

NMDC Group

Investor Presentation

Table of Content

1

Group
Overview

2

Strategy

3

Financial
Performance

4

Sustainability



Overview

NMDC Group at a Glance

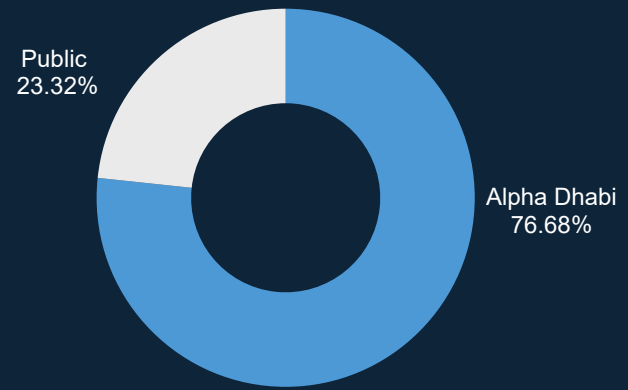


With 50 years of experience, **NMDC Group** is a home-grown global leader providing cutting-edge engineering, procurement, and construction (EPC) solutions for onshore and offshore projects, and state of the art Marine Dredging capabilities, Logistics and Technical services, marine engineering and construction 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 17.8 bn
Market Capitalization*

AED 28.8 bn
Total Revenues in FY25

AED 4.0 bn
Net Profit After Tax in FY25

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

AED 19.5 bn
Awarded Projects in FY25

AED 57.9 bn
Secured Backlog Dec-25

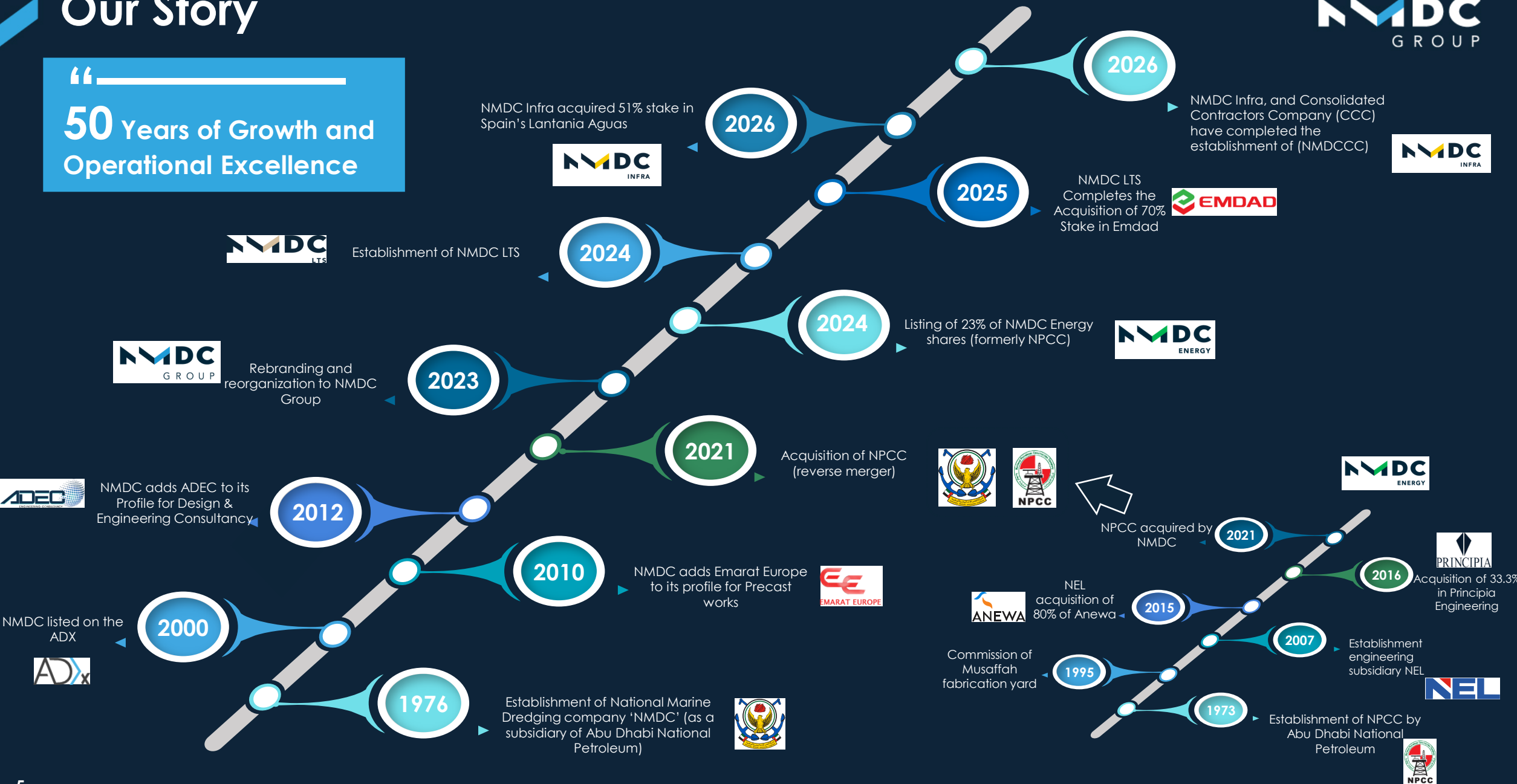
AED 1.4 bn
Capex Spending in FY25

*Calculation based on 25th February 2026 closing price.

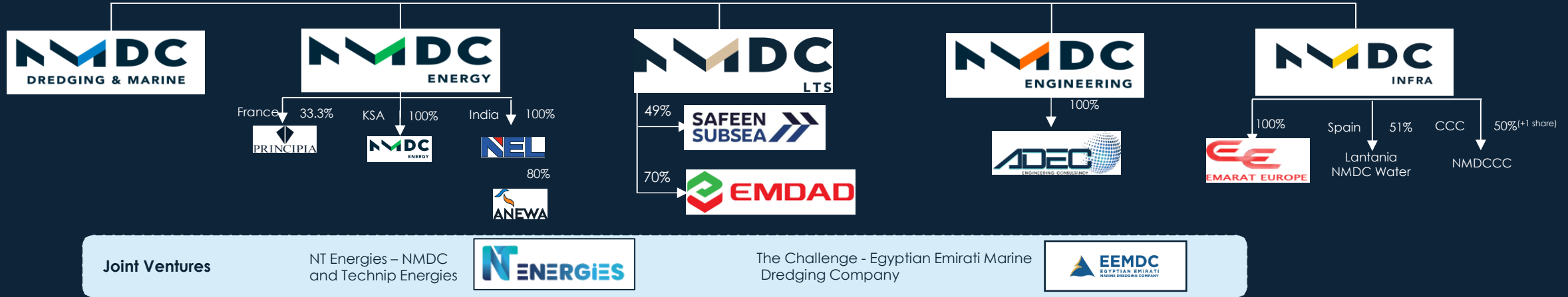
Our Story



“
50 Years of Growth and Operational Excellence



Current Structure



DREDGING & MARINE

Provides end-to-end solutions to Infrastructure and Urban Developments projects. This includes:

- Marine Dredging & Reclamation
- Civil Marine Work
- Geotechnical work

ENERGY

Provides total EPC solutions for Offshore and Onshore projects; serving Oil & Gas and renewables sectors. This includes:

- Engineering
- Procurement
- Construction
- Offshore, Survey and Diving
- Onshore
- Subcontracting project management

LOGISTICS

Provides logistics and technical Services; serving internal clients (D&M and Energy) and external clients. This includes:

- Cross chartering
- Logistics Services
- Oil & Gas Services
- Supply Chain & Procurement
- Nuclear Operations Services

ENGINEERING

Marine Engineering Consultancy

INFRA

Pre-cast Concrete Solution

Under NMDCCC the following services will be available:

- On-shore EPC work for NOCs
- Marine construction
- Mega infrastructure construction projects
- Construction of refineries, plants, ports, bridges, roads and industrial zones.
- Desalination, water treatment and purification projects

Main Sectors

ENERGY



URBAN
DEVELOPMENT



TOURISM



RENEWABLES



SEABORNE TRADE



CLIMATE
ADAPTATION



NMDC 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

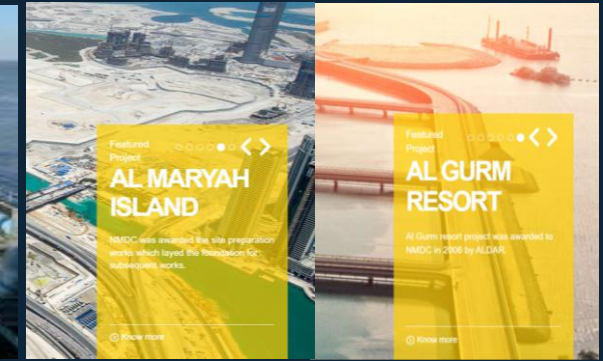


Market Leader

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 total investment of **~ AED 1 billion**



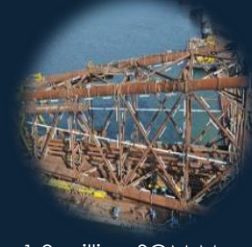
E
Engineering

- 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



Mussafah 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

Offshore Projects



Onshore Projects



Core Clients and Awards

Selected Partners and Clients



Awards & Recognitions

<p>Oil&Gas</p> <ul style="list-style-type: none"> Top EPC Contractor For 2020, 2022, 2023, 2024& 2025 Yard Modernization Company of the Year 2025 (2nd Year) 	<p>NMDC Group & NMDC Energy Included in The Top 100 listed Companies for the Year 2025</p>	<p>For the second consecutive year, NMDC Group has sustained its MSCI AA ESG rating</p>	<p>MSCI PROVISIONAL ESG RATINGS</p> <p>(p) CCC (p) B (p) BB (p) BBB (p) A (p) AA (p) AAA</p> <p>As of Aug 2025</p>	<p>ROSPA Gold Safety Award</p>	<p>IPLOCA 2025 IPLOCA New Technologies Award</p>	<p>British Safety Council Sword of Honor Award</p>
<p>Guinness Record for the "Heaviest single module topside (ULGTP)"</p>	<p>NMDC Energy awarded ICV Excellence Award 2025</p>	<p>NMDC Group CEO, Eng. Yasser Zaghoul, was ranked #5 among Contractors on Construction Business News Middle East's Power 100 list for 2025</p>	<p>Top 100 Listed Companies 2025</p>	<p>ROSPA Gold Award 2024</p>	<p>IPLOCA New Technologies Award 2025</p>	<p>International Safety Award Distinction 2025</p>



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



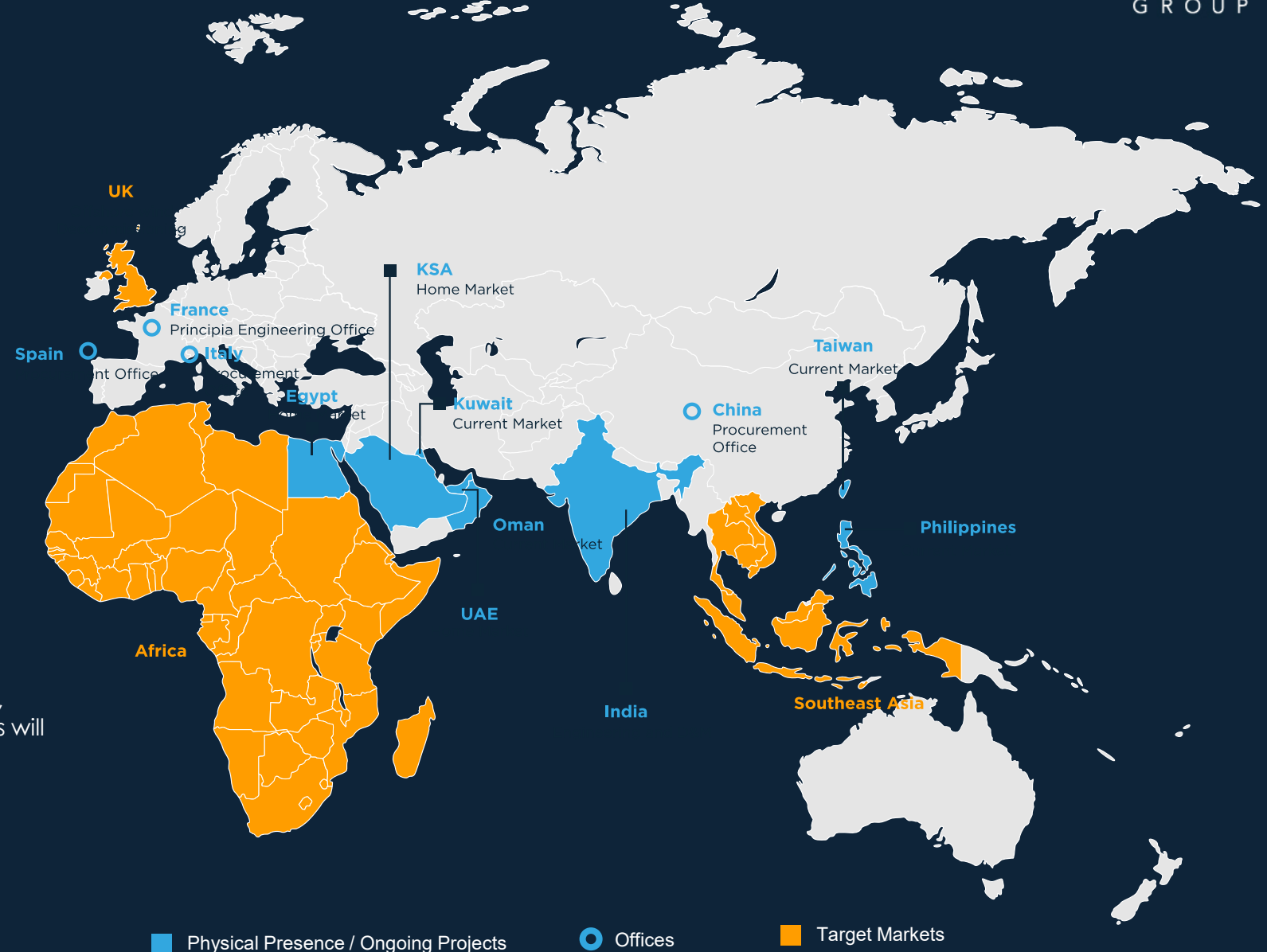
- Improving core operations efficiency, to positively impact costs
- Investment in digital tools, Artificial Intelligence, and ERP system would ensure time saving, optimizing project execution and improve decision-making
- Talent acquisition and continuous training and development to the workforce
- 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 Southeast Asia, North Africa and West Africa

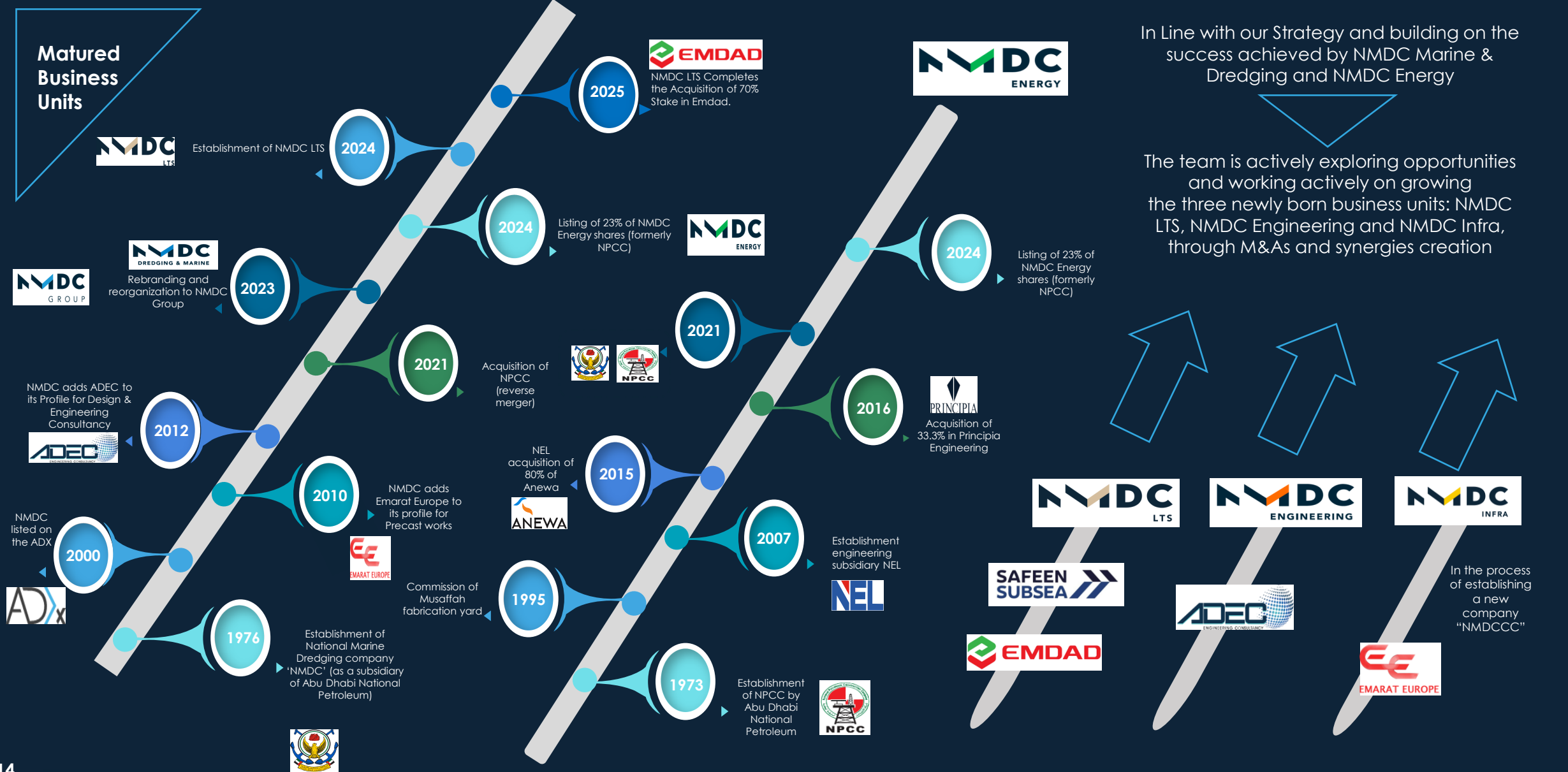
Target markets for NMDC D&M include KSA, India. For Africa and South-east Asia access will be on a selective basis



Our Aspirations



Matured Business Units



In Line with our Strategy and building on the success achieved by NMDC Marine & Dredging and NMDC Energy

The team is actively exploring opportunities and working actively on growing the three newly born business units: NMDC LTS, NMDC Engineering and NMDC Infra, through M&As and synergies creation



In the process of establishing a new company "NMDCCC"

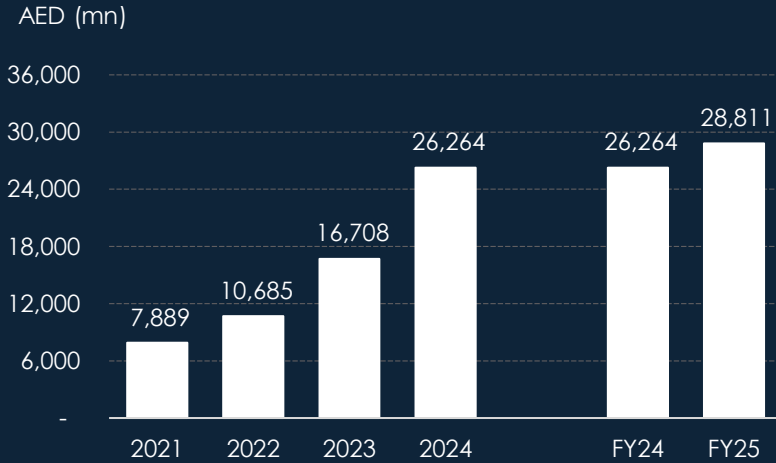


Financial Performance

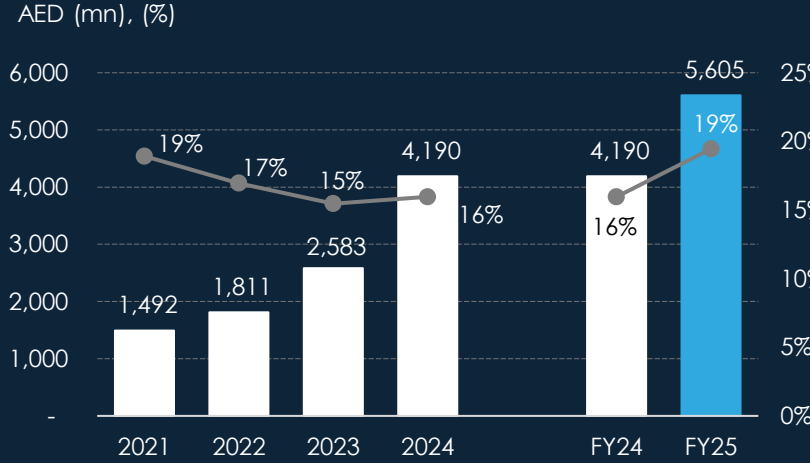
NMDC Group Financial Highlights



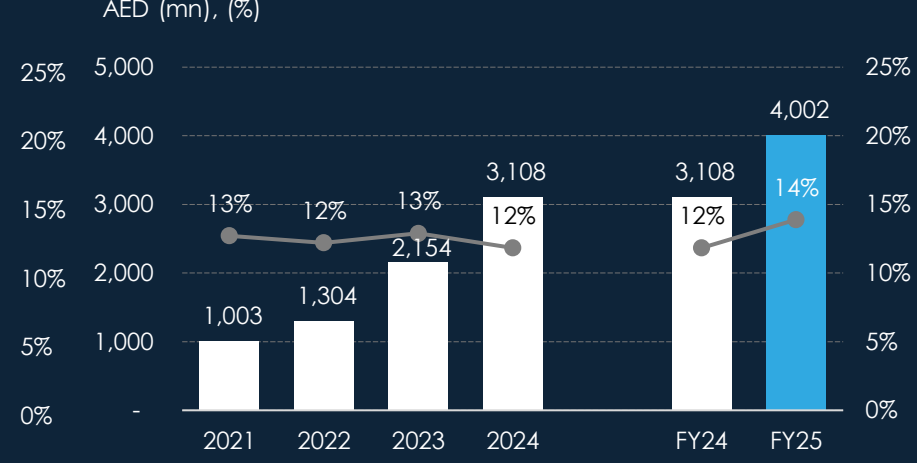
Revenues



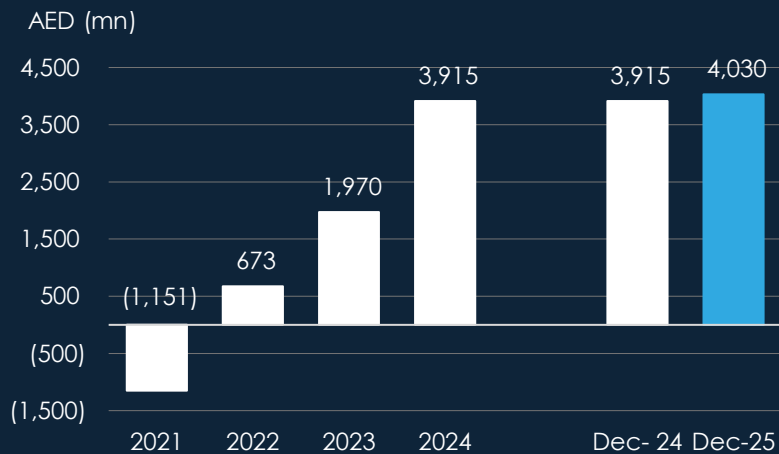
EBITDA



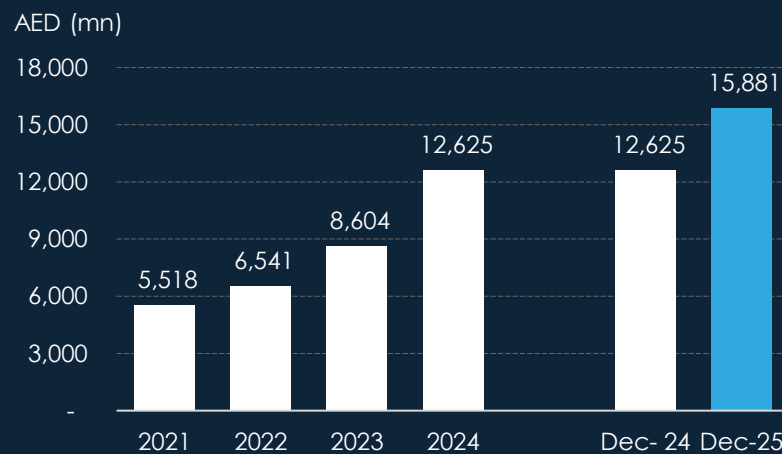
Net Profit After Tax



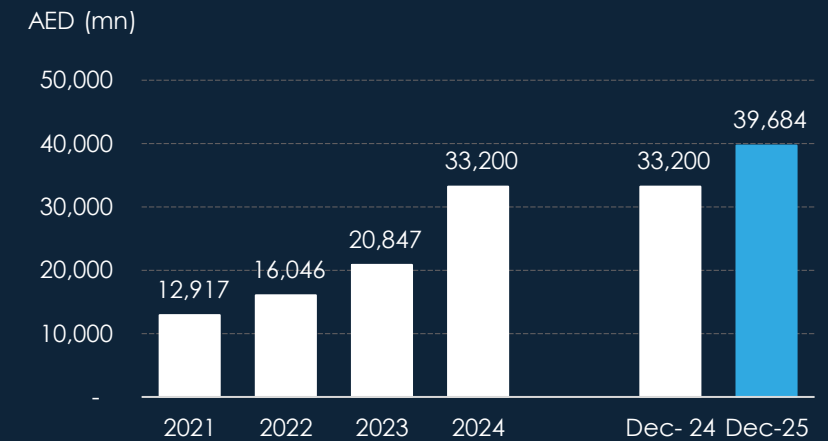
Net Cash



Total Equity

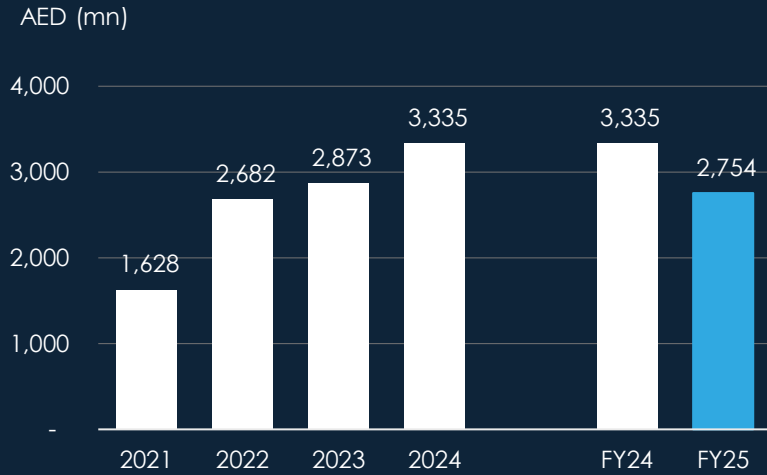


Total Assets

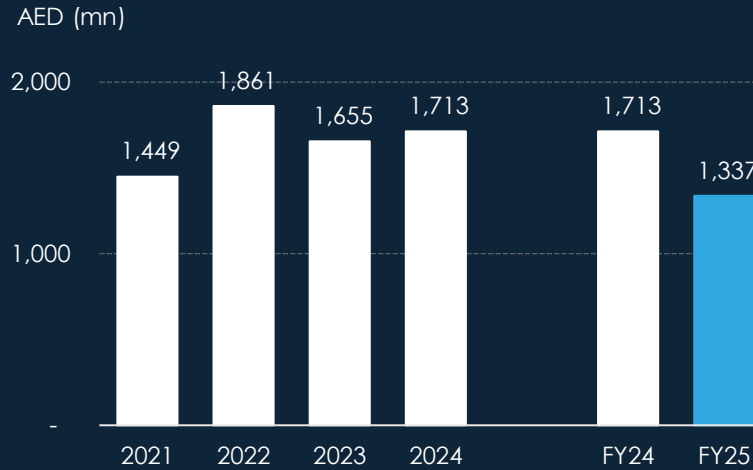


NMDC Group Financial Highlights Con'd

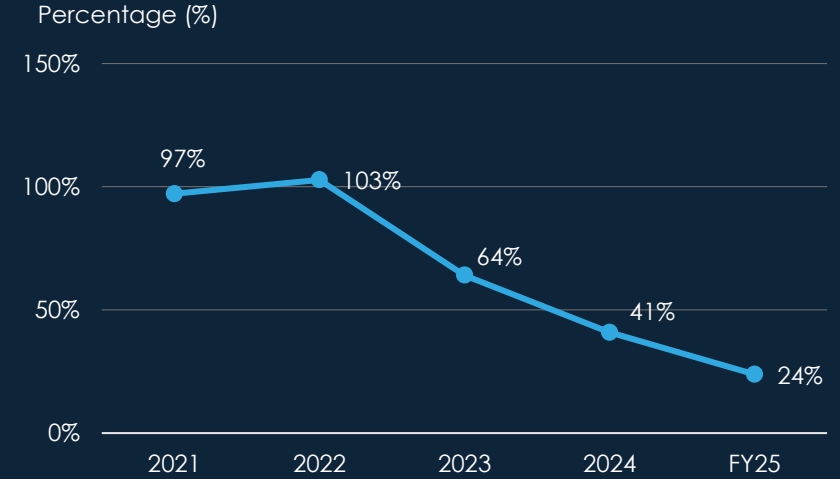
Cash from Operations



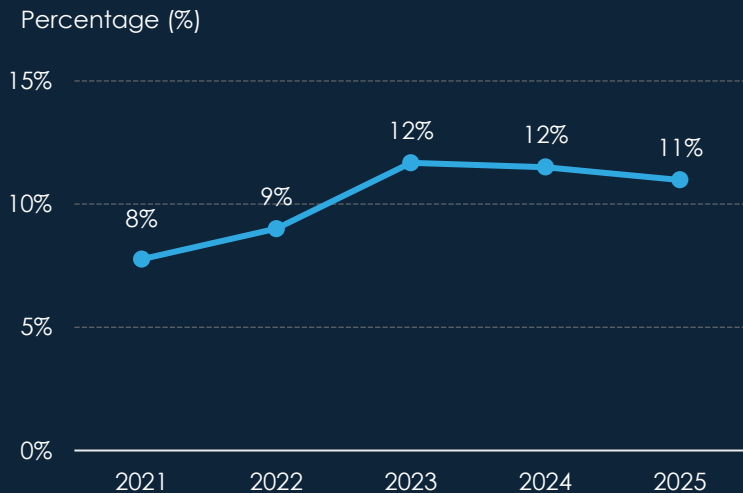
Free Cash Flow



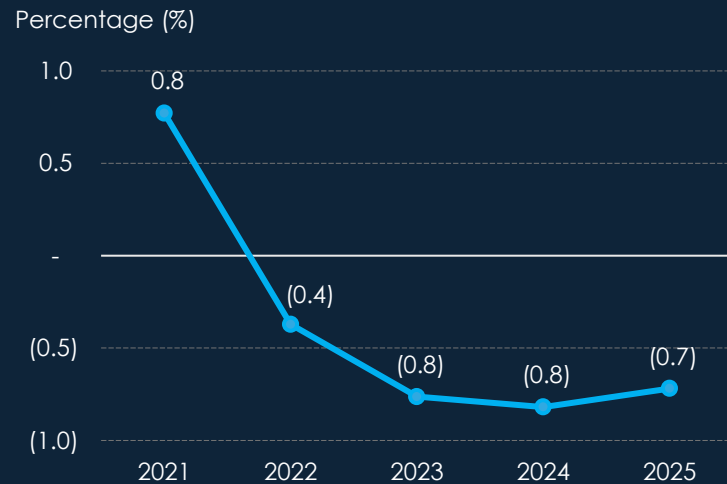
Free Cash Flow / EBITDA



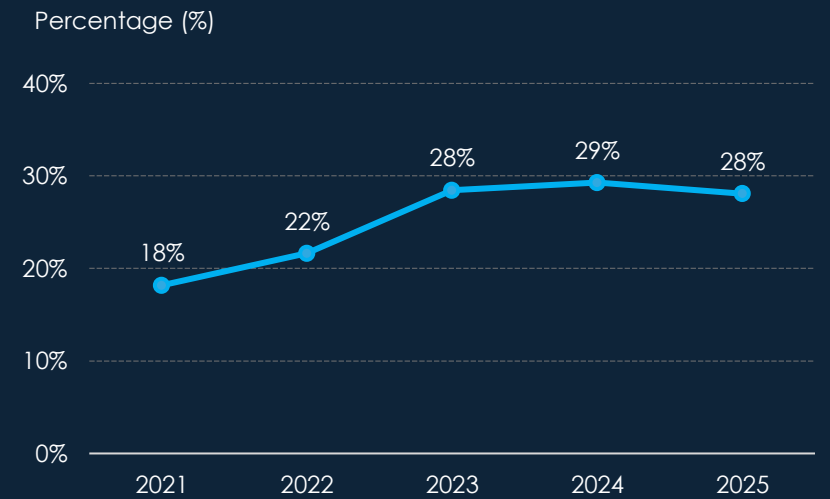
RoAA*



Net Debt/EBITDA*



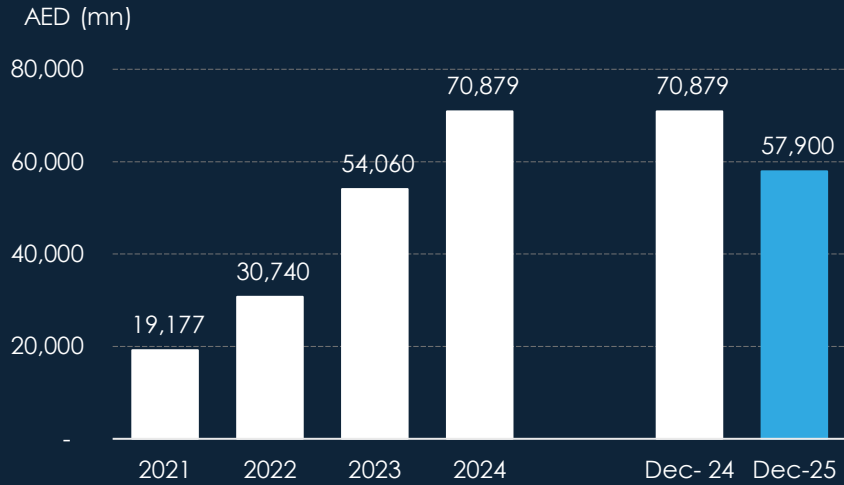
RoAE*



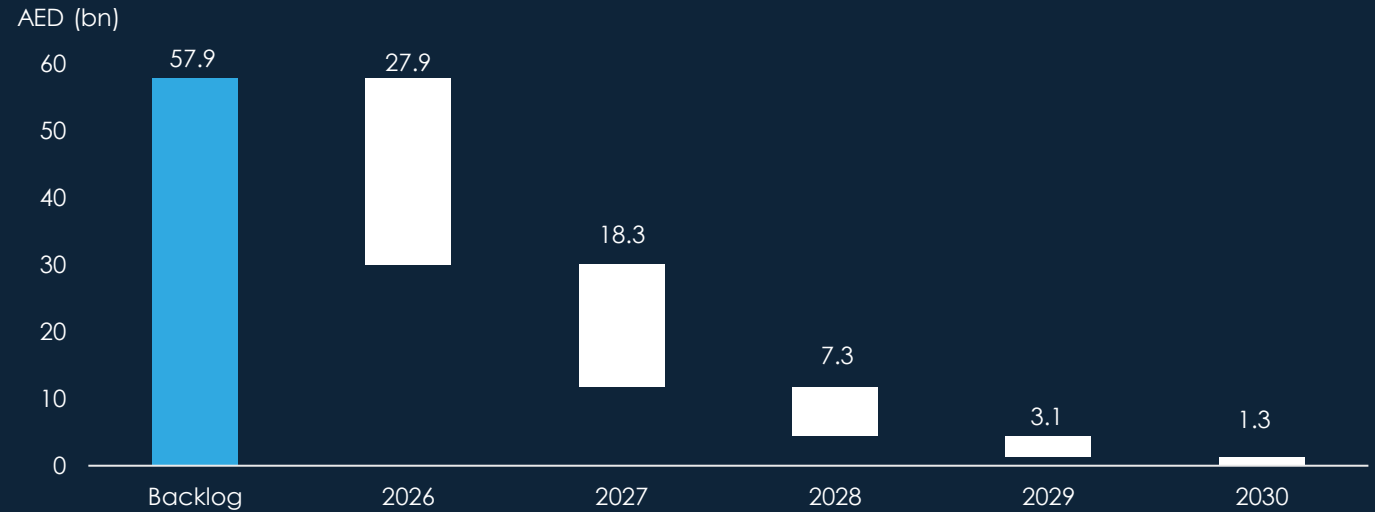
NMDC Group Capex and Backlog



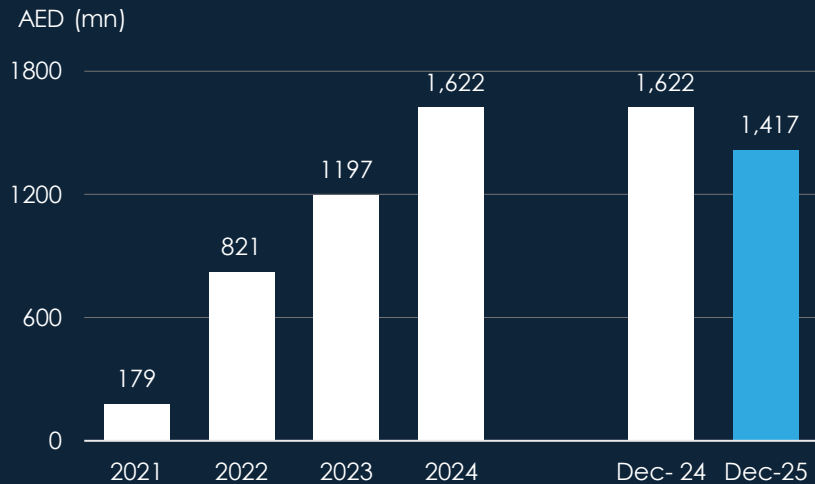
Backlog



Backlog Runoff



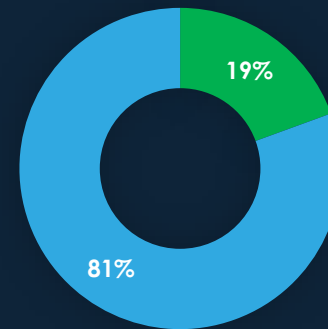
Capex



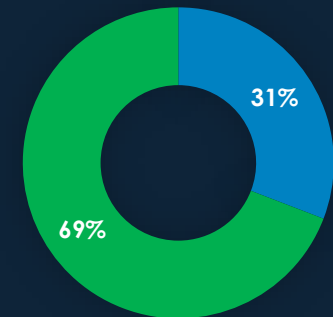
*Backlog as of December 2025

Backlog Contribution

■ International ■ Local

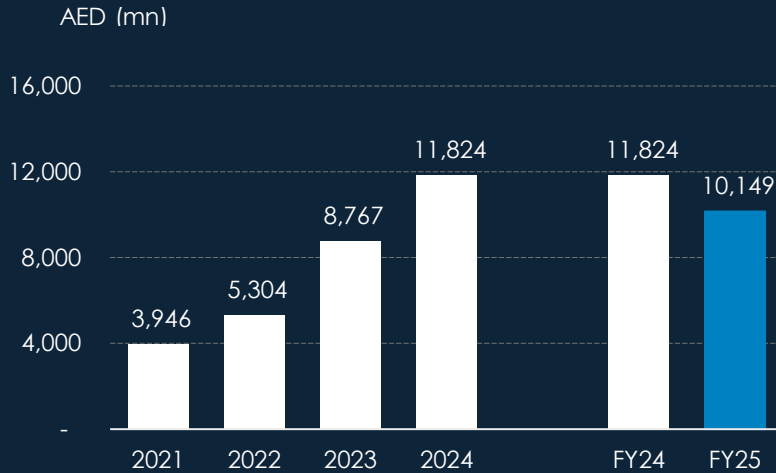


■ D&M ■ Energy

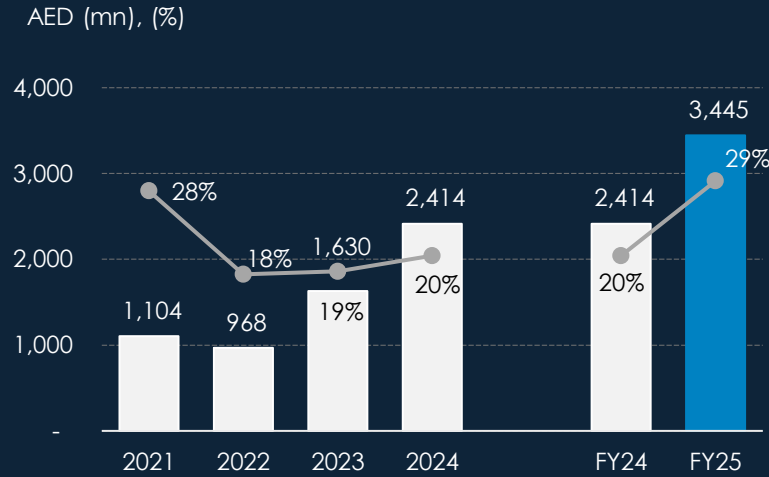


NMDC Dredging & Marine*

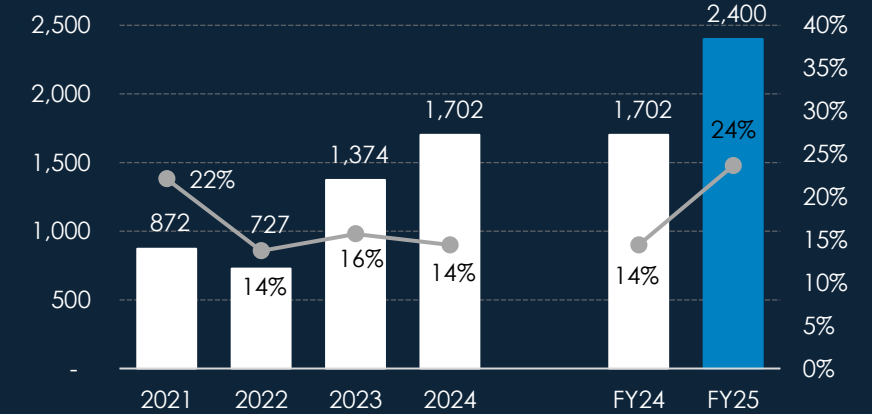
Revenues



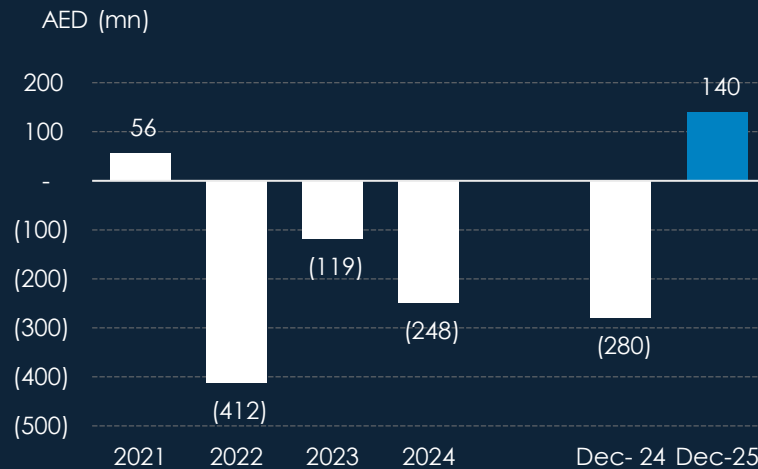
EBITDA



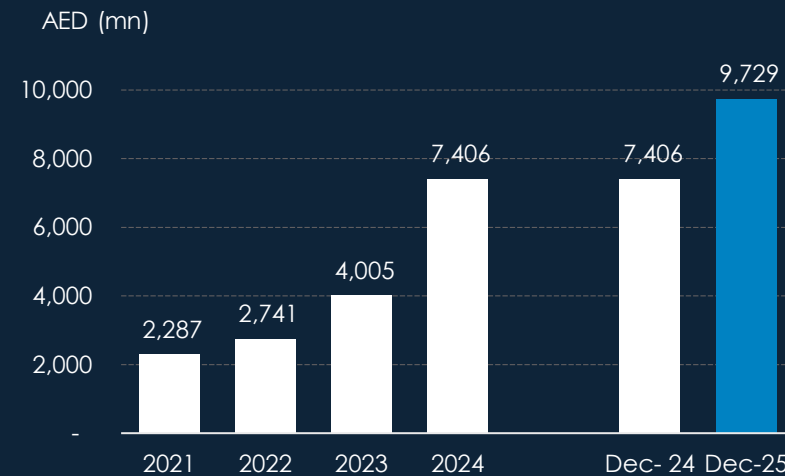
Net Profit After Tax



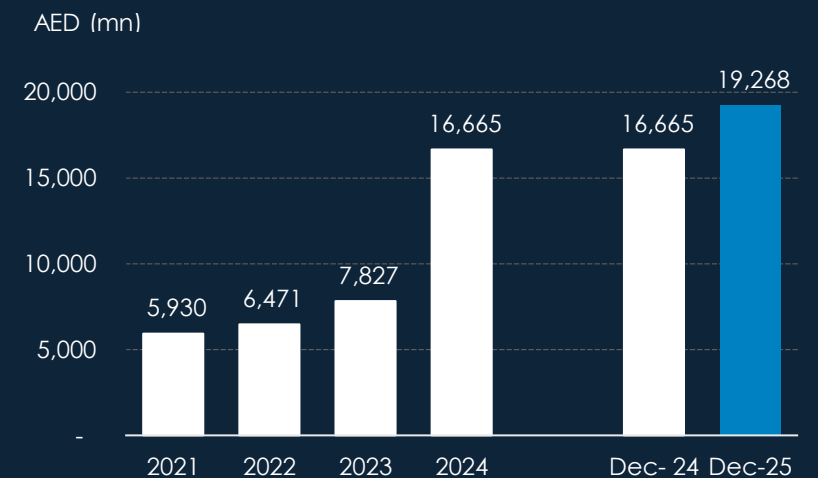
Net Cash



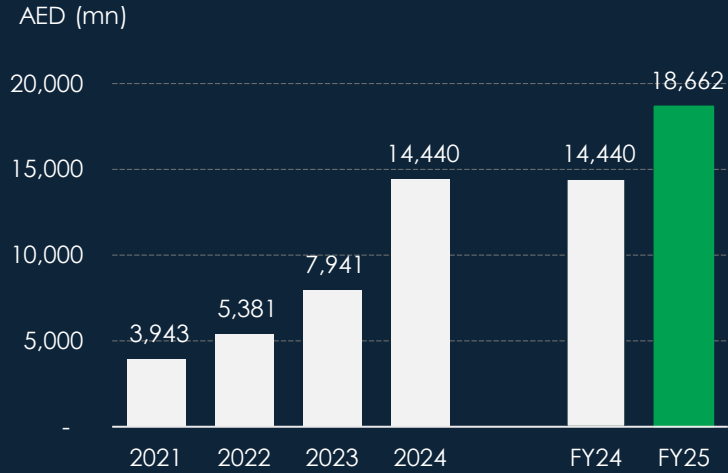
Total Equity



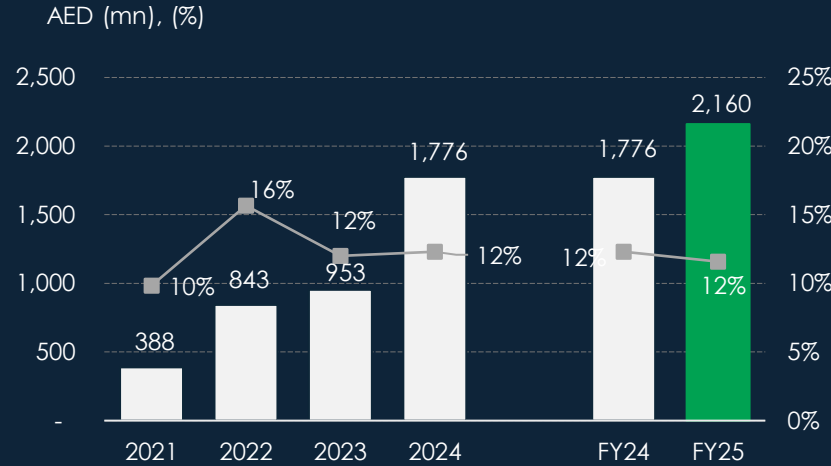
Total Assets



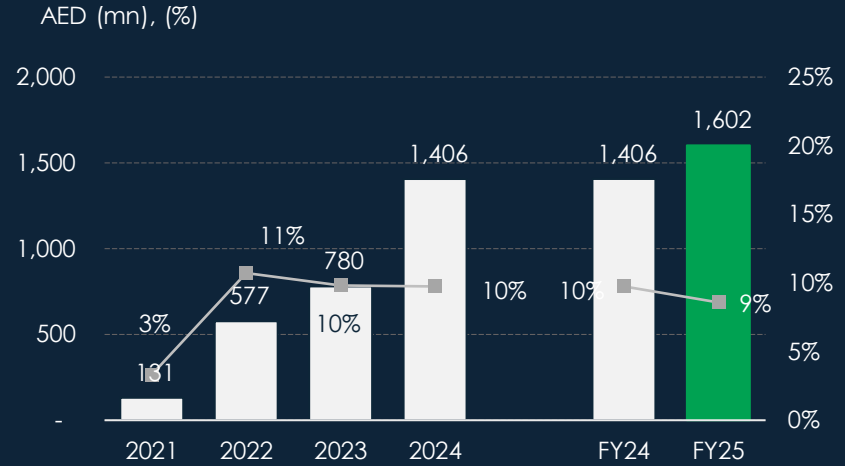
Revenues



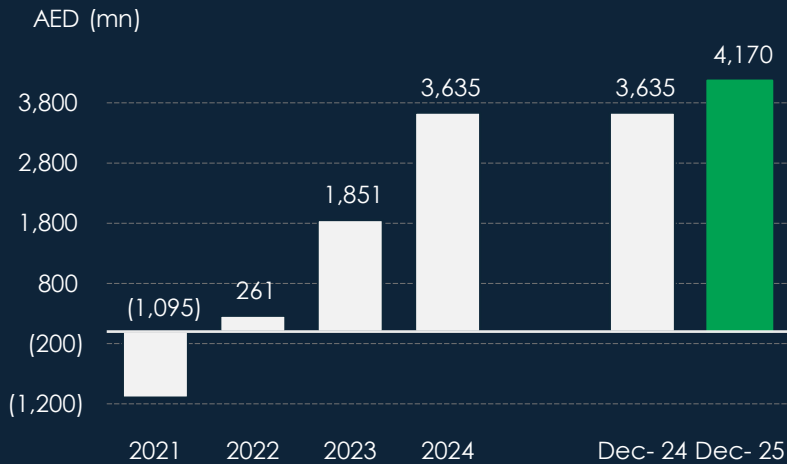
EBITDA / EBITDA Margin



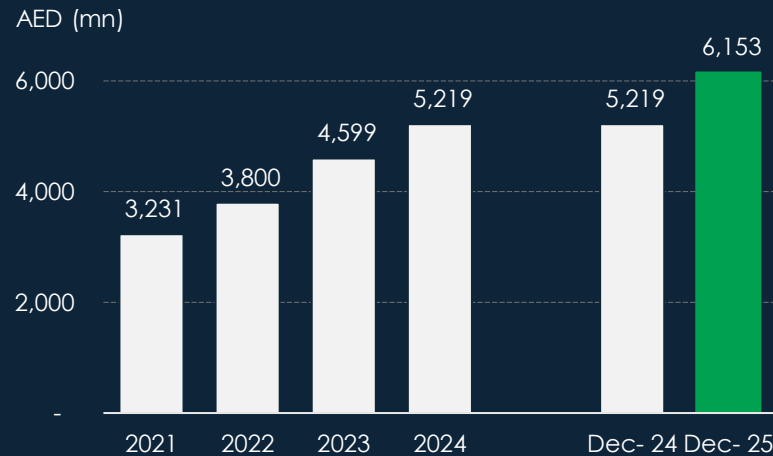
Net Profit After Tax



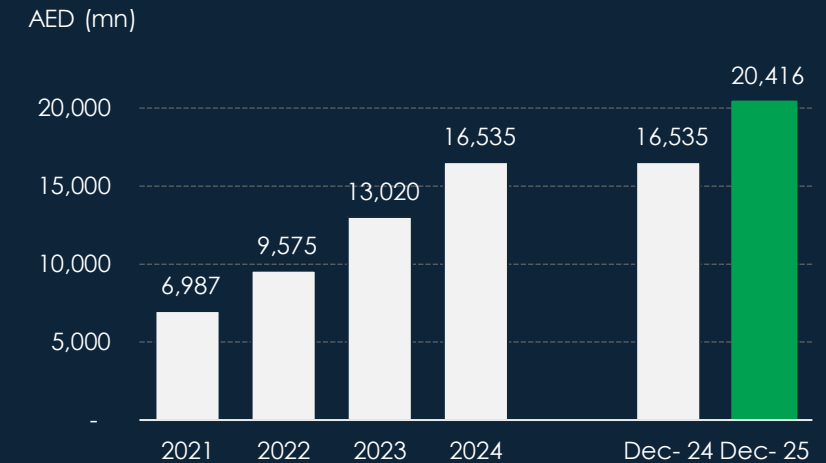
Net Cash



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



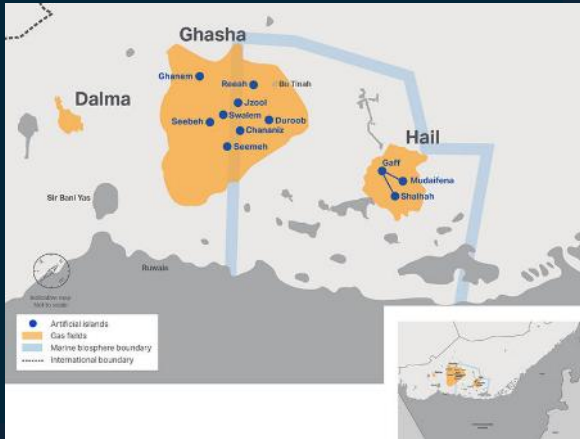
Emarat Europe Factory – (NMDC Infra): Passed the ADOSH audit with zero non-compliances.
NMDC D&M: Passed the ADOSH audit with zero non-compliances.





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)



SHAMAL 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.

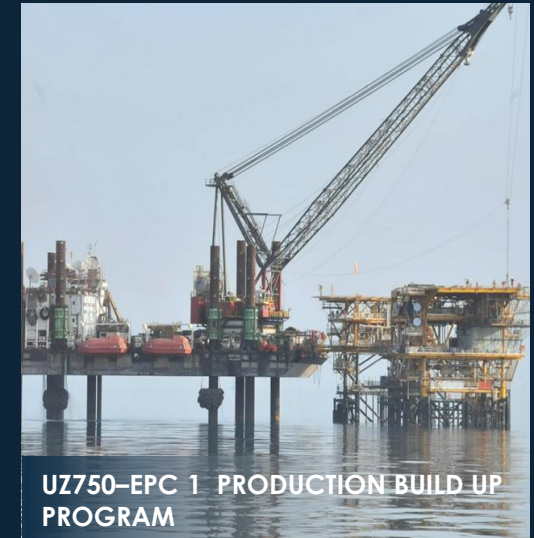


EAST SITRA MARINE WORKS

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



AL DHABIYYA - NEB



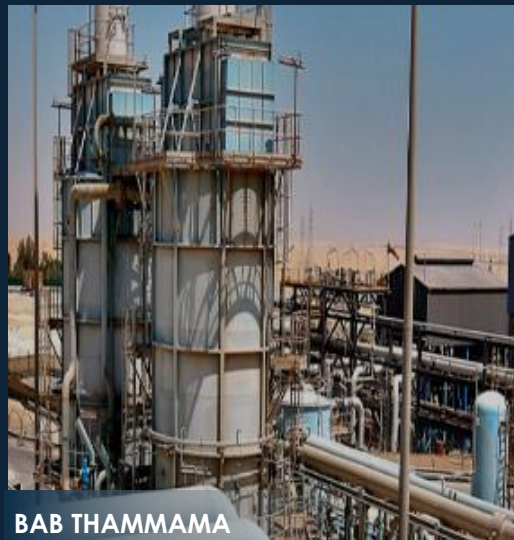
RUMAITHA - NEB



SATAH



QASAWIRA



BAB THAMMAMA



HABSHAN



MODULES - UZ 750 & SATAH



EPC of BAB THAMMAMA



Thank You!

Investor Relations

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