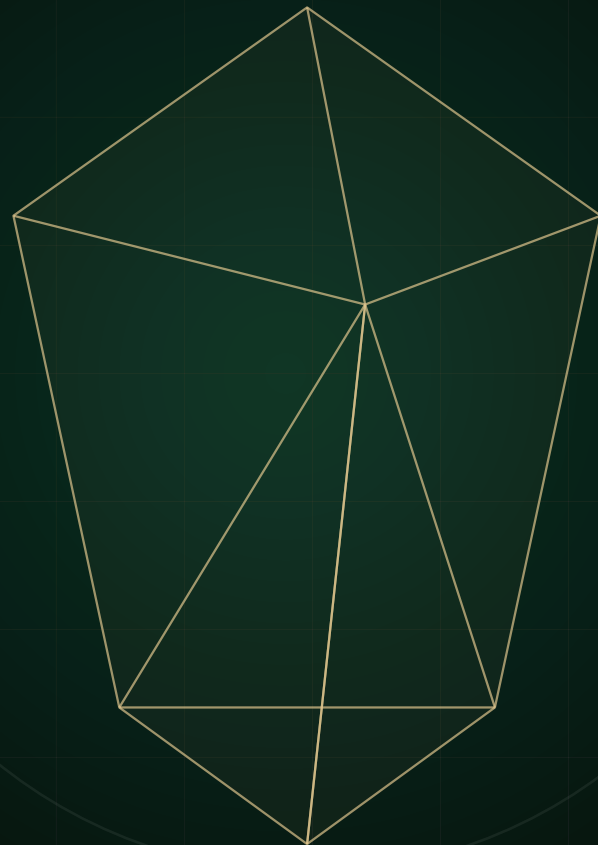




CULLINAN
HOLDING

INVESTMENT | PARTNERSHIP | GROWTH



Built for enduring value.

Cullinan Holding partners with ambitious businesses and exceptional leaders to build resilient companies for the long term.

A clear view of who we are, what we value and how we invest.

01	FOUNDATION	Who we are	04
02	PURPOSE	Vision and mission	05
03	STRATEGY	Investment philosophy	06
04	VALUE CREATION	How we create value	07
05	PARTNERSHIP	How we work	08
06	FOCUS	Investment sectors	09
07	PORTFOLIO	Our companies	13
08	STEWARDSHIP	Governance and leadership	15
09	CONNECT	Start a conversation	17



Patient capital. Active stewardship.

We combine strategic investment, operational insight and trusted partnerships to help good businesses become exceptional ones.



LONG-TERM

INVESTMENT HORIZON

We focus on sustainable enterprise value rather than short-term outcomes.



SELECTIVE

GROWTH OPPORTUNITIES

We pursue opportunities where conviction, capability and alignment come together.



ALIGNED

PARTNER RELATIONSHIPS

We work alongside owners and leadership teams around a shared ambition.

A holding company shaped by clarity and conviction.

We identify high-potential opportunities and work alongside management teams to strengthen operations, accelerate growth and create lasting enterprise value.

Cullinan Holding is an Abu Dhabi-based holding company focused on building resilient businesses through disciplined investment, active stewardship and trusted partnerships.

Our model is built on accountable governance and a genuine commitment to the people behind every business. We stay close to the companies we support and remain focused on the decisions that create durable value.

OUR PERSPECTIVE

"Strong businesses are built through clear purpose, considered decisions and relationships designed to last."

Purpose gives every decision direction.

OUR VISION

To be a trusted investment group known for building strong companies, meaningful partnerships and sustainable value.

OUR MISSION

To identify distinctive opportunities and support them with the capital, insight, governance and partnerships required to realize their full potential.

Values that guide our work

- Integrity

- Accountability

- Excellence

- Partnership

Conviction with discipline.

Our investment philosophy combines a long-term perspective with active involvement and disciplined decision-making.

01 Selective opportunity

We seek businesses with clear purpose, resilient fundamentals and room to grow.

02 Long-term horizon

We protect the qualities that make a business distinctive while supporting its next chapter.

03 Aligned partnership

We build trust through shared objectives, transparent communication and mutual accountability.

04 Practical support

We pair strategic capital with operating perspective, governance and relevant networks.

Purposeful at every stage.

From identifying the right opportunity to supporting its next phase of growth, we stay close to the business and focused on what matters.

01



Identify

We seek businesses with a clear purpose, resilient fundamentals and room to grow.

02



Partner

We align with owners and leadership teams around a shared long-term ambition.

03



Strengthen

We bring strategic perspective, operating support and access to relevant networks.

04



Grow

We pursue sustainable growth while protecting the qualities that make each business distinctive.

Close to the business. Clear on the ambition.

Our approach is collaborative, practical and grounded in a shared view of long-term value.

WHO WE PARTNER WITH

- Business owners
- Leadership teams
- Investors
- Strategic partners

WHAT WE BRING

- Strategic capital
- Operating perspective
- Governance support
- Relevant networks

HOW WE WORK

- Clear alignment
- Active dialogue
- Measured action
- Shared accountability

Focused on sectors that move economies forward.

Our initial focus areas reflect opportunities where long-term demand and operational expertise can create a durable advantage.

01 Energy & Industrial Services

Essential capabilities supporting infrastructure, industry and the evolving energy landscape.

02 Real Estate & Hospitality

Thoughtful assets and operating platforms designed around enduring demand and quality experiences.

03 Logistics & Technology

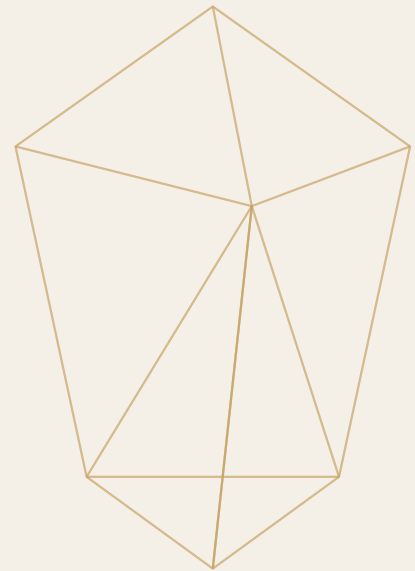
Scalable solutions that help businesses, goods and information move with greater efficiency.

DRAFT FOCUS AREAS - SUBJECT TO FINAL MANAGEMENT APPROVAL

08

Energy & Industrial Services

Essential capabilities supporting infrastructure, industry and the evolving energy landscape.



Areas of interest

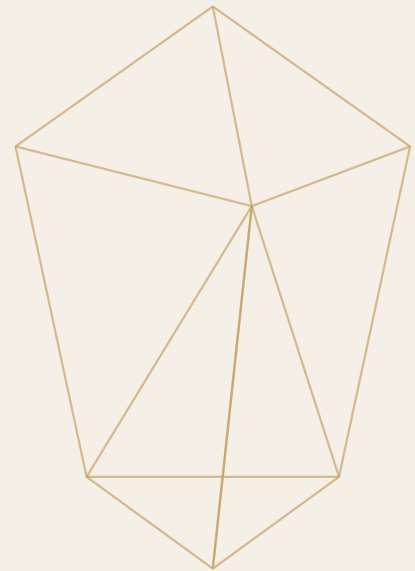
- Industrial services
- Infrastructure support
- Energy value chain
- Operational platforms

Illustrative focus only. Final investment mandate remains subject to approval.

09

Real Estate & Hospitality

Thoughtful assets and operating platforms designed around enduring demand and quality experiences.



Areas of interest

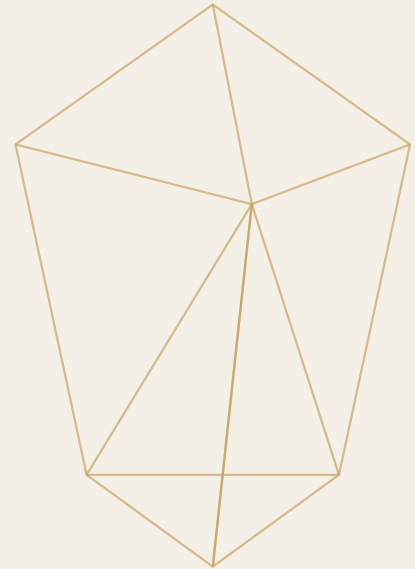
- Income-producing assets
- Operating platforms
- Hospitality concepts
- Experience-led destinations

Illustrative focus only. Final investment mandate remains subject to approval.

10

Logistics & Technology

Scalable solutions that help businesses, goods and information move with greater efficiency.



Areas of interest

- Logistics services
- Supply chain platforms
- Business technology
- Scalable digital solutions

Illustrative focus only. Final investment mandate remains subject to approval.

Operating companies with focused mandates.

Cullinan Holding supports two specialist companies serving construction, project management and international trade.



CONSTRUCTION & PROJECT MANAGEMENT

A construction and project management company supporting planning, coordination, execution and project delivery.



GENERAL TRADING, IMPORT & EXPORT

A general trading company supporting sourcing, import, export and commercial activities across selected local and international markets.

What we look for.

Our assessment begins with the quality of the business, the clarity of the opportunity and the strength of alignment.

01 Clear purpose

A distinctive reason to exist and a compelling proposition for customers.

02 Resilient fundamentals

Demand characteristics and operating foundations that support durability.

03 Room to grow

Practical pathways to strengthen the business and expand responsibly.

04 Capable leadership

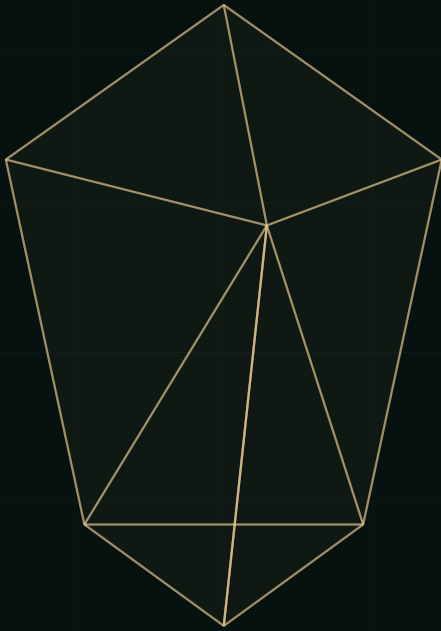
Teams with the ambition, integrity and commitment to build for the long term.

05 Strategic fit

Opportunities where our perspective, networks and support can be relevant.

06 Aligned outcomes

A shared ambition and a transparent basis for partnership.



Responsible leadership. Considered decisions.

Our governance approach is designed to support sound decision-making, effective risk oversight and clear accountability across the group and its portfolio companies.

INTEGRITY

Consistent standards and responsible conduct.

ACCOUNTABILITY

Clear ownership of decisions and outcomes.

OVERSIGHT

Considered review of performance and risk.

TRANSPARENCY

Open communication with relevant stakeholders.



Leadership grounded in clarity and responsibility.



CHIEF EXECUTIVE OFFICER

Talal Safi

Talal Safi serves as Chief Executive Officer of Cullinan Holding. The leadership model emphasizes considered decision-making, clear accountability and long-term alignment across the group and its partnerships.

Responsible leadership. Enduring value.

START A CONVERSATION

Building something with lasting potential?

We welcome conversations with business owners, investors and strategic partners who share our long-term perspective.

LOCATION

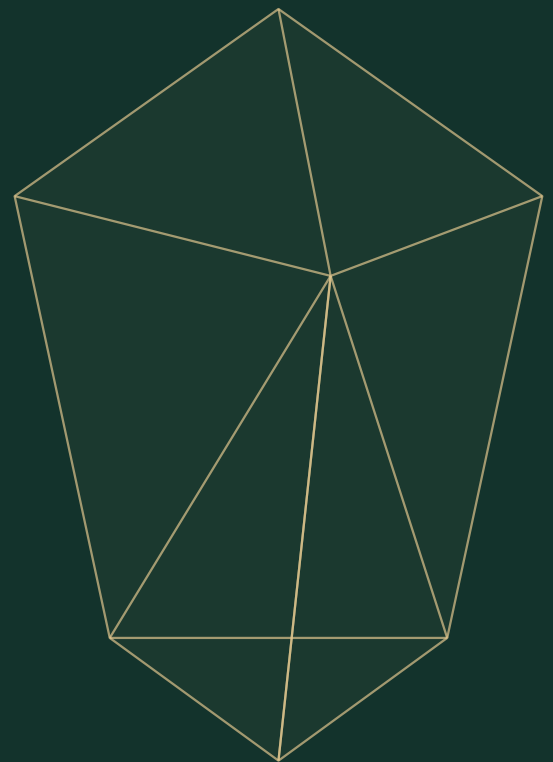
Abu Dhabi, United Arab Emirates

WEBSITE

www.cullinan-holding.com

OFFICIAL EMAIL

Info@cullinan-holding.com



Building enduring value.

CULLINAN HOLDING | 2026