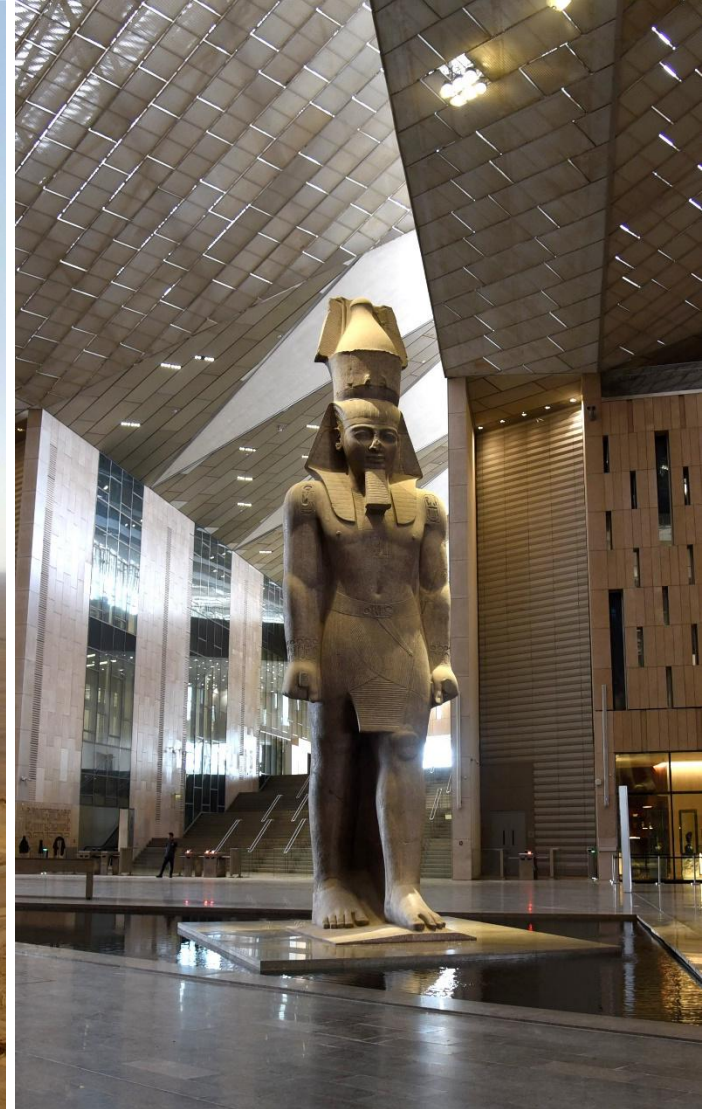
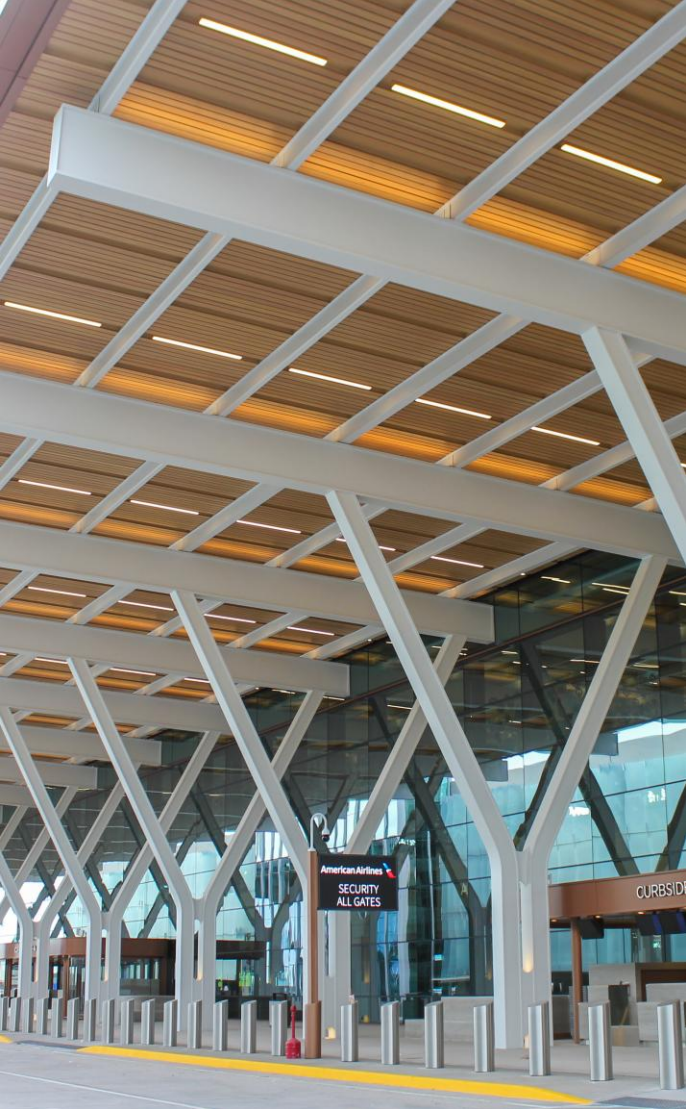




Corporate Presentation
May 2026

ORASCOM 
CONSTRUCTION

Engineering, Construction and Concessions in MEA and USA

Overview

- **Global engineering and construction** contractor focused on infrastructure, industrial and commercial projects in the Middle East, Africa and USA
- **Growing concessions portfolio** in Egypt, UAE and KSA including renewable energy, seawater/wastewater treatment, and logistics
- **Owns 50% of BESIX Group**, an international European contractor with a strong presence across construction and concessions in Europe, MEA and Australia
- **Subsidiaries** across building materials, equipment services, industrial parks, Operation & Maintenance, and facility management
- **Dual listing** on Abu Dhabi Securities Exchange and Egyptian Stock Exchange

Snapshot

70+

Years

25+ Countries

Past and present

\$9.4 bn | +8%

Cons. Backlog⁽¹⁾ | Y-o-Y Growth

\$13.1 bn | +1%

Pro Forma Backlog⁽²⁾ | Y-o-Y Growth

\$5.0 bn | +55%

FY 2025 Revenue

\$276 mn | +82%

FY 2025 Adj. EBITDA⁽³⁾

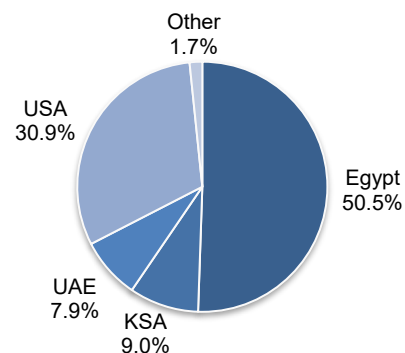
\$1.5 bn | +73%

Q1 2026 Revenue

\$108 mn | +100%

Q1 2026 EBITDA

Consolidated Backlog by Geography⁽¹⁾



A Legacy of Excellence in Engineering & Construction



Proven Track Record Across Multiple Industries and Geographies

Global EPC Capabilities Across Infrastructure and Industrial Projects in the MEA and USA

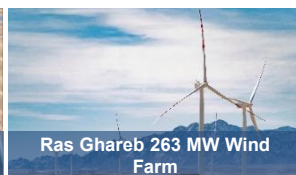
Conventional Power	<i>Regional Leader in the Execution of Mega Power Projects</i>	>30 GW Power Projects in ME
Renewable Energy	<i>First Mover Across Renewable Energy in the Region</i>	1.8 GW Wind Power Investments
Water/Wastewater Treatment & Desalination	<i>Global Leader Delivering the Two Largest Projects Worldwide</i>	>17m m³/day Water Treatment/desal in ME
Data Centers	<i>Leading Data Center Execution in USA and Egypt</i>	>1.5 GW Data Centers in USA & Egypt
Transportation	<i>Executing Large-Scale Transportation Infrastructure</i>	>3,800 km HSR, Metro, Monorail in MEA & USA
Aviation	<i>Extensive Airport Portfolio Across the Middle East and USA</i>	>50 Airports Projects in ME & USA
Industrials	<i>Diverse Track Record Across Industrial Sectors including Cement, Fertilizers, Petrochemicals and LNG Plants</i>	World's Largest Nitrogen-based Fertilizer Plants and Methanol Production Facility
Social Infrastructure	<i>Long Track Record of Delivering Social and Cultural Projects</i>	World's Largest Archaeological Museum "GEM"



Grand Egyptian Museum



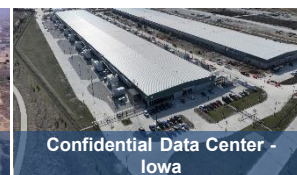
Bahr El Baqr Wastewater Treatment Plant



Ras Ghareb 263 MW Wind Farm



Abu Rawash Wastewater Treatment Plant



Confidential Data Center - Iowa



Ain Sokhna Product Hub

A Growing Concessions Portfolio

Co-owner and co-developer of projects in water, renewable energy, and logistics sectors
Combines OC's EPC, financing, investment and development expertise to create long-term recurring income

Red Sea Wind Energy	Ras Ghareb Wind Energy	Dammam Independent Sewage Treatment Plant	New Cairo Wastewater Treatment Plant
650 MW BOO wind farm in Egypt - Ownership: 25% - Duration: 25 years - MEA's Largest operational wind farm - Fully operational since Q2 2025	263 MW BOO wind farm in Egypt - Ownership: 20% - Duration: 20 years - Egypt's first renewable IPP project of its size - Operational since Q4 2019	200 m³/day BOOT sewage treatment plant in Dammam, KSA - Ownership: minority stake - Duration: 25 years - KSA's first ISTP project - Operational since Q4 2025	250 m³/day BOOT wastewater treatment plant in Egypt - Operational since 2013 - Ownership: 50% - Duration: 25 years - Egypt's first PPP
Ras Shukheir Wind Energy	Mirfa Seawater and Supply Company (Project Wave)	Warehouse in Fayoum	 Red Sea Wind Energy – 650 MW
900 MW BOO wind farm in Egypt - Ownership: 25% - Duration: 25 years - PPA signed in March 2026 and financial close expected by early Q3 2026	- Large-scale BOOT seawater treatment & water transportation project in Abu Dhabi for ADNOC - Ownership: 16.3% - Duration: 30 years - Project worth \$2.2 billion	- BOO strategic warehouse in Fayoum, Egypt - Ownership: 100% - Modern logistics and warehousing of strategic basic commodities	
Mirfa Seawater and Supply Company 	New Cairo WWTP 	Dammam ISTP 	Ras Ghareb Wind Energy – 263 MW 

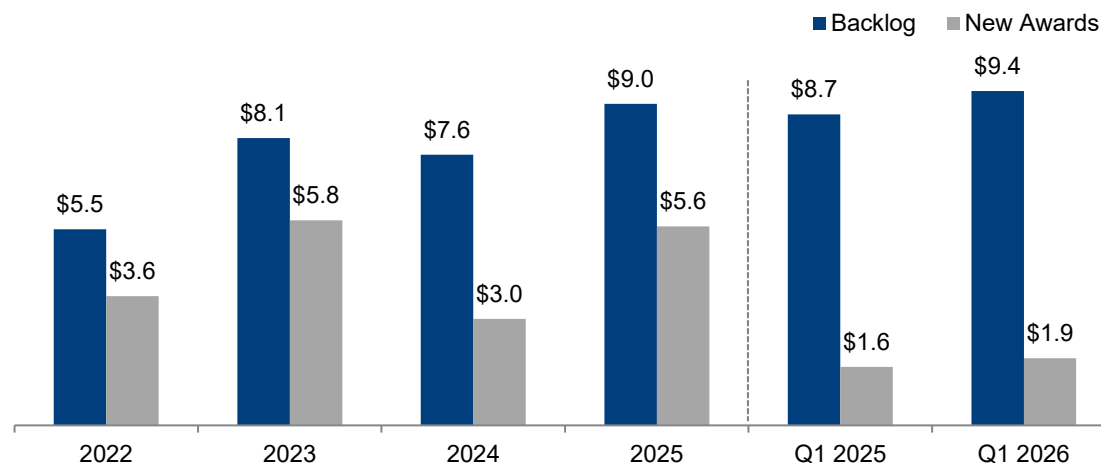
Equipment Services, Building Materials and Facility Management

Diverse group of subsidiaries across building materials, equipment services, industrial parks and facility management

Company	Ownership	Q1 2026 Revenue	Description
	100%	USD 13.4 million	A leading equipment importation, distribution and maintenance player in Egypt. Sole agent for blue-chip equipment including earthmoving equipment, gensets, pumps, irrigation, marine, railway and security systems.
	100%	USD 15.9 million	Manufactures and supplies fabricated steel products, serving infrastructure and industrial clients in Africa, Asia, Europe, USA and Latin America. Operates a major facility in Egypt with a capacity of 50k tons/year.
	100%	USD 5.4 million	- Manufactures and installs glass, aluminum and architectural metal works. - Facility located in Ain Sokhna, Egypt and equipped with facilities that can produce all types of façade work.
	40%	USD 2.7 million	- Manufactures precast/pre-stressed concrete cylinder pipes and pre-stressed concrete primarily. - Two plants located in Egypt supply Egypt and North Africa; production capacity of 86 km/yr of concrete piping.
	100%	USD 6.4 million	Leading facility and property management services provider in Egypt. Integrates all aspects of FM and maintenance, including soft services, hard services, asset management and corporate services.
	60.5%	USD 0.8 million	Egypt's first privately-owned industrial park developer. Develops, operates and maintains an industrial landbank of around 15.5 million square meters in Ain Sokhna and Abu Rawash/Giza, Egypt.

Consolidated Backlog

Evolution of Consolidated Backlog (USD Billion) ⁽¹⁾



Backlog and New Awards

USD million	Q1 2026	Q1 2025	Change	FY 2025
Equity consolidation				
Backlog	9,379.5	8,729.1	7.5%	9,025.4
New Awards	1,884.0	1,640.1	14.9%	5,581.4
Pro forma inc. 50% of BESIX				
Backlog	13,054.7	12,973.2	0.6%	12,963.6
New Awards	2,195.5	1,963.9	11.8%	7,241.4

Consolidated

- Consolidated backlog increased 7.5% y-o-y to USD 9.4 billion as of 31 March 2026
- Consolidated new awards increased 14.9% y-o-y to USD 1,884.0 million in Q1 2026

MEA

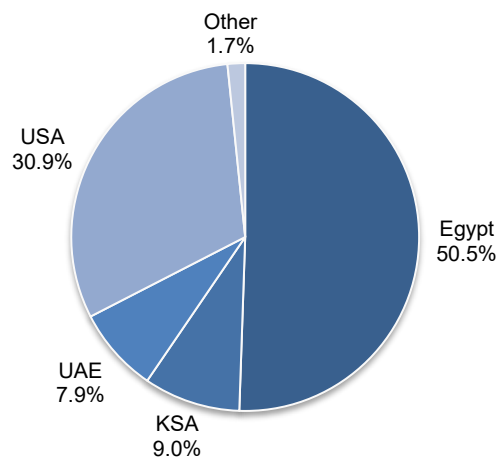
- Backlog in MEA decreased 11.6% y-o-y and increased 5.7% q-o-q to USD 6,479.2 billion as of 31 March 2026
- New awards of USD 1,146.8 million in Q1 2026
- New awards led by infrastructure projects in the UAE, KSA and Egypt

USA

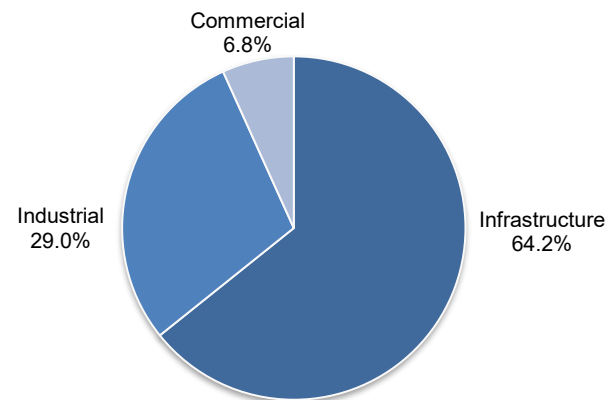
- Backlog in USA increased 107.1% y-o-y and 0.2% q-o-q to USD 2,900.3 million as of 31 March 2026
- New awards of USD 737.1 million in Q1 2026
- New awards included the expansion of an ethanol production facility, new data center work, and commercial projects across several states.

Consolidated Backlog Breakdown – 31 March 2026

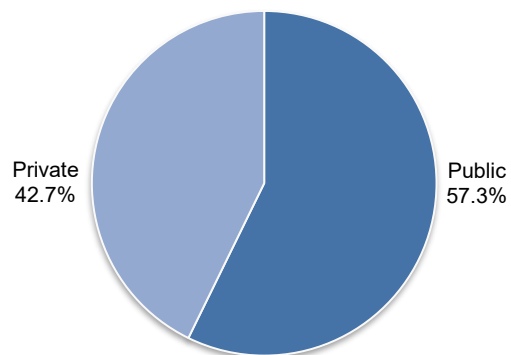
Backlog by Geography⁽¹⁾



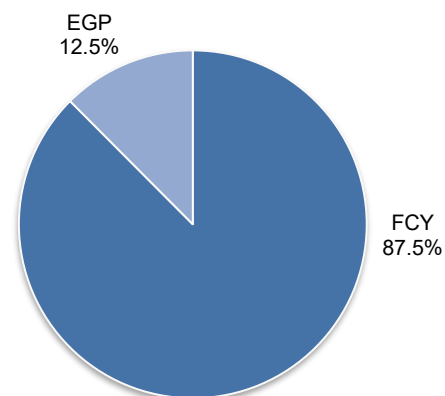
Backlog by Sector



Backlog by Client



Backlog by Currency⁽¹⁾

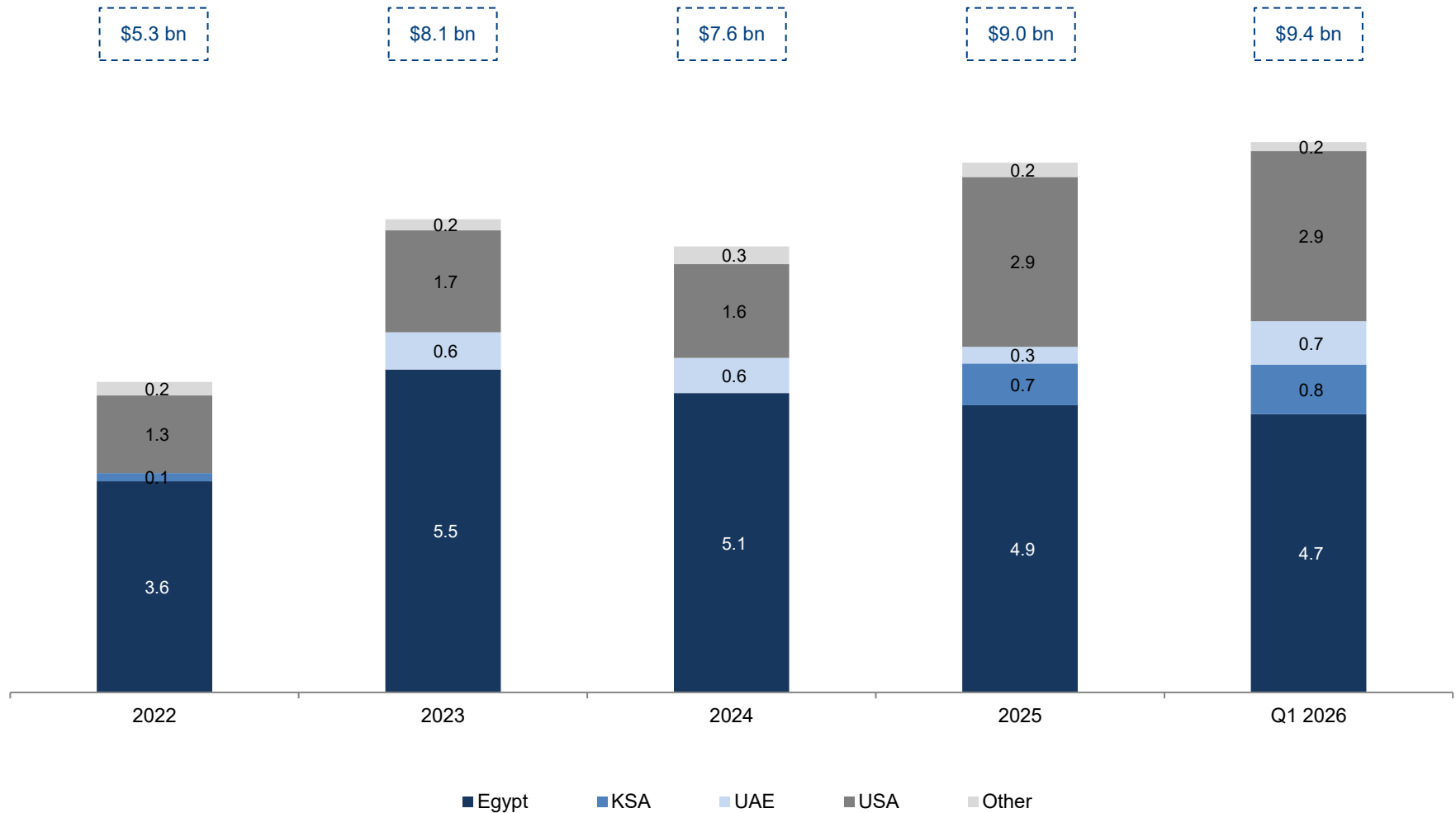


(1) 75.3% of backlog in Egypt is in FCY

Note: Backlog breakdown for consolidated backlog of USD 9.4 billion as of 31 March 2026; backlog excludes BESIX and JV's accounted for under the equity method

Evolution of Backlog by Geography

Consolidated Backlog by Geography (Excluding BESIX)



Strategic Shareholding in BESIX Group



Highlights

- Founded in 1909, BESIX Group is a leading Belgian construction and concessions player, with a focus on Europe, MENA, Australia, and select African markets
- OC acquired 50% of BESIX in 2004, developing a strong partnership spanning more than two decades
- Held at a book value of USD 460.5 million
- Complementary capabilities allowing for access to new markets and partnership opportunities
- BESIX also provides OC with consistent annual dividends

Select MENA Construction Track Record

- Burj Khalifa, UAE
- Sheikh Zayed Grand Mosque, UAE
- The Royal Atlantis Resort & Residences, UAE
- Ferrari World, UAE
- The Port of NEOM, Saudi Arabia
- The Grand Egyptian Museum, Egypt (BESIX–Orascom joint venture)
- Zayed National Museum and Guggenheim Abu Dhabi, UAE
- Zayed City Schools

Europe Experience

- Benelux's largest contractor focused on marine, infrastructure and high-end commercial projects

Concessions & Real Estate Portfolio

- BESIX leverages construction and property development expertise to invest in concessions and real estate in Europe and MENA

Over 20 Years of Concessions Experience
Across investments and O&M in Europe and UAE

Transportation, Marine and Social Infra in Europe
Growing portfolio of over 10 diverse concessions

Water Treatment, Energy and Social Infra in UAE
First mover with over 10 investments and O&M projects

25+

Countries

10,000+

Employees Worldwide

EUR 4.2 Billion

FY 2025 Revenue

#47

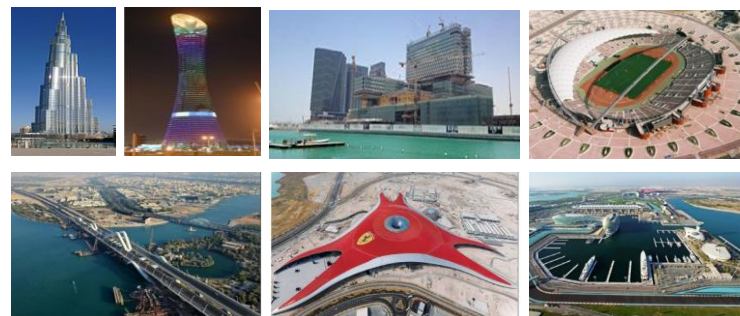
Latest ENR International
Contractors Ranking

EUR 6.4 Billion

Q1 2026 Backlog

EUR 543 Million

Q1 2026 New Awards

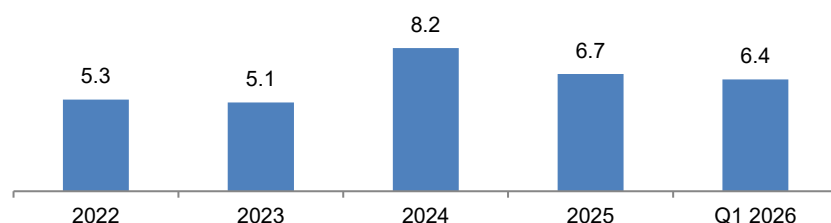


Pro Forma Snapshot Including 50% of BESIX – Q1 2026

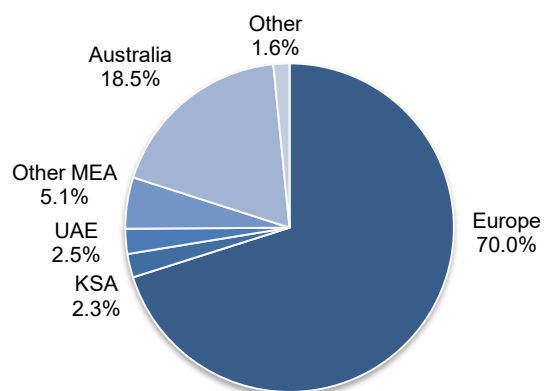


- BESIX's standalone backlog decreased 18.3% y-o-y from near-record levels to EUR 6,409.9 million as of 31 March 2026
- New awards decreased 9.2% y-o-y to EUR 543.4 million in Q1 2026 and mainly comprised new projects in Europe
- BESIX net cash position of EUR 267.0 million as of 31 March 2026
- BESIX book value of USD 460.5 million in Orascom Construction's noncurrent assets on the balance sheet

BESIX Standalone Backlog Evolution (EUR billion)



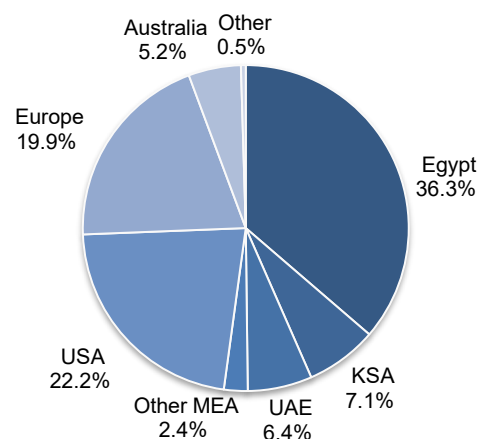
BESIX Standalone Backlog by Geography



USD million

	OC	50% of BESIX	Pro Forma
Revenue	1,468.4	566.9	2,035.3
EBITDA	108.3	9.0	117.3
Backlog	9,379.5	3,675.2	13,054.7
New Awards	1,884.0	311.5	2,195.5

Pro Forma Backlog – Including 50% of BESIX

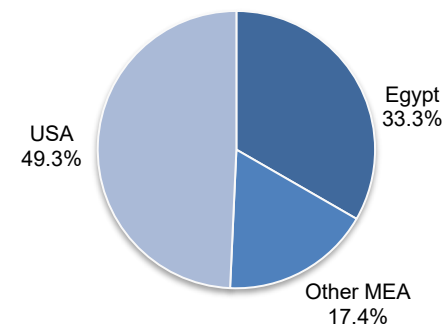


Financial Section – Q1 2026 Results

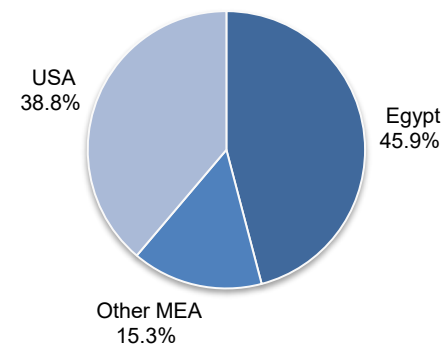
Summary Income Statement

USD million			
	Q1 2026	Q1 2025	Change
Revenue	1,468.4	847.6	73.2%
MEA	744.9	518.7	43.6%
USA	723.5	328.9	120.0%
EBITDA	108.3	54.1	100.2%
MEA	76.8	47.0	63.4%
USA	31.5	7.1	343.7%
EBITDA margin	7.4%	6.4%	
MEA margin	10.3%	9.1%	
USA margin	4.4%	2.2%	
Net profit attributable to shareholders	53.4	25.1	112.7%
MEA	25.7	17.6	46.0%
USA	22.8	4.2	442.9%
BESIX	4.9	3.3	48.5%
Net profit margin	3.6%	3.0%	
MEA margin	3.5%	3.4%	
USA margin	3.2%	1.3%	

Revenue by Geography – Q1 2026



Revenue by Geography – Q1 2025



Concessions, Building Materials, Equipment Services, and Facility Mgmt.

Concessions distributed USD 3.7 million in Q1 2026, and the building materials, equipment services and facility management segment contributed USD 4.4 million (8.2%) to total net profit in Q1 2026

Company	Ownership	Q1 2026 Revenue	Description
Operational Concessions⁽¹⁾			
	25%	USD 11.8 million	- A 650 MW Build-Own-Operate (BOO) wind farm in Ras Ghareb, Egypt, the largest in MEA - Full commercial production in June 2025 after completing the final 150 MW phase ahead of schedule.
	20%	USD 9.6 million	- The first renewable energy IPP project in Egypt; a 262.5 MW BOO wind farm in Ras Ghareb, Egypt. - Full commercial operation commenced 45 days ahead of schedule on 31 October 2019.
	50%	USD 2.6 million	- A 250m³/day wastewater treatment plant. - Egypt's first Public Private Partnership project.
Building Materials, Equipment Services, and Facility Management			
	100%	USD 13.4 million	A leading equipment importation, distribution and maintenance player in Egypt. Sole agent for blue-chip equipment including earthmoving equipment, gensets, pumps, irrigation, marine, railway and security systems.
	100%	USD 15.9 million	Manufactures and supplies fabricated steel products, serving infrastructure and industrial clients in Africa, Asia, Europe, USA and Latin America. Operates a major facility in Egypt with a capacity of 50k tons/year.
	100%	USD 5.4 million	- Manufactures and installs glass, aluminum and architectural metal works. - Facility located in Ain Sokhna, Egypt and equipped with facilities that can produce all types of façade work.
	40%	USD 2.7 million	- Manufactures precast/pre-stressed concrete cylinder pipes and pre-stressed concrete primarily. - Two plants located in Egypt supply Egypt and North Africa; production capacity of 86 km/yr of concrete piping.
	100%	USD 6.4 million	Leading facility and property management services provider in Egypt. Integrates all aspects of FM and maintenance, including soft services, hard services, asset management and corporate services.
	60.5%	USD 0.8 million	Egypt's first privately-owned industrial park developer. Develops, operates and maintains an industrial landbank of around 15.5 million square meters in Ain Sokhna and Abu Rawash/Giza, Egypt.

Note: Revenue figures represent 100% of each unit's revenue and before intercompany eliminations.

(1) Accounts for operational assets, and excludes concessions under construction and development phase

Income Statement

USD million	Q1 2026	Q1 2025
Revenue	1,468.4	847.6
Cost of sales	(1,321.2)	(755.8)
Gross profit	147.2	91.8
Other income (net)	4.8	2.8
SG&A expenses	(53.9)	(49.0)
Operating profit	98.1	45.6
EBITDA	108.3	54.1
<i>Margin</i>	<i>7.4%</i>	<i>6.4%</i>
Finance income	53.2	6.4
Finance cost	(66.7)	(25.8)
Net finance cost	(13.5)	(19.4)
Income from equity accounted investees	0.6	8.0
Profit before income tax	85.2	34.2
Income tax	(27.2)	(7.1)
Net profit	58.0	27.1
Net profit attributable to:		
Owners of the company	53.4	25.1
Non-controlling interest	4.6	2.0
Net profit	58.0	27.1

Results Commentary

Revenue:

- Consolidated revenue increased 73.2% y-o-y to USD 1,468.4 million in Q1 2026
- MEA accounted for 51% of total revenue in Q1 2026 while USA contributed the balance
- Revenue growth was driven by progress at all major projects in Egypt, UAE, KSA and USA

EBITDA

- EBITDA increased 100.2% y-o-y to USD 108.3 million and EBITDA margin to 7.4% in Q1 2026
- EBITDA for the MEA region grew 63.4% y-o-y to USD 76.8 million, with margin at 10.3%, while EBITDA for the U.S. grew 343.7% y-o-y to USD 31.5 million, with margin at 4.4%

Income from associates:

- Contribution from BESIX to net profit increased 48.5% y-o-y to USD 4.9 million in Q1 2026
- Income from associates impacted by seasonality across the Group's wind concessions. Nevertheless, the Group received total distributions of USD 3.7 million from its operational concessions in Q1 2026.

Net Income:

- Net profit attributable to shareholders increased 112.7% y-o-y to USD 53.4 million, while net profit margin increased to 3.6% in Q1 2026, reflecting higher profitability across the Group

Balance Sheet

USD million	31 Mar 2026	31 Dec 2025	Results Commentary
ASSETS			
Non-current assets			Non-current assets
Property, plant and equipment	168.4	178.5	Total equity account investees of USD 530.5 million, out of which BESIX represents USD 460.5 million
Goodwill	27.7	27.7	
Trade and other receivables	30.1	33.1	Current assets:
Equity accounted investees	530.5	540.0	Trade and other receivables as of 31 March 2026 include USD 923.7 million in accounts receivables, USD 296.3 million in retentions and USD 562.3 million in supplier and subcontractor advance payments
Deferred tax assets	75.6	80.3	75% of gross trade receivables as of 31 March 2026 are not yet due
Total non-current assets	832.3	859.6	A portion of the Group's excess cash has been reclassified to an investment in financial assets
Current assets			
Inventories	268.8	275.4	
Trade and other receivables	1,988.7	1,902.5	
Contracts work in progress	705.3	807.8	
Investment in financial assets at FVTPL	138.4	-	
Current income tax receivables	0.7	0.8	
Cash and cash equivalents	1,205.9	1,369.7	
Total current assets	4,307.8	4,356.2	
TOTAL ASSETS	5,140.1	5,215.8	

Balance Sheet

USD million	31 Mar 2026	31 Dec 2025	Results Commentary
EQUITY			Equity:
Share capital	110.2	110.2	The movement in reserves relates primarily to currency translation differences
Share premium	467.3	467.3	
Reserves	(477.2)	(448.9)	Liabilities:
Retained earnings	796.9	743.9	
Equity attributable to owners of the Company	897.2	872.5	Trade and other payables as of 31 March 2026 includes USD 670.6 million in trade payables, USD 1,037.6 million in accrued expenses and USD 200.6 million in retentions payable to subcontractors
Non-controlling interests	30.4	28.2	
TOTAL EQUITY	927.6	900.7	
LIABILITIES			
Non-current liabilities			
Loans and borrowings	29.2	31.2	
Trade and other payables	53.5	75.7	
Deferred tax liabilities	11.8	4.9	
Total non-current liabilities	94.5	111.8	
Current liabilities			
Loans and borrowings	301.3	283.7	
Trade and other payables	2,128.4	2,114.3	
Advanced payments from construction contracts	629.2	708.6	
Billing in excess of construction contracts	944.0	986.0	
Provisions	68.8	74.8	
Income tax payables	46.3	35.9	
Total current liabilities	4,118.0	4,203.3	
Total liabilities	4,212.5	4,315.1	
TOTAL EQUITY AND LIABILITIES	5,140.1	5,215.8	

Cash Flow Statement

USD million	31 Mar 2026	31 Mar 2025	Results Commentary
Net profit	58.0	27.1	Cash flow generated from operating activities:
Adjustments for:			Operating cash flow of USD 26.2 million in Q1 2026 compared to USD 14.1 million in Q1 2025
Depreciation	10.2	8.5	
Interest income	(9.2)	(5.9)	
Interest expense	17.0	22.6	
Net foreign exchange loss	5.7	2.7	
Share in income of equity accounted investees	(0.6)	(8.0)	
Gain on sale of PPE	(0.1)	-	
Income tax expense	27.2	7.1	
Changes in:			
Inventories	(30.3)	(19.9)	
Trade and other receivables	(255.9)	(258.7)	
Contract work in progress	31.4	98.3	
Trade and other payables	154.0	42.3	
Advanced payments construction contracts	(0.5)	39.1	
Billing in excess on construction contracts	26.3	77.1	
Provisions	(2.1)	(1.2)	
Cash flows:			
Interest paid	(17.0)	(22.6)	
Interest received	9.2	5.9	
Dividend from equity accounted investees	2.9	-	
Income taxes paid	-	(0.3)	
Cash flow generated from operating activities	26.2	14.1	

Cash Flow Statement

USD million	31 Mar 2026	31 Mar 2025	Results Commentary
Proceeds from sale PPE	1.2	1.3	Cash flow used in investing activities: ▪ Cash flow used in investing activities of USD 156.4 million in Q1 2026 compared to USD 11.9 million in Q1 2025 ▪ A portion of the Group's excess cash has been reclassified to an investment in financial assets to reflect a liquid allocation
Investments in PPE	(17.6)	(13.2)	
Investment in financial assets at FVTPL	(140.0)	-	
Cash flow used in investing activities	(156.4)	(11.9)	
Proceeds from borrowings	72.2	37.0	Cash flow generated from financing activities: ▪ Cash flow generated from financing activities of USD 57.2 million in Q1 2026 compared to USD 3.4 million in Q1 2025
Repayment of borrowings	(12.7)	(7.8)	
Lease payments	(2.3)	(1.6)	
Dividends paid to shareholders	-	(24.2)	
Cash flow generated from financing activities	57.2	3.4	
Net change in cash and cash equivalents	(73.0)	5.6	
Cash and cash equivalents at 1 January	1,369.7	1,041.3	
Currency translation adjustments	(90.8)	4.1	
Cash and cash equivalents at 31 March	1,205.9	1,051.0	

Appendix

Strong Track Record of Geographic and Sector Expansion

History of Creating Value for Shareholders

Growing Family Construction Business

- Roots trace back to 1950s in Egypt where first project was refurbishment of school wall
- Evolved into leading private sector contractor by the 1990s through partnerships with int'l players
- Embarked on an ambitious drive in the mid-1990s to invest in cement and building materials
- IPO on the EGX in 1999 and acquired 50% of BESIX Group in 2004
- Currently executing projects in 10 countries compared to 4 at IPO

Incubating Cement, Port & Fertilizer Lines

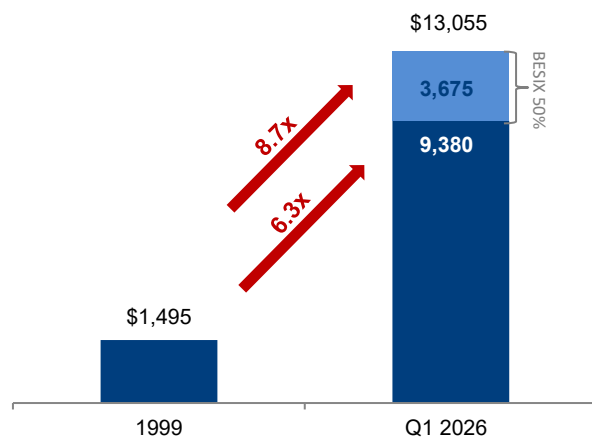
- Created a top 10 global cement producer in 12 countries through greenfields and acquisitions in 1990s-2000s
- Co-owned/built ME's first privatized BOT port in Egypt and divested stake in 2007
- Divested cement group in 2007 and began growing fertilizer business
- Leveraged construction group and M&A to expand fertilizer business in Egypt, Algeria, Netherlands and USA
- Demerged from fertilizer group in March 2015

Building an Investments and O&M Portfolio

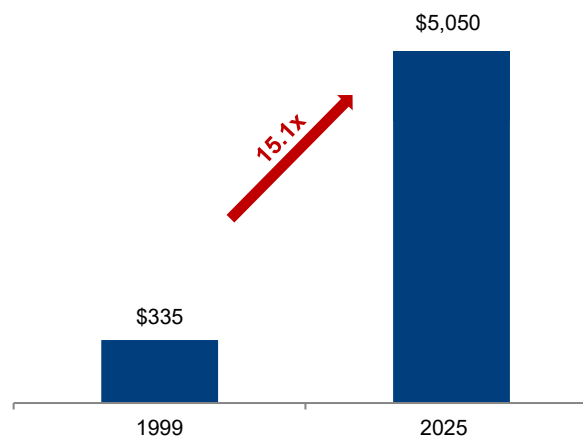
- Creates construction opportunities, recurring income and cash flow
- Infrastructure concessions such as Egypt's first PPP project (wastewater), three wind farms in Egypt, and a mega water project in UAE
- O&M in water, power, transportation industrial zones and facilities management
- Diverse building materials portfolio across steel fabrication, curtain walling and chemicals
- Equipment services subsidiary that is the sole agent for blue-chip manufactures

Growth and Geographic Expansion

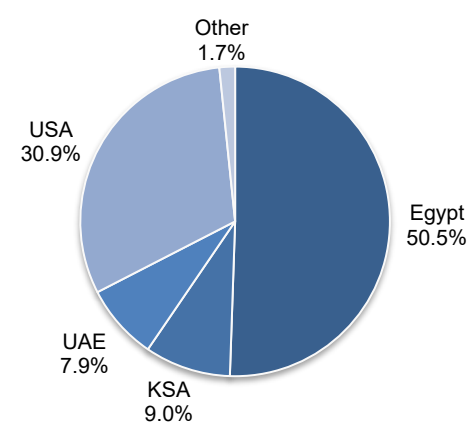
Backlog Growth (USD Million)



Revenue Growth (USD Million)



Backlog by Geography⁽¹⁾



(1) Backlog as of 31 March 2026; backlog excludes BESIX and JV's accounted for under the equity method

Entrepreneurial Track Record

Creating Shareholder Value

- **Shareholder return:** driven by strong longstanding leadership along with investment vision of principal shareholders
- Strategy to focus on **infrastructure investments/concessions, Operation & Maintenance (O&M) contracts and complementary services** to provide steady cash flow and support long-term growth
 - Co-developed BOO wind farms with a total capacity of 913 MW in Egypt, including the largest operational in the Middle East and Africa, with another 900 MW wind farm under development
 - Co-developer and co-operator of Egypt's first PPP concession – New Cairo Wastewater Treatment Plant (Orasqualia)
 - Co-investor and co-EPC contractor on a 30-year, \$2.2 billion water treatment and supply BOOT project in the UAE
 - Secured O&M contracts in power, water treatment, water desalination, wastewater treatment, transportation and facilities management
 - Holds a building materials portfolio and an equipment services company in Egypt
- History of successfully **entering new markets:**
 - Expanded outside of Egypt since early 1990's and in more than 10 countries today
 - Successful acquisitions: BESIX in 2004 and Weitz in the United States in 2012
- History of successfully **incubating new businesses** including:
 - **Cement:** developed a top 10 global cement producer primarily through greenfield projects in over 10 countries until divestment in December 2007
 - **Ports:** held a strategic stake in a key port in Egypt on a Build-Own-Operate (BOT) basis, which was divested in 2007
 - **Fertilizer & Chemicals:** built three of OCI N.V.'s operating plants in Egypt and Algeria, and two production complexes in the United States, which transformed OCI N.V. into a top global fertilizer and methanol producer



Longstanding Position as Global Contractor of Choice

Track Record and Competitive Strengths

- **Tradition:** construction has been the core business since inception in 1950
 - Orascom Construction PLC is now a leading global company employing c.55,000 people, with over 70 years of experience in MENA markets and 160 years in the United States through Weitz and Contrack Watts
- **Wide variety of core competencies:** execution of large and complex infrastructure, industrial and commercial projects
- **Track record with global presence:** proven track record in over 20 countries across infrastructure, industrial and commercial sectors, with strong focus on high growth markets and significant local resources – ranked 39 on ENR's 2024 International Contractors rankings, the highest MEA construction company
- **Experienced management team:** key executives have been with the Company 15+ years and have a proven track record of growing the business both organically and through acquisitions as well as arranging competitive financing packages
- **Strong and well-established client base:** comprising sovereign and blue-chip clients with longstanding relationships
- **Backlog:** quality backlog with healthy revenue coverage coupled with strong EPC track record
- **Concessions:** EPC strength coupled with investment and financing track record positions the Group well for further expansions across concessions
- **High corporate governance standard:** culture of strict corporate governance as part of a publicly traded company since 1999 enhanced by experience as part of a Dutch company listed on Euronext Amsterdam for 2 years, followed by listings on Nasdaq Dubai, ADX and EGX
- **Dividends and share buybacks:** returned over USD 374 million to shareholders since the IPO in March 2015 through dividends and share buybacks, with dividends paid consistently since 2018



Group Strategy Aimed at Delivering Top and Bottom-Line Growth

The Group has focused on creating shareholder value in the process of becoming a leading private sector contractor and an incubator of high-value businesses through 4 key pillars

1 Strengthen EPC Market and Geographic Position

- Expand market presence as an EPC contractor in core markets in MEA and USA
 - Leverage strengths in high-performing sectors
 - Selective pursuit of well-funded projects
 - Capitalize on financing track record across various industries including facilitating EPC + Finance projects
- Pursue strategic growth in markets with solid fundamentals and rising infrastructure demand

2 Investment and Concessions Opportunities

- Leverage a proven investment track record in cement, fertilizer, water/wastewater treatment, and renewable energy to expand in concessions
- Complementary portfolio across building materials, O&M, and equipment services
- As builder, owner, and operator, generate construction revenue and recurring cash flow post-operation
- Strategy demonstrated through Egypt's first PPP and two IPP wind farms, now replicated in the UAE and KSA
- Expanding recurring income portfolio across building materials, O&M, and equipment services

3 Establish and Leverage Strategic Partnerships and JVs

- Proven track record and partnerships have positioned the Group as a leading player, delivering some of the world's largest and most complex projects
- Strengthen relationships with repeat clients to secure new opportunities in existing and new markets

4 Commitment to Excellence

- Committed to excellence in quality, safety, environment, and governance
- Health and safety remain central to our operational strategy
- Active corporate citizenship and social responsibility across all markets

Board of Directors

Chairman



Jérôme Guiraud

Independent Non-Executive
Chairman

CEO



Osama Bishai

Executive Board Member



Johan Beerlandt

Independent Non-Executive



Sami Haddad

Independent Non-Executive



Bjorn Schuurmans

Non-Executive



Nada Shousha

Independent Non-Executive



Renad Younes

Independent Non-Executive

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Backlog and new contract awards are non-IFRS metrics based on management's estimates of awarded, signed and ongoing contracts which have not yet been completed, and serves as an indication of total size of contracts to be executed. These figures and classifications are unaudited, have not been verified by a third party, and are based solely on management's estimates.



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