



The Grand Egyptian Museum

Corporate Presentation
November 2025



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, with Sawiris Family holding 54.9%



Top Ranked
Firm from ME & Africa

Ranked 40th
Int'l Contractors

Snapshot

70+

Years

25+ Countries

Past and present

\$8.6 bn | +8%

Cons. Backlog⁽¹⁾ | Y-o-Y Growth

\$12.9 bn | +3%

Pro Forma Backlog⁽²⁾ | Y-o-Y Growth

\$3.3 bn

2024 Revenue

\$152 mn

2024 EBITDA

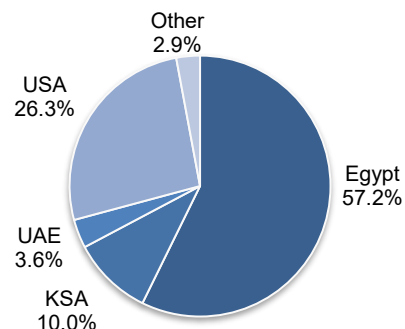
\$3.4 bn | +48%

9M 2025 Revenue | Y-o-Y Growth

\$202 mn | +79%

9M 2025 EBITDA⁽³⁾ | Y-o-Y Growth

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

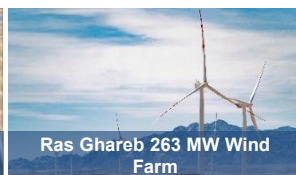
Conventional Power	<i>Regional Leader in the Execution of Mega Power Projects</i>	> 30 GW Power Projects in ME
Renewable Energy	<i>First Mover Across Renewable Energy in the Region</i>	913 MW Wind Power Investments
Water/Wastewater Treatment & Desalination	<i>Global Leader Delivering the Two Largest Projects Worldwide</i>	17m m³/day Water Treatment/desal in ME
Data Centers	<i>Leading Data Center Execution in USA and Egypt</i>	> 1.2 GW Data Centers in USA & Egypt
Transportation	<i>Executing the Largest Transportation Projects Worldwide</i>	>3,800 km HSR, Metro, Monorail in Egypt, ME & 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



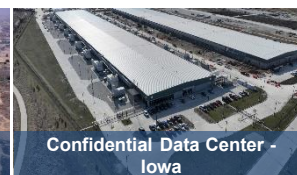
Bahr El Baqr Wastewater Treatment Plant



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		New Cairo Wastewater Treatment Plant			
650 MW BOO wind farm in Egypt - Full operation in June 2025 ahead of schedule - Ownership: 25% - Duration: 25 years - MEA’s Largest operational wind farm		263 MW BOO wind farm in Egypt - Operational since Dec 2019 - Ownership: 20% - Duration: 20 years - Egypt’s first renewable IPP project of its size		250 m³/day BOOT wastewater treatment plant in Egypt - Operational since 2013 - Ownership: 50% - Duration: 25 years - Egypt’s first PPP			
Dammam Independent Sewage Treatment Plant		Mirfa Seawater and Supply Company (Project Wave)		Warehouse in Fayoum		Future Projects	
200 m³/day BOOT sewage treatment plant in Dammam, KSA - Ownership: minority stake - Duration: 25 years - KSA’s first ISTP project - Commissioned		- 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 important basic commodities		- Currently evaluating more concessions in sectors such as renewable energy and water - Conducting development activities on a 900 MW wind farm in Egypt	



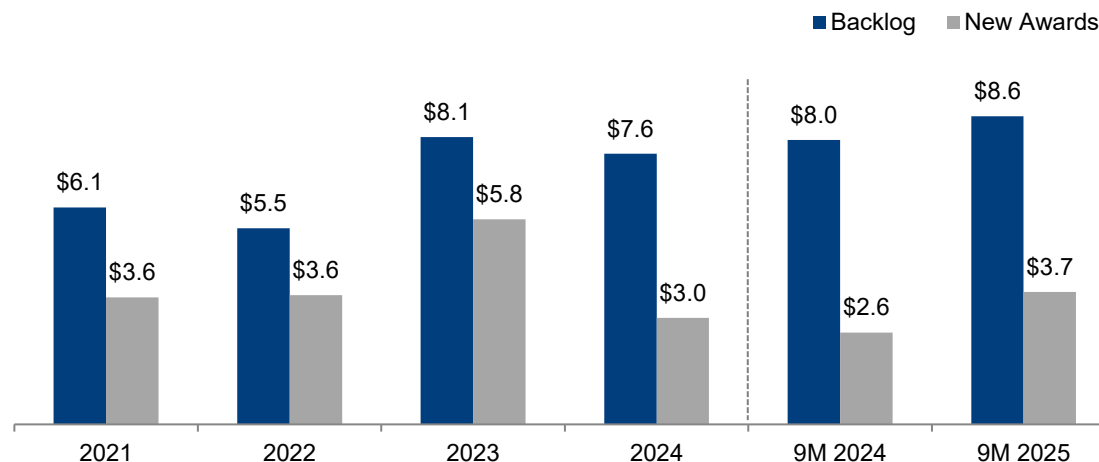
Equipment Services, Building Materials and Facility Management

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

Company	Ownership	9M 2025 Revenue	Description
	100%	USD 34.5 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 46.8 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 15.3 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 27.5 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 20.2 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 2.9 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	9M 2025	9M 2024	Change	Q3 2025	Q3 2024	Change
Equity consolidation						
Backlog	8,647.8	7,981.8	8.3%			
New Awards	3,719.0	2,578.6	44.2%	314.6	926.1	(66.0)%
Pro forma inc. 50% of BESIX						
Backlog	12,872.9	12,513.8	2.9%			
New Awards	4,909.7	5,602.3	(12.4)%	700.9	2,154.4	(68.0)%

Consolidated

- Consolidated backlog increased 8.3% y-o-y to USD 8.6 billion in 9M 2025
- Consolidated new awards decreased 66.0% y-o-y to USD 314.6 million in Q3 2025 and increased 44.2% y-o-y to USD 3.7 billion in 9M 2025

MEA

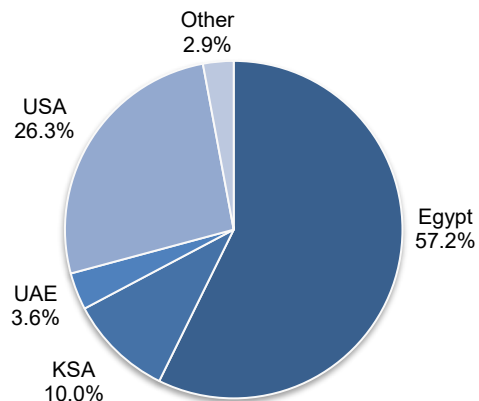
- Backlog in MEA increased 2.1% y-o-y to USD 6.4 billion as of 30 Sept 2025
- New awards of USD 80.2 million in Q3 2025 and USD 1,659.1 million in 9M 2025
- New awards in Q3 2025 add to strong H1 2025 new awards, which include a 3 GW power plant in KSA and a renewable energy project in Egypt

USA

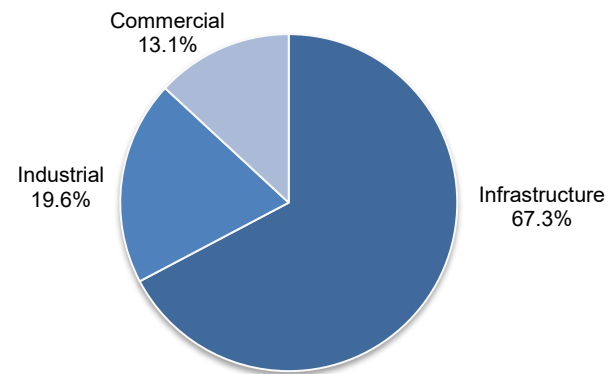
- Backlog in USA increased 30.5% y-o-y to USD 2.3 billion as of 30 Sept 2025
- New awards of USD 234.5 million in Q3 2025 and USD 2,059.9 million in 9M 2025
- Led by data centers as the Group continues to leverage its growing capabilities across specialized and core sectors

Consolidated Backlog Breakdown – 30 September 2025

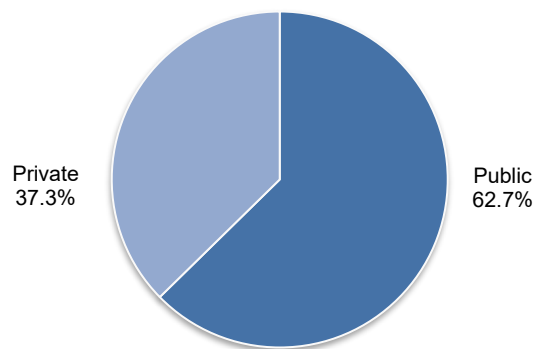
Backlog by Geography⁽¹⁾



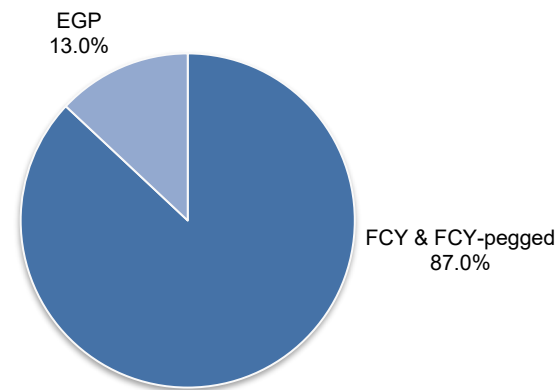
Backlog by Sector



Backlog by Client



Backlog by Currency⁽¹⁾

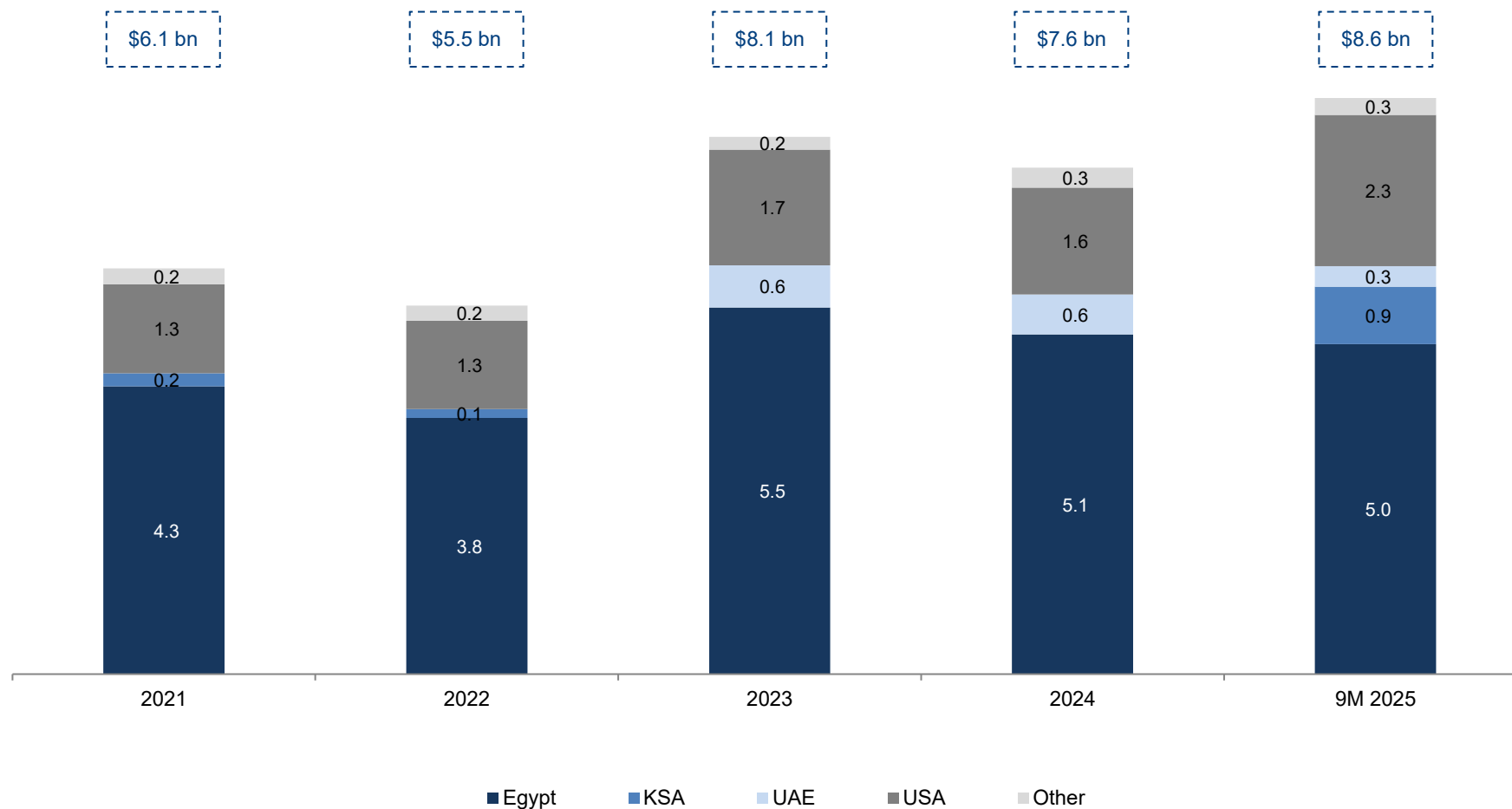


(1) 77.3% of backlog in Egypt is in FCY

Note: Backlog breakdown for consolidated backlog of USD 8.6 billion as of 30 September 2025; 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 457.7 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 7.2 Billion

9M 2025 Backlog

EUR 660 Million

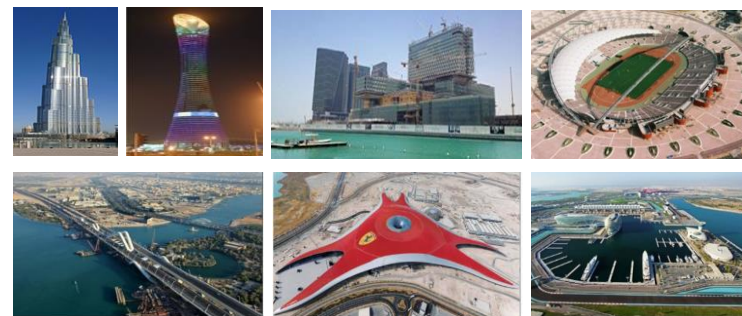
9M 2025 New Awards

EUR 3.5 Billion

FY 2024 Revenue

#47

Latest ENR International
Contractors Ranking

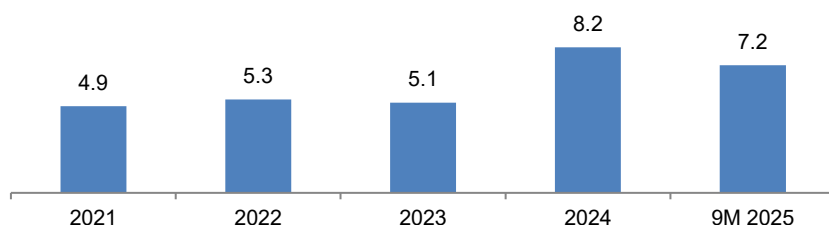


Pro Forma Snapshot Including 50% of BESIX – 9M 2025

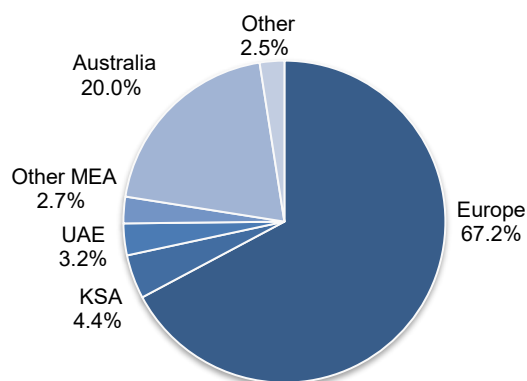


- BESIX's backlog decreased 11% y-o-y to EUR 7.2 billion as of 30 September 2025. New awards totaled EUR 657.6 million in Q3 2025, bringing total new awards to EUR 2.1 billion in 9M 2025
- BESIX net cash position of EUR 104.3 million as of 30 September 2025
- BESIX book value of USD 457.7 million in Orascom Construction's noncurrent assets on the balance sheet

BESIX Standalone Backlog Evolution (EUR billion)



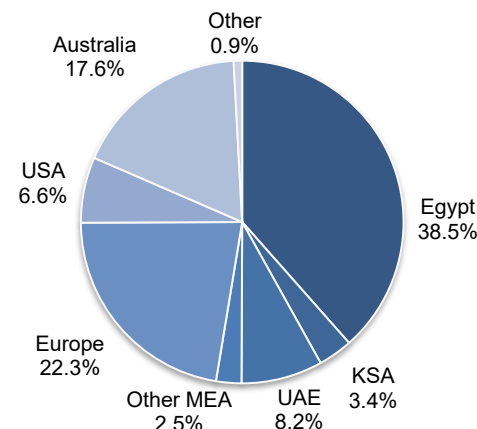
BESIX Standalone Backlog by Geography



USD million

	OC	50% of BESIX	Pro Forma
Revenue	3,428.3	1,676.3	5,104.6
EBITDA	224.0	62.1	286.1
Backlog	8,647.8	4,225.1	12,872.9
New Awards	3,719.0	1,190.7	4,909.7

Pro Forma Backlog – Including 50% of BESIX

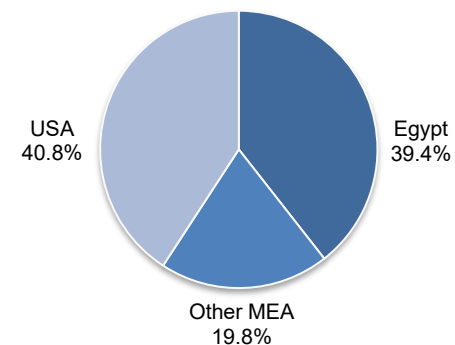


Financial Section – 9M 2025 Results

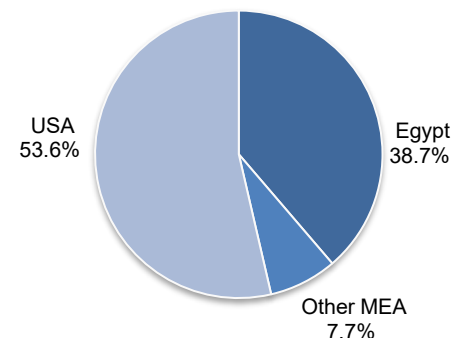
Summary Income Statement

USD million						
	9M 2025	9M 2024	Change	Q3 2025	Q3 2024	Change
Revenue	3,428.3	2,319.9	47.8%	1,472.4	842.5	74.8%
MEA	2,028.5	1,076.0	88.5%	873.2	394.8	121.2%
USA	1,399.8	1,243.9	12.5%	599.2	447.7	33.8%
EBITDA	224.0	112.6	98.9%	84.6	44.6	89.7%
MEA	181.6	73.0	148.8%	64.0	28.4	125.4%
USA	42.4	39.6	7.1%	20.6	16.2	27.2%
EBITDA margin	6.5%	4.9%		5.7%	5.3%	
MEA margin	9.0%	6.8%		7.3%	7.2%	
USA margin	3.0%	3.2%		3.4%	3.6%	
Adj. EBITDA	202.0	112.6	79.4%	84.6	44.6	89.7%
MEA	159.6	73.0	118.6%	64.0	28.4	125.4%
USA	42.4	39.6	7.1%	20.6	16.2	27.2%
Adj. EBITDA margin	5.9%	4.9%		5.7%	5.3%	
MEA margin	7.9%	6.8%		7.3%	7.2%	
USA margin	3.0%	3.2%		3.4%	3.6%	
Net profit to shareholders	133.3	87.0	53.2%	50.6	21.6	134.3%
MEA	81.8	49.9	63.9%	24.0	7.2	233.3%
USA	29.6	23.8	24.4%	17.9	9.4	90.4%
BESIX	21.9	13.3	64.7%	8.7	5.0	74.0%
Net profit margin	3.9%	3.8%		3.4%	2.6%	
MEA margin	4.0%	4.6%		2.7%	1.8%	
USA margin	2.1%	1.9%		3.0%	2.1%	

Revenue by Geography – 9M 2025



Revenue by Geography – 9M 2024



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

Concessions accounted for 8% and building materials, equipment services and facility management for 11% of total net profit in 9M 2025

Company	Ownership	9M 2025 Revenue	Description
Operational Concessions⁽¹⁾			
	25%	USD 57.0 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 38.8 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 11.1 million	- A 250m³/day wastewater treatment plant; OC is a co-owner and co-operator of the facility. - Egypt's first Public Private Partnership project.
Building Materials, Equipment Services, and Facility Management			
	100%	USD 34.5 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 46.8 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 15.3 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 27.5 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 20.2 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 2.9 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 only, and excludes concessions under construction and development phase

Income Statement

USD million	9M 2025	9M 2024	Q3 2025	Q3 2024
Revenue	3,428.3	2,319.9	1,472.4	842.5
Cost of sales	(3,091.2)	(2,105.1)	(1,337.9)	(768.8)
Gross profit	337.1	214.8	134.5	73.7
Other income	4.9	13.9	(0.7)	7.8
SG&A expenses	(143.4)	(139.3)	(58.3)	(45.9)
Operating profit	198.6	89.4	75.5	35.6
EBITDA	224.0	112.6	84.6	44.6
<i>Margin</i>	<i>6.5%</i>	<i>4.9%</i>	<i>5.7%</i>	<i>5.3%</i>
Adjusted EBITDA	202.0	112.6	84.6	44.6
<i>Margin</i>	<i>5.9%</i>	<i>4.9%</i>	<i>5.7%</i>	<i>5.3%</i>
Finance income	20.8	125.6	5.6	33.9
Finance cost	(91.5)	(101.4)	(38.7)	(44.4)
Net finance (cost) / income	(70.7)	24.2	(33.1)	(10.5)
Income from eq. accounted investees	33.8	18.3	11.2	6.5
Profit before income tax	161.7	131.9	53.6	31.6
Income tax	(24.5)	(35.9)	(5.7)	(6.3)
Net profit	137.2	96.0	47.9	25.3
Net profit attributable to:				
Owners of the company	133.3	87.0	50.6	21.6
Non-controlling interest	3.9	9.0	(2.7)	3.7
Net profit	137.2	96.0	47.9	25.3

Results Commentary

Revenue:

- Consolidated revenue increased 74.8% y-o-y to USD 1,472.4 million in Q3 2025 and 47.8% y-o-y to USD 3,428.3 million in 9M 2025
- MEA accounted for 59% of total revenue in Q3 2025 and 9M 2025 while USA contributed the balance
- Revenue growth was driven by progress at all major projects in Egypt, UAE, KSA and USA

EBITDA

- EBITDA increased 89.7% y-o-y to USD 84.6 million in Q3 2025 and 98.9% y-o-y to USD 224.0 million in 9M 2025
- EBITDA in 9M 2025 included a net gain of USD 22.0 million in Q2 2025 related to the favorable settlement of a legal case on an airport project in KSA and the arbitral award on Sidra hospital project in Qatar
- Excluding this impact, adjusted EBITDA increased 79.4% y-o-y to USD 202.0 million in 9M 2025, reflecting stronger operational performance

Income from associates:

- BESIX income increased 74.0% y-o-y to USD 8.7 million in Q3 2025 and 64.7% y-o-y to USD 21.9 million in 9M 2025

Net Income:

- Net profit to shareholders increased 134.3% y-o-y to USD 50.6 million in Q3 2025 and 53.2% y-o-y to USD 133.3 million in 9M 2025. 9M 2025 net profit includes the USD 22.0 million gain stated above

Balance Sheet

USD million	30 Sep 2025	31 Dec 2024	Results Commentary
ASSETS			
Non-current assets			Non-current assets
Property, plant and equipment	157.7	141.8	Total equity account investees of USD 537.0 million, out of which BESIX represents USD 457.7 million
Goodwill	27.7	27.7	
Trade and other receivables	27.9	16.0	Current assets:
Equity accounted investees	537.0	450.0	Trade and other receivables as of 30 Sept 2025 include USD 988.8 million in accounts receivables, USD 248.0 million in retentions and USD 419.4 million in supplier and subcontractor advance payments
Deferred tax assets	64.5	63.2	72% of gross trade receivables as of 30 Sept 2025 are not yet due
Total non-current assets	814.8	698.7	
Current assets			
Inventories	259.6	232.4	
Trade and other receivables	1,943.3	1,422.8	
Contracts work in progress	549.5	575.7	
Current income tax receivables	1.0	0.4	
Cash and cash equivalents	1,289.7	1,041.3	
Total current assets	4,043.1	3,272.6	
TOTAL ASSETS	4,857.9	3,971.3	

Balance Sheet

USD million	30 Sep 2025	31 Dec 2024	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	(503.8)	(534.0)	Liabilities:
Retained earnings	684.5	578.0	
Equity attributable to owners of the Company	758.2	621.5	Trade and other payables as of 30 Sept 2025 includes USD 617.5 million in trade payables, USD 920.3 million in accrued expenses and USD 165.8 million in retentions payable to subcontractors
Non-controlling interests	24.0	26.0	
TOTAL EQUITY	782.2	647.5	
LIABILITIES			
Non-current liabilities			
Loans and borrowings	19.9	7.5	
Trade and other payables	63.1	53.5	
Deferred tax liabilities	2.4	4.3	
Total non-current liabilities	85.4	65.3	
Current liabilities			
Loans and borrowings	430.8	305.7	
Trade and other payables	1,963.8	1,460.6	
Advanced payments from construction contracts	704.3	873.2	
Billing in excess of construction contracts	786.3	555.6	
Provisions	76.0	37.3	
Income tax payables	29.1	26.1	
Total current liabilities	3,990.3	3,258.5	
Total liabilities	4,075.7	3,323.8	
TOTAL EQUITY AND LIABILITIES	4,857.9	3,971.3	

Cash Flow Statement

USD million	30 Sep 2025	30 Sep 2024	Results Commentary
Net profit	137.2	96.0	Cash flow generated from operating activities:
Adjustments for:			- Operating cash flow of USD 211.1 million in 9M 2025 compared to USD 258.4 million in 9M 2024. 9M 2024 operating cash flow was led by high advance payments - On a quarterly basis, operating cash flow stood at USD 184.9 million in Q3 2025 compared to USD 9.4 million in Q3 2024
Depreciation	25.4	23.2	
Interest income	(17.9)	(14.0)	
Interest expense	72.5	54.9	
Net foreign exchange loss / (gain)	16.1	(65.1)	
Share in income of equity accounted investees	(33.8)	(18.3)	
Net gain on sale of PPE	(0.2)	(3.7)	
Income tax expense	24.5	35.9	
Changes in:			
Inventories	(12.9)	(64.3)	
Trade and other receivables	(454.7)	(692.9)	
Contract work in progress	55.0	104.9	
Trade and other payables	421.5	398.2	
Advanced payments construction contracts	(212.2)	213.7	
Billing in excess on construction contracts	202.1	236.8	
Provisions	36.3	4.4	
Cash flows:			
Interest paid	(72.5)	(54.9)	
Interest received	17.9	14.0	
Dividend from equity accounted investees	14.3	8.7	
Income taxes paid	(7.5)	(19.1)	
Cash flow generated from operating activities	211.1	258.4	

Cash Flow Statement

USD million	30 Sep 2025	30 Sep 2024	Results Commentary
Investment in associate	(35.1)	-	Cash flow used in investing activities: - Cash flow used in investing activities of USD 66.6 million in 9M 2025 compared to USD 44.2 million in 9M 2024 - Investment in associate in 9M 2025 represents an investment in the 650 MW BOO wind farm in Egypt
Investments in PPE	(34.0)	(48.6)	
Proceeds from sale of PPE	2.5	4.4	
Cash flow used in investing activities	(66.6)	(44.2)	Cash flow generated from / (used in) financing activities: - Cash flow from financing activities of USD 58.6 million in 9M 2025 compared to USD (1.2) million in 9M 2024 - Total dividends of USD 0.47 per share (USD 51.8 million) were distributed to shareholders in January and August 2025, a 20.7% increase compared to dividends distributed in 2024
Proceeds from borrowings	164.4	90.7	
Repayment of borrowings	(41.8)	(41.7)	
Lease payments	(5.4)	(4.2)	
Dividends paid to shareholders	(51.8)	(42.9)	
Dividends paid to non-controlling interest	(6.8)	(3.1)	
Cash flow from / (used in) financing activities	58.6	(1.2)	
Net change in cash and cash equivalents	203.1	213.0	
Cash and cash equivalents at 1 January	1,041.3	696.6	
Currency translation adjustments	45.3	(191.7)	
Cash and cash equivalents at 30 September	1,289.7	717.9	

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

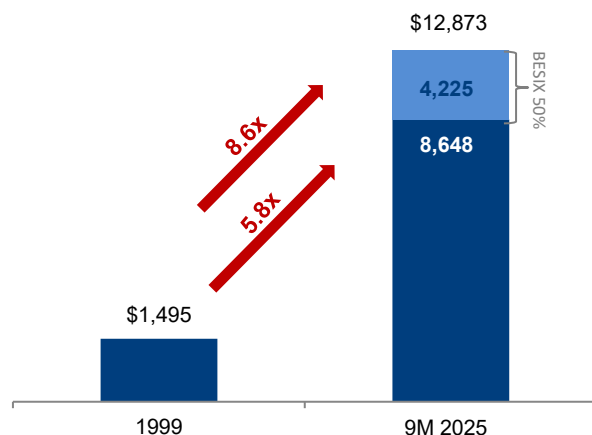
- Created a top 10 global cement producer in 12 countries through greenfields and acquisitions in 1990s-2000s
- Co-owned/built ME's first privatized BOT port in Egypt and divested stake in 2007
- Divested cement group in 2007 and began growing fertilizer business
- Leveraged construction group and M&A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

Building an Investments and O&M Portfolio

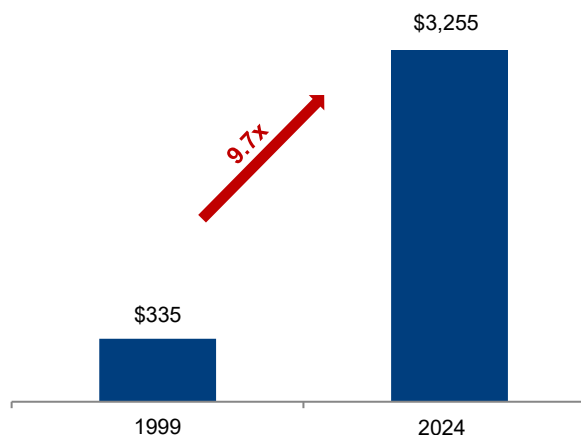
- Creates construction opportunities, recurring income and cash flow
- Infrastructure concessions such as Egypt's first PPP project (wastewater), two wind farms in Egypt, and a mega water project in UAE
- O&M in water, power, transportation industrial zones and facilities management
- Diverse building 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

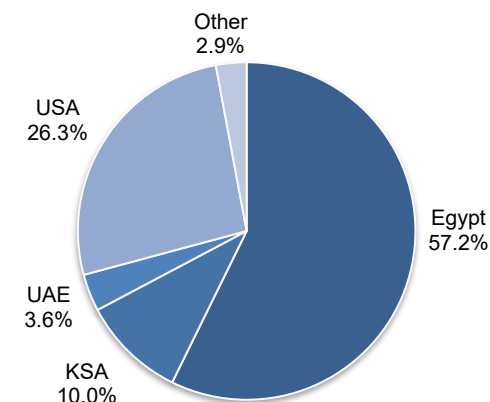
Backlog Growth (USD Million)



Revenue Growth (USD Million)



Backlog by Geography⁽¹⁾



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-developer and co-operator of Egypt's first PPP concession – New Cairo Wastewater Treatment Plant (Orasqualia)
 - Co-developed BOO wind farms with a total capacity of 913 MW in Egypt, including the largest operational in the Middle East and Africa
 - 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 to 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 dual-listing on Nasdaq Dubai and the EGX
- **Dividends and share buybacks:** returned over USD 340 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



Hassan Badrawi

Non-Executive



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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