop & Johnson, and Ocean Independence. Al Seer Marine's regional leadership in the UAE and GCC positions it strongly to expand internationally.

Key Competitive Advantages for ASM

AI-Integrated
Fleet
Management

Strategic
Partnerships

Diverse Service
Offerings

Marketing Strategy aimed to increase the Market Share

Luxury Brand Collaboration & Strategic Partnerships

Joint Marketing with Luxury Real Estate & Travel Agencies:

Co-Branding with High-End Retail & Lifestyle Brands

Industry Events and Networking

Participation in Major Yacht Shows:

Private Networking Events & Exclusive Client Experiences:

Sustainability and ESG Positioning

Marketing Carbon-Neutral Yacht Management Services

PR & Thought Leadership



Yacht Management – Strategic Business Plans

Key Growth Areas:

- AI-Enhanced Fleet Management: AI-driven yacht monitoring, real-time analytics, and efficiency tracking.
- Consulting in Sustainability & ESG Compliance: Integration of hybrid propulsion and decarbonization strategies.

Key Strategic Objectives (2025-2030)

Evaluate Investment Opportunities

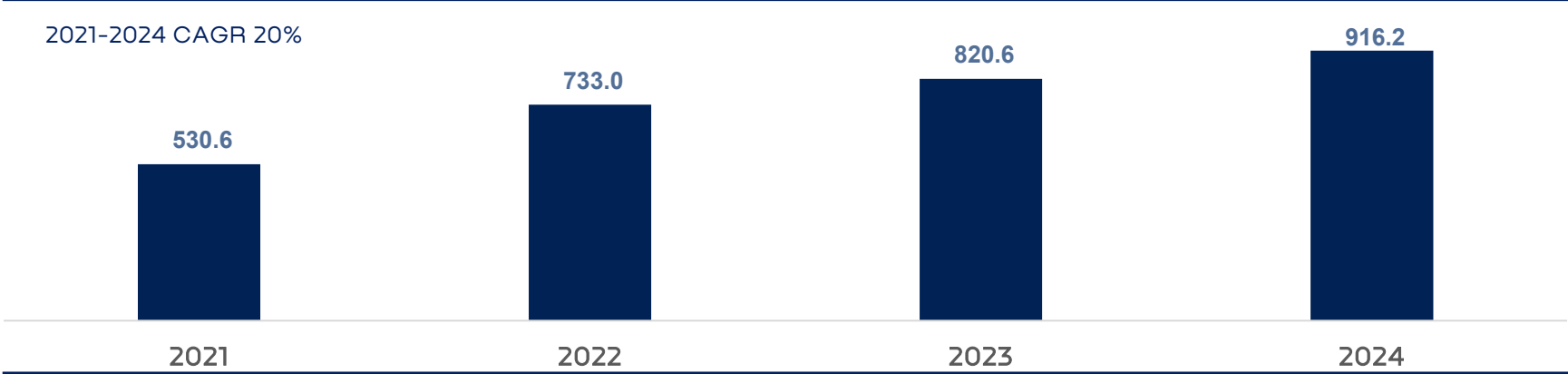
Group aims to evaluate investment opportunities in the yacht management software sector to enhance operational efficiency and service offerings. yacht management software market is also expanding, with a valuation of \$653.5 million in 2021 and a projected reach of \$2.5 billion by 2031, growing at a CAGR of 14.8%. These trends indicate a robust market with ample opportunities for growth in yacht management services.

Potential Entry into Yacht Maintenance

Extending our service chain into maintenance and refit unlocks new revenue, deeper client retention and tighter controls of fleet uptime. This vertical integration creates a natural funnel for future management leads when yachts enter refit cycles. The aim is to convert an existing facility into a valuable revenue stream, through utilization of inhouse technical teams and parts mark-up. The process would enter with a phased roll-out starting at class survey and other small repairs prior to commencing heavy engineering to limit execution risk.

Yacht Management – Financials

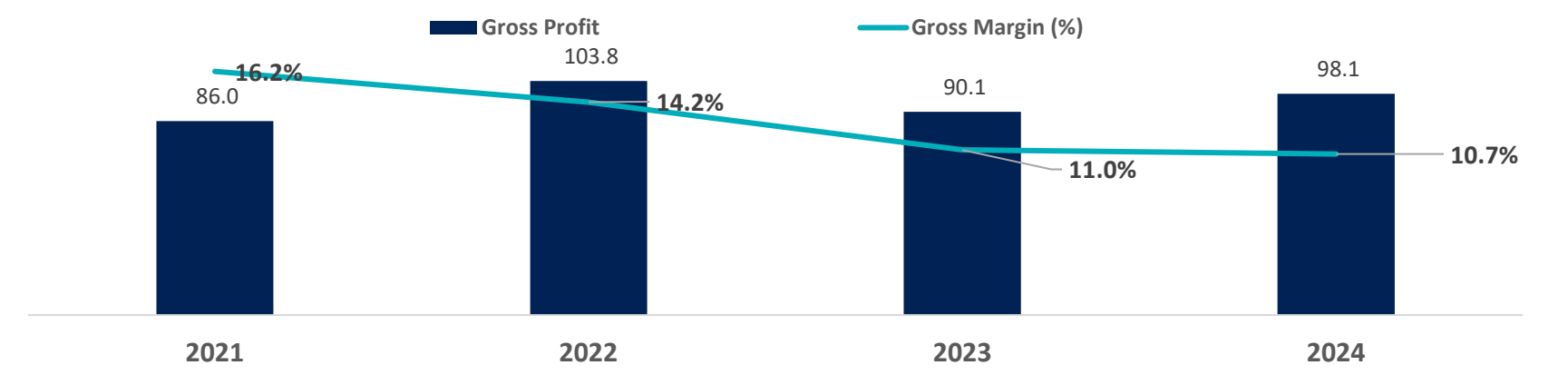
Yacht Segment revenue grew at a CAGR of 20%



Source: Company Financials

Revenue had advanced from AED 530.6m in 2021 to AED 916.2m in 2024, a compound annual growth rate of 20% driven by fleet expansion and cross-sell of services

Gross Profit clocked in at AED98.1mn for FY24 with a Margin of 10.7%



Source: Company Financials

Gross profit dipped in 2023 as a result of post pandemic inflation and a shift in consumer spending behavior. Recovery is visible in 2024 with profit rebounding to AED 98.1m and margin stabilizing after cost pass through and optimization on board managed assets. Management remains confident of a return to pre pandemic margins. Top line momentum is intact and the margin softness in 2023 was a time limited occurrence which is already reversing



Innovation Defense and Technology



IDT – Market Analysis

Marker Size and Trends

The autonomous maritime defense market is rapidly expanding, driven by increased global demand for unmanned naval security solutions. AI and IoT-based remote surveillance systems are becoming essential for defense and commercial applications.

Increased investments in cybersecurity and integrated logistics support (ILS) are driving growth.

Marker Strategy

Government Collaboration: Strengthening ties with UAE, GCC, and European defense agencies

Direct Sales & OEM Partnerships: Collaborating with global defense contractors.

Participation in Defense Exhibitions: Showcasing Typhon, Argo, and UGV platforms at major defense expos.

Target Market

National Defense Forces

Unmanned Surface Vehicles (USVs) for surveillance and security

Government Agencies

AI-powered coastal monitoring and naval security systems.

Private Sector (Energy)

AI-driven autonomous vessels for offshore monitoring and resource management

International Defense Contracts

International Defense Contracts



IDT – Overview

The Innovation, Defense, and Technology (IDT) division is the company's most technologically advanced segment, encompassing:

- Unmanned Surface Vehicles (USVs) & Integrated Logistics Support (ILS) – AI-powered vessel autonomy, smart fleet management, and predictive maintenance for defense and commercial applications.
- Naval & Commercial Shipbuilding (DUNE JV with Damen Shipyards) – Large-scale ship production for warships, patrol boats, tugs, ferries, offshore support vessels (OSVs), and oil & gas transport vessels.

Key Strategic Objectives (2025-2030)

USV & ILS Development

AI-Driven USV Fleet Expansion: Scaling Typhon & Argo platforms for defense surveillance, offshore energy, and logistics.

Smart ILS Solutions: Predictive maintenance, AI-powered diagnostics, and lifecycle vessel management

Global Market Expansion: Government and commercial contracts targeting UAE, GCC, European, and U.S. defense agencies.

Naval and Commercial Shipbuilding (Dune JV)

Defense Shipbuilding: Development of warships, high-speed intervention vessels, and maritime surveillance patrol boats

Commercial Vessel Production: Large-scale manufacturing of tugs, ferries, OSVs, and oil & gas support vessels.

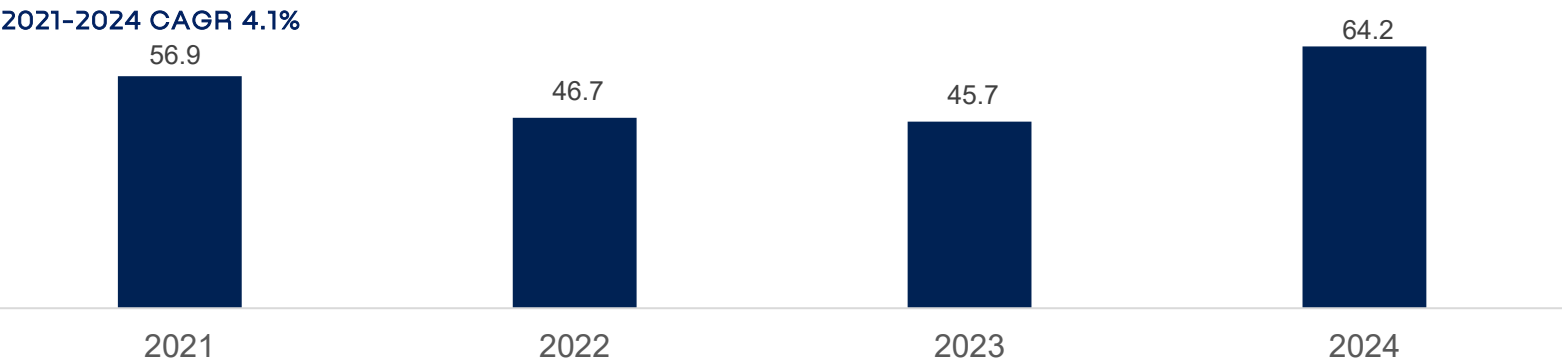
Automation & AI Integration: AI-powered modular shipbuilding, hybrid propulsion technologies, and IMO 2030-compliant designs

Global Market Expansion: Expansion into GCC, European, and U.S. naval and commercial markets.



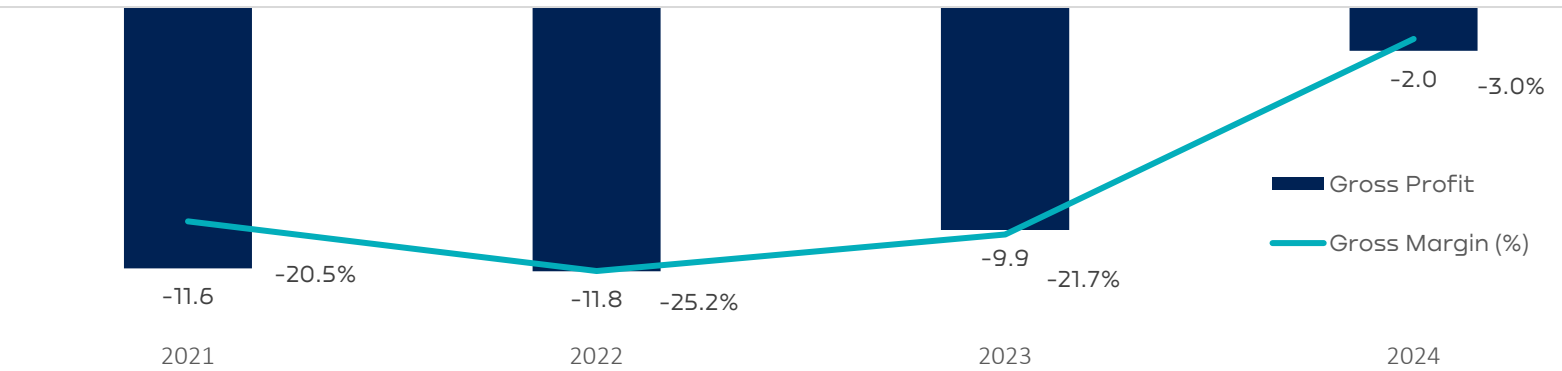
IDT – Financials

IDT Segment revenue grew at a CAGR of 4.1%



Source: Company Financials

IDT Segment – Gross Profit and Margin (%)



Source: Company Financials

From 2021 to 2024, the revenue was primarily generated through technical support contracts with both Government and Private customers. In 2021, revenue included one-time build contracts alongside ongoing technical support agreements. In 2022 and 2023, the focus shifted entirely to ongoing technical support contracts. By 2024, revenue continued to come from these ongoing contracts, along with new technical support agreements with Government and Private customers.

From 2021 to 2024, the sector consistently maintained strong performance in technical support contracts and continued prototype development for government clients. While some anticipated opportunities did not materialize, core capabilities were retained without additional cost increases. In 2023, the sector made strategic investments in 3D printing and additive manufacturing. Notably, in 2024, costs were reduced through resource optimization under Project Navy Blue, enhancing overall efficiency.

Thank you!

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[Company Website](#)

Appendix



Fleet Information – Commercial Shipping

Sr.No	IMO	Vessel Name	Type of Vessel	Year of build	Length Overall x Breadth Extreme	Gross Tonnage	Net Tonnage	DWT (M/T)	Owned by	Operational From	Remark
1	9698434	CERES ONE	BULK CARRIER	2017	181 x 30 m	23,689	12,725	37,914	ASM	2021	NA
2	9655509	ALKAID	LIQUEFIED GAS CARRIER	2013	159.97 x 25.60 m	18,425	5,527	22,780	ASM	2022	JV (ASM Nautical 51% & B Int'l 49%) From May'2025
3	9655511	ALCOR	LIQUEFIED GAS CARRIER	2013	159.97 x 25.6 m	18,425	5,527	22,765	ASM	2022	JV (ASM Nautical 51% & B Int'l 49%) From May'2025
4	9625956	TWIN CASTOR	CRUDE OIL TANKER	2013	331.763 x 59.994 m	167,578	110,083	321,039	ASM	2022	NA
5	9625968	TWIN POLLUX	CRUDE OIL TANKER	2014	331.918 x 59.998 m	167,578	110,076	320,701	ASM	2022	NA
6	9858462	ACRUX	OIL TANKER	2020	324.03 X 60 M	154,499	106,657	299,999	ASM	2022	NA
7	9804124	MEISSA	OIL CHEMICAL BITUMEN TRANKER	2017	175.27 x 32.2 m	29,470	12,442	49,218	ASM	2022	NA
8	9987744	BETELGEUSE	CRUDE OIL TANKER /PRODUCT OIL / CHEMICAL TANKER	2024	182.90 x 32.20x 19.10	29,438.00	13,792.00	49,750.00	Sale & Leaseback	2024	NA
9	9987756	BELLATRIX	CRUDE OIL TANKER /PRODUCT OIL / CHEMICAL TANKER	2024	182.90 x 32.20x 19.10	29,438.00	13,792.00	49,750.00	Sale & Leaseback	2024	NA
10	9987768	MINTAKA	CRUDE OIL TANKER /PRODUCT OIL / CHEMICAL TANKER	2024	182.90 x 32.20x 19.10	29,438.00	13,792.00	49,750.00	Sale & Leaseback	2024	NA
11	9987770	SAIPH	CRUDE OIL TANKER /PRODUCT OIL / CHEMICAL TANKER	2024	182.90 x 32.20x 19.10	29,438.00	13,792.00	49,750.00	Sale & Leaseback	2024	NA
12	9994151	TABIT	CRUDE OIL TANKER /PRODUCT OIL / CHEMICAL TANKER	2025	182.90 x 32.20x 19.10	29,438.00	13,792.00	49,750.00	Sale & Leaseback	2025	NA
13	9994163	RIGEL	CRUDE OIL TANKER /PRODUCT OIL / CHEMICAL TANKER	2025	182.90 x 32.20x 19.10	29,438.00	13,792.00	49,750.00	Sale & Leaseback	2025	NA
14	9943516	LUCKY GAS	LPG CARRIER	2023	229.96 x 32.25	48,773.00	19,788.00	51,874.00	ABGC	2023	JV (ASM PJSC 51.02% & BGN 48.98%)
15	9943528	NORTH GAS	LPG CARRIER	2023	229.96 x 32.25	48773.00	19,788.00	55,231.00	ABGC	2023	JV (ASM PJSC 51.02% & BGN 48.98%)
16	1024572	MERAK	LPG CARRIER	2025	223.71 x 32.25	49,270.00	20,325.00	51,497	ABGC	2025 (Scheduled)	JV (ASM PJSC 51.02% & BGN 48.98%)
17	9997189	MEGREZ	LPG CARRIER	2025	223.71 X 32.25	49,784.00	14,936	55,000	ABGC	2025 (Scheduled)	JV (ASM PJSC 51.02% & BGN 48.98%)
18	1024584	MIZAR	LPG CARRIER	2025	223.82 x 32.25	49,270	20,560	50,900	ABGC	2025 (Scheduled)	JV (ASM PJSC 51.02% & BGN 48.98%)



ASM – EBITDA Reconciliation

AEDmn	FY2020	FY2021	FY2022	FY2023	FY2024
Net Profit	34	2,516	1,009	(1,025)	(1,469)
Add: FVTPL Loss / (Gain)	-	(2,462)	(912)	1,087	1,573
Add: Tax Expenses	-	-	-	-	4
Add: Interest Expenses (COGS)	0	0	19	71	69
Add: Interest Expenses (G&A)	-	-	55	57	69
Add: Depreciation of property, plant and equipment	8	10	37	67	75
Add: Amortization of right of use assets	2	1	0	0	7
EBITDA	44	66	208	258	327