

NMDC Group

Investor Presentation

December 2025

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Overview

NMDC Group at a Glance

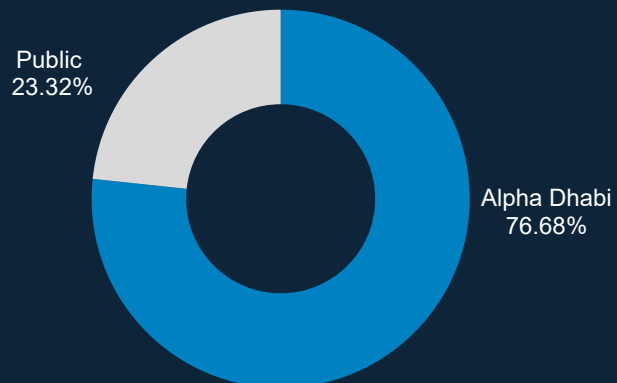


With 50 years of experience, **NMDC Group** is a home-grown global leader providing cutting-edge engineering, procurement, and construction (EPC) solutions for onshore and offshore projects, and state of the art Marine Dredging capabilities, Logistics and Technical services, marine engineering and construction capabilities.

Offering its clients high-quality tailored turnkey solutions, underpinned by a commitment to sustainability and international standards.

The Group operates through five main business units: NMDC Dredging & Marine, NMDC Energy, NMDC Engineering, NMDC Logistics and Technical Services, and NMDC Infra.

Shareholders Structure



#1
EPC Contractor in
the Middle East

25,000+
Total Employees

AED 17.2 bn
Market
Capitalization*

AED 20.5 bn
Total Revenues in
9M2025

AED 2.8 bn
Net Profit After Tax in
9M2025

170+
Vessel Fleet Size and
Support Equip.
480+
Major land Equip.

AED 17.7 bn
Awarded Projects in
9M2025

AED 62.3 bn
Secured Backlog
Sep-25

AED 976 mn
Capex Spending in
9M2025

*Calculation based on 12th December 2025 closing price.

Our Story



“
50 Years of Growth and
Operational Excellence



Establishment of NMDC LTS

2024



1H25

NMDC LTS
Completes the
Acquisition of 70%
Stake in Emdad



Rebranding and
reorganization to NMDC
Group

2023

2024

Listing of 23% of NMDC Energy
shares (formerly NPCC)



2021

Acquisition of NPCC
(reverse merger)



NPCC acquired by
NMDC

2021



2016

Acquisition of 33.3%
in Principia
Engineering



2015

NEL
acquisition of
80% of Anewa



2007

Establishment
engineering
subsidiary NEL



1995

Commission of
Musaffah
fabrication yard

1973

Establishment of NPCC by
Abu Dhabi National
Petroleum



2010

NMDC adds Emarat Europe
to its profile for Precast
works



2012

NMDC adds ADEC to its
Profile for Design &
Engineering Consultancy



2000

NMDC listed on the
ADX

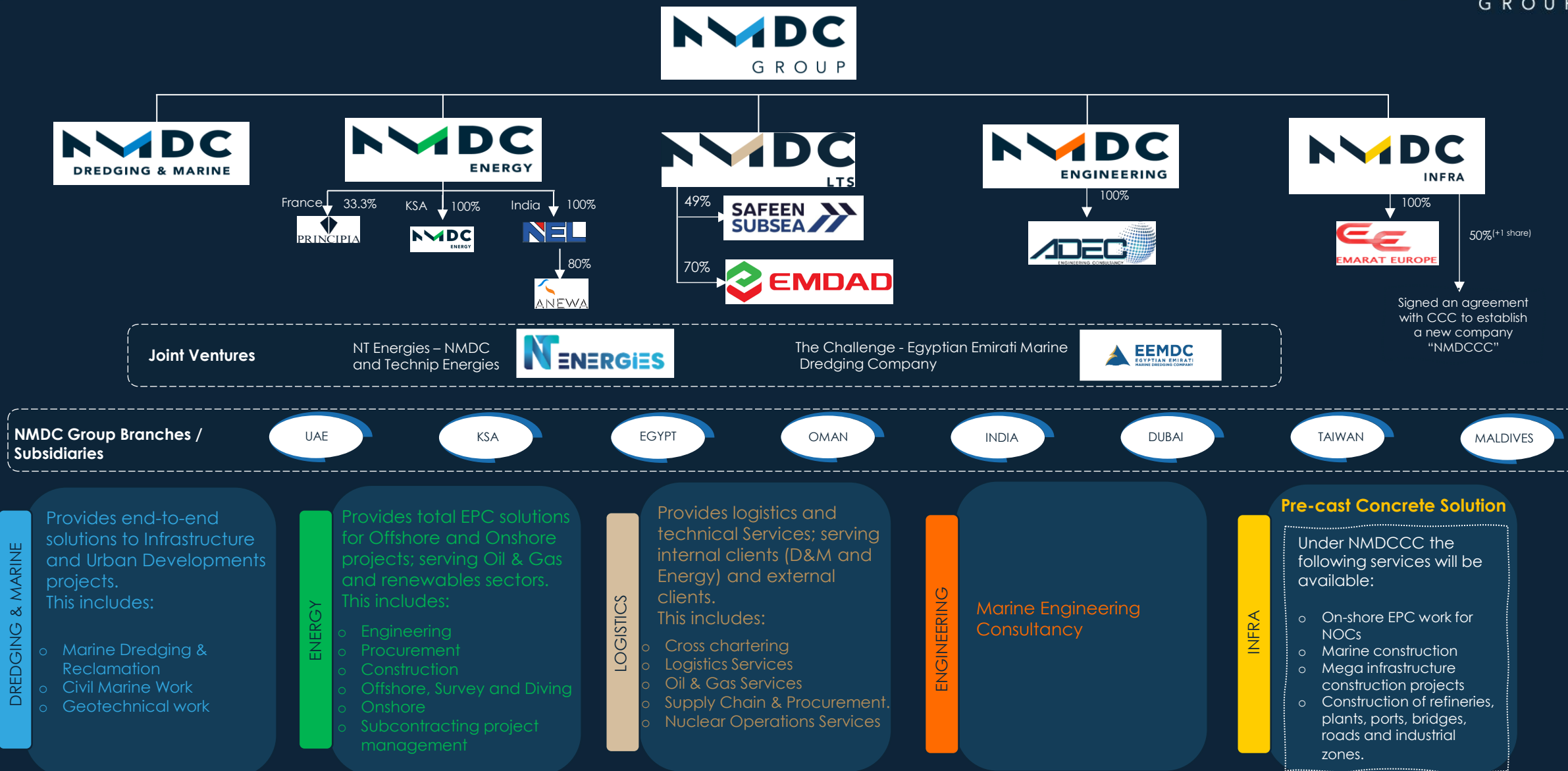


1976

Establishment of National Marine
Dredging company 'NMDC' (as a
subsidiary of Abu Dhabi National
Petroleum)



Current Structure



ENERGY



RENEWABLES



URBAN
DEVELOPMENT



SEABORNE TRADE



TOURISM



CLIMATE
ADAPTATION



Dredging and Marine (D&M) – Main Activities



- ❖ Provides end-to-end solutions to Infrastructure and Urban Developments projects
- ❖ Boasts an impressive fleet of 170+ vessels, enabling it to deliver a wide range of dredging, reclamation, marine construction and geotechnical services

MAIN DIVISIONS

Dredging
and
Reclamation



Marine Civil
Construction
Works



Geotechnical
Works



LARGE SCALE RECLAMATION



Market Leader

DEEPENING OF WATERWAYS



Market Leader

LAKE DEVELOPMENT



Market Leader

ARTIFICIAL ISLAND CONSTRUCTION

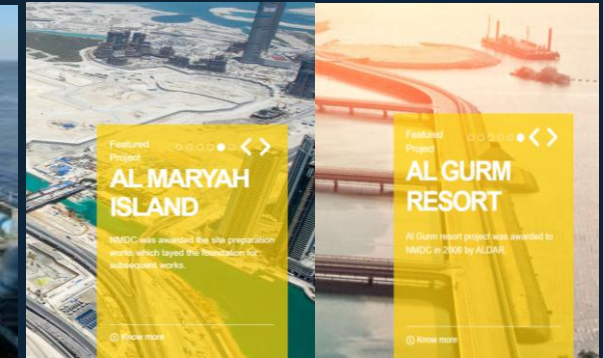


Market Leader

COMMERCIAL AND ENERGY PORTS



LEISURE DEVELOPMENT



NMDC Energy – Main Activities



❖ NMDC Energy (Formerly NPCC) is a world class Engineering, Procurement and Construction Company that provides total EPC solutions to both the Offshore and Onshore

❖ It deploys a fleet of 20 vessels, enabling it to provide engineering, procurement, project management, fabrication, installation and commissioning to project owners and operators

Unwavering state of the art four fabrication yards in the UAE and KSA with total fabrication area above

2 million m2 and
~ AED 1 billion



E
Engineering

- 2000 (UAE 900+, India 1100+) Peak engineering manpower
- 4 Operating centers (NMDC Energy, NEL, ANEWA, PRINCIPIA)
- FEED and detail engineering capabilities
- Comprehensive UAE graduate development program



P
Procurement

- 300+ highly qualified procurement professionals, working centrally out of Abu Dhabi
- Supported globally by its offices (Europe, India & China) and affiliates of expeditors and inspectors, procuring material and equipment.



C
Construction

- 1.0 million SQM Musaffah Yard – Largest Fabrication yard in MENA
- 1.6 million man-hours per month on an avg.
- 1360 Structures loaded out



Offshore Projects



Onshore Projects



Musaffah Yard:

Area: 1,000,000 m2
Capabilities: Major structures (platforms, decks, pancakes)
Manpower: 15,000

ICAD4 Yard:

Area: 312,000 m2
Capabilities: Pipe Coating
Manpower: 350

Modular Fabrication Yard:

Area: 168,000 m2
Capabilities: Modular fabrication
Manpower: 3,000

KSA Yard:

Area: 400,000 m2
Capabilities: PDMs, Jackets
Manpower: 5000

Core Clients and Awards



Selected Partners and Clients



Awards & Recognitions





Strategy

Strategic focus

Our Vision.....

“
Delivering Innovative Solutions to
Shape the Future
”

Three areas represent our strategic focus that aims at achieving sustainable growth, diversified offering and presence, and improve our capabilities and operational excellence



- Cementing our position in the local market, and offering new verticals to support our positioning
- Expanding our geographical footprint in markets, including Southeast Asia and selectively in Africa
- Vertical expansion by offering complementary products or new products that reflect the changing market demand
- With Global focus on Energy transition, NMDC Group plays an integral role in UAE's energy transition, with its offshore wind capabilities and its contribution to renewable energy production projects.
- Capitalizing on the infrastructure development in the MENA region



- Involves strengthening relationships with governments, clients, investors and suppliers
- Capitalize on Joint Ventures and business partners
- Leveraging on these relationships would enhance market position, access to new technologies, entrance to new markets and support our expansion aspirations



- Improving core operations efficiency, to positively impact costs
- Investment in digital tools, Artificial Intelligence, and ERP system would ensure time saving, optimizing project execution and improve decision-making
- Talent acquisition and continuous training and development to the workforce
- Commitment to sustainability and ESG initiatives
- Capacity improvement and creation of synergies could be supported by M&As

Geographical Footprint



Execution capabilities extend beyond our physical presence with current markets representing on-going projects.



Target markets for NMDC Energy includes South-East Asia, North Africa and West Africa



Target Markets for NMDC D&M includes KSA and India. For Africa and South-East Asia

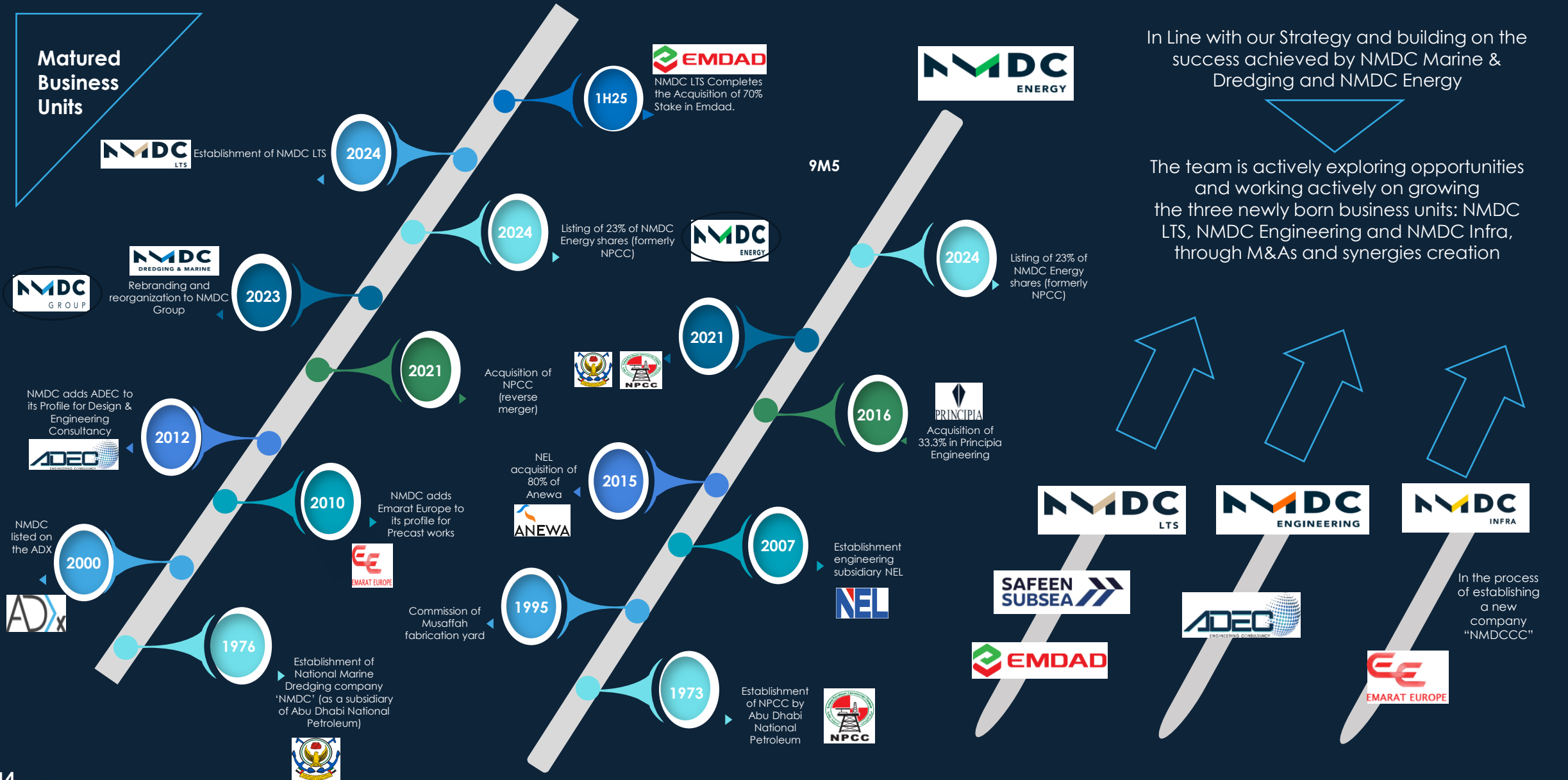


■ Physical Presence / Ongoing Projects ● Offices ■ Target Markets

Our Aspirations



Matured Business Units



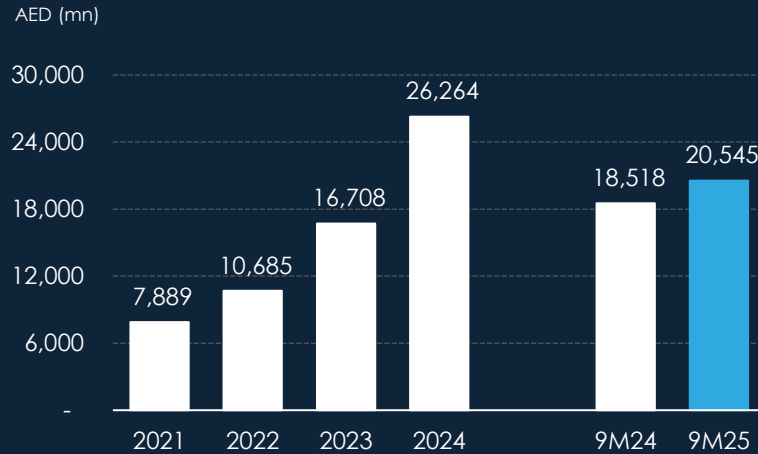


Financial Performance

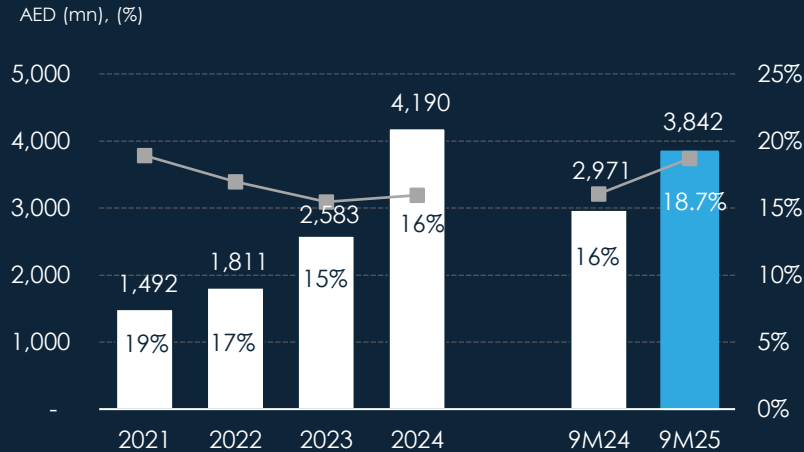
NMDC Group Financial Highlights



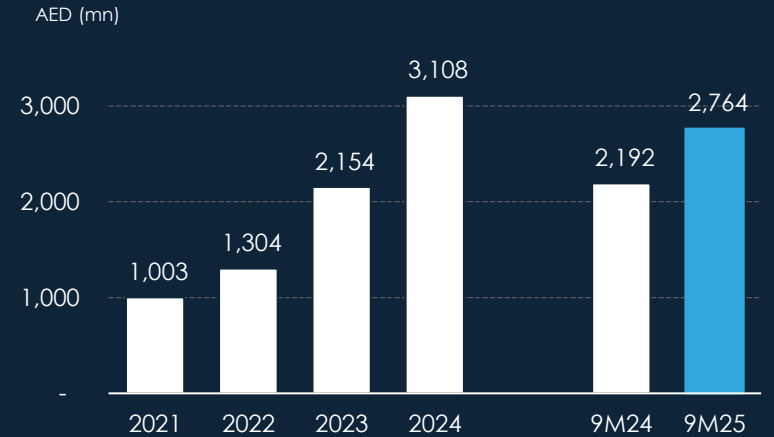
Revenues



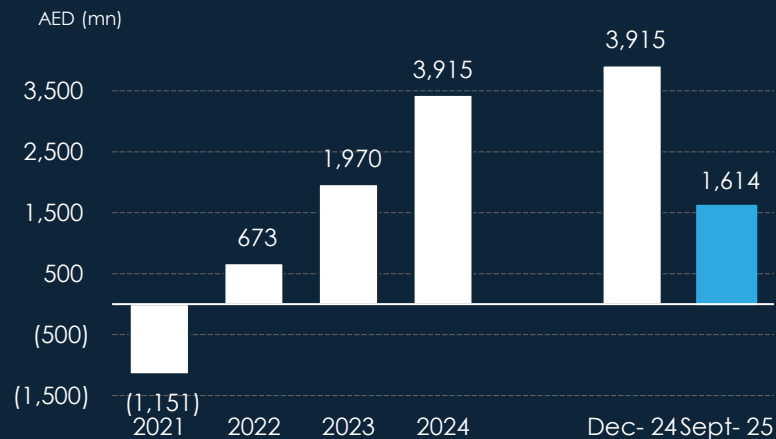
EBITDA



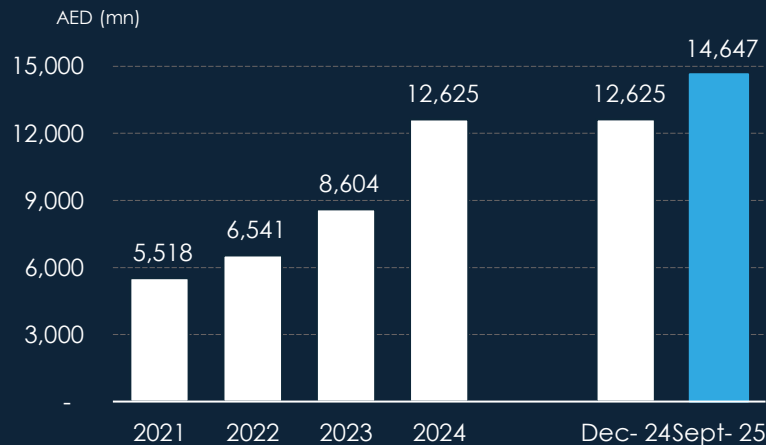
Net Profit After Tax



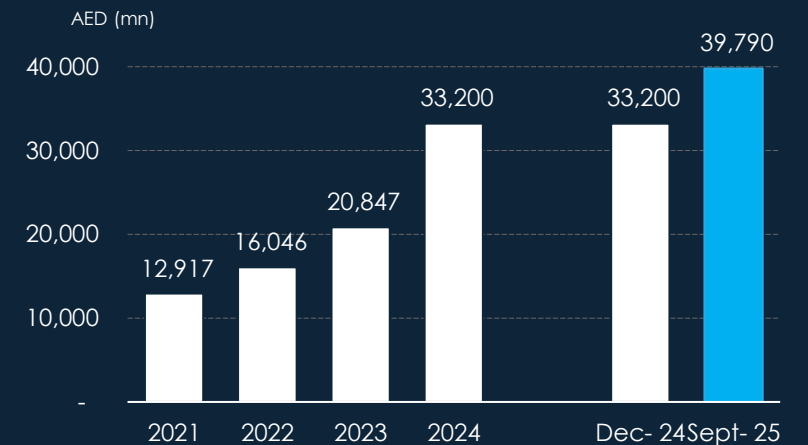
Net Cash



Total Equity



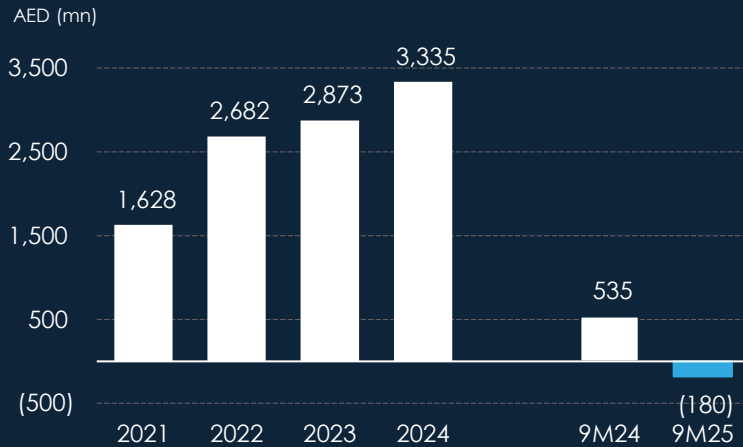
Total Assets



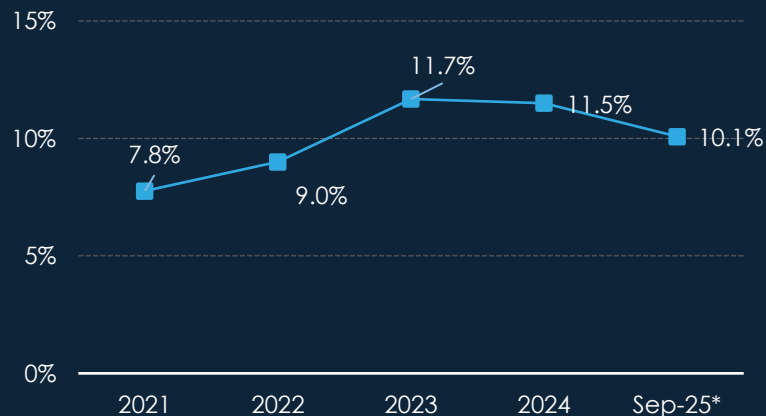
NMDC Group Financial Highlights Con'd



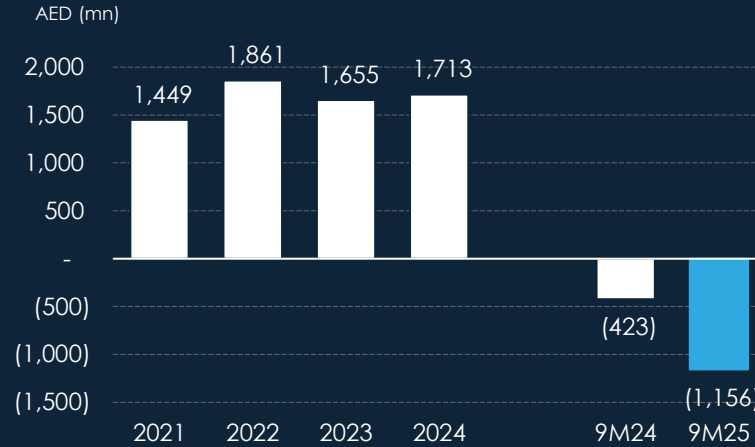
Cash from Operations



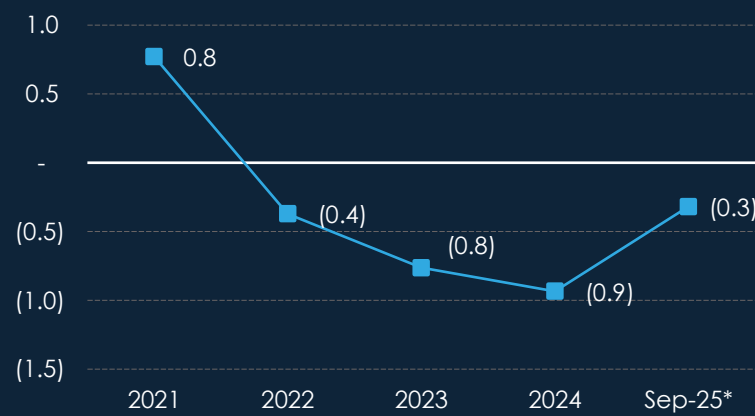
RoAA*



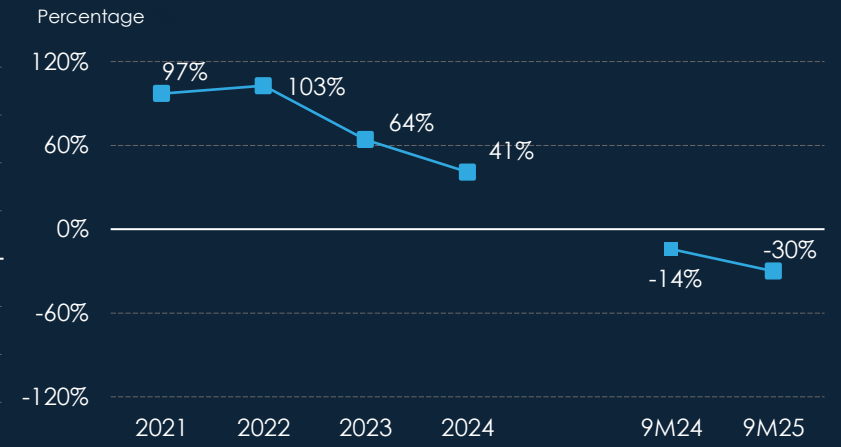
Free Cash Flow



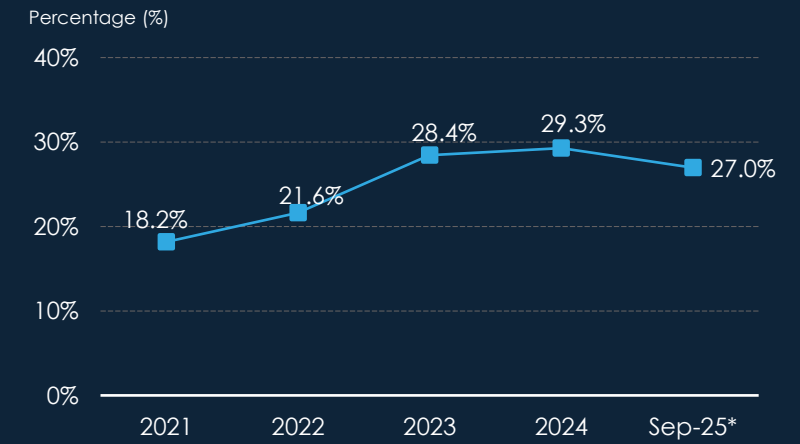
Net Debt/EBITDA*



Free Cash Flow /EBITDA



RoAE*

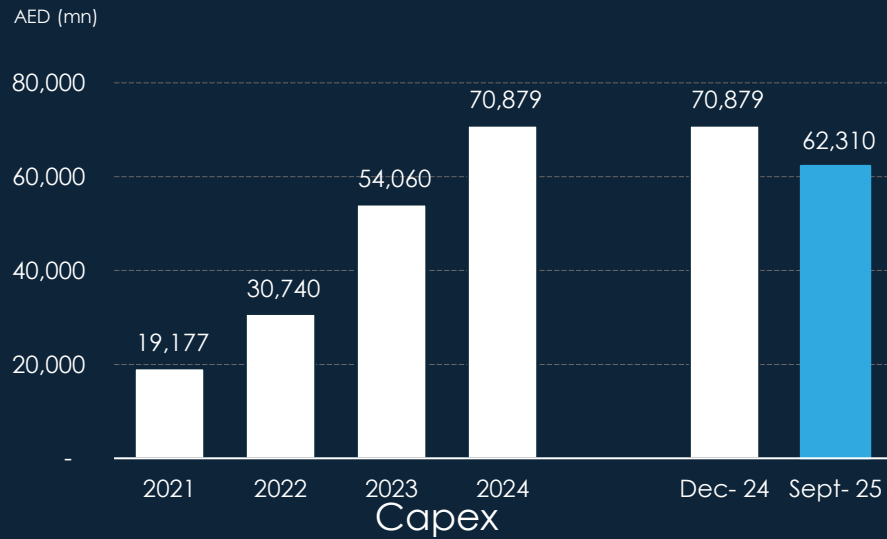


*calculation is based on trailing figures.

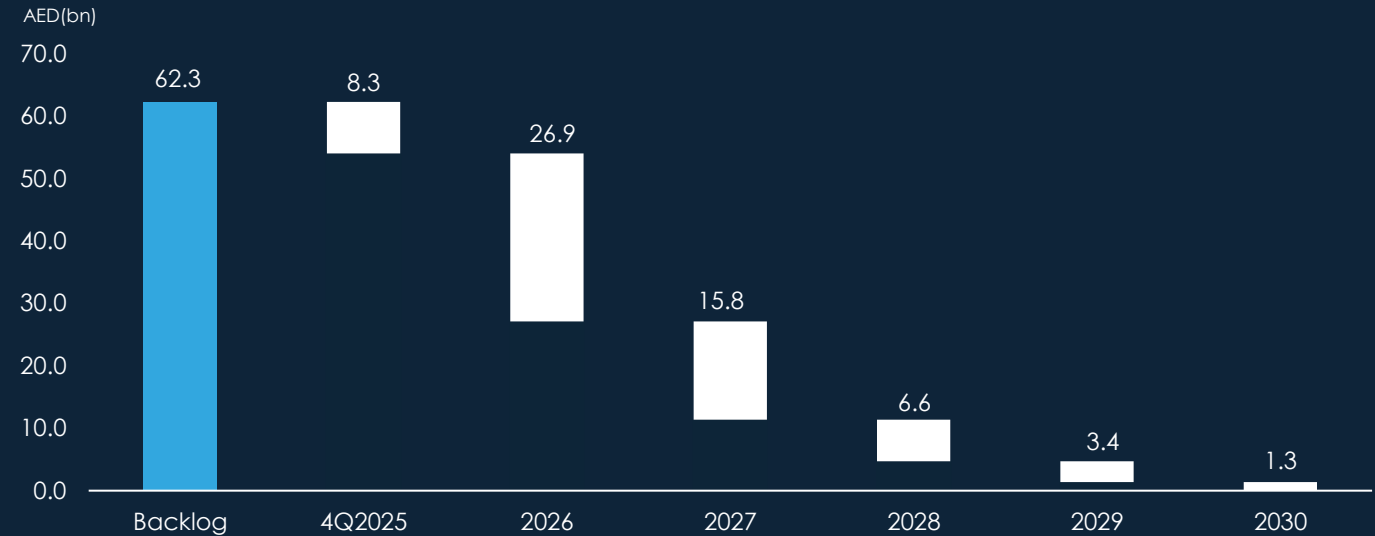
NMDC Group Capex and Backlog



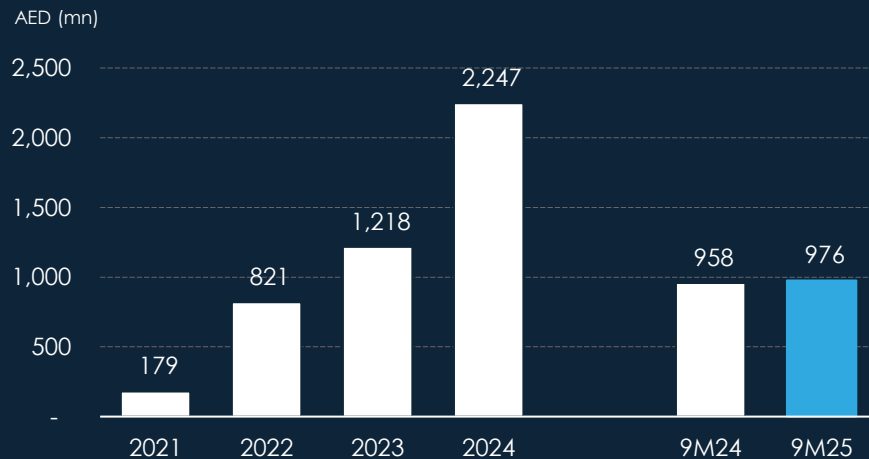
Backlog



Backlog Runoff

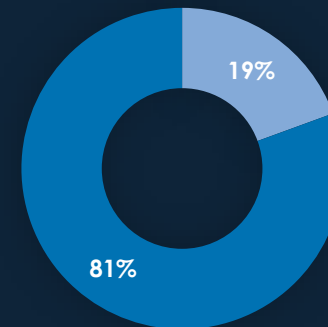


*Backlog as of September 2025

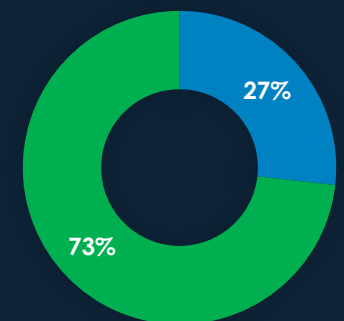


Backlog Contribution

■ International ■ Local



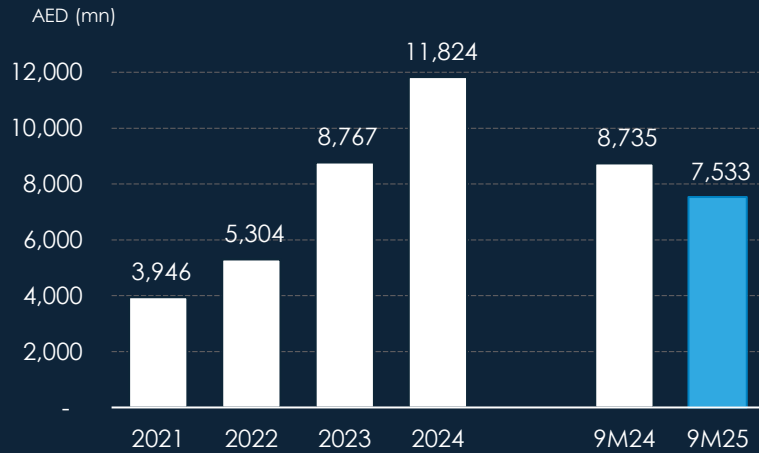
■ D&M ■ Energy



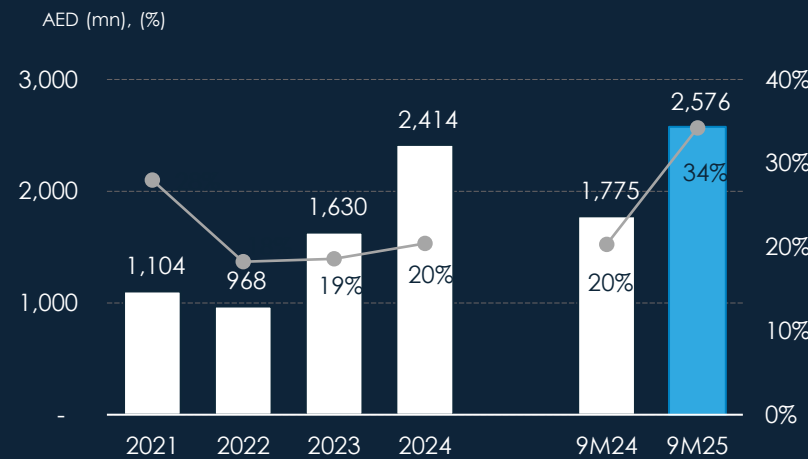
NMDC Dredging & Marine*



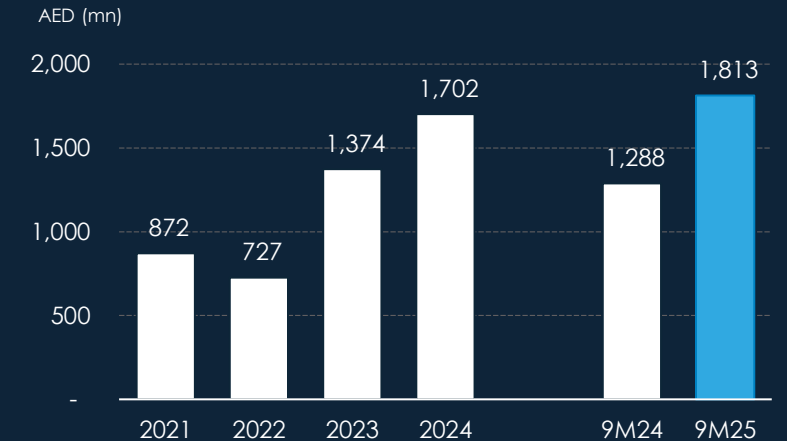
Revenues



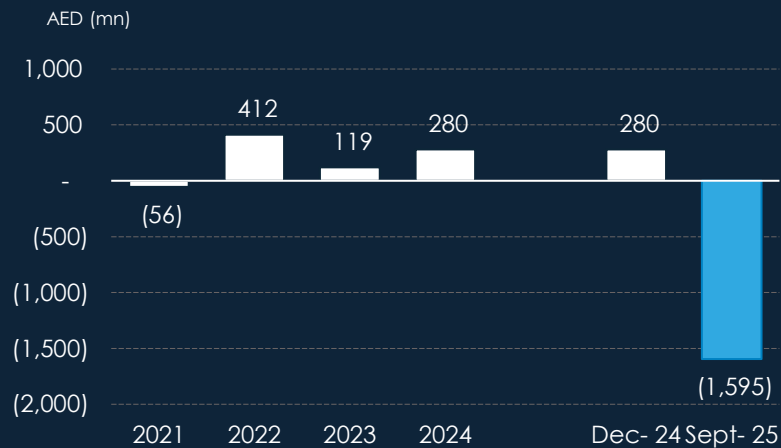
EBITDA



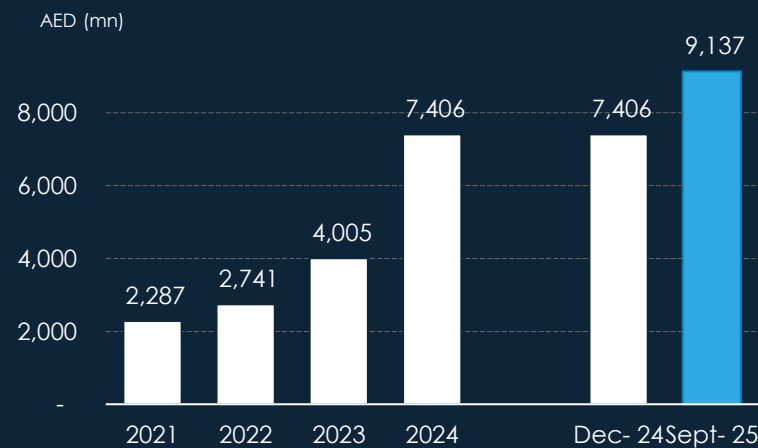
Net Profit After Tax



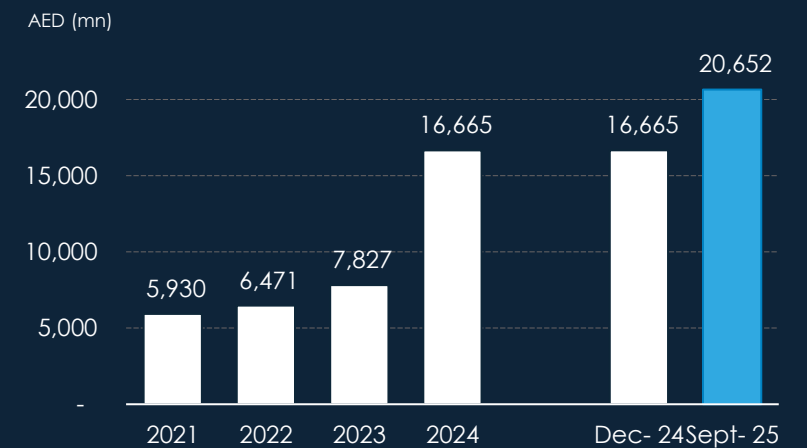
Net Cash



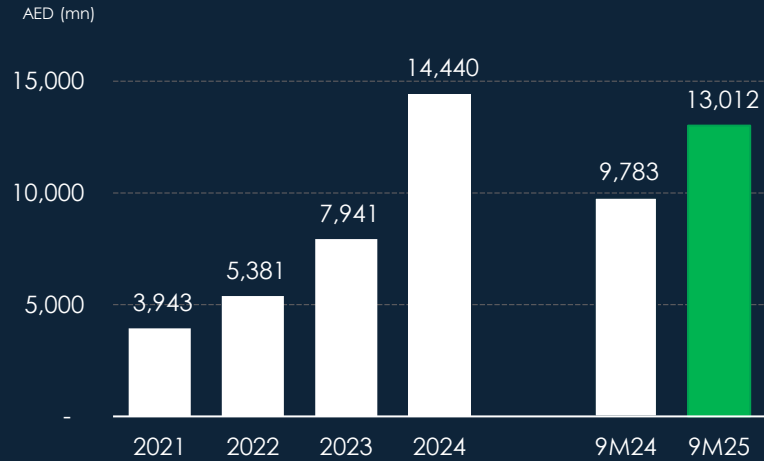
Total Equity



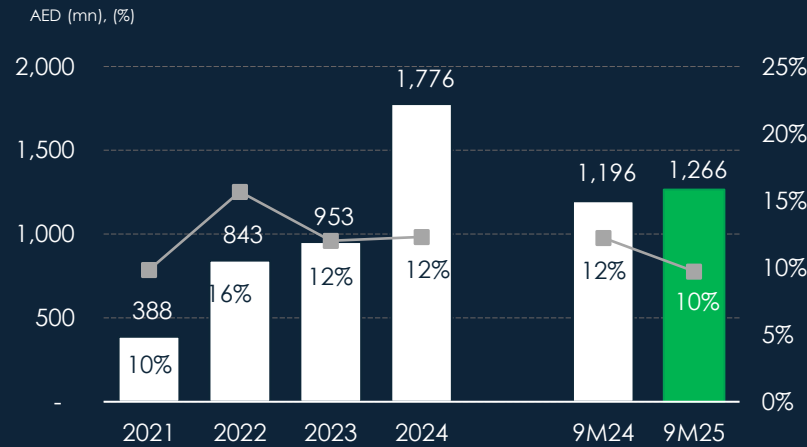
Total Assets



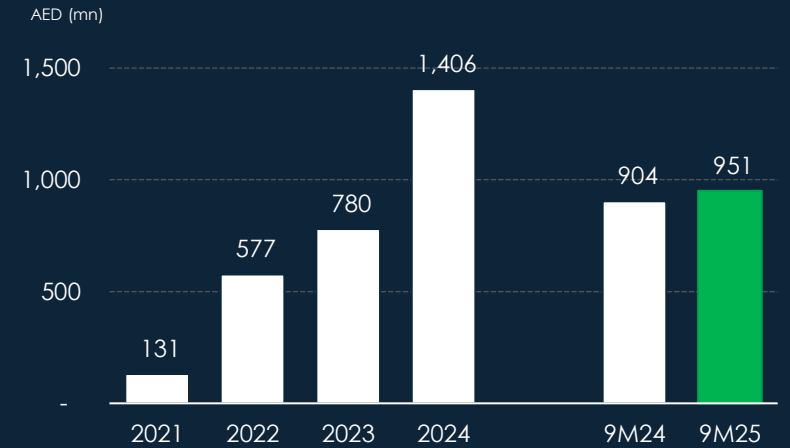
Revenues



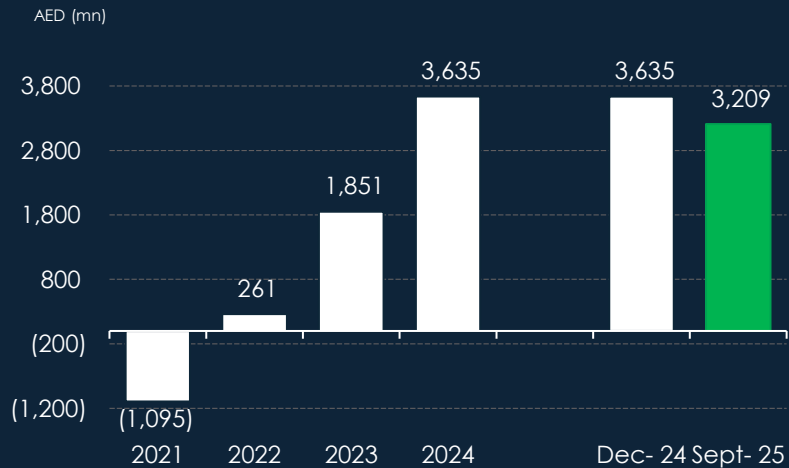
EBITDA / EBITDA Margin



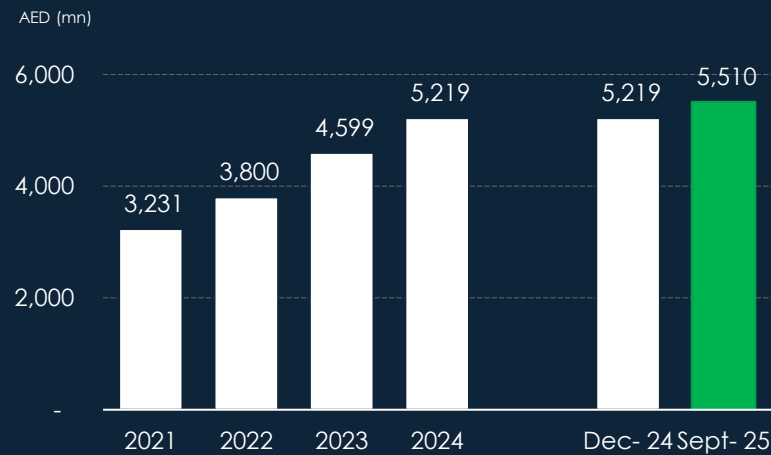
Net Profit After Tax



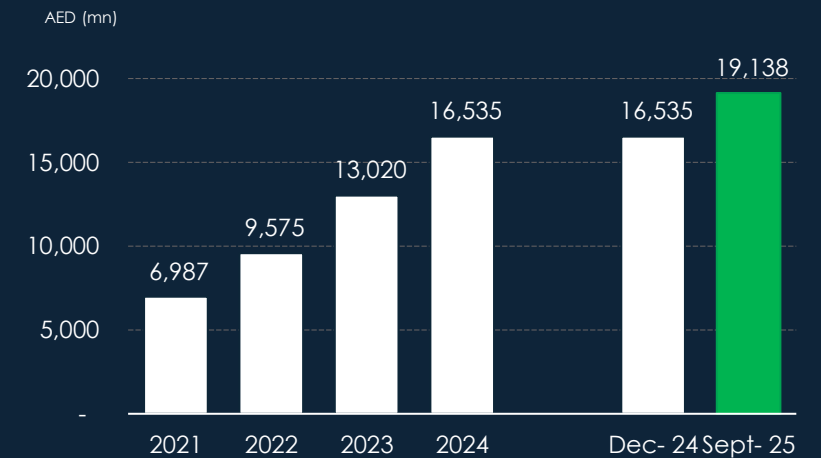
Net Cash



Total Equity



Total Assets





Sustainability

Sustainability

Contributing to Energy Transition Across the UAE and the Broader MENA Region through Partnerships and Initiatives

NT Energies Energy Transition



NT Energies is a joint venture created by NMDC Energy & Technip Energies specialize in blue and green hydrogen production, decarbonization projects, advanced CO2 capture technologies, and a range of industrial initiatives.

Strong HSE Culture on Major Projects



Zero LTI at NOD and Jetty Area (NMDC Energy, (Al Yassat Island – NMDC D&M))

3D-printed artificial reef



Designed 3D-printed artificial reef layouts—including an ADNOC-logo pattern—at the Ruwais LNG Project to enhance marine habitats and support environmental branding.

Energy Transition Offshore Wind



Recognizing the growing importance of renewable energy, NMDC took a strategic move into renewable energy project, whereby it diversified its operations to develop capabilities in the renewable projects

Clean Technology Investment



NMDC Infra received

- ISO 9001 (Quality)
- ISO 14001 (Environmental)
- ISO 45001 (Occupational Health & Safety) management systems.

GHG Inventory



Ongoing monitoring and tracking of emissions; 3rd party audit initiated as per GHG Protocol.

Corporate Behavior



Ethics, compliance, and audit frameworks were strengthened, with new plans under development for 2025 focused on risk-based due diligence and employee ethics training.

Clean Energy



Deployed solar-powered tower lights along permanent roadways on D&M Hudayriat Project plus converting Jubail Island project generators to hybrid solar–diesel systems to cut carbon emissions and optimize fuel consumption.

Audits & Inspections



Emarat Europe Factory – (NMDC Infra): Passed the ADOSH audit with zero non-compliances.
NMDC D&M: Passed the ADOSH audit with zero non-compliances.



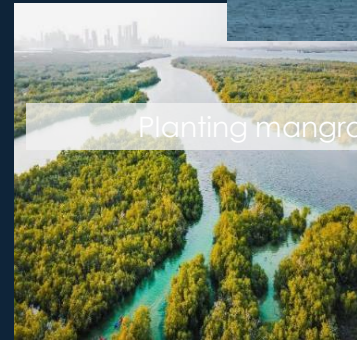
Waste Management



Electrification of the yard



Offshore wind projects



Planting mangroves



Transitioning to clean energy



Robotics improving efficiency



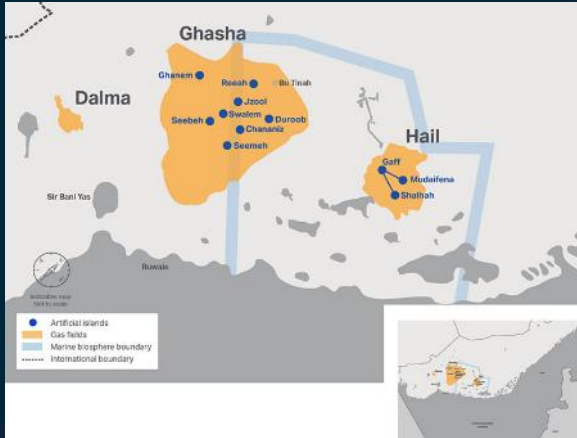
Energy Decarbonization

Green hydrogen development



APPENDIX

Flagship Projects by NMDC D&M



HAIL & GHASHA CONCESSION

Client: ADNOC
Location: Abu Dhabi, UAE
Value: USD 1.41 billion
Contract: EPC Works
Start: 2019
End: 2023 end (exp.)

Scope:
Dredging & Reclamation of 11 offshore artificial Islands (26.5 million m3), 2 Causeways, breakwater & revetments, Rockworks (23 million tons), Ground improvement (2.23 million m2), 9 No. Quaywalls (280m to 620m) and Concrete works (368,200 m3)



SHAMA DEVELOPMENT WORKS

Client: AD Ports Group
Location: Ghantoot, Abu Dhabi
Value: USD 354 million
Contract: Design & Build
Start: 2022
End: 2023 end (exp.)

Scope:
Dredging & Reclamation, compaction works, disposal of unsuitable material, construction of new revetments using accropodes and rocks, construction of breakwater and operational quay at -19m, and environmental monitoring and measures.



UPPER ZAKUM FIELD DEVELOPMENT

Client: ZADCO (now ADNOC L&S)
Location: Abu Dhabi, UAE
Value: USD 1.16 billion
Contract: EPC Works
Start: 2011
End: 2014

Scope:
Dredging & Reclamation of 4 offshore artificial Islands (25 million m3), Rockworks (14 million tons), breakwaters & revetments, Length of quaywall constructed (1,450m), Ground improvement works (1.65 million m2), etc.



BARAKAH NPP MARINE WORKS

Client: Emirates Nuclear (ENEC)
Location: Barakah, UAE
Value: USD 278 million
Contract: Design & Build
Start: 2012
End: 2015

Scope:
Construction of 15.3 km long Breakwater, Dredging and Reclamation (9 million m3), associated Rockworks (4 million tons), and installation of 1.5km Sheet Piling works. All works were carried out in environmentally sensitive area (NMDC HSE capabilities)

Flagship Projects by NMDC D&M



KHALIFA PORT SOUTH QUAY WORKS

Client: AD Ports Group
Location: Ghantoot, Abu Dhabi
Value: USD 354 million
Contract: Design & Build
Start: 2019
End: 2022

Scope:
Dredging & Reclamation (15 million m³), Deepening of main channel, Construction of Gravity Quaywall 3,500m to -19m and 1,000m to -16m, Installation of 2,900m Sheet Piling Works. NMDC ensured no interference with live port operations.



NEW SUEZ CANAL

Client: Suez Canal Authority
Location: Suez, Egypt
Value: USD 1.6 billion (NMDC share)
Contract: Design & Build
Start: 2014
End: 2015

Scope:
NMDC (as the lead) formed 'Challenge Consortium' with Boskalis, Jan De Nul and Van Oord to carry out and complete dredging of Lots 2, 3, 4, 5 with a total dredging of almost 180 million m³. The project was completed in record time of 9 months.



RESORT DEVELOPMENT - MALE ATOLL

Client: DAMAC Properties
Location: Male, Maldives
Value: USD 30 million
Contract: Design & Build
Start: 2017
End: 2018

Scope:
Dredging & Reclamation (400,000 m³), Rock protection works (160,000 tons) and construction of Quaywall structure for Service Port. Works were executed under highly environmental sensitive area & challenging remote area logistically.

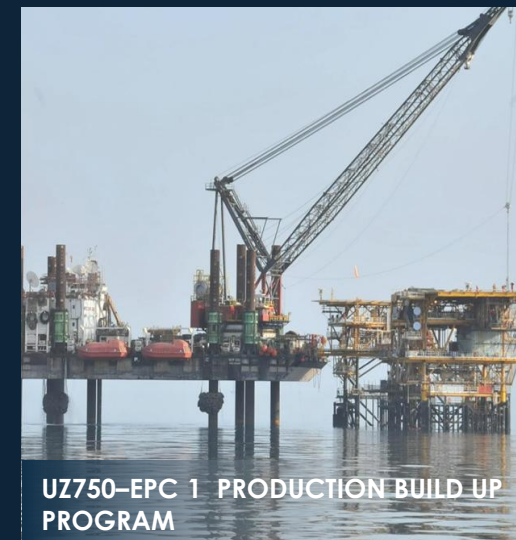


EAST SITRA MARINE WORKS

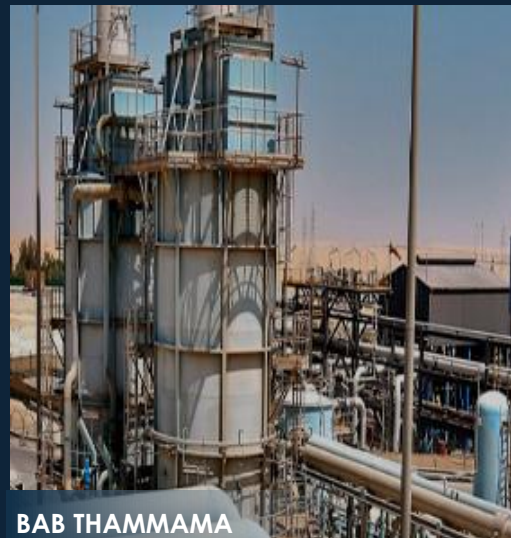
Client: Ministry of Housing Bahrain
Location: East Sitra, Bahrain
Value: USD 240 million
Contract: Design & Build
Start: 2014
End: 2017

Scope:
Dredging & Reclamation (25 million m³) covering an area of 5.4 million m² over a series of islands. Challenging project considering project site under highly environmental sensitive area.

Flagship Offshore Projects by NMDC Energy



Flagship Onshore Projects by NMDC Energy





Thank You!

Investor Relations

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