



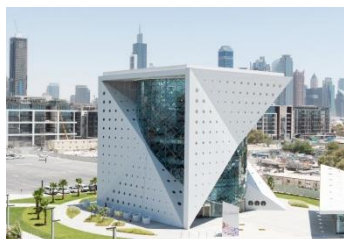
Bahr El Baqar Water Treatment Plant, Egypt

Corporate Presentation
May 2022



Highlights

Global contractor focused on infrastructure, industrial and high-end commercial projects in MEA and USA



- **Dual listing on NASDAQ Dubai and the Egyptian Exchange**
 - Shareholding above 5%: Sawiris Family - 51.8%; Sustainable Capital – 12.2%; Melinda French Gates - 5.6%⁽¹⁾
- **Pro forma backlog of USD 8.3 billion including 50% share in BESIX and consolidated backlog of USD 5.5 billion as of 31 March 2022**
 - Ranked #32 on ENR's Int'l Contractors list and #105 on Global Contractors list
- **Proven track record of growth and shareholder value creation through entry into new markets and the creation of new business lines**
 - Previously incubated cement, port, fertilizer and building materials businesses
- **A growing portfolio of investments in infrastructure assets, building materials, operation & maintenance, and equipment services to provide recurring cash flow and support long term growth**
 - Co-developer and co-owner of Egypt's first PPP project (Orasqualia) and the largest renewable energy IPP project in Egypt (262.5 MW BOO wind farm)
 - Diverse O&M contracts in water, transportation and facilities management, building materials portfolio, and equipment services company subsidiary
- **Strategic shareholding of 50% in BESIX Group, the largest Belgian contractor with a backlog of of EUR 5.0 billion as of 31 March 2022**
 - Partnership opportunities, exposure to complementary capabilities and annual dividend stream
 - Book value of USD 376.6 million



Strong Track Record of Growth and International 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

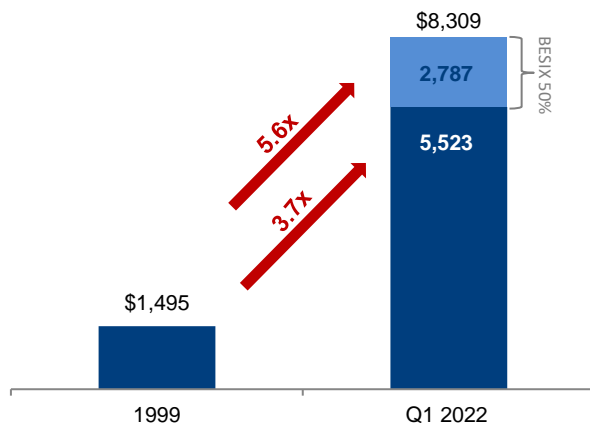
- Created a top 10 global cement producer in 12 countries through greenfields and acquisitions in 1990s-2000s
- Co-owned/built ME's first privatized BOT port in Egypt and divested stake in 2007 at a 49% IRR
- Divested cement group in 2007 and began growing fertilizer business
- Leveraged construction 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

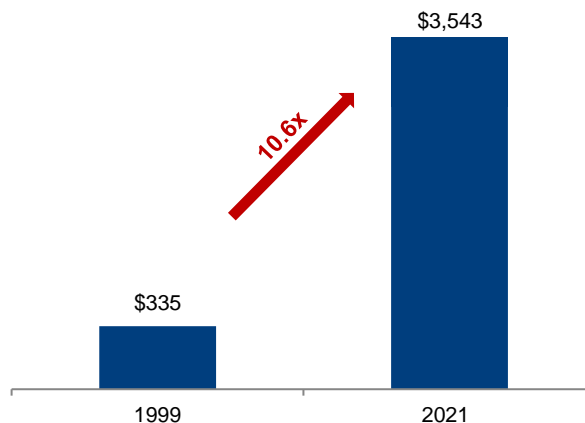
- Creates construction opportunities, and recurring income and cash flow
- Co-owner and co-operator of the first PPP and the largest IPP renewable energy project in Egypt
- Diverse building materials portfolio across steel fabrication, curtain walling and chemicals
- O&M contracts in water, power, transportation, and facilities management
- Equipment services subsidiary that is the sole agent for blue-chip manufactures

Growth and Geographic Expansion

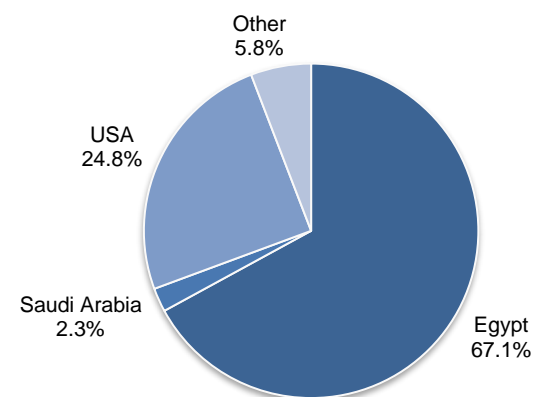
Backlog Growth (USD Million)



Revenue Growth (USD Million)



Backlog by Geography⁽¹⁾



A Wide Range of Capabilities Across Various Geographies

Orascom Construction PLC operates under three brands and owns 50% of BESIX Group

Orascom Construction

- Established in 1950
- Leading MENA industrial and infrastructure contractor
- **Backlog:** USD 5.5 billion
- **Core markets:** Middle East and Africa
- **Expertise:** infrastructure, industrial and high-end commercial projects



Weitz

- Established in 1855
- **Backlog:** USD 1.3 billion
- **Core markets:** USA – licensed/registered in all 50 states and DC
- **Expertise:** contractor and construction manager of commercial, industrial and heavy industrial projects



Contrack Watts

- Established in 1985
- Preferred US government contractor for the last 10 years
- **Backlog:** USD 144 million
- **Core markets:** USA (including Pacific Rim) and MENA
- **Expertise:** EPC services and facilities management for federal and infrastructure projects

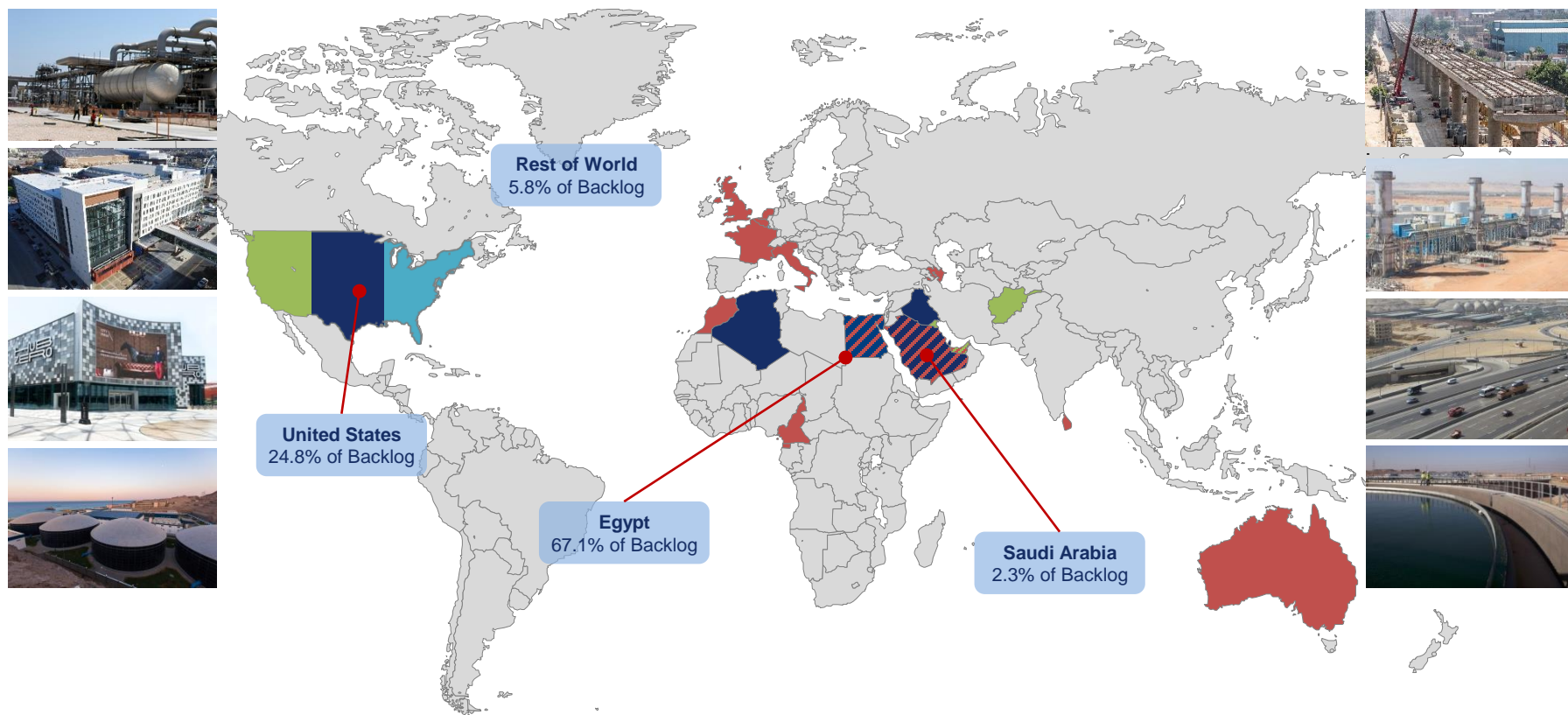


BESIX Group

- Established in 1909
- 50% ownership
- **Backlog:** EUR 5.0 billion (100% share)
- **Core markets:** MEA and Europe
- **Expertise:** infrastructure, marine and high-end commercial projects



Geographic and Sector Diversification



Large geographic presence – each region with an established customer base

Leading EPC Track Record Across Several Industries and Geographies

Select Track Record

Transportation

- Egypt's first high-speed rail (2,000 km – 6th largest in the world) and the world's longest monorail project
- Key Cairo Metro player since the late 1980s and completed over 1,000km of rail projects in the Middle East (mainly Egypt and Saudi Arabia excluding high-speed/monorail above)
- Two Suez canal tunnels, world's largest swing rail bridge (in Egypt) and over 30 airport projects in the Middle East, and Kansas City International Airport

Power

- Completed over 28,000 MW of power generation projects in MENA (Egypt, Algeria and Iraq)
- Over 12,500 MW of power generation capacity in Egypt since 2016 including the largest plants worldwide
- Renewable energy projects include hydropower in Burundi, and solar and wind in Egypt
- Currently connecting the national power grids of Egypt and Saudi Arabia

Water Treatment

- One of the largest water EPC contractors in the region, leading the development of Egypt's water sector across all segments including desalination, wastewater and water infrastructure
- Projects include the largest water treatment plant in the world and Egypt's first PPP project

Industrial

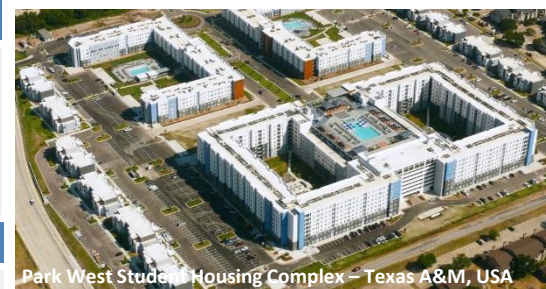
- Repeat contractor on data centers in USA and Egypt
- Over 12 mtpa of nitrogen fertilizer capacity in Egypt, Algeria and USA including the largest nitrogen fertilizer plant in USA in nearly 30 years, and repeat contractor for agro/food players in the US
- Over 40 mtpa of cement production capacity around the world
- 8 petrochemical projects (ex. fertilizer) in the Middle East and the largest methanol plant in USA

Buildings

- First LEED Platinum project in Africa and the largest commercial malls in Egypt
- Currently building the largest archaeological museum in the world in Egypt
- Student housing complexes in USA including the largest nationwide (at Texas A&M University)
- Leading healthcare contractor in Egypt and currently building the state-of-the-art Magdi Yacoub Heart Center



Burullus Combined 4,800 MW Cycle Power Plant – Egypt



Park West Student Housing Complex – Texas A&M, USA



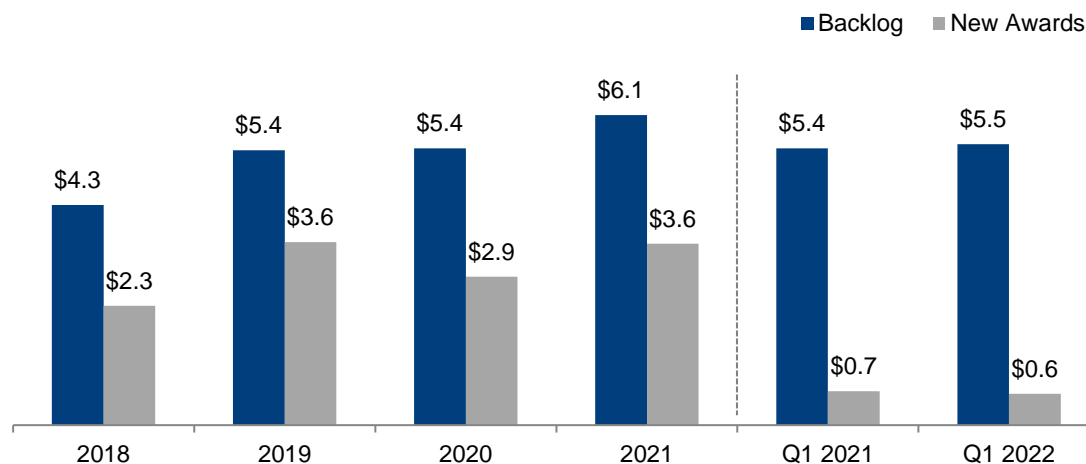
Suez Canal Tunnels – Egypt



Egyptian Refinery Company – Egypt

Consolidated Backlog

Evolution of Consolidated Backlog (USD Billion) ⁽¹⁾



Backlog and New Awards

USD million	Q1 2022	Q1 2021	Change	FY 2021
Equity consolidation				
Backlog	5,522.6	5,399.8	2.3%	6,089.8
New Awards	617.5	666.4	(7.3)%	3,562.4
Pro forma inc. 50% of BESIX				
Backlog	8,309.1	8,142.2	2.0%	8,864.6
New Awards	1,046.7	1,269.0	(17.5)%	5,610.1

Consolidated

- Consolidated backlog (excluding BESIX) increased 2.3% y-o-y to USD 5.5 billion in Q1 2022
- Consolidated new awards decreased 7.3% y-o-y to USD 617.5 million in Q1 2022

MEA

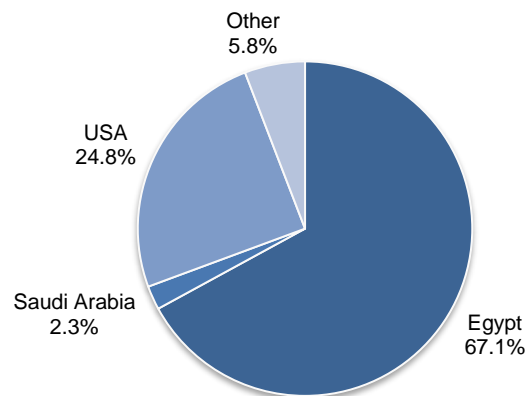
- New awards of USD 326.2 million in Q1 2022
- New awards across railway, roads/highways, and water sectors

USA

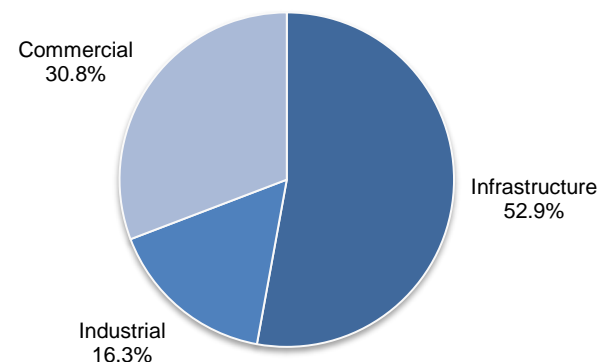
- New awards of USD 291.3 billion in Q1 2022
- New awards in Q1 2022 represent an increase of 3.0x y-o-y
- New projects mostly across commercial, light industrial and data center sectors

Consolidated Backlog Breakdown – 31 March 2022

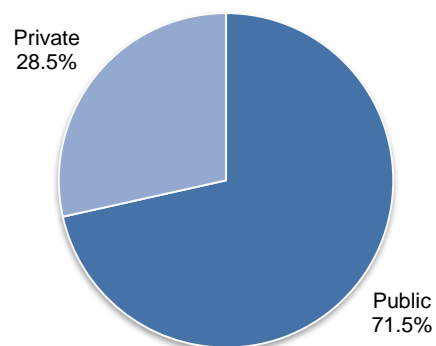
Backlog by Geography



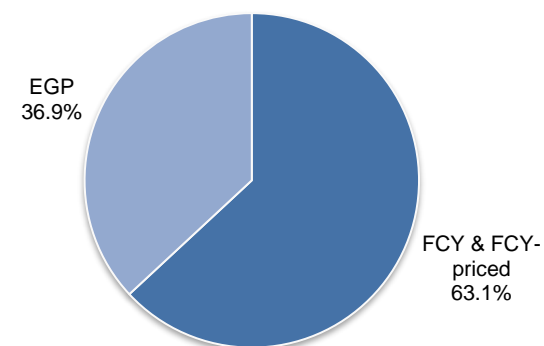
Backlog by Sector



Backlog by Client



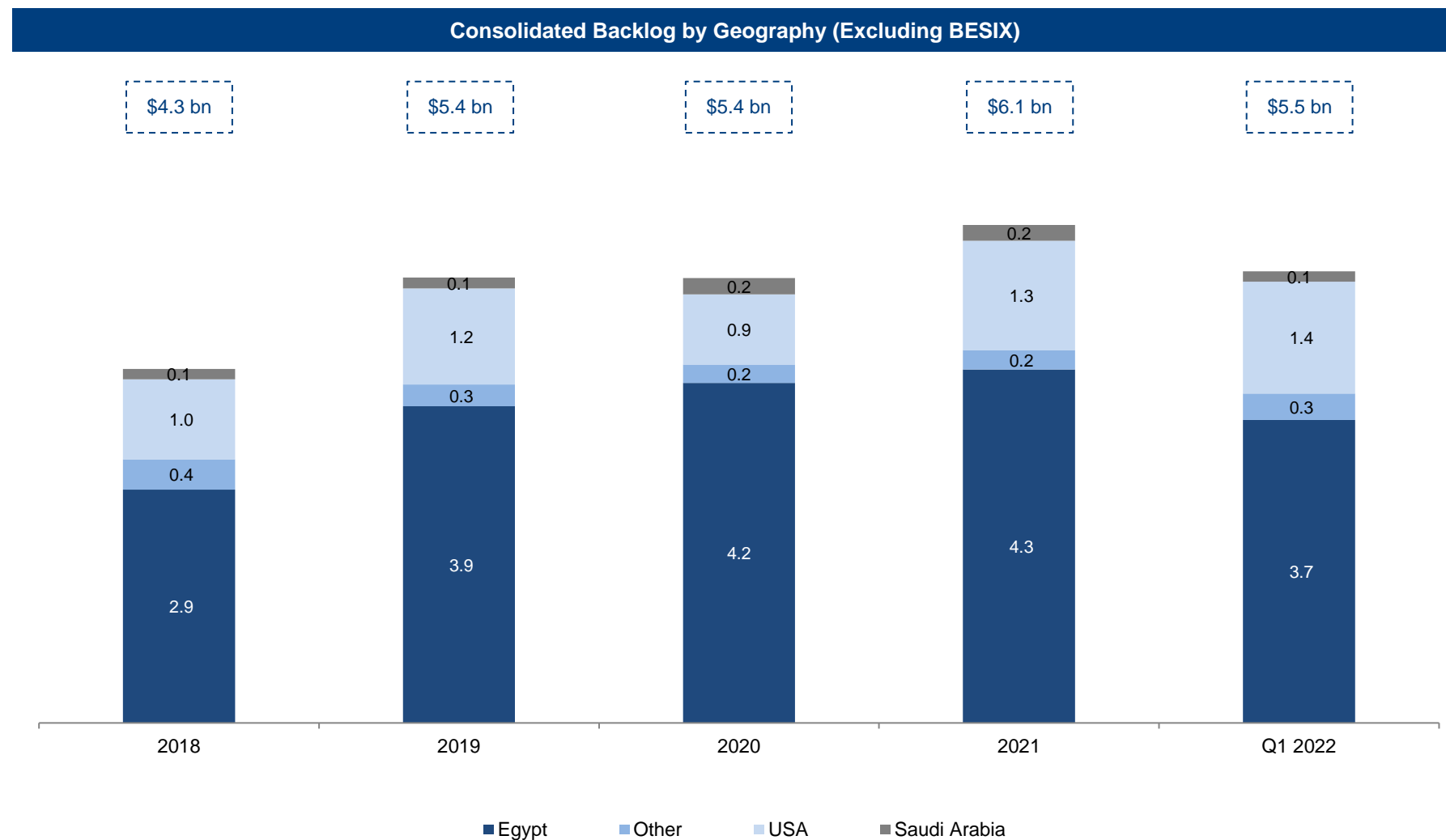
Backlog by Currency⁽¹⁾



(1) 45% of backlog in Egypt is in FCY or priced in FCY

Note: Backlog breakdown as of 31 March 2022; backlog excludes BESIX and JV's accounted for under the equity method

Evolution of Backlog by Geography



Investment in BESIX Group

Highlights

- An international Belgian multiservice company with a leading position in construction, property development and concessions founded in 1909
- OC acquired 50% of BESIX in a joint leverage buyout in partnership with BESIX management in 2004
 - Held value as an investment in associates on Orascom Construction's balance sheet at a book value of USD 376.6 million
- Key strategic player that complements OC, allowing for partnership on projects
- Global Presence: present in 25+ countries in 5 continents with a key focus on Europe, MENA, Australia and select African markets
- MENA experience: Over 60 years of experience in the MENA region highlighted by landmark projects
 - Operating water, sewage and recycling concessions and facility management experience in UAE
- Europe experience: Benelux's largest contractor focused on high-end commercial and infrastructure projects
- Concessions & Real Estate Portfolio: leverages construction and property development expertise to invest in concessions and real estate in Europe and MENA
- Dividend: annual dividend stream to shareholders

EUR 5.0 billion

Q1 2022 backlog

EUR 773.7 million

Q1 2022 new awards

EUR 3.0 billion

FY 2021 revenue

48

2021 ENR International
contractors ranking

11,000+

Employees worldwide

Burj Khalifa

World's tallest building

Tangiers Port, Morocco

Africa's largest port

Yas Island/Ferrari Park

Abu Dhabi

Sheikh Zayed Bridge

Abu Dhabi

Maastoren Tower

The Netherlands

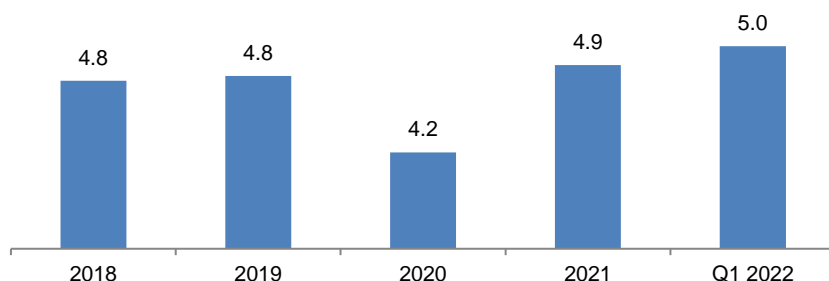


Pro Forma Snapshot Including 50% of BESIX – Q1 2022

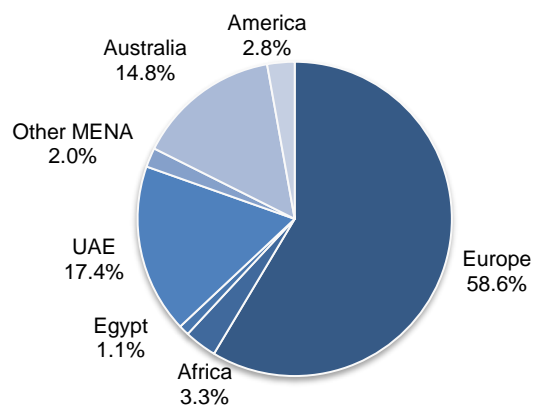


- BESIX's standalone backlog increased 7.5% y-o-y to EUR 5.0 billion as of 31 March 2022
- New awards of EUR 773.7 million in Q1 2022
- Standalone net debt position of EUR 157 million as of 31 March 2022
- BESIX book value of USD 376.6 million in Orascom Construction's noncurrent assets on the balance sheet

BESIX Standalone Backlog Evolution (EUR billion)



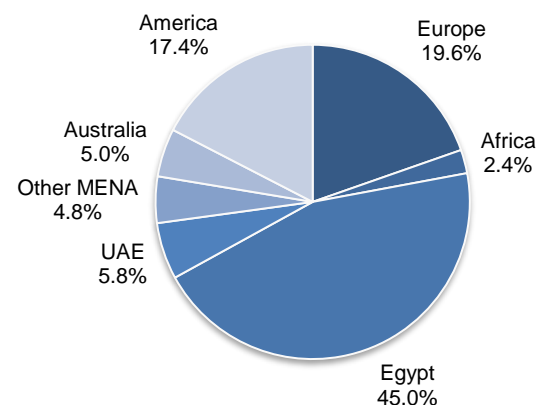
BESIX Standalone Backlog by Geography



USD million












	OC	50% of BESIX	Pro Forma
Revenue	979.7	389.9	1,369.6
EBITDA	50.3	(2.0)	48.3
Net Income	24.1	(11.0)	13.1
Net Debt (Cash)	(37.0)	87.3	50.3
Backlog	5,522.6	2,786.5	8,309.1
New Awards	617.5	429.2	1,046.7

Pro Forma Backlog – 50% of BESIX



Portfolio of Equipment Services, Building Materials, Facility Mgmt. and Infrastructure Assets

These subsidiaries and investments contributed USD 11.0 million to the Group's total net income in Q1 2022

Company	Ownership	Q1 2022 Revenue	Description
	100%	USD 12.7 million	<ul style="list-style-type: none"> A leading equipment importation, distribution and maintenance player in Egypt Sole agent for portfolio of blue-chip equipment across include earthmoving equipment, gensets, pumps, irrigation, marine equipment, railway and security systems
	100%	USD 16.9 million	<ul style="list-style-type: none"> Manufactures and supplies fabricated steel products in Egypt and North Africa – total capacity of 120k/year Operates four facilities plants in Egypt and Algeria, two of which are the largest in MENA
	100%	USD 8.8 million	<ul style="list-style-type: none"> Manufactures and installs glass, aluminum and architectural metal works Operates facility in Egypt with a capacity of 250k sqm, supplying primarily Egypt and North Africa
	56.5%	USD 25.6 million	<ul style="list-style-type: none"> Holds 50% stakes in BASF Construction Chemicals Egypt, Egyptian Gypsum Company and A-Build Egypt Subs operate from 4 plants in Egypt and Algeria, supplying products primarily in Egypt and North Africa
	56.6%	USD 2.9 million	<ul style="list-style-type: none"> Owns DryMix, Egypt's largest manufacturer of cement-based ready mixed mortars in powdered form used in the construction industry Capable of producing 240k metric tons of product and supplies products to clients in Egypt and North Africa
	40%	USD 21.0 million	<ul style="list-style-type: none"> 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
	14.7%	USD 14.4 million	<ul style="list-style-type: none"> Production capacity of 130k kilolitres of decorative paints and industrial coatings primarily for the construction industry Operates two plants in Egypt and supplies products to clients in Egypt and North Africa
	100%	USD 6.8 million	<ul style="list-style-type: none"> Egypt's premier facility and property management services provider Hard and soft facility management in commercial, hospitality and healthcare
	60.5%	USD 1.8 million	<ul style="list-style-type: none"> Owner and developer of an 8.8 million square meter industrial park located in Ain Sokhna, Egypt Provides utility services for light, medium and heavy industrial users in Ain Sokhna, Egypt
	50%	USD 4.2 million	<ul style="list-style-type: none"> A 250m³/day wastewater treatment plant; OC is a co-owner and co-operator of the facility Egypt's first Public Private Partnership project
	20%	USD 10.3 million	<ul style="list-style-type: none"> The largest renewable energy IPP project in Egypt; a 262.5 MW build-own-operate wind farm under a 20-year Power Purchase Agreement Full commercial operation commenced 45 days ahead of schedule on 31 October 2019

Proven Financing Capabilities

Experienced Team

- Finance team previously secured and arranged debt for complex industrial and infrastructure projects worldwide across cement, fertilizer, power and infrastructure sectors, having historically raised ~USD 18.5 billion of financing and having strong relationships with European, UAE, US and Egyptian lenders;
 - Over USD 18.5 billion debt raised over past 15 years;
 - USD 5.8 billion debt raised as ring-fenced project finance; *and*
 - USD 2.8 billion of access to non-bank liquidity through US, European & Egyptian debt capital markets

ECA Financing

- Strong ability to mobilize ECA-backed financing for eligible projects from Europe, Asia and USA
- Financed projects worth over USD 6.4 billion through ECA-backed financing with strong ECAs such as SACE, JBIC and US EXIM on various projects such as the world's longest monorail and the world's largest power plants

EPC + Finance

- Four power plants in Egypt under EPC + Finance scheme whereby the Group participated in arranging ECA-backed financing on behalf of the client, Egyptian Electricity Holding Company
- Projects include power plants with a generation capacity of 10,000 MW, including the world's largest power plants, the world's longest monorail project, and Egypt's first high-speed rail system
- Assiut/West Damietta power plant transaction awarded *Deal of the Year* by Trade Finance Magazine in March/April 2017

Project Finance

- Closed financing transaction for New Cairo Wastewater Treatment Plant, Egypt's first Private Public Partnership
 - Transaction size of EGP 566 million in 2010 with a 15-year tenor
 - Awarded PPP African Deal of the Year by Euromoney/Project Finance Magazine
- Arranged financing for 250 MW BOO wind farm with Japanese lenders and JBIC/NEXI; first project of its size and kind in Egypt
 - Awarded EMEA and Africa Project Finance Deal of the Year from EMEA Finance

Bilateral Facilities & Medium-Term Financing

- Funding requirements are supported by strong relationships with international, regional and Egyptian financial institutions (the group maintains relationship with more than 40 lending institutions)
- Bilateral facilities to support working capital and bonding requirements
- Experience in raising revolving credit facility from multilateral institution, and issued Egypt's first bond on a consolidated group structure with 5-year tenor accessing an institutional investor base (not including banks)

Financial Section – Q1 2022 Results

Financial Highlights

- Revenue of USD 979.7 million and consolidated EBITDA of USD 50.3 million in Q1 2022
- Net profit from the Group's operating businesses of USD 24.1 million and net income attributable to shareholders of USD 13.1 million in Q1 2022
- Net cash position of USD 37.0 million as of 31 March 2022

- Consolidated backlog increased 2.3% y-o-y at USD 5.5 billion as of 31 March 2022
- New awards decreased 7.3% y-o-y to USD 617.5 million in Q1 2022
- New awards mainly comprised projects in water and transportation in Egypt, and commercial, light industrial and data centers in USA

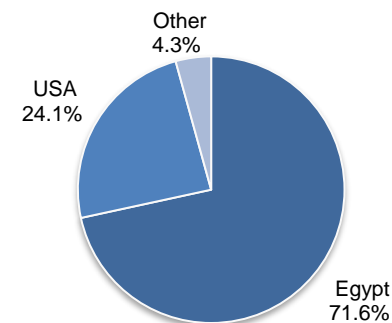
- BESIX reported a standalone backlog of EUR 5.0 billion and new awards of EUR 773.7 million in Q1 2022
- Pro forma backlog including 50% share in BESIX increased 2.0% y-o-y to USD 8.3 billion and pro forma new awards decreased 17.5% y-o-y to USD 1.0 billion in Q1 2022

- The Board of Directors proposes a dividend distribution of USD 27.0 million (USD 0.2313 per share) in Q3 2022
- Shareholders will be asked to confirm the dividend distribution at an EGM to be held in Q3 2022
- This marks the fifth consecutive year of dividend distributions and the first of two installments

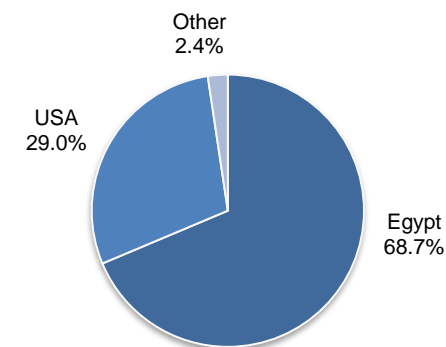
Summary Income Statement

USD million			
	Q1 2022	Q1 2021	Change
Revenue	979.7	816.6	20.0%
<i>MENA</i>	741.2	580.0	27.8%
<i>USA</i>	238.5	236.6	0.8%
EBITDA	50.3	51.0	(1.4)%
<i>MENA</i>	48.4	49.2	(1.6)%
<i>USA</i>	1.9	1.8	5.6%
EBITDA margin	5.1%	6.2%	
<i>MENA margin</i>	6.5%	8.5%	
<i>USA margin</i>	0.8%	0.8%	
Net income attrib. to shareholders	13.1	23.9	(45.1)%
<i>MENA</i>	22.3	24.9	(10.4)%
<i>USA</i>	1.8	0.4	357.5%
<i>BESIX</i>	(11.0)	(1.4)	(685.7)%
Net income margin	1.3%	2.9%	
<i>MENA margin</i>	3.0%	4.3%	
<i>USA margin</i>	0.8%	0.2%	

Revenue by Geography – Q1 2022



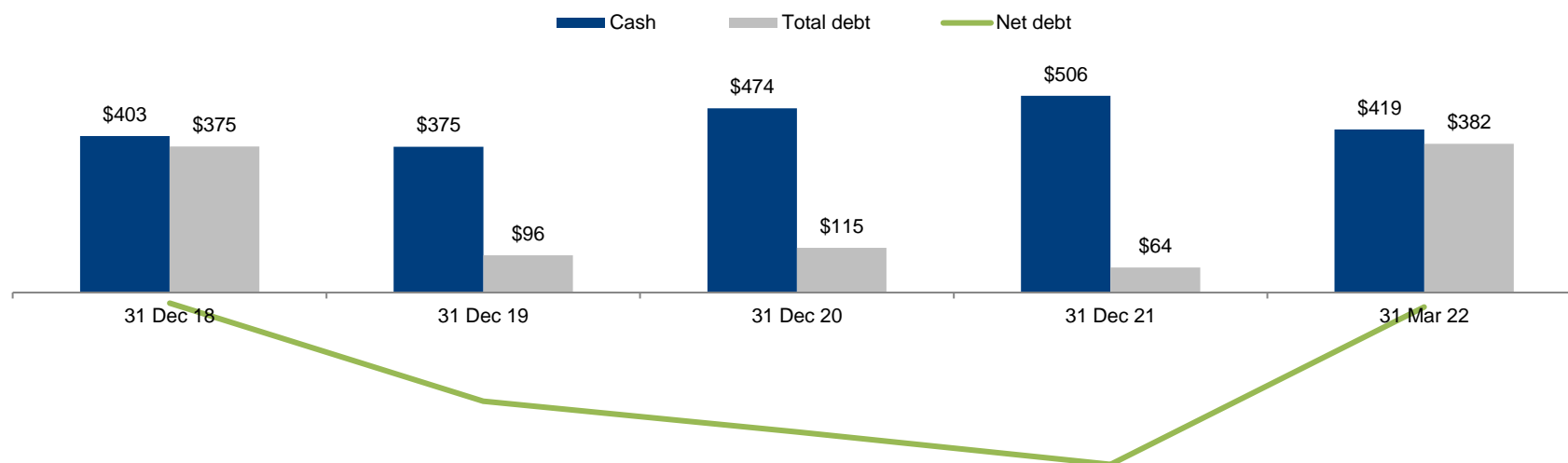
Revenue by Geography – Q1 2021



Net Cash Position

Net cash position of USD 37.0 million as of 31 March 2022

Evolution of Debt and Cash (USD Million)



Debt and Equity Summary Based on IFRS Statements

USD million	31 Dec 18	31 Dec 2019	31 Dec 2020	31 Dec 2021	31 Mar 2022
Cash	402.5	374.8	473.8	505.7	419.3
Total debt	375.3	95.7	115.2	64.1	382.3
Net debt	(27.2)	(279.1)	(358.6)	(441.6)	(37.0)
Total equity	471.5	585.7	641.9	688.6	662.6
EBITDA	207.1	268.2	197.8	204.4	50.3 ⁽¹⁾

Income Statement

USD million	Q1 2022	Q1 2021
Revenue	979.7	816.6
Cost of sales	(888.2)	(733.9)
Gross profit	91.5	82.7
<i>Margin</i>	9.3%	10.1%
Other income	1.7	2.9
SG&A expenses	(55.8)	(45.6)
Operating profit	37.4	40.0
EBITDA	50.3	51.0
<i>Margin</i>	5.1%	6.2%
Financing income & expenses		
Finance income	23.2	5.7
Finance cost	(26.7)	(6.6)
Net finance cost	(3.5)	(0.9)
(Loss)/Income from equity accounted investees	(6.0)	0.2
Profit before income tax	27.9	39.3
Income tax	(12.6)	(12.4)
Net profit	15.3	26.9
Profit attributable to:		
Owners of the company	13.1	23.9
Non-controlling interest	2.2	3.0
Net profit	15.3	26.9

Results Commentary

Revenue:

- Consolidated revenue increased 20.0% y-o-y to USD 979.7 million in Q1 2022
- MEA operations comprised 75.8% of total revenue in Q1 2022 while USA operations accounted for the balance

EBITDA

- Consolidated EBITDA decreased 1.4% y-o-y to USD 50.3 million in Q1 2022
- EBITDA margin in the MEA operations stood at 6.5% while the U.S. operations remained profitable as established in FY 2020

Income from associates:

- Net income contribution from BESIX stood at USD (11.0) million in Q1 2022 compared to negative USD (1.4) million in Q1 2021

Net Income:

- Net income attributable to shareholders increased decreased 45.1% y-o-y to USD 13.1 million in Q1 2022 due to negative contribution from BESIX
- Excluding contribution from BESIX, the Group reported net income attributable to shareholders of USD 24.1 million in Q1 2022

Balance Sheet

USD million	31 Mar 2022	31 Dec 2021	Results Commentary
ASSETS			
Non-current assets			Non-current assets
Property, plant and equipment	195.2	199.2	<ul style="list-style-type: none"> Total investment in associates includes BESIX at an equity value of USD 376.6 million
Goodwill	27.7	13.8	
Trade and other receivables	44.6	46.8	Current assets:
Equity accounted investees	414.9	426.4	<ul style="list-style-type: none"> Trade and other receivables as of 31 March 2022 include USD 669.9 million in accounts receivables, USD 281.6 million in retentions and USD 265.0 million in supplier advance payments
Deferred tax assets	36.4	41.1	<ul style="list-style-type: none"> 50% of gross trade receivables as of 31 March 2022 are not yet due
Total non-current assets	718.8	727.3	<ul style="list-style-type: none"> Contracts work in progress should be assessed along with advance payments
Current assets			
Inventories	312.9	307.3	
Trade and other receivables	1,445.5	1,462.4	
Contracts work in progress	1,104.8	1,099.5	
Current income tax receivables	0.2	0.2	
Cash and cash equivalents	419.3	505.7	
Total current assets	3,282.7	3,375.1	
TOTAL ASSETS	4,001.5	4,102.4	

Balance Sheet

USD million	31 Mar 2022	31 Dec 2021	Results Commentary
EQUITY			Equity:
Share capital	116.8	116.8	▪ The movement in reserves relates primarily to currency translation differences
Share premium	480.2	480.2	
Reserves	(333.0)	(305.4)	Liabilities:
Retained earnings	359.9	346.9	
Equity attributable to owners of the Company	623.9	638.5	▪ Trade and other payables as of 31 March 2022 includes USD 470.4 million in trade payables, USD 540.2 million in accrued expenses and USD 149.4 million in retentions payable to subcontractors
Non-controlling interests	38.7	50.1	
TOTAL EQUITY	662.6	688.6	
LIABILITIES			
Non-current liabilities			
Loans and borrowings	1.2	1.2	
Trade and other payables	53.1	49.9	
Deferred tax liabilities	3.1	3.4	
Total non-current liabilities	57.4	54.5	
Current liabilities			
Loans and borrowings	381.1	62.9	
Trade and other payables	1,391.1	1,531.1	
Advance payments from construction contracts	1,158.0	1,361.4	
Billing in excess of construction contracts	247.3	299.6	
Provisions	55.7	59.1	
Income tax payables	48.3	45.2	
Total current liabilities	3,281.5	3,359.3	
Total liabilities	3,338.9	3,413.8	
TOTAL EQUITY AND LIABILITIES	4,001.5	4,102.4	

Cash Flow Statement

USD million	31 Mar 2022	31 Mar 2021	Results Commentary
Net profit	15.3	26.9	Cash flow used in operating activities:
Adjustments for:			<ul style="list-style-type: none"> Operating cash outflow increased y-o-y to USD 260.7 million in Q1 2022
Depreciation	12.9	11.0	
Interest income	(2.4)	(2.1)	
Interest expense	6.0	4.0	
Foreign exchange gain (loss) and others	(0.1)	(1.0)	
Share in (loss)/income of equity accounted investees	6.0	(0.2)	
Gain on sale of property, plant and equipment	(0.3)	(1.8)	
Income tax expense	12.6	12.4	
Changes in:			
Inventories	6.3	4.9	
Trade and other receivables	111.5	(34.4)	
Contract work in progress	(5.3)	(154.1)	
Trade and other payables	(148.3)	(65.8)	
Advanced payments construction contracts	(203.4)	13.7	
Billing in excess of construction contracts	(52.3)	0.5	
Provisions	(8.0)	0.8	
Cash flows:			
Interest paid	(6.0)	(3.8)	
Interest received	2.4	1.8	
Income taxes paid	(7.6)	(1.4)	
Cash flow used in operating activities	(260.7)	(188.6)	

Cash Flow Statement

USD million	31 Mar 2022	31 Mar 2021	Results Commentary
Investments in PPE	(28.2)	(7.8)	Cash flow used in investing activities: <ul style="list-style-type: none"> Cash flow used in investing activities of USD 56.4 million in Q1 2022 for capital expenditure and the acquisition of a leading equipment importation, distribution and maintenance company in Egypt (now rebranded to Orascom Services)
Acquisition of subsidiaries, net of cash acquired	(28.5)	-	
Proceeds from sale of PPE	0.3	3.2	
Cash flow used in investing activities	(56.4)	(4.6)	Cash flow from financing activities: <ul style="list-style-type: none"> Cash flow from financing activities of USD 283.2 million in Q1 2022 compared to USD 52.9 million in Q1 2021
Proceeds from borrowings	326.1	96.7	
Repayment of borrowings	(12.3)	(18.2)	
Dividends paid to shareholders	(27.0)	(24.5)	
Dividends paid to non controlling interest	(6.8)	(1.6)	
Other	3.2	0.5	
Cash flow from financing activities	283.2	52.9	
Net change in cash and cash equivalents	(33.9)	(140.3)	
Cash and cash equivalents at 1 January	505.7	473.8	
Currency translation adjustments	(52.5)	0.4	
Cash and cash equivalents at 31 March	419.3	333.9	

Appendix

Board of Directors

Chairman



Jérôme Guiraud

Non-Executive Chairman

CEO



Osama Bishai

Executive Board Member



Johan Beerlandt

Non-Executive



Nada Shousha

Non-Executive



Sami Haddad

Non-Executive



Wiktor Sliwinski

Non-Executive

Three committees established: Audit Committee, Remuneration Committee and Nomination Committee

Entrepreneurial Track Record

Creating Shareholder Value

- **Shareholder return:** driven by strong longstanding leadership along with investment vision of principal shareholders
- Strategy as a new company to focus on **infrastructure investments and Operation & Maintenance (O&M) contracts** to provide steady cash flow and support long-term growth
 - Co-developer and co-operator of Egypt's first PPP concession – New Cairo Wastewater Treatment Plant (Orasqualia)
 - Co-developed 262.5 MW BOO wind farm in Egypt, the largest IPP renewable energy project in the country and working on developing another 500 MW wind farm
 - 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:**
 - Expanding outside Egypt since early 1990's; operating in four countries as at IPO 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 in the construction phase for two production complexes in the United States, which will help transform the business of OCI N.V. to a top three global fertilizer 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.65,000 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 42nd on ENR's 2019 International Contractors rankings, the highest MENA 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:** healthy level of quality backlog and strong balance sheet, now scaled to embark on next phase of growth and margin expansion
- **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



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 industrial businesses

Commitment instilled in management and founding shareholders to propel the Group into the next phase of its growth trajectory

Strengthen EPC Market and Geographic Position

- Expand market presence as an EPC contractor in core markets in MENA and USA
 - Strengthen activities in key infrastructure and industrial sectors
 - Selective pursuit of well-funded projects
 - Capitalize on financing track record across various industries
- Continued commitment to pursue strategic geographic expansion in markets that offer strong fundamentals
 - Young, growing populations with a need for infrastructure and industrial investment

Value Accretive Investment and O&M Opportunities

- Leverage investment track record in cement, ports, fertilizer, wastewater treatment and now renewable energy to pursue new investment opportunities
- As a builder, owner and operator, the Group generates construction revenue during the contracting phase followed by recurring cash flow once the project is operational
- Required equity partly funded by profits and cash flows from the contracting phase
- Strategy already implemented with investment stakes in a wastewater treatment plant and a 262.5 MW BOO wind farm in Egypt, both operational
- Successfully growing a portfolio of recurring income across building materials, Operation & Maintenance, and equipment services

Establish and Leverage Strategic Partnerships and JVs

- Maintain active strategy of working in partnership with industry leaders to complement and expand capabilities
- Historically such relationships have allowed us to participate in some of MENA's largest infrastructure projects
- Build upon strong relationships with repeat clients to secure new work in existing and new markets

Commitment to Excellence

- Focus on quality, safety, environment and ethical business practices
- Maintain a safe and healthy workplace while putting our expertise to work for the benefit of clients and partners
- Effective corporate engagement and social responsibility in the communities in which we operate

Pursuing Value Accretive Investments

- Construction business was integral to OCI's value creation story:
 - Developed and incubated businesses both independently and with partners for nearly 20 years
- Key executives have been with the Group for 10+ years, guaranteeing OC's continuity in its ability & intention to create new growth channels

Cement Group (1996 – 2007)

- Started cement business with 1.5 mtpa green-field project in Egypt in 1996
- Became top 10 global cement producer in 2007 with 35 mtpa capacity
- Divested to Lafarge at an EV of US\$ 15 billion
- Distributed US\$ 11 billion in dividends in 2008

Sokhna Port (1999 – 2007)

- Started construction of a new port near Suez Canal in 1999 and was main contractor since privatization
- Only BOT privatized port in Middle East at the time – OCI held 45% stake
- Sold stake to Dubai Ports World for US\$ 372 million in 2007
- Exit Multiple: 20.6x EV/EBITDA
- IRR: 49% over 8.5-year investment period

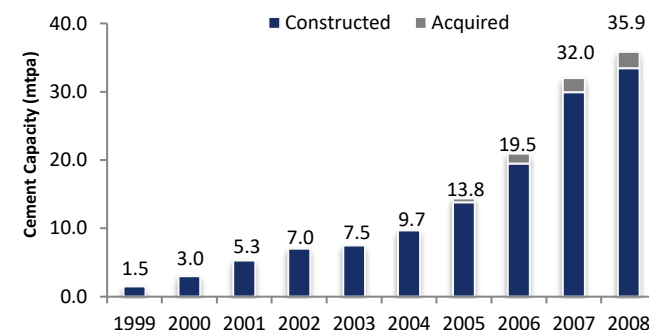
Fertilizer & Chemicals Group (2005 – 2015)

- Started construction of first fertilizer plant in 1998
- Identified and invested in EBIC in 2005 (30% stake)
- Constructed EFC, which was acquired in 2008
- Sorfert Algérie in JV with Sonatrach built by OC, commissioned end-2013
- Started construction of Iowa Fertilizer Company (USA) in 2012
- Started construction of Natgasoline (USA) in 2014

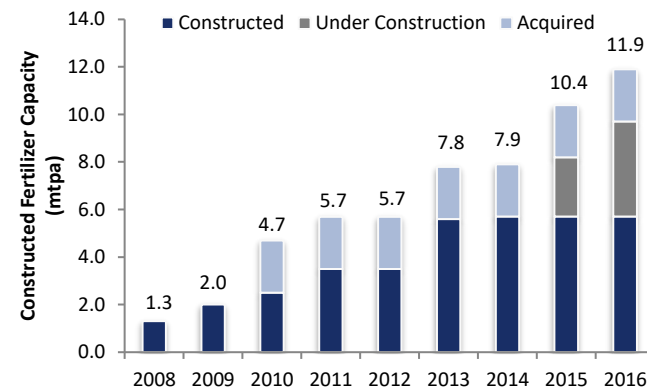
Infrastructure Investments (Present)

- New Cairo Wastewater Treatment Plant:** 50% owner and developer of Egypt's first PPP project (20-year concession)
 - Both the developer and contractor for the 250 m3/day WWTP (2014)
- Ras Ghareb Wind Farm:** 20% owner and developer of the first renewable energy IPP project of its type and size in Egypt (20-year concession)
 - Both the developer and contractor for the 262.5 MW wind farm (2019)

Cement Group: Capacity Build-Up



Fertilizer & Chemicals Group: Capacity Build-Up



History of Successfully Incubating New Businesses Across Several Industrial and Infrastructure Sectors

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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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