



## Key Investment Highlights:

We initiate coverage on **NMDC Group PJSC** ("NMDC" or "The Group") with an equity valuation range of **AED 34.00 per share**. The Group is a leading EPC and marine infrastructure group with over 50 years of operating experience, offering integrated capabilities across dredging & marine, energy, infrastructure, engineering, and logistics & technical services. Backed by a fleet of 170+ vessels and support equipment, the Group has built a diversified project portfolio spanning offshore energy, coastal infrastructure, urban development, and renewables across the Middle East, Asia, and other international markets. NMDC is well positioned to capitalize on long-term infrastructure and energy demand while delivering sustainable growth and shareholder value.

### Our investment view is supported by:

- *Global Marine & Engineering Leader with Expanding International Footprint*
- *Delivering Complex Offshore, Onshore, and Urban Projects with Global Reach*
- *Strengthening Global Leadership Through Strategy and Digital Transformation*
- *Robust Financial Performance Driven by Margin Expansion & Operational Efficiency*

### Global Marine & Engineering Leader with Expanding International Footprint

NMDC Group benefits from a strong integrated business model spanning EPC, dredging, marine construction, engineering consultancy, and logistics services, enabling seamless end-to-end execution across complex infrastructure and energy projects. Supported by a large and specialized fleet, the Group benefits from strong operational flexibility, efficient project delivery, and diversified revenue streams. The broad international presence across key markets enhances access to large-scale opportunities while supporting earnings resilience and long-term growth visibility.

### Delivering Complex Offshore, Onshore, and Urban Projects with Global Reach

NMDC Group maintains a diversified and high-quality project portfolio across the UAE, Saudi Arabia, and select international markets, supported by long-standing relationships with major clients such as ADNOC and Saudi Aramco. The strong regional leadership is reflected in large-scale offshore and onshore EPC projects, marine works, environmental initiatives, and urban infrastructure developments, reflecting deep technical expertise across the energy and infrastructure value chain. The Group is also expanding its international footprint through strategic projects in Taiwan, Bahrain, Philippines, and Oman, spanning offshore wind, dredging, reclamation, and marine infrastructure. Recent contract wins across key markets further reinforce earnings visibility, execution strength, and the Group's ability to capture growth opportunities.

### Strengthening Global Leadership Through Strategy and Digital Transformation

NMDC Group continues to deepen strategic partnerships with key clients such as ADNOC and Saudi Aramco, enhancing long-term revenue visibility. At the same time, targeted acquisitions, including stakes in Emdad and Lantania Aguas, are expanding capabilities into oilfield services and water infrastructure, supporting margin resilience and sector diversification. Backed by an innovation-led operating model, NMDC is accelerating AI adoption across project execution, safety, engineering, and maintenance, improving efficiency, reducing costs, and strengthening its position as a globally competitive, technology-enabled infrastructure and energy solutions provider.

### Robust Financial Performance Driven by Margin Expansion & Operational Efficiency

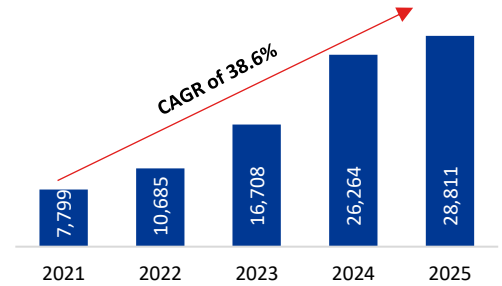
NMDC Group secured new project awards of AED 1.8 Bn in 1Q26, resulting in a healthy backlog of AED 55.4 Bn as of 1Q26 and providing strong medium-term revenue visibility. Consolidated revenue increased by 9.7% YOY to AED 28.8 Bn in 2025, primarily driven by robust growth in the Energy segment, while maintaining a strong domestic market presence. The Group's EBITDA rose by 33.8% YOY to AED 5.6 Bn in 2025, with margins improving to 19.5% in 2025, supported by better project margins and operational efficiencies particularly in the D&M segment. Net profit attributable to shareholders increased by 22.5% YOY to AED 3.6 Bn in 2025, with net profit margins expanding to 12.6%. NMDC Group also maintained a strong balance sheet and liquidity position, supported by a net cash position of AED 4.0 Bn, despite higher working capital investments and capital expenditure in 2025.

## Initiating Coverage Sector: Industrial

### Rating: BUY

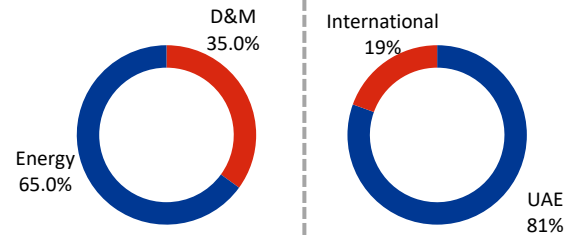
Current Price (AED)	19.52
Target Price (AED)	34.00
Upside/(Downside)	+74%
Market Cap (AED, Bn)	16.48

### Total Revenue (AED, Mn)



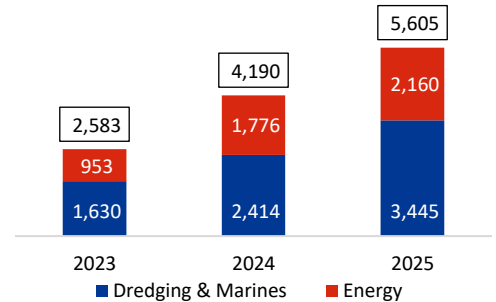
Source: Group Information

### Revenue by segment and region



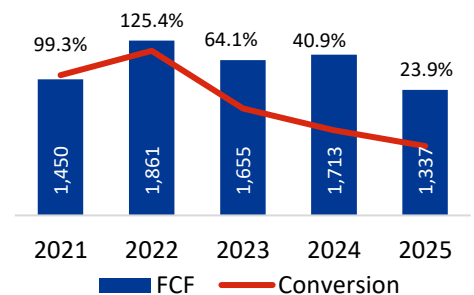
Source: Group Information

### Segmental EBITDA (AED, Mn)



Source: Group Information

### FCF (AED, Mn) and Conversion rate (%)



Source: Group Information

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## Introduction to NMDC Group

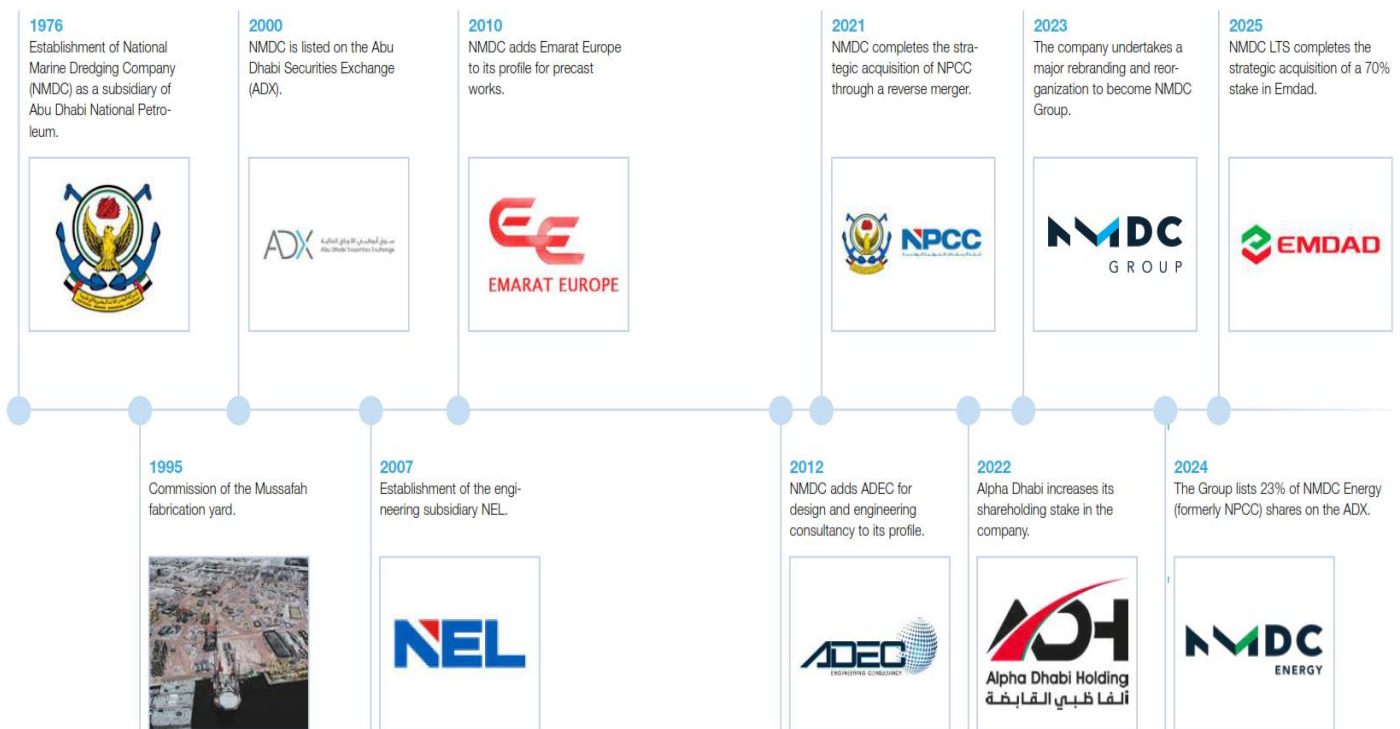
### NMDC Group is a Scaled, Integrated Leader in Marine and Energy EPC

NMDC Group is a globally recognized leader in engineering, procurement, and construction (EPC) solutions, with a strong presence across both onshore and offshore projects, complemented by advanced marine dredging and construction capabilities.

NMDC Group (“NMDC”/ “The Group”) is a globally recognized leader in engineering, procurement, and construction (EPC) solutions, with a strong presence in both onshore and offshore projects, complemented by advanced marine dredging and construction capabilities. Backed by over five decades of industry experience, the Group delivers comprehensive turnkey solutions spanning energy (including oil & gas and renewables), environmental projects, seaborne trade, urban development, and tourism sectors. The Group operates through a diversified portfolio of specialized business verticals, enabling it to offer integrated solutions across the entire EPC value chain. NMDC Group’s extensive industry experience, supported by a portfolio of large-scale assets and a demonstrated track record of project execution, underpins NMDC’s ability to undertake complex infrastructure developments. The Group has established a presence across the Middle East and North Africa (MENA), Southeast Asia, and select international markets, where it participates in large and technically demanding projects.

The Group operates through five business verticals, NMDC Dredging & Marine (D&M), NMDC Energy, NMDC Engineering, NMDC Infra, and NMDC Logistics & Technical Services (LTS), supported by a workforce exceeding 27,000 employees. These businesses operate in a highly collaborative manner, leveraging shared expertise, resources, and industry know-how to deliver customized, high-quality solutions aligned with international standards. NMDC Group’s strong financial performance reflects the disciplined execution and value-driven approach, while the deep industry network and strategic asset base reinforce the leadership across the full EPC value chain. Collectively, these strengths enable the Group to consistently raise benchmarks in project delivery, innovation, and operational excellence across the region and beyond.

Figure 01: NMDC Group Timeline



Source: Group Information

**In January 2026, NMDC Group, through its wholly owned subsidiary NMDC Infra, entered into a strategic partnership with Consolidated Contractors Company (CCC) to establish NMDCCC, a dedicated entity focused on delivering onshore oil and gas EPC solutions in the UAE**

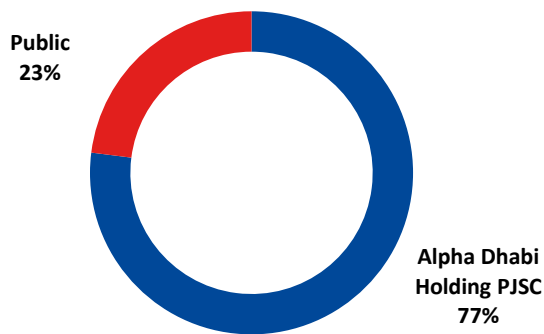
NMDC was established in 1976 as a subsidiary of ADNOC, now operating as NMDC Dredging & Marine. In 1986, NMDC transitioned into a Public Joint Stock Company, and in 2000, the Group was listed on the Abu Dhabi Securities Exchange (ADX). Following the listing, NMDC expanded its dredging fleet, established dedicated onshore construction and engineering divisions, and secured its first EPC contract, marking a strategic shift toward integrated project execution. The award of the first major EPC contract in 2001 further reinforced this transformation. In 2004, Senaat became the majority shareholder of NMDC Energy, providing strong institutional support.

NMDC Group has expanded its capabilities through a series of strategic acquisitions and structural initiatives over time. In 2010, the Group acquired Emarat Europe (now NMDC Infra), strengthening its presence in precast concrete solutions. This was followed by the addition of ADEC in 2012, enhancing its in-house design and engineering capabilities. In 2021, NMDC undertook a major restructuring by completing the reverse merger acquisition of NMDC Energy (NPCC), consolidating its diversified operations under a unified group structure. Building on this momentum, in 2024, NMDC Group listed a 23% stake in NMDC Energy through an IPO, established NMDC LTS as a new vertical, and acquired a 70% stake in Emdad under this platform, further expanding its services portfolio.

In January 2026, NMDC Group, through its wholly owned subsidiary NMDC Infra, entered into a strategic partnership with Consolidated Contractors Company (CCC) to establish NMDCCC, a dedicated entity focused on delivering onshore oil and gas EPC solutions in the UAE. Operating under NMDC Infra, the new venture combines NMDC Group’s scale, resources, and regional expertise with CCC’s extensive global track record in executing complex energy and infrastructure projects. NMDCCC enhances NMDC Group’s service offering by providing integrated, end-to-end EPC capabilities across the energy infrastructure lifecycle, aligned with the Group’s strategy to strengthen verticals and expand the presence in the UAE’s growing energy sector. The initiative is expected to support backlog execution, improve operational efficiency, mitigate supply chain risks, and unlock new market opportunities, thereby reinforcing NMDC Group’s positioning as a key enabler of sustainable energy development in the region.

The Group’s ownership structure is characterized by a strong majority stake held by a strategic shareholder, providing stability and long-term direction. Alpha Dhabi Holding PJSC holds a 77% controlling interest in NMDC Group. The remaining 23% stake is held by public shareholders, reflecting a meaningful level of free float and market participation.

**Figure 02: NMDC Group Ownership Structure**



Source: Group Information

With a fleet comprising over 170 marine vessels and more than 480 major land equipment units, NMDC Group maintains one of the largest and most versatile asset bases in the region

### Diverse and Modern Fleet Supporting Integrated Operations

NMDC Group’s fleet represents a critical operational backbone, enabling the execution of complex projects across marine dredging, energy, and infrastructure sectors. With a fleet comprising over 170 marine vessels and more than 480 major land equipment units, the Group maintains one of the largest and most versatile asset bases in the region. NMDC Group’s asset base, comprising 10 cutter suction dredgers, two hopper dredgers, one backhoe dredger, and 20 beavers, along with specialized energy vessels such as jack-up barges and floating construction units, supports rapid mobilization, enables operations in complex environments, and underpins efficient project execution. The Group continues to strengthen the fleet through ongoing investments in modernization and expansion. In 2025, NMDC enhanced operational capabilities through the addition of support vessels, rock barges, landing craft, and towing units, while also progressing on in-house construction of specialized vessels. These initiatives improve scalability, support project execution, and enhance logistical efficiency across operations. In parallel, NMDC Group is advancing operational excellence through the adoption of digital and AI-driven technologies. Proprietary vessel and fuel monitoring systems enable real-time performance tracking, driving efficiency gains and cost optimization, while also supporting sustainability objectives through reduced emissions. The Group has also undertaken fleet upgrades, including vessel repowering initiatives, and continues to strengthen safety standards through advanced monitoring and control systems, reinforcing the Group’s commitment to innovation, efficiency, and safe operations. Recently in January 2026, NMDC Group also announced the award of a contract for the construction of a new, technologically advanced self-propelled Cutter Suction Dredger (CSD). The vessel is expected to be commissioned and commence operations in the 1Q27, further strengthening NMDC Group’s fleet and operational capacity.

Figure 03: NMDC Group Fleet



Al Mirfa



Ghasha



Al Sadr



SAFEEN 3000



SEP 750



Al Yassat

Source: Group Information

## Driving Growth Through Global Expansion and Diversification

Beyond the Group’s physical presence, NMDC Group places significant emphasis on building long-term, collaborative relationships with clients, partners, and key stakeholders

NMDC Group has strategically expanded global footprint, establishing a strong and diversified presence across key markets in the Middle East, North Africa, South Asia, and Southeast Asia. The Group leverages deep understanding of regional dynamics, regulatory environments, and operational challenges to deliver customized, high-impact solutions across sectors such as energy, marine infrastructure, and urban development. Backed by a robust fleet of dredging, marine, and offshore assets, NMDC is well-equipped to execute complex, large-scale projects efficiently across diverse geographies. Beyond the Group’s physical presence, NMDC Group places significant emphasis on building long-term, collaborative relationships with clients, partners, and key stakeholders. NMDC’s expanding portfolio, encompassing port development and expansion, offshore platform construction, coastal protection, and energy transition-related projects, demonstrates its ability to support national infrastructure agendas while maintaining high standards of quality, safety, and environmental sustainability.

The Group maintains strong operational hubs in its core markets, including the UAE, Saudi Arabia, and Egypt, which serve as strategic bases for regional execution and growth

The Group maintains strong operational hubs in the core markets, including the UAE, Saudi Arabia, and Egypt, which serve as strategic bases for regional execution and growth. In addition, NMDC has an established presence in markets such as Kuwait, Taiwan, and India, further strengthening its international reach. To support global operations, the Group also operates procurement, engineering, and client interface offices across major international centers in Asia and Europe, including Malaysia, China, Italy, France, and Spain, enabling efficient project coordination and access to global expertise. Looking ahead, NMDC Group is actively pursuing expansion into high-growth and emerging markets, particularly across Africa and Southeast Asia, while also exploring new opportunities in specialized segments such as offshore wind decommissioning in the UK. This strategy indicates the Group’s focus on expanding operations, increasing the presence across different geographies, and enhancing capabilities, supporting the Group’s position in the engineering, procurement, and construction sector.

Figure 04: NMDC Group Geographic Presence



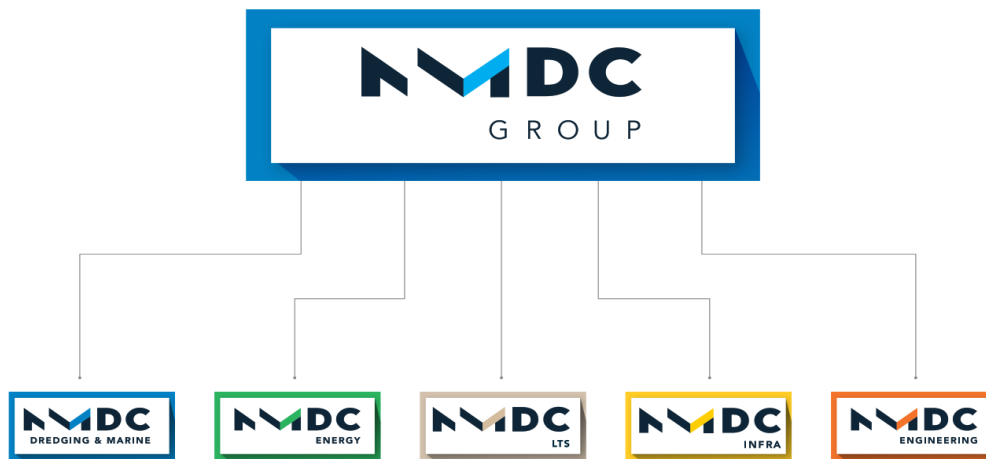
Source: Group Information

## Specialized Business Units with End-to-End Execution Capabilities

NMDC Group operates through an integrated business model anchored in five specialized verticals, enabling the delivery of a comprehensive, end-to-end service portfolio

NMDC Group operates through an integrated business model anchored in five specialized verticals, enabling the delivery of a comprehensive, end-to-end service portfolio. This structure allows the Group to capture value across the entire project lifecycle, from engineering and design to fabrication, complex project execution, and turnkey delivery, ensuring seamless integration and efficient project management. Each vertical brings deep domain expertise while working in a coordinated manner, allowing the Group to optimize resource utilization, enhance execution capabilities, and maintain greater control over project timelines, costs, and quality. This integrated approach not only strengthens operational efficiency but also enhances NMDC Group’s ability to undertake large-scale, technically complex projects across multiple sectors. By leveraging synergies across the verticals, NMDC Group is able to offer tailored, client-centric solutions while driving consistency in performance and innovation.

Figure 05: NMDC Group Business Units



Source: Group Information

### 1) NMDC Dredging and Marine

NMDC Dredging & Marine (D&M), the cornerstone of NMDC Group, is a globally recognized leader in marine dredging, reclamation, and marine civil construction

NMDC Dredging & Marine (D&M), the cornerstone of NMDC Group, is a globally recognized leader in marine dredging, reclamation, and marine civil construction. Established in 1976 under ADNOC and later formed as an independent entity in 1979, the division has evolved into a world-class contractor, operating one of the largest and most technologically advanced dredging fleets globally. Scale, expertise, and long-standing industry presence position the segment as a trusted partner for complex marine infrastructure projects across multiple geographies. NMDC D&M delivers a comprehensive and fully integrated suite of services spanning the entire project lifecycle. D&M capabilities include capital and maintenance dredging for ports and harbors, land reclamation, artificial island and beach development, and specialized dredging solutions for the energy sector such as trenching, backfilling, and subsea preparation for pipeline and cable installations. The division’s scope further extends to advanced survey works, geotechnical investigations, and ground improvement techniques, complemented by the execution of marine civil infrastructure including breakwaters, quay walls, revetments, and jetties.

A key strength of NMDC D&M lies in advanced engineering capabilities and asset base. The division leverages in-house expertise in hydrodynamic modeling, structural design, and environmental engineering to deliver technically complex projects with high precision. The establishment of the region’s first hydraulic laboratory further enhances the division’s design and testing capabilities, enabling innovation in marine engineering solutions. The Group’s diverse fleet, ranging from high-capacity cutter suction dredgers to specialized support vessels, allows for scalability, flexibility, and efficient execution across a wide range of project

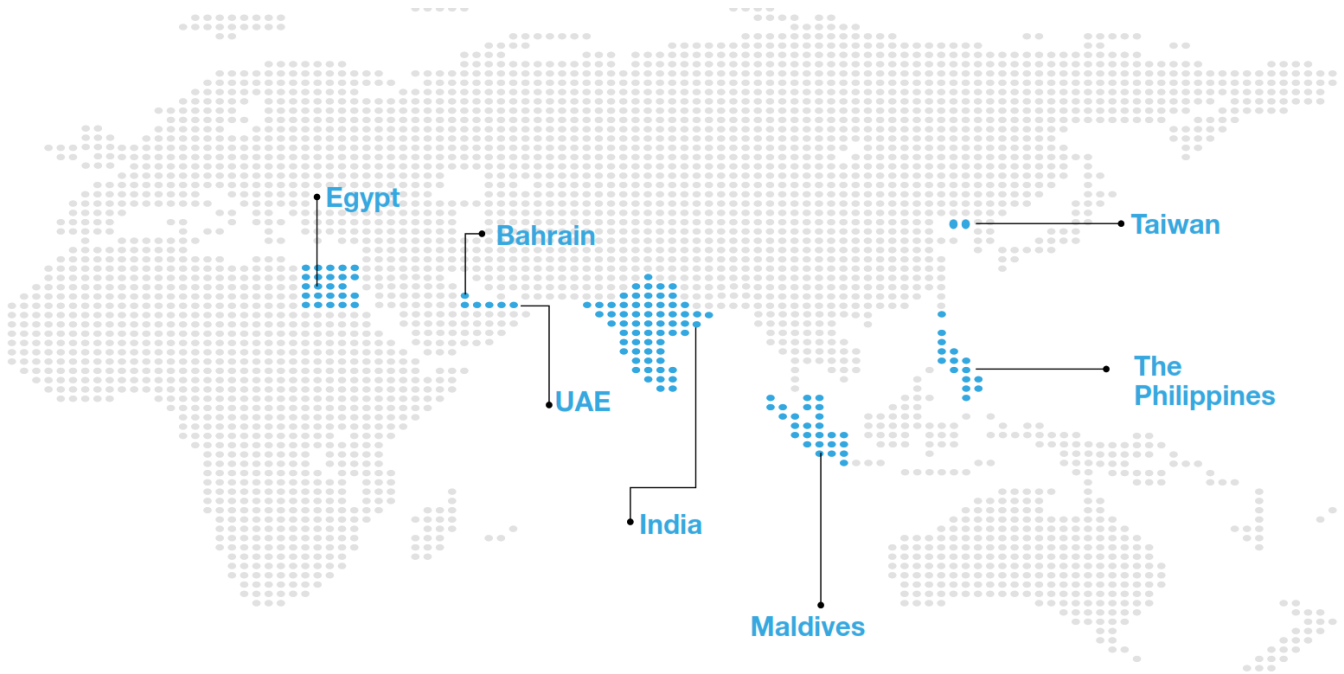
The deployment of AI-driven tools and in-house digital platforms enables real-time monitoring, predictive analytics, and data-driven decision-making, improving efficiency, reducing downtime, and optimizing resource utilization

environments. The division continues to enhance operational excellence through digital transformation and the integration of advanced technologies. The deployment of AI-driven tools and in-house digital platforms enables real-time monitoring, predictive analytics, and data-driven decision-making, improving efficiency, reducing downtime, and optimizing resource utilization. This technology-led approach is aligned with the Group’s broader strategy to embed innovation and sustainability across the operations.

In recent years, NMDC D&M has undergone a strategic evolution, with international expansion becoming a key growth pillar. The division has strengthened its presence beyond core markets through the award of major contracts in markets such as Oman and the Philippines. This expansion has been supported by a transition to a more agile matrix organizational structure, enhancing cross-functional collaboration, improving responsiveness, and enabling effective execution across complex, multi-market projects. The division also benefits significantly from its integration within NMDC Group’s broader ecosystem, leveraging synergies with other verticals such as NMDC Energy and Engineering to deliver comprehensive, end-to-end solutions. This collaborative model enhances execution efficiency, strengthens project delivery capabilities, and supports the Group’s ability to undertake large-scale, multidisciplinary projects.

NMDC D&M is involved in the execution of large-scale marine engineering and dredging projects, including land reclamation works and developments such as hydraulically engineered artificial hills. The Division utilizes high-capacity dredging fleets to carry out these projects across different locations. Overall, NMDC D&M operates in the marine engineering and dredging sector, supported by the division’s project experience, use of technology, and ongoing project activities.

**Figure 06: Dredging and Marine Geographic Key Project Expansion**



Source: Group Information

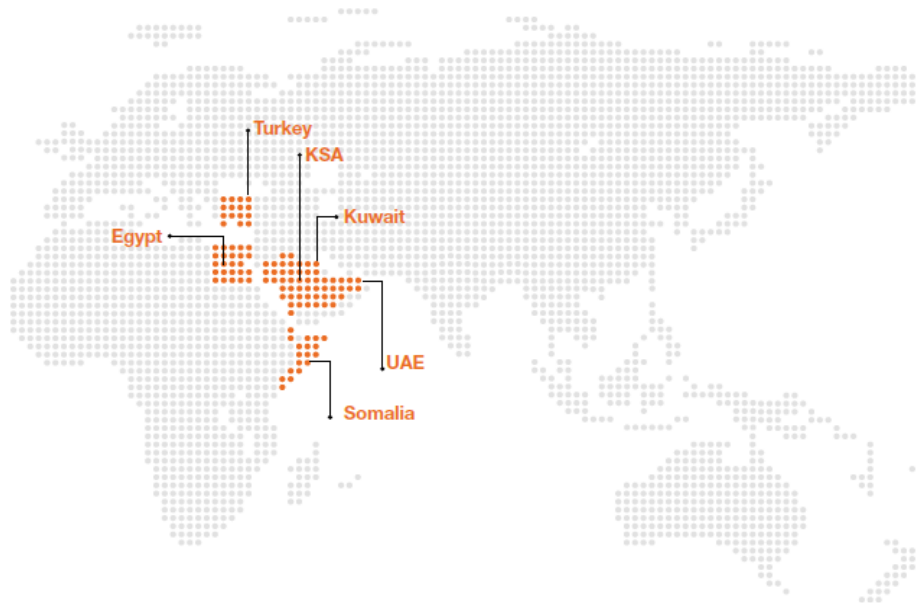
## 2) NMDC Engineering

**With deep expertise spanning marine, civil, hydraulic, geotechnical, and environmental engineering, NMDC Engineering plays a critical role in enabling the successful execution of complex projects across the Group's portfolio**

NMDC Engineering, established in 2012, is a leading engineering consultancy and serves as the Group's in-house center of excellence for engineering and design. The division has built a strong reputation for delivering high-quality, technically advanced solutions across coastal development, marine infrastructure, and the energy sector. With deep expertise spanning marine, civil, hydraulic, geotechnical, and environmental engineering, NMDC Engineering plays a critical role in enabling the successful execution of complex projects across the Group's portfolio. NMDC Engineering offers a comprehensive, high-end suite of services covering the entire project lifecycle. NMDC Engineering's capabilities range from initial data collection, site investigations, and feasibility assessments to Front-End Engineering Design (FEED), detailed engineering, and environmental impact studies. These are complemented by advanced design, modelling, and project management consultancy services, ensuring seamless integration from concept to execution.

The division's core service lines include maritime engineering, such as artificial islands and waterfront developments, port planning and optimization, and the design of complex marine structures including jetties, quay walls, breakwaters, and offshore platforms. In addition, the segment provides specialized geotechnical engineering solutions to ensure structural integrity, alongside environmental consultancy services that support sustainable and compliant project development. NMDC Engineering undertakes projects that combine technical expertise with a focus on innovation and sustainability. The division is involved in the design of sea water intake and outfall systems for industrial and desalination facilities, supporting the development of essential infrastructure. The division works with developers, government entities, and master planners to deliver projects in line with international standards and environmental requirements, contributing to NMDC Group's overall project execution capabilities.

**Figure 07: NMDC Engineering Geographic Presence of Current Projects**



Source: Group Information

### 3) NMDC Infra

NMDC Infra has transitioned from its earlier role as a precast concrete provider, through Emarat Europe, to operating as an infrastructure developer offering end-to-end EPC solutions across multiple sectors

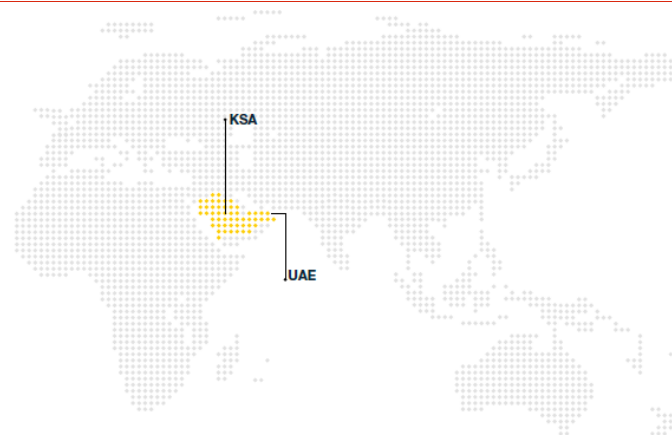
NMDC Infra is expanding operations into additional segments, including water and wastewater infrastructure and onshore oil and gas EPC

NMDC Infra has transitioned from its earlier role as a precast concrete provider, through Emarat Europe, to operating as an infrastructure developer offering end-to-end EPC solutions across multiple sectors. This strategic evolution reflects NMDC Group’s focus on strengthening its presence in the UAE and regional infrastructure markets by moving up the value chain and offering clients comprehensive, scalable, and high-impact solutions. The launch of the NMDC Infra vertical has been driven by increasing demand for integrated infrastructure EPC services, as well as the Group’s ambition to expand beyond niche manufacturing into full-spectrum project delivery. The division now operates through a cohesive and integrated model that spans engineering, design, manufacturing, construction, and commissioning. This approach ensures seamless coordination across all phases of the project lifecycle, significantly reducing execution risks, improving cost efficiencies, accelerating timelines, and enhancing overall project quality.

NMDC Infra plays a pivotal role within NMDC Group’s broader value chain, acting as a key enabler of the Group’s ability to execute large-scale, complex megaprojects with strong vertical integration. The division works closely with NMDC Dredging & Marine in delivering marine civil works, industrial waterfront developments, and coastal protection solutions. The division also collaborates with NMDC Energy in the execution of onshore energy infrastructure projects, while leveraging NMDC Engineering’s capabilities in advanced design, digital solutions, and technical support to ensure precision and innovation in execution. This integrated and collaborative model enhances NMDC Infra’s ability to deliver turnkey solutions, positioning it as a critical contributor to the Group’s growth strategy. By expanding into full-spectrum infrastructure development, the division is well-aligned with national development priorities and is able to capitalize on the growing pipeline of infrastructure investments across the region.

NMDC Infra is expanding operations into additional segments, including water and wastewater infrastructure and onshore oil and gas EPC. This expansion adds to the division’s existing range of services and supports involvement in a broader set of infrastructure projects. The Company provides services across precast and specialized industrial buildings, utilities such as water infrastructure, and civil works, including roads, bridges, tunnelling, and piling. As part of the NMDC Group, NMDC Infra operates as an integrated infrastructure platform across these areas.

Figure 08: NMDC Infra Current Geographic Key Projects



Source: Group Information

**A key differentiator for Emarat Europe is its focus on innovation and digital manufacturing**

Emarat Europe, a key component of NMDC Infra, specializes in precast and prestressed concrete manufacturing, delivering advanced and customized solutions for large-scale construction and marine infrastructure projects. The company provides value-engineered structural components tailored to complex project requirements, serving critical sectors including oil and gas, real estate, industrial construction, infrastructure, utilities, and marine works. A key differentiator for Emarat Europe is its focus on innovation and digital manufacturing. The company has pioneered the use of in-house 3D printing technology, enabling the production of complex and efficient concrete structures. Notably, Emarat Europe has developed 3D-printed artificial coral reefs designed to replicate natural ecosystems and support marine environmental restoration, highlighting the commitment to sustainability and innovation.

**In 2025, Emarat Europe delivered strong operational performance, marked by improved efficiency, faster project execution, and enhanced cross-functional coordination**

The company operates a state-of-the-art production facility exceeding 200,000 sqm, equipped with advanced automated manufacturing systems, specialized casting equipment, and modern curing technologies. This enables a high production capacity, including large volumes of precast panels, slabs, and concrete components, as well as significant on-site casting capabilities for heavy marine structures. Ongoing and planned expansions aimed at increasing capacity, enhancing automation, and diversifying product offerings position Emarat Europe to effectively meet growing and evolving market demand. Operational excellence is further supported through the integration of digital tools and advanced technologies. The use of 3D BIM modeling, custom workflow automation, and process optimization has resulted in improved accuracy, enhanced coordination, and faster project delivery timelines, strengthening overall efficiency and execution capabilities. In 2025, Emarat Europe delivered strong operational performance, marked by improved efficiency, faster project execution, and enhanced cross-functional coordination. The Company also expanded the client base across government entities and major developers, alongside increasing geographic reach and building a robust pipeline of high-value infrastructure opportunities.

**In parallel, NMDC Infra aims to expand into new geographies by leveraging NMDC Group's global network and expertise**

NMDC Infra is well-positioned for accelerated growth, supported by a clear strategic roadmap focused on diversification, capability enhancement, and geographic expansion. Key priorities include strengthening presence in critical infrastructure segments such as water, utilities, power, and industrial development, while leveraging strategic partnerships to capture emerging opportunities, particularly in water treatment. The vertical is also focused on enhancing operational excellence through digital transformation and integrated systems, while positioning NMDCCC as a key execution platform for onshore oil and gas EPC projects. In parallel, NMDC Infra aims to expand into new geographies by leveraging NMDC Group's global network and expertise. Overall, the strategy is centred on establishing NMDC Infra as one of the region's most trusted and comprehensive infrastructure partners, capable of delivering large-scale, complex projects with high quality, efficiency, and innovation.

#### 4) NMDC Logistics & Technical Services

**NMDC LTS offers a comprehensive suite of services, including vessel chartering, ship management, towing, rig moving, material handling, logistics yard management, material supply, and offshore provisioning**

**The division has implemented advanced technologies, including AI-enabled vessel monitoring systems, automated issue detection, and digitized platforms for crew management, fleet allocation, and fuel consumption tracking**

NMDC Logistics & Technical Services (NMDC LTS), established in December 2024, serves as the Group's dedicated platform for delivering specialized marine, logistics, and technical services across both internal operations and external markets. Leveraging over five decades of NMDC Group's operational expertise, the division extends its capabilities beyond the Group, enabling a broader client base to benefit from a proven track record and technical know-how. NMDC LTS offers a comprehensive suite of services, including vessel chartering, ship management, towing, rig moving, material handling, logistics yard management, material supply, and offshore provisioning. The division operates with a dual mandate, optimizing marine logistics, fleet utilization, and resource management across NMDC Group's verticals, while simultaneously supporting the Group's geographic expansion and growth in third-party business.

The division plays a central role within NMDC Group by providing integrated support services such as procurement and material management, fleet and resource planning, and end-to-end logistics solutions to NMDC Energy, NMDC Dredging & Marine, and NMDC Infra. Since inception, NMDC LTS has also expanded its external client base across the marine and construction sectors and extended its geographic footprint beyond the UAE into the wider GCC region, contributing to new revenue streams and supporting the Group's diversification strategy. A key pillar of NMDC LTS's operational model is its focus on digital transformation and AI-driven innovation. The division has implemented advanced technologies, including AI-enabled vessel monitoring systems, automated issue detection, and digitized platforms for crew management, fleet allocation, and fuel consumption tracking. These initiatives enable real-time performance monitoring, enhance operational efficiency, and support data-driven decision-making, while also improving predictive maintenance, optimizing fuel usage, and maximizing asset utilization.

NMDC LTS's capabilities are further strengthened through strategic investments and partnerships. The acquisition of a 70% stake in Emdad has significantly expanded presence across the oil and gas value chain, adding specialized services such as well services, shutdown and turnaround support, and drilling materials supply. In addition, the division's association with Safeen Subsea, in which NMDC Group holds a 49% stake, enhances its offshore and subsea capabilities, including survey, inspection, maintenance, and repair services, supported by advanced technologies such as unmanned surface vessels. Overall, NMDC LTS is positioned as a strategic enabler within NMDC Group, extending the Group's capabilities beyond core EPC activities into pre- and post-project services. The division's integrated approach enhances value chain participation, strengthens client relationships, and supports revenue diversification.

## 5) NMDC Energy

### Delivering Complex Energy Infrastructure with Five Decades of Excellence

**NMDC Energy (formerly National Petroleum Construction Company), established in 1973, is a leading engineering, procurement, and construction (EPC) solutions provider for both offshore and onshore energy projects**

**In 2025 alone, NMDC Energy handled over 1.12 Mn tons of materials and issued purchase orders exceeding AED 7 Bn, highlighting the scale of its operations**

**The company's project management expertise further strengthens its execution capabilities, with dedicated teams overseeing the full project lifecycle, from planning and execution to delivery and close-out, ensuring efficiency, safety, and cost control**

NMDC Energy (formerly National Petroleum Construction Company), established in 1973, is a leading engineering, procurement, and construction (EPC) solutions provider for both offshore and onshore energy projects. The company has built a strong reputation as one of the top EPC contractors in the Middle East, supported by a growing international footprint and a proven track record of delivering complex, large-scale energy infrastructure projects. In 2024, NMDC Group listed a 23% stake in NMDC Energy on the Abu Dhabi Securities Exchange (ADX), marking a significant milestone that enhanced the company's financial flexibility and opened new avenues for growth and value creation. With over 1,350 projects executed, more than 1,600 structures installed, and over 8,200 km of pipelines and 2,200 km of marine cables delivered, NMDC Energy has established itself as a key pillar within the global energy ecosystem. NMDC Energy's operations are supported by a workforce of over 21,000 employees, including more than 2,000 engineers across multiple international engineering centres in the UAE, India, France, Malaysia, and Indonesia. This multidisciplinary engineering base enables the company to deliver integrated solutions across all major engineering domains, including process, mechanical, structural, pipeline, electrical, and offshore installation disciplines.

The company's capabilities span the full EPC value chain, encompassing engineering, procurement, fabrication, installation, and commissioning. NMDC Energy's engineering excellence is complemented by a centralized procurement function, supported by over 300 professionals and a global supplier network, ensuring efficient sourcing and execution of large-scale projects. In 2025 alone, NMDC Energy handled over 1.12 Mn tons of materials and issued purchase orders exceeding AED 7 Bn, highlighting the scale of its operations. A key competitive advantage lies in its extensive asset base, including a modern offshore fleet of over 19 specialized vessels and four state-of-the-art fabrication yards across the UAE and Saudi Arabia, covering more than 2 Mn sqm. These facilities include the Mussafah Yard, the largest in the MENA region for major structures, the advanced Ras Al Khair yard in Saudi Arabia, and the NMDC Energy Modules Yard (NEMY), which specializes in modular fabrication. Together, these assets provide a production capacity of up to 100,000 metric tons and enable the delivery of highly complex structures with precision and efficiency.

In offshore operations, NMDC Energy is a leading integrated contractor, executing heavy-lift, pipelay, and installation activities for subsea structures, offshore platforms, and offshore wind infrastructure. The division's offshore capabilities are supported by a versatile fleet, including advanced derrick-lay vessels such as the DLS 4200. Onshore, the company continues to expand the EPC capabilities, supported by a strong and growing portfolio of multi-billion-dollar projects across upstream, midstream, and downstream segments. The company's project management expertise further strengthens its execution capabilities, with dedicated teams overseeing the full project lifecycle, from planning and execution to delivery and close-out, ensuring efficiency, safety, and cost control. This is complemented by a robust subcontracting and outsourcing network, enabling flexibility and scalability across projects. Serving a blue-chip client base that includes leading national oil companies such as ADNOC and Aramco, NMDC Energy continues to reinforce its leadership position in the region. At the same time, NMDC Energy is actively expanding its role in the global energy transition, with participation in offshore wind projects in Taiwan and strong in-house expertise in complex areas such as sour gas developments and advanced pipeline coating.

A key differentiator is its single-point accountability model, which provides clients with a seamless interface across the entire EPC lifecycle, from design and engineering through to commissioning and handover

NMDC Energy delivers complex onshore and offshore energy projects through a robust project management framework designed to ensure efficiency, safety, and cost-effectiveness. A key differentiator is its single-point accountability model, which provides clients with a seamless interface across the entire EPC lifecycle, from design and engineering through to commissioning and handover. This integrated approach enables the development and execution of tailored project strategies, ensuring alignment with client requirements while maintaining high standards of quality and performance. At the core of this framework is a centralized Project Management Office (PMO), which acts as the strategic backbone of project delivery. The PMO integrates governance, standardized processes, digital tools, and performance management systems to drive consistency, transparency, and predictability across projects. This structured oversight enhances execution efficiency and ensures value delivery at scale, particularly for large and technically complex projects.

The structured and integrated approach, supported by advanced planning tools and a strong governance framework, enables NMDC Energy to consistently deliver complex projects with high efficiency, operational excellence, and client satisfaction

NMDC Energy’s execution capability is built on a structured, phase-driven methodology covering the full project lifecycle. The initiation phase focuses on defining project objectives, scope, and stakeholders, supported by feasibility studies, risk assessments, and project charter approvals. This is followed by the planning phase, where detailed execution plans are developed, including schedules, budgets, resource allocation, risk mitigation strategies, and communication protocols, alongside scenario planning to address potential uncertainties. During the execution phase, multidisciplinary teams are mobilized to implement project plans, manage procurement, and oversee construction activities, ensuring strict adherence to quality and health, safety, and environmental (HSE) standards. The monitoring and controlling phase ensure continuous tracking of performance against defined baselines for time, cost, and scope, supported by KPIs, reporting tools, and proactive management of risks, changes, and emerging issues. Finally, the closing phase involves finalizing deliverables, conducting testing and documentation, securing client acceptance, and performing post-project reviews to capture lessons learned and enhance future project performance. This structured and integrated approach, supported by advanced planning tools and a strong governance framework, enables NMDC Energy to consistently deliver complex projects with high efficiency, operational excellence, and client satisfaction.

Figure 09: NMDC Energy Structured Execution Framework



Source: Group Information

NMDC Energy maintains a strong and expanding international footprint, underpinned by the leadership position in the UAE and Saudi Arabia and supported by a growing presence across key global markets

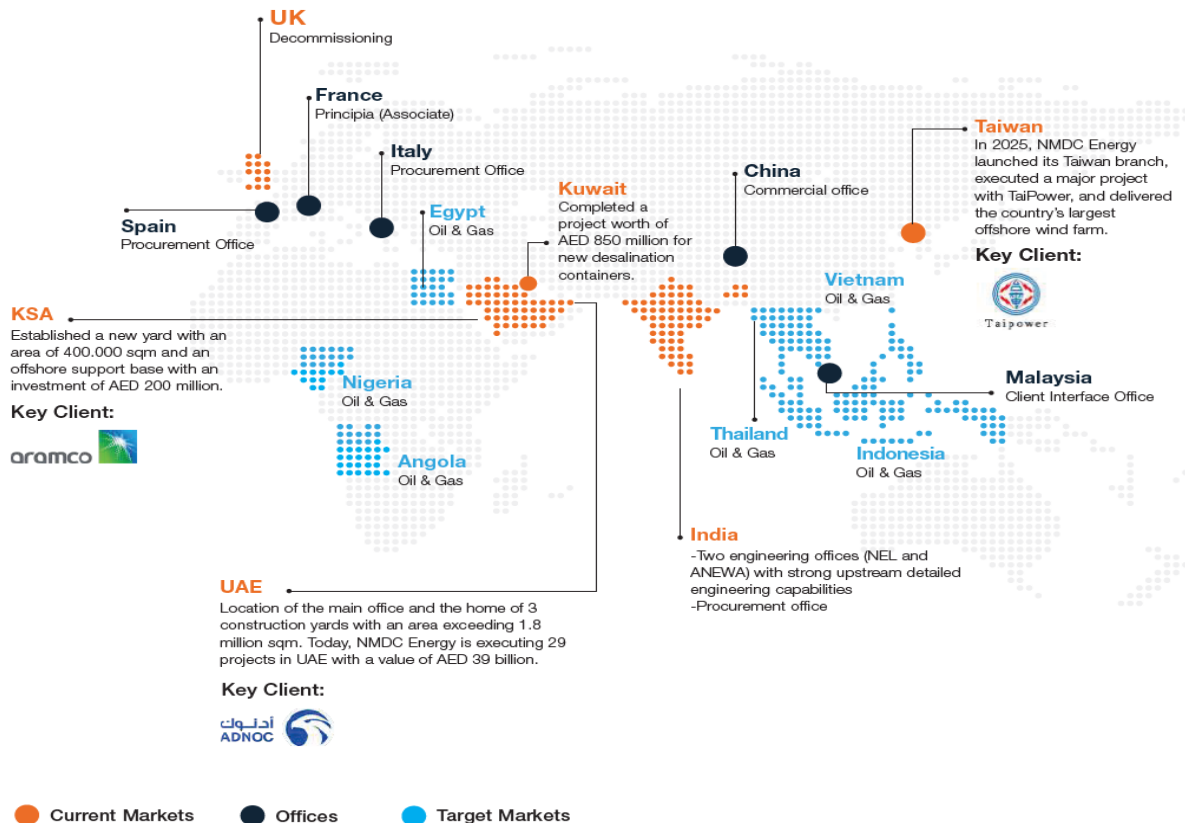
The company continues to expand its reach into high-growth markets, targeting opportunities across Africa, Southeast Asia, and the UK, particularly in emerging segments such as offshore decommissioning

### Balanced Presence in Core and Emerging Energy Markets

NMDC Energy maintains a strong and expanding international footprint, underpinned by the leadership position in the UAE and Saudi Arabia and supported by a growing presence across key global markets. The company has successfully extended its operations into regions including Kuwait, India, Taiwan, and broader Southeast Asia, reflecting the division’s ability to execute complex energy infrastructure projects across diverse geographies. A key milestone in the international expansion was the inauguration of a new 400,000 sqm fabrication yard in Ras Al Khair, Saudi Arabia, in January 2025, alongside the development of an offshore support base. This strategic investment reinforces NMDC Energy’s commitment to supporting the Kingdom’s industrial growth and strengthening regional execution capabilities.

In Asia, NMDC Energy has further enhanced its presence through the establishment of a branch in Taiwan and a commercial office in Shanghai, China. The company is actively executing major offshore energy projects in Taiwan, including large-scale offshore wind developments, demonstrating the capability to deliver complex renewable energy infrastructure on a global scale. Its presence is further supported by procurement and client interface offices across key markets such as India, Malaysia, and Italy, ensuring efficient project coordination and execution. The company continues to expand its reach into high-growth markets, targeting opportunities across Africa, Southeast Asia, and the UK, particularly in emerging segments such as offshore decommissioning. NMDC Energy’s global operations are complemented by a network of engineering and procurement centres across Europe and Asia, enabling real-time support and seamless delivery of both conventional oil and gas projects and renewable energy initiatives. NMDC Energy’s strong execution track record is reflected in its ongoing project portfolio, including multiple large-scale projects in the UAE, as well as successful project delivery in markets such as Kuwait and Taiwan.

Figure 10: NMDC Energy Global Presence



Source: Group Information

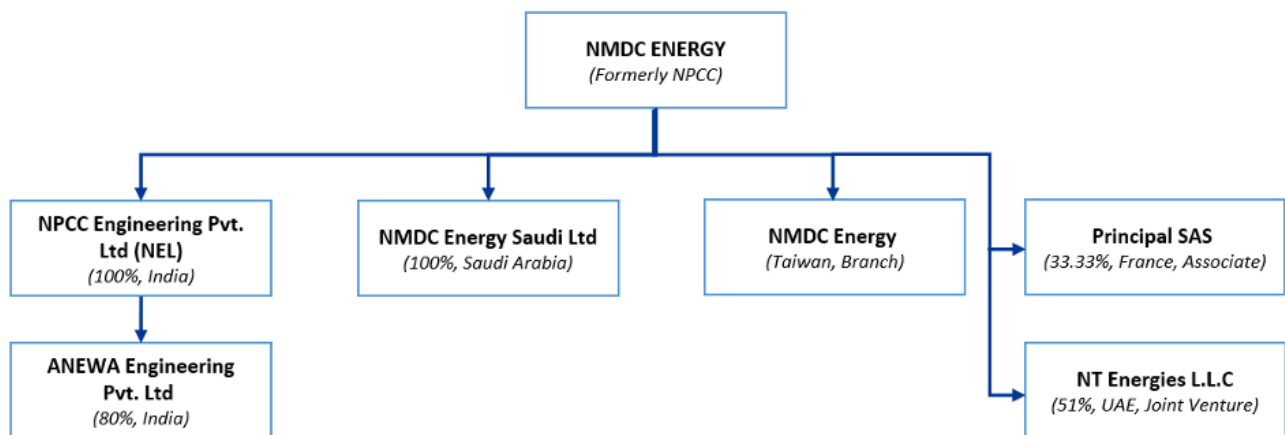
NMDC Energy holds controlling interests in several subsidiaries and affiliates focused on specific geographies and specialised energy services, which operate under a unified strategic and governance framework to optimise execution and value creation

### Integrated Subsidiaries Delivering Innovation and Scale

NMDC Energy P.J.S.C. is the primary legal entity of the Company and the cornerstone of the operations. NMDC Energy holds controlling interests in several subsidiaries and affiliates focused on specific geographies and specialised energy services, which operate under a unified strategic and governance framework to optimise execution and value creation.

- **NPCC Engineering Private Limited (NEL)**, incorporated in February 2007 and headquartered in Mumbai, is a wholly owned subsidiary providing design and engineering services to the energy sector. Over the past 16 years, NEL has built a strong reputation across India and the GCC, supported by an engineering workforce of c.500 professionals. As part of the expansion strategy, NEL acquired a majority stake in ANEWA Engineering Private Limited in August 2015. Together, NEL and ANEWA employ c.1,200 engineers, enabling the execution of medium to large and complex onshore and offshore projects for clients including NMDC Energy, Larsen & Toubro, AFCONS Infrastructure Limited and ADNOC.
- **ANEWA Engineering Private Limited**, established in 2007 and based in Hyderabad, specialises in advanced design and engineering services for onshore and offshore energy projects, while also serving other industrial sectors using innovative technologies and software platforms.
- **National Petroleum Construction Co. (Saudi) Ltd**, established in 1981, is central to NMDC Energy’s presence in the Kingdom of Saudi Arabia. The entity enables local project tendering and execution, strengthens relationships with key clients such as Saudi Aramco, and supports efficient delivery through local suppliers and workforce.
- **NT Energies JV**, a joint venture between NMDC Energy and Technip Energies, is headquartered in Abu Dhabi and focuses on energy transition initiatives across the UAE, the Middle East and North Africa, including blue and green hydrogen, decarbonisation, carbon capture, waste-to-energy and biorefining projects.
- **Principia SAS**, jointly owned by NMDC Energy, Artelia Global and Naval Group S.A., is a France based engineering firm specialising in offshore, maritime and nuclear industries, with operations in La Ciotat, Nantes and Kuala Lumpur. With a workforce of c.100 professionals, Principia enhances the Group’s advanced engineering capabilities through innovative value engineering solutions and proprietary design software.

Figure 11: NMDC Energy Corporate Structure



Source: Group Information

## Driving Impactful Projects Across Global Markets

**Figure 12: NMDC Dredging & Marine Completed/Ongoing Projects**

Project Name	Client	Country	Scope of Work
Das Island Reclamation Project	ADNOC	Abu Dhabi, UAE	The project scope includes HSEIA studies, engineering and design, protection of existing services, rock revetment works, island reclamation, compaction and soil improvement, and the extension of existing outfalls
East Sitara Housing Project	Ministry of Housing, Bahrain	Sitra, Bahrain	The East Sitara Town reclamation contract is a mega project to be developed by the Ministry of Housing, supporting the housing development programme, under which more than 5,000 residential units will be constructed.
Ghasha Concession Artificial Islands	ADNOC	Abu Dhabi, UAE	The Hail and Ghasha Development Project is a strategically important offshore gas project for Abu Dhabi, involving the construction of eleven artificial islands and associated infrastructure to support gas and condensate production for domestic power and energy markets.
Mangroves Abu Dhabi	UAE Presidential Court	Abu Dhabi, UAE	The Mangroves project near the Sea Palace in Abu Dhabi was successfully executed by NMDC as an environmental initiative, involving dredging of over one Mn cubic meters to enhance irrigation and support mangrove regeneration.
Sir Baniyas Island	UAE Presidential Court	Abu Dhabi, UAE	Sir Baniyas Island, one of the UAE's largest islands, has seen NMDC execute major reclamation works since 1984, involving approximately 29 Mn cubic metres, with additional volumes completed in 1999–2000.
Al Wathba Development	Private Client	UAE	The project scope includes design and construction works covering earthworks, concrete works, building finishes, MEP installations, landscaping, swimming pools, kitchen equipment, and associated cleaning and maintenance.
Dubai Complex Private Project	Private Client	UAE	The project scope covers end to end design and construction works, including earthworks, internal and external building finishes, full MEP installations, as well as landscaping, swimming pool works, kitchen equipment installation, and associated cleaning and maintenance activities.
Rest House Project	Private Client	UAE	The scope includes key design and construction activities such as earthworks, concrete works, and installation of internal and external finishes. It also covers complete MEP systems, along with external works including landscaping, swimming pools, kitchen equipment, and cleaning and maintenance services.

Source: Group Information

**Figure 13: NMDC Energy Completed/Ongoing Projects**

Project Theme	Client	Country	Scope of Work
Offshore	ADNOC	UAE	Construction of new gas pipelines and associated facilities from the Habshan Complex to the Habshan Gas Compression Plant (HGCP) and from HGCP to Sweihan, including a variation for seven additional jackets under the USLTDP-1 project
Renewable Energy	Yunneng Wind Power Co	Taiwan	Charter of the DLS-4200 for transportation and installation of monopiles at the Yunlin Offshore Wind Farm, covering the second campaign with additional works in 2022 and the offshore installation campaign in 2023
Offshore	Saudi Aramco	Saudi Arabia	The scope comprises EPC works for subsea pipeline networks and offshore facilities, including platforms, jackets, wellhead topsides, subsea pipelines, valve skids, cables, umbilicals and SPM/PLEM installations, as well as drilling jackets, trunkline pipelines, and upgrades to existing offshore production and auxiliary platforms with associated pre-commissioning and commissioning support
Offshore	ADNOC Offshore	UAE	The scope covers EPC works for offshore and onshore facilities, including wellhead towers, pipelines, umbilicals, riser and processing platforms, power distribution, bridges, flare stacks, anchor installations, brownfield modifications, and subsea cable works across the Ghasha, Zakum, and Al Ghallan fields.
Renewable Energy	Skyborn Renewables GmbH (WPD)	Taiwan	Charter of the DLS-4200 for the 2024 campaign, covering transportation and installation works at the Yunlin Offshore Wind Farm, Taiwan.
Onshore	Al Yasat	UAE	The scope includes offshore EPC works for three wellhead towers with jackets and topsides, 99 km of pipelines, 50 km of cables, and 50 km of umbilicals, along with onshore EPS and FFD facilities at Zirku, including substations, water injection, PWT plant, and gas compressors.

Source: Group Information

## Robust Financial Performance Amid Strategic Shift in Revenue Mix

### Strong Order Book Supporting Revenue Visibility

During 1Q26, the Group secured project awards totalling AED 1.8 Bn, Dredging & Marine projects accounting for AED 1.5 Bn and NMDC Infra projects amounting to AED 0.3 Bn as of 1Q26

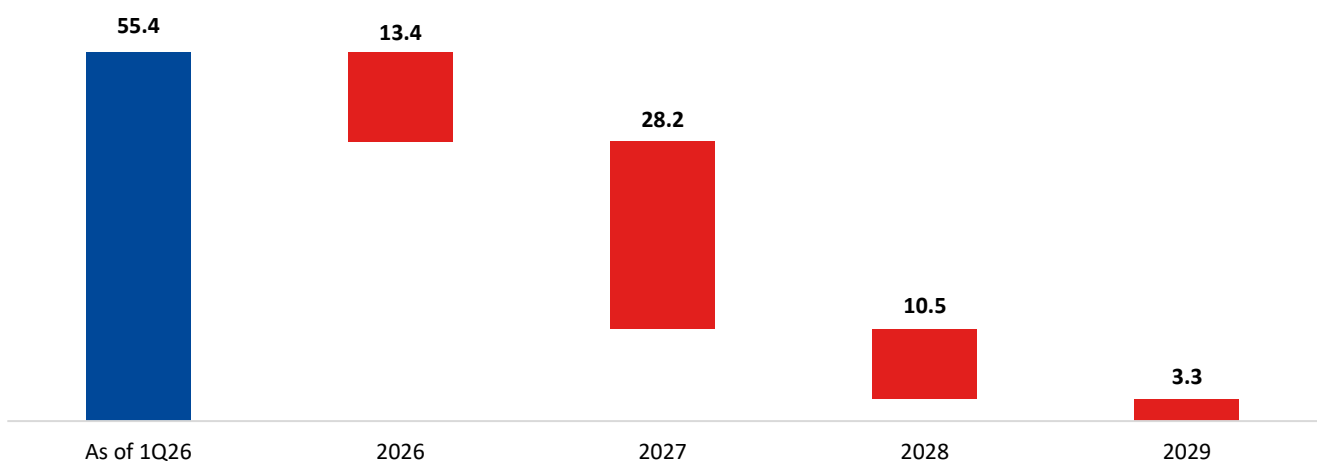
The Group reports revenue under two key segments: Dredging & Marine and Energy. During 1Q26, the Group secured project awards totalling AED 1.8 Bn, Dredging & Marine projects accounting for AED 1.5 Bn and NMDC Infra projects amounting to AED 0.3 Bn as of 1Q26. Consequently, the total backlog reached AED 55.4 with NMDC Energy's backlog reaching AED 35.3 Bn as of 1Q26. The backlog remains largely domestically focused, with local projects comprising 83% of the total, while international projects account for the remaining 17%.

During 1Q26, the Group strengthened its order book through the award of multiple projects across its domestic markets, reflecting sustained demand for its core capabilities. Key wins included dredging and reclamation works worth AED 0.2 Bn from the Department of Municipalities & Transport, a marine works enhancement project of AED 0.2 Bn from a local client, and enabling works of AED 0.3 Bn from ORA Development. Additional contracts comprised AED 0.1 Bn for marine and landslide infrastructure development from AD Ports, AED 0.1 Bn in marine works from Eagle Hills, AED 0.6 Bn in various dredging and marine projects, and AED 0.3 Bn under NMDC Infra. Collectively, these awards reinforce revenue visibility and support the Group's near- to medium-term execution pipeline.

The Group's backlog is predominantly domestic in nature, representing 83% of total awards, while international projects constitute the remaining 17%

In March 2025, NMDC Energy was awarded an AED 9.7 Bn offshore EPC project in the UAE. The project, spanning 57 months from the commencement on 31st March 2025, underscores NMDC Energy's capability to deliver large-scale, complex offshore infrastructure projects with precision and efficiency. Additionally, NMDC Energy has been awarded an AED 4.2 Bn contract by Taiwan Power Company (Taipower) for the installation of subsea gas pipelines along Taiwan's west coast. The project covers design, construction, and installation of marine pipelines at depths ranging from 10 to 55 meters, extending between Taichung and Tung-Hsiao, demonstrating NMDC Energy's expertise in complex offshore pipeline engineering and execution.

Figure 14: Expected Backlog Unwinding (AED Bn)



Source: Group Information

## Resilient Growth Supported by Strong Project Execution

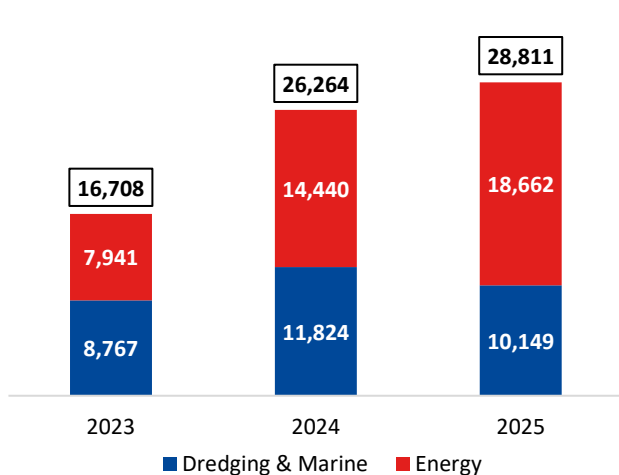
The Group reported strong revenue growth, with consolidated revenue rising to AED 28.8 Bn in 2025 from AED 26.3 Bn in 2024, driven by robust execution across the project backlog and reflecting continued momentum across the NMDC Energy segment

The Group reported strong revenue growth, with consolidated revenue rising from AED 26.3 Bn in 2024 to AED 28.8 Bn in 2025, driven by robust execution across the project backlog and reflecting continued momentum across the NMDC Energy segment. Revenue from the Dredging & Marine segment decreased from AED 11.8 Bn in 2024 to AED 10.1 Bn in 2025, accounting for 35.0% of total revenue, compared to 45.0% in 2024, reflecting a shift in execution mix toward the Energy segment. NMDC Energy recorded a significant increase in revenue, rising from AED 14.4 Bn in 2024 to AED 18.7 Bn in 2025, reflecting 63.6% of total revenue, up from 54.2% in 2024, supported by strong offshore EPC project execution.

NMDC Group delivered strong EBITDA growth, with EBITDA increasing from AED 4.2 Bn in 2024 to AED 5.6 Bn in 2025, and EBITDA Margins of 16.0% in 2024 and 19.5% in 2025, underpinned by improved project margins and operational efficiencies; predominately at NMDC D&M. NMDC D&M recorded EBITDA of AED 3.4 Bn in 2025, up from 2.4 Bn in 2024 despite decline in revenues. D&M EBITDA Margins increased significantly from 20.4% in 2024 to 33.9% in 2025. NMDC Energy also recorded solid profitability growth, reporting EBITDA of AED 2.2 Bn in 2025, up from AED 1.8 Bn in 2024, supported by the steady execution of offshore EPC projects. However, NMDC Energy's EBITDA margin declined from 12.3% in 2024 to 11.6% in 2025, primarily due to higher expected credit loss provisions and adjustments related to tax reimbursement from the parent company, including a partial reversal based on final tax assessments.

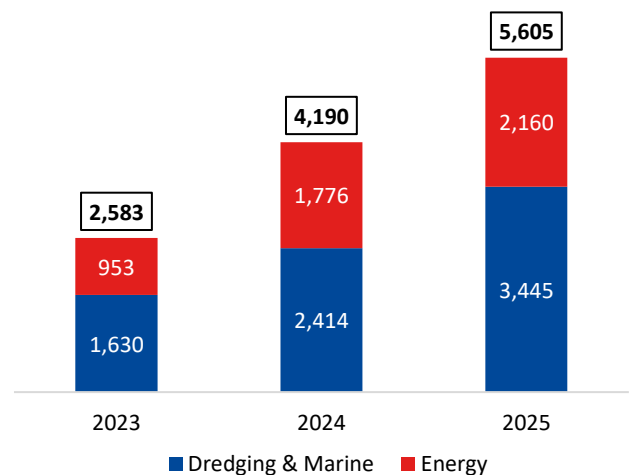
The Group reported net profit attributable to equity shareholders of AED 3.6 Bn in 2025, representing a 22.5% YOY increase compared to 2024, with net profit margins increasing from 11.3% in 2024 to 12.6% in 2025 reflecting margin expansion and a favourable business mix, with the NMDC D&M being the largest contributor to the overall Group's profitability. NMDC D&M's Net profit increased from AED 1.7 Bn in 2024 to AED 2.4 Bn in 2025 while NMDC Energy reported net profit of AED 1.6 Bn in 2025, up from AED 1.4 Bn in 2024, reflecting stable execution and sustained profitability.

Figure 15: Segmental Revenue (AED Bn)



Source: Group Information

Figure 16: Segmental EBITDA (AED Bn)



Source: Group Information

The Group reported capital expenditure of AED 1.4 Bn in 2025, primarily driven by advance payments for the purchase of a cutter suction dredger (CSD) for the D&M segment, construction of NMDC Energy's KSA yard, upgrades to UAE yards, as well as maintenance capex and additions of equipment including barges, pipelines, and other technical assets. NMDC Energy accounted for AED 0.6 Bn of the total capital expenditure, mainly relating to the KSA yard construction, UAE yard upgrades, equipment purchases, and maintenance activities. The Group generated free cash flow of AED 1.3 Bn in 2025, reflecting a decline in cash flow from operations during the period, largely due to a negative movement in working capital associated with revenue growth. Similarly, NMDC Energy reported free cash flow of AED 1.3 Bn, primarily due to lower operating cash flows.

Net working capital for the Group stood at AED 2.6 Bn as of December 2025, in line with the requirements of an expanding project portfolio. The increase in trade receivables, retention receivables, and advances to suppliers exceeded the rise in trade payables, job accruals, and advances from customers. For NMDC Energy, net working capital remained broadly stable at negative AED 1.64 Bn as of December 2025, compared to negative AED 1.65 Bn in December 2024, reflecting consistent working capital management despite higher project activity. The increase in receivables, advances to suppliers, and contract assets was largely offset by a corresponding rise in trade and other payables.

## Highly Experienced Management Team:

### Experienced Management Team with a Long Track Record in the Business

#### Chief Executive Officer (NMDC Group) – Eng. Yasser Nassr Zaghloul



Eng. Yasser Nassr Zaghloul currently serves as Group Chief Executive Officer of NMDC Group, leading the Group's operations across the marine and energy sectors globally, particularly in the Middle East and North Africa region and South Asia. Since joining NMDC in 1998, he has held multiple leadership roles, including Head of Operations (2006–2009), driving operational efficiency and growth. Prior to NMDC, he worked with the Suez Canal Authority and began his career in engineering research in Egypt. He has been consistently recognized by Forbes Middle East among the Top 100 CEOs (2022–2025) and ranked first in the Sustainability Leaders 2025 list. He also received "Personality of the Year" at the ShipTek International Awards 2024. He previously served on the Abu Dhabi Chamber of Commerce and Industry board and currently chairs The Challenge – Egyptian Emirates Marine Dredging Company. He holds engineering and management degrees and is pursuing a PhD.

#### Chief Executive Officer (NMDC Energy) – Eng. Ahmed AlDhaheeri



Eng. Ahmed AlDhaheeri has been serving as Chief Executive Officer of NMDC Energy PJSC since 2018, having joined the company as a Board Member in 2009. He has over 23 years of experience in the industrial sector and leads the company's business operations and transformation, overseeing its growth strategy with a focus on new markets, capabilities, and operational execution. Prior to joining NMDC Energy P.J.S.C, he served as Chief Commercial Officer at Emirates Steel, where he played a key role in the company's expansion strategy. He also held roles as Project Director and subsequently Senior Vice President, Projects and Strategy at Emirates Steel, overseeing expansion-related projects. Eng. AlDhaheeri holds a Bachelor of Science in Industrial Engineering from the University of Miami, a Master's Certificate in Project Management from George Washington University, and an Executive MBA (Hons.) from UAE University, along with a certificate from the CXO Development Programme at INSEAD. In addition to his role at NMDC Energy P.J.S.C, he serves as Chairman of NTS Group and Vice Chairman of Enersol, a joint venture between Alpha Dhabi Holding and ADNOC Drilling. He also serves as Vice Chairman of GAL, Chairman of NPCC Engineering Limited (NEL) and ANEWA, and as a Board Member of Abu Dhabi Aviation, PRINCIPIA France, and Gordon Technologies.

#### Chief Executive Officer (NMDC Dredging & Marine) – Eng. Niels de Bruijn



Eng. Niels de Bruijn has been serving as Chief Executive Officer of NMDC Dredging & Marine since November 2023. He has over 35 years of experience in the dredging and marine industry and has held various leadership roles, including Chief Commercial Officer and Managing Director, Dredging. Prior to joining NMDC Dredging & Marine, he served as an Executive Board Member at Van Oord Dredging and Marine Contractors. He has also served as a Supervisory Board Member of international organizations, including the European International Contractors (EIC) and the International Association of Dredging Companies (IADC). Eng. de Bruijn holds a Master of Science degree in Civil Engineering from the Technical University of Delft, Netherlands, and has attended executive leadership programs at IMD Business School, Switzerland.



**Chief Executive Officer (NMDC Infra) – Eng. Haris Giatsos**

Eng. Haris Giatsos currently serves as Chief Executive Officer of NMDC Infra. He has over 32 years of experience in the EPC construction industry in the Middle East and has led over 80 mediums to large-scale infrastructure, industrial, oil and gas, energy, and marine projects, with a total value exceeding USD 10 billion. He has managed regional operations with full P&L responsibility, overseeing business development, prequalification, tendering, contract negotiations, project execution, as well as procurement, finance, logistics, HSE, QA/QC, human resources, and administration. Eng. Giatsos holds a Bachelor's degree in Civil Engineering from the University of Birmingham, an MBA Essentials Certificate from the London School of Economics, UK, and a General Certificate of Education from Filton Technical College, UK.



**Chief Financial Officer (NMDC Group) – Sreemont Prasad Barua**

Sreemont Prasad Barua currently serves as Group Chief Financial Officer of NMDC Group. He is a member of the Group's Executive Management Team, contributing to strategic decision-making, and oversees the Group's finance function. He also serves as a Board Member of NMDC's Egyptian joint venture. Prior to joining NMDC Group, he spent 18 years with KPMG, including 16 years in the UAE and 2 years in the USA, where he served as an Audit Partner for 9 years. Mr. Barua is a Chartered Accountant with expertise in International Financial Reporting Standards (IFRS), International Standards on Auditing (ISA), and U.S. accounting regulations (GAAP/GAAS/SoX).

## Environmental, Social, and Corporate Governance

Stakeholder engagement integrated into sustainability strategy and decision-making processes

Dedicated ESG governance structure supporting implementation and oversight across the organization

### ESG Integration Strengthened through Stakeholder Engagement, Structured Governance, and Organization-Wide Sustainability Framework

NMDC Group places strong emphasis on stakeholder engagement as a core component of its sustainability approach. The Group maintains continuous dialogue with stakeholders, integrating their feedback into strategic and operational decision-making processes. This approach enables the Group to respond to evolving expectations, address sustainability challenges, and identify opportunities that support long-term value creation and resilience.

NMDC Group adopts a holistic ESG approach, embedding sustainability across its projects, operations, and decision-making processes through its Sustainability Policy. The framework is aligned with the UN Sustainable Development Goals and the UAE’s Net Zero ambitions. The Group focuses on environmental priorities including carbon management, energy efficiency, biodiversity conservation, and sustainable water and waste management. Continuous improvement is driven through innovation, performance monitoring, and adoption of global best practices.

NMDC Group has established a structured sustainability governance framework to support ESG integration across the organization. The Sustainability & ESG Committee is responsible for guiding strategy and monitoring performance, supported by a dedicated Sustainability Task Force that drives implementation across business units. In addition, Sustainability Champions are appointed across departments to ensure alignment between strategic objectives and operational execution, reinforcing the integration of ESG principles into day-to-day activities.

Figure 18: ESG Strategic Pillars of NMDC Group



Source: Group Information

### Driving Sustainable Growth and Decarbonization

The Group follows a sustainability framework aligned with UAE Net Zero ambitions and integrated across operations

Sustainability is embedded across NMDC Group’s operations and forms a core component of its long-term value creation strategy. The Group integrates ESG principles across its business model, aligned with Abu Dhabi Vision 2030 and the UAE’s Net Zero ambitions, reinforcing its contribution to environmental and economic resilience. In 2024, NMDC Group implemented a comprehensive sustainability program, including a detailed ESG materiality assessment aligned with global frameworks such as MSCI, SASB, and GRI. The assessment identified 11 material ESG topics and led to the development of a structured sustainability framework comprising five pillars, eight core objectives, and 25 initiatives. This framework supports effective ESG risk management, stakeholder alignment, and integration of sustainability considerations into decision-making processes.

NMDC Group has implemented a comprehensive Energy Management Plan aimed at reducing energy intensity by 25-30% by 2027. The plan includes periodic energy audits across key

**Energy management initiatives targeting 25–30% reduction in energy intensity by 2027**

facilities, including fabrication yards, offshore vessels, and project sites, to identify efficiency improvement opportunities. To support these initiatives, the Group has deployed advanced monitoring systems such as Schneider EcoStruxure Power Monitoring Expert, enabling real-time tracking of energy consumption and identification of power inefficiencies. These measures facilitate targeted actions to optimize energy usage and enhance operational efficiency across high-intensity areas.

**Expansion into carbon capture solutions and CCUS initiatives to support decarbonisation**

NMDC Group is advancing its decarbonisation strategy through the development of scalable carbon capture and clean technology solutions via its joint venture, NT Energies. The Group is developing modular carbon capture units in partnership with Shell, with pilot projects already operational in Europe and potential for local manufacturing. Additionally, the Group is progressing initiatives such as a proposed 400 KTA carbon capture plant for the Emirates Waste-to-Energy project in collaboration with BEEAH and Masdar. It is also engaged in feasibility studies for advanced projects, including direct air capture and mineralisation initiatives in Fujairah, as well as potential expansion of the ADNOC-led Al Reyadah CCUS facility. While these projects are currently in development stages, they position the Group to support emissions reduction across hard-to-abate sectors.

**Sustainability leadership reinforced through awards and industry engagement initiatives**

Aligned with its energy transition strategy, NMDC Group is expanding its presence in renewable energy and low-carbon infrastructure projects. In 2025, NMDC Energy secured a contract from Taiwan Power Company for subsea pipeline works supporting the expansion of the Tung-Hsiao Power Plant, reinforcing its role in enabling clean energy infrastructure.

NMDC Group's sustainability efforts have been recognized through multiple awards and industry engagements. In 2025, the Group was named Sustainable Business of the Year in the Middle East at the Sustainability 2040 Awards, while NMDC Energy was recognized for decarbonisation and operational excellence. Both entities also received the Gold Sustainability Label from the Abu Dhabi Chamber of Commerce and Industry. The Group further strengthens its sustainability positioning through partnerships and knowledge-sharing platforms, including collaboration with Forbes Middle East for the Sustainability Leaders' Summit, supporting dialogue on climate resilience, innovation, and sustainable growth.

**Driving Measurable Energy Efficiency and Emissions Reduction Across Operations**

NMDC Group has established a structured and measurable approach to energy management and decarbonization, underpinned by an ISO 14001:2015-certified Environmental Management System and a Group-wide Energy Management Plan targeting a 25–30% improvement in energy efficiency by 2027. The Group is actively reducing emissions through electrification of operations, integration of renewable energy such as solar across facilities, and deployment of hybrid energy solutions, alongside eliminating diesel usage in key activities through adoption of grid-powered systems. These initiatives are supported by continuous monitoring, digital optimization, and infrastructure upgrades, enabling tangible reductions in energy consumption, operating costs, and carbon footprint while strengthening long-term operational resilience.

**NMDC Group places strong emphasis on community welfare by fostering long-term relationships with local stakeholders and organizations**

**Structured CSR framework supporting sustainable development and alignment with national and global priorities**

**Employment generation and community impact through strategic projects and partnerships**

**Commitment to human rights, safety, and ethical labor practices aligned with international standards**

## People-Centric Operations and Social Impact

NMDC Group actively contributes to improving social, environmental, and economic conditions across its areas of operation through targeted initiatives and partnerships. Its CSR strategy prioritizes employment opportunities for UAE Nationals, development of local suppliers, and community enrichment programs. Employee engagement forms a key pillar, with structured volunteering initiatives enabling staff participation in social and environmental projects, reinforcing a culture of responsibility and civic engagement.

NMDC Group has established a comprehensive CSR framework designed to address evolving social and environmental challenges while strengthening community partnerships. The strategy is aligned with the Group's core values and supports broader objectives such as the UN Sustainable Development Goals. Key initiatives include marine conservation, mangrove plantation, beach clean-ups, health awareness campaigns, and programs promoting local employment and supplier engagement. In 2025, the Group's direct CSR expenditure reached AED 10.97 Mn, with total investments of AED 15.68 Mn across CSR, sponsorships, and sports initiatives, reflecting its continued commitment to social impact and stakeholder value creation.

NMDC Group actively participates in key industry and sustainability platforms to reinforce its role in economic and social development. The Group participated in initiatives such as Tawdheef x Zaheb 2025 to promote Emiratisation and career development, and sponsored strategic forums including "Make it in the Emirates" and the Forbes Middle East Sustainability Leaders' Summit to drive collaboration on sustainable growth. The Group also engages in international platforms such as the Egypt Petroleum Show and the International Ports & Marine Development Conference, showcasing its capabilities while supporting industry-wide knowledge sharing and sustainable infrastructure development.

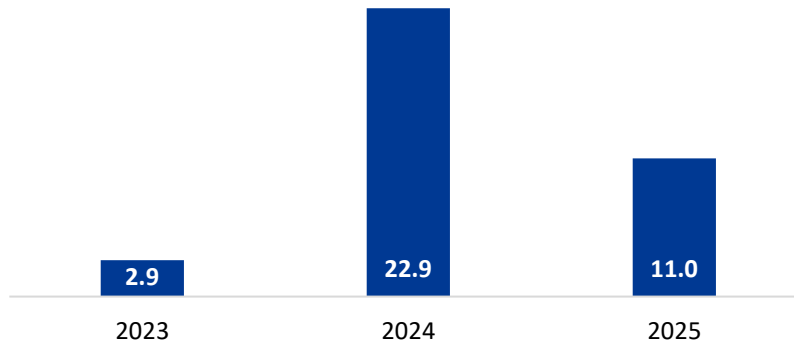
NMDC Group contributes to employment generation and local economic development through large-scale projects and partnerships. A key example includes a long-term agreement with KEZAD Group to establish a USD 100 Mn manufacturing facility, expected to create approximately 3,000 jobs. In addition, partnerships such as the MoU with Vingroup for coastal and offshore renewable energy projects are expected to drive economic growth and job creation in regional markets, supporting broader community development objectives.

The Group continues to implement initiatives that deliver both environmental and social benefits. These include large-scale mangrove plantation programs (over 40,000 saplings planted), artificial reef deployment in collaboration with Environment Agency – Abu Dhabi, and extensive beach clean-up campaigns (over 100 initiatives conducted across entities in 2025). Further initiatives include renewable energy deployment at worker facilities, reducing emissions and improving living conditions, as well as awareness campaigns promoting sustainable transportation and climate action. The Group's efforts have been recognized through awards such as the IPLOCA Environmental Award and the UAE Ministry of Sports' Sports Giving Award.

NMDC Group maintains a robust framework to uphold human rights and fair labor practices across its operations. Guided by the UN Global Compact and ILO conventions, the Group has implemented a dedicated Human Rights Policy ensuring prohibition of child and forced labor, equitable treatment, and alignment with international standards. The Group also reinforces a strong safety culture through regular HSE forums with contractors and subcontractors, ensuring alignment with health, safety, and operational excellence standards across projects.

The Group's CSR Committee oversees the planning and execution of social initiatives, ensuring alignment with corporate strategy, sustainability objectives, and community priorities. This structured governance framework enhances accountability and ensures continuous improvement in social impact delivery.

**Figure 19: Total investment in community contributions (AED)**



Source: Group Information

**Figure 20: Key CSR focus areas and community engagement initiatives**

Key CSR Areas	
Donations	Supporting initiatives that foster our active participation in community life.
Business Partners and Authorities	Collaborating with partners and authorities to support Abu Dhabi's Urban Planning and Economic Vision 2030, fostering long-term vendor partnerships and knowledge sharing with Central Dredging Association and International Marine Contractors Association.
HSE and Marine	Supporting initiatives aimed at reducing environmental impacts and improving overall environmental performance and engaging clients and partners in activities such as beach cleanups and tree planting.
Sports Sponsorship	Sponsoring local sport teams including ladies cycling team UAE Team ADQ, and sponsorship of a UAE-based football club.
Event Sponsorship	Sponsoring events that aim to develop the local communities, and drive the industry in alignment with national ambitions.

Source: Group Information

## Corporate Governance and Human Capital Development

**Robust governance framework led by the Board with focus on oversight, risk management, and long-term value creation**

NMDC Group's governance framework is led by its Board of Directors, which defines the Group's strategic direction, oversees risk management, ensures regulatory compliance, and promotes integrity across operations. The Board remains focused on delivering strong risk-adjusted returns, enhancing long-term resilience, and supporting sustainable value creation for stakeholders. In 2025, the Group further strengthened its governance framework through policy enhancements and improved structural oversight across business units. A unified approach was implemented to ensure consistent application of governance policies across subsidiaries, reinforcing accountability and alignment with corporate strategy.

**Strengthened policy framework and ethical**

NMDC Group maintains a comprehensive set of policies and codes designed to uphold high standards of governance, integrity, and ethical conduct. Key policies are regularly reviewed, approved, and monitored by the Board, with all policy statements and codes publicly disclosed to enhance transparency and stakeholder confidence. The Group's Business Code of Conduct establishes a zero-tolerance approach to bribery, corruption, fraud, and unethical practices, with mandatory compliance for all employees. This is supported by continuous policy updates and

standards reinforcing transparency and accountability

Strong disclosure practices and regulatory compliance supporting market transparency

Robust controls around insider trading and share dealing ensuring market integrity

organization-wide implementation to ensure alignment with evolving regulatory and business requirements.

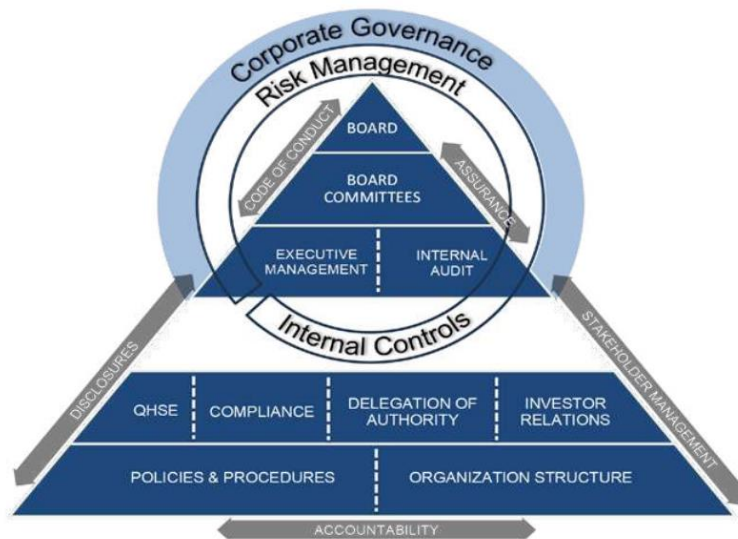
The Group maintains robust disclosure practices to ensure transparency and informed market participation. In 2025, NMDC Group made regular disclosures to the Abu Dhabi Securities Exchange (ADX) and regulatory authorities, including financial results, corporate governance reports, sustainability disclosures, and Board decisions. These disclosures are consistently updated and made accessible through the Group’s website, reinforcing its commitment to regulatory compliance and transparent communication with shareholders and stakeholders.

The Board retains ultimate responsibility for the Group’s operations while delegating specific authorities to Board committees, executive management, and employees through a formal Delegation of Authority framework. This structure defines clear decision-making limits and accountability across all levels of the organization, enabling efficient operational execution while maintaining strong governance oversight across domestic and international operations.

NMDC Group has implemented a formal Board evaluation framework to assess performance, accountability, and effectiveness. The evaluation process, overseen by the Nomination and Remuneration Committee, assesses key parameters including engagement, strategic alignment, and individual contributions of Board members. In addition, a structured induction program ensures that newly appointed Board members are equipped with a comprehensive understanding of the Group’s strategy, operations, governance framework, and regulatory responsibilities, supporting effective participation and decision-making.

NMDC Group has established a comprehensive Share Dealing Policy to prevent insider trading and conflicts of interest. The policy restricts trading in Group securities based on non-public information and requires prior approvals for transactions by Board members and insiders. An Insider Trading Supervision Committee oversees compliance, maintains insider registers, monitors transactions, and ensures adherence to regulatory requirements. This framework strengthens transparency, safeguards market integrity, and aligns with applicable legal and regulatory standards.

**Figure 21: Integrated Governance, Risk Management, and Internal Control Structure**



Source: Group Information

## Investment Thesis

### Global Marine & Engineering Leader with Expanding International Footprint

#### Leading EPC Group with Diversified Operational Strength

The Group operate through five integrated business verticals namely, NMDC D&M, NMDC Energy, NMDC Infra, NMDC Engineering & NMDC LTS

NMDC Group, with over 50 years of experience, is a home-grown global leader specialising in comprehensive Engineering, Procurement, and Construction (EPC) services for both offshore and onshore oil & gas sectors. The Group has established a strong reputation for delivering complex, high-quality projects, supported by advanced capabilities across marine dredging, reclamation, and construction, alongside logistics and technical services. It offers tailored turnkey solutions aligned with sustainability objectives and international standards. The Group’s operational strength is anchored in its five integrated business verticals. NMDC Dredging & Marine (D&M) focuses on marine dredging, reclamation, and construction, while NMDC Energy delivers EPC solutions for offshore and onshore energy services. NMDC Engineering provides coastal and marine engineering consultancy, including marine, civil, hydraulics, geotechnical, and environmental engineering. NMDC Infra strengthened its offering by developing a comprehensive infrastructure player capable of delivering end-to-end solutions across multiple sectors, and NMDC Logistics & Technical Services (LTS) supports operations as a logistics and technical services operator, including marine support vessels, EPC and dredging expertise, and equipment solutions. Together, these verticals ensure seamless, end-to-end coverage across the EPC value chain.

NMDC Group operates a large fleet of over 170 vessels and support equipment, enabling efficient execution in challenging environments

The Group’s global presence has expanded beyond the Middle East, supported by an extensive fleet of over 170 vessels and support equipment, enabling efficient execution across diverse geographies and challenging site conditions. Its capabilities span a broad range of sectors, including energy (oil & gas and renewables), environmental projects, seaborne trade, urban development, and tourism. By leveraging deep industry expertise, a collaborative operating model, and a strategic asset base, NMDC Group continues to enhance project delivery standards and drive operational efficiency. Its strong financial track record reflects a commitment to long-term stakeholder value, while its diversified portfolio and global workforce position the Group to sustain growth and expand across the MENA region, Southeast Asia, and beyond. The Group’s integrated EPC and marine capabilities support strong execution and revenue visibility, with its diversified operations, sizeable fleet, and proven track record in complex projects supporting stable growth and earnings resilience.

Figure 22: Business Vertical



Source: Group Information

**Strategic Global Footprint with Strong Client Base**

The Group operates an integrated network of bases, offices, and execution hubs across key markets including the UAE, KSA, Egypt, India, and Taiwan

NMDC Group’s extensive global presence represents a key investment strength, reflecting its evolution into a diversified, internationally active EPC and marine services provider with operations spanning the Middle East, North Africa, South Asia, and Southeast Asia. The Group has established a well-integrated network of operational bases, procurement and engineering offices, and project execution hubs across key geographies such as the UAE, KSA, Egypt, India, and Taiwan, while also maintaining specialized capabilities in markets including France, Italy, Spain, China, and Malaysia. This geographically diversified platform enables NMDC Group to effectively address region-specific infrastructure and energy demands, while leveraging its advanced fleet of dredgers, marine vessels, and offshore construction assets to deliver complex projects across varying environments. Its presence across both mature and emerging markets not only enhances access to a broader opportunity set but also provides a natural hedge against regional economic cycles, thereby supporting revenue stability and long-term growth visibility. Furthermore, the Group’s ongoing expansion into high-potential regions such as Africa and its strategic entry into offshore wind decommissioning in the UK highlight its forward-looking approach to capturing new revenue streams aligned with global energy transition and infrastructure development trends.

NMDC D&M and NMDC Energy serve a diversified client base, including leading port authorities, global energy and marine infrastructure players such as ADNOC, Saudi Aramco, WPD Offshore, Modon Properties, Abu Dhabi Ports, and the Suez Canal Authority

NMDC D&M and NMDC Energy benefit from a strong and well-diversified client portfolio comprising leading port authorities and globally recognized players in the energy and marine infrastructure sectors, including Abu Dhabi National Oil Company, Saudi Aramco, WPD Offshore, Modon Properties, Abu Dhabi Ports, and Suez Canal Authority as of 2024. The Group’s established relationships with these prominent counterparties reflect its proven execution capabilities, technical expertise, and ability to consistently deliver complex, large-scale projects in demanding environments. This high-quality client mix reinforces NMDC Group’s credibility and market positioning while supporting a stable pipeline of repeat business, and reducing counterparty risk. Moreover, the Group’s role in delivering critical infrastructure solutions across energy and maritime domains underscores its strategic importance to clients, strengthening long-term partnerships and enabling sustained growth through both recurring contracts and new project opportunities.

Figure 23: Primary Clients as of 2025



Source: Group Information

## Delivering Complex Offshore, Onshore, and Urban Projects with Global Reach

### Driving UAE Growth Through Diversified Offshore, Onshore, and Infrastructure Projects

The UAE project portfolio reflects a well-diversified and strategically significant mix of offshore, onshore, EPC, environmental, and urban development initiatives, predominantly supported by long-term engagements with ADNOC and other key stakeholders

NMDC Group continues to strengthen its revenue visibility and geographic diversification through a series of high-value project awards across key international and domestic markets

The UAE project portfolio reflects a well-diversified and strategically significant mix of offshore, onshore, EPC, environmental, and urban development initiatives, predominantly supported by long-term engagements with ADNOC and other key stakeholders. NMDC Group continues to strengthen its revenue visibility and geographic diversification through a series of high-value project awards across key international and domestic markets. The Group's expansion into the Philippines, marked by a USD 610.1 Mn dredging and reclamation contract in Manila Bay, represents a strategic entry into Southeast Asia. This project not only broadens NMDC's regional footprint but also reinforces its execution capabilities in large-scale marine infrastructure, leveraging prior experience in markets such as Taiwan, Vietnam, and Malaysia. The scale (130 hectares of reclamation) and association with the Harbor City development further enhance the Group's positioning in urban coastal development projects.

In line with its diversification strategy, NMDC's entry into Oman through an AED 383 Mn marina construction project highlights its ability to penetrate new GCC markets beyond its traditional base. The relatively shorter execution timeline (15 months) suggests faster revenue realization and improved project turnover, supporting near-term earnings visibility. Additionally, NMDC Energy's award of a USD 1.14 Bn subsea pipeline contract from Taiwan Power Company underscores its growing presence in offshore energy infrastructure. The technical complexity of the project, covering pipeline installation at depths of 10–55 meters, demonstrates the subsidiary's engineering capabilities and positions it to benefit from increasing investments in energy transition and offshore infrastructure in Asia. This also aligns with global renewable energy trends, particularly in supporting power generation infrastructure.

On the domestic front, the AED 9.7 Bn offshore EPC contract further reinforces NMDC Energy's strong order book and entrenched client relationships. The scale and execution timeline (57 months) provide long-term revenue visibility and underline the Group's operational resilience. The continued inflow of large contracts reflects NMDC's competitive positioning in offshore EPC and dredging segments, supported by technical expertise and longstanding industry relationships. Overall, the diversified project pipeline across geographies and segments enhances earnings stability, reduces concentration risk, and supports sustainable growth, forming a key pillar of the Group's investment case.

**Figure 24: UAE Ongoing/Completed Projects**

Name	Project Theme	Client	Scope of Work
Additional 7 Jackets	Offshore	ADNOC	Variation For Seven (7) Additional Jackets under USLTDP-1
Al Wathba Development	EPC & Industrial Civil	Private	The scope covers comprehensive design & construction works, including earthworks, concrete, and internal and external building finishes. It also includes full MEP installation along with ancillary works such as landscaping, swimming pools, kitchen equipment, and cleaning & maintenance services.
Dalma Gas Development Project	Offshore	ADNOC	4 WHTs, 6 pipelines, 4 umbilical's, 1 subsea composite cable
Das Island Reclamation Project	Seaborne Trade	ADNOC	The project scope includes HSEIA studies, engineering and design, and protection of existing services. It also covers rock revetment works, island reclamation, soil improvement and compaction, and extension of existing outfalls.
Dubai Complex Private Project	EPC	Private	The scope covers end-to-end design & construction, including earthworks, concrete works, and installation of internal and external building finishes. It also includes full MEP systems along with ancillary works.
EPC For Belbazam Block Development Project	Onshore	Al Yasat	The project includes offshore works comprising three well-head towers, jackets and topsides with associated pipelines, cables, and umbilicals. Onshore works at Zirku cover EPS and FFD facilities, including substations, processing units, compressors, and tie-ins to existing infrastructure.
Hail & Ghasha Development Project	Onshore	ADNOC	The offshore EPC package includes drilling centers (DCs), subsea pipelines, umbilicals, and power cable connections. It also covers seawater intake structures, bridges, risers, flare systems, and facilities at the Ghasha Offshore Processing (GOP) site.
LZ Habshan Upper Recovery & Lekhwair + 20 MBD Project	Offshore	ADNOC	The project focuses on enhancing production capacity at Lower Zakum, Habshan, and Lekhwair through upstream recovery and processing upgrades, targeting an increase of 20 thousand barrels per day.

Source: Group Information, FAB Securities

**Figure 25: KSA Ongoing/Completed Projects**

Name	Project Theme	Client	Scope of Work
CRPO # 69 – Ju'aymah Offshore Platform	Offshore	Saudi Aramco	Execution of EPC works for the JOP bypass subsea pipeline network, involving subsea hot-tapping on four 56-inch crude lines and six SPM flow lines.
CRPO # 82 - LTA For Zulf AH West Oil Facilities (Pkg 4)	Offshore	Saudi Aramco	EPC scope covering engineering, procurement, fabrication, transportation, and installation of offshore facilities, including multiple platforms and jackets, wellhead topsides, subsea valve skids, extensive subsea pipeline and cable networks, flexible pipelines, and umbilical.
CRPO # 83 - LTA For Zulf AH East Oil Facilities	Offshore	Saudi Aramco	Scope encompassing engineering, procurement, fabrication, transportation, and installation of offshore facilities, including tie-in platforms with jackets, wellhead topsides, subsea valve skids, and an integrated network of subsea cables, pipelines, flexible pipelines, and umbilicals.
CRPO # 86 - LTA For Jafurah Development Program	Offshore	Saudi Aramco	The project scope includes works for JOP extension facilities, including new platforms (jackets and topsides), submarine pipelines, subsea valve skid, PLEM and SPM installations, and a composite submarine cable.
CRPO # 87 - LTA for 14 Jackets @ Manifa Field	Offshore	Saudi Aramco	The scope covers fabrication, transportation, and installation of fourteen drilling jackets in the Manifa field.

Source: Group Information, FAB Securities

## Expanding Footprint Through Innovative Urban, Marine, and Renewable Projects

In Taiwan, the portfolio is centered on renewable energy projects, specifically the Yunlin Offshore Wind Farm, executed through multiple campaigns

NMDC Energy secured a USD 1.14 Bn contract in 2025, from Taiwan Power Company (Taipower) for the second-phase renewal of the Tung-Hsiao Power Plant

The Bahrain and Taiwan project portfolio demonstrates a strategic diversification into urban development and renewable energy, reflecting capabilities beyond traditional oil and gas sectors. In Bahrain, the East Sitra Housing Project represents a landmark urban development initiative led by the Ministry of Housing, involving large-scale land reclamation to facilitate the construction of over 5,000 residential units. This project reflects expertise in mega-scale reclamation, urban planning, and infrastructure readiness, contributing to national housing development objectives and long-term urban growth. In Taiwan, the portfolio is centered on renewable energy projects, specifically the Yunlin Offshore Wind Farm, executed through multiple campaigns of the DLS-4200 charter. The work spans installation and transportation of monopiles over successive years (2022-2024), under contracts with Yunneng Wind Power Co and Skyborn Renewables GmbH (WPD). These projects highlight specialized EPC capabilities in offshore wind infrastructure, including heavy-lift marine operations, precise pile installation, and YOY campaign planning in a challenging marine environment. Collectively, the Bahrain and Taiwan projects reflect a deliberate expansion into sustainable and socially impactful sectors, combining urban development with green energy infrastructure to deliver large-scale, technically complex solutions across diverse geographies. Furthermore, the Group secured its first project in the Philippines with a USD 610.1 Mn contract from Pasay Harbor City Corporation for dredging and reclamation in Manila Bay. Spanning 30 months, the project involves reclaiming around 130 hectares for the Harbor City development in Pasay City, supporting the Group's growing footprint in Southeast Asia after successful projects in Taiwan, Vietnam, and Malaysia. In line with its strategy of geographical diversification, the Group has secured an AED 383 Mn contract for a marina construction project in the Sultanate of Oman, scheduled for completion within 15 months. In January 2025, NMDC Energy secured a USD 1.14 Bn contract from Taiwan Power Company (Taipower) for the second-phase renewal of the Tung-Hsiao Power Plant. The scope includes the design, construction, and installation of subsea gas pipelines at depths of 10-55 meters between Taichung and Tung-Hsiao, strengthening NMDC Energy's presence in Taiwan and supporting its renewable energy initiatives. The Group has signed an AED 618 Mn contract for a technologically advanced 148-meter self-propelled Cutter Suction Dredger (CSD) with 30,440 KW power. The operations are expected to commence in 1Q27.

**Figure 26: Other Countries Ongoing/Completed Projects**

Name	Project Theme	Client	Country	Scope of Work
East Sitra Housing Project	Urban Development	Ministry Of Housing BH	Bahrain	The reclamation project will support the Ministry of Housing's development of over 5,000 new homes.
Charter of DLS-4200-T&I of Monopiles	Renewable energy	Yunneng Wind Power Co	Taiwan	The project covers the 2nd campaign (2022) of DLS-4200, involving the installation and tie-in of monopiles at Yunlin Wind Farm, Taiwan.
Charter of DLS-4200 for Offshore Inst'n of Monopiles	Renewable energy	Yunneng Wind Power Co	Taiwan	The project works on the 2023 campaign of Charter DLS-4200, focusing on the offshore installation of monopiles.
Skyborn / Yunneng - Charter of DLS-4200-T&I Work for Yunlin Wind Farm	Renewable energy	Skyborn Renewables GmbH (WPD)	Taiwan	The project covers the 2024 campaign of Charter DLS-4200 for Skyborn (WPD) / Yunneng, involving installation and tie-in works at Yunlin Wind Farm, Taiwan.

Source: Group Information, FAB Securities

**Figure 27: Other Awarded Projects in 2025**

Name	Country	Value (AED, Bn)
Dredging and reclamation work	Philippines	2.2
Eagle Hills -Enabling Work for Lulu Island	UAE	0.7
MODON -Additional Work	UAE	0.7
Salalah Marina Work	Oman	0.4
ORA Development -Gantoot Enabling Work	UAE	0.1
EPC off-shore work project	UAE	9.7
TaiPower -EPC Work subsea gas pipeline	Taiwan	4.2
Other Dredging & Marine Projects	UAE	1.5

Source: Group Information, FAB Securities

## Resilient Macroeconomic Outlook in a Shifting Global Environment

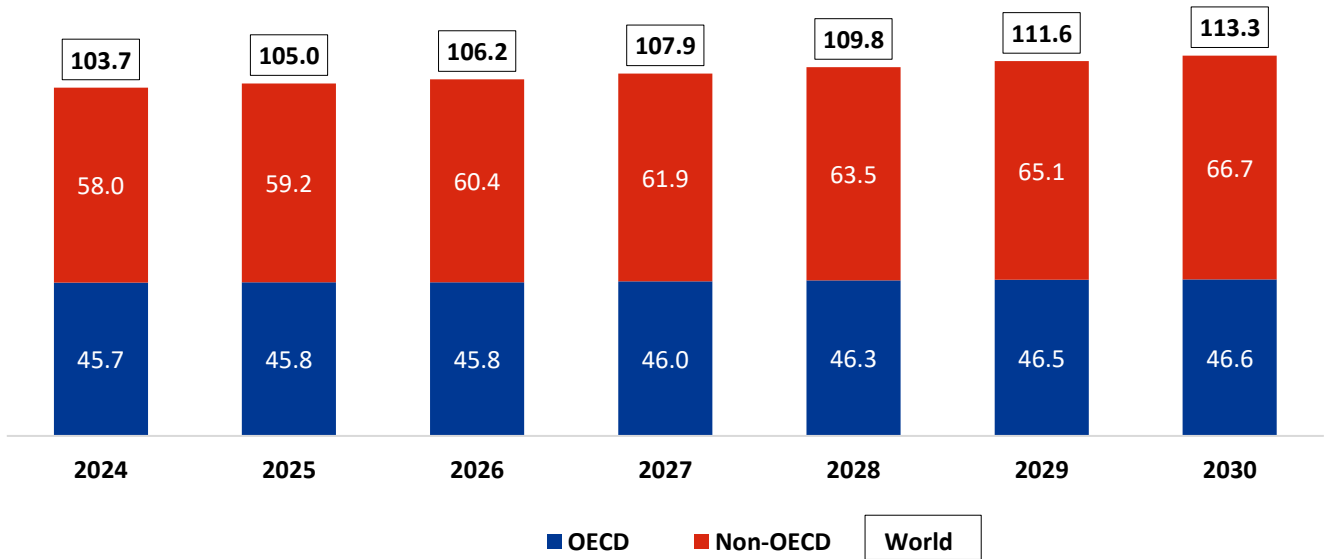
According to OPEC World Oil Outlook 2025, global energy demand is projected to rise by c. 23% by 2050, with electricity consumption expected to double

### Multi-Sector Tailwinds Supporting Sustainable Expansion

NMDC Group's macroeconomic outlook is supported in strong structural tailwinds across energy, coastal infrastructure, and global trade, providing sustained medium to long-term growth visibility. According to the OPEC World Oil Outlook 2025, global oil demand is projected to increase by 9.6 mb/d over the medium term, rising from 103.7 mb/d in 2024 to 113.3 mb/d by 2030. This growth is primarily driven by sustained demand expansion in non-OECD economies, where annual incremental demand is expected to average 1.4 mb/d, with no significant signs of moderation over the forecast period. On the supply side, the U.S. Energy Information Administration estimates that global liquid fuel production will increase from 103.3 mb/d in 2024 to 109.5 mb/d by 2027, reflecting a steady supply response to rising consumption. Looking further ahead, the OPEC projects global energy demand to grow by approximately 23% by 2050, underpinned by structural drivers such as population growth, urbanization, and industrialization. Electricity demand is expected to nearly double, supported in part by the rapid expansion of AI and digital infrastructure. In this context, the International Energy Agency highlights that data centers alone could account for up to 1,720 TWh of electricity consumption by 2035. Additionally, according to the International Energy Agency Gas Market Report (1Q26), global gas consumption is anticipated to reach a new all-time high in 2026, with demand growth accelerating to nearly 2%, indicating continued resilience in gas demand alongside broader energy consumption trends. This evolving demand landscape reinforces an 'all-of-the-above' energy paradigm, wherein oil and gas continue to play a critical role in ensuring energy security and baseload stability, even as renewable energy capacity is expected to triple by 2030.

Concurrently, global urbanization trends, particularly the concentration of nearly two-thirds of megacities in low-elevation coastal zones, are intensifying the need for land reclamation and marine infrastructure development. This is further compounded by the growing urgency of climate adaptation, as rising sea levels and increasing frequency of extreme weather events necessitate significant investments in coastal protection and resilience infrastructure. These factors collectively create a stable, long-duration demand cycle for dredging, reclamation, and coastal defense solutions. In parallel, global seaborne trade is expected to expand by c. 35% between 2018 and 2050, with container throughput projected to nearly double according to DNV, Ocean's Future to 2050, driving continuous requirements for port expansion, channel deepening, and modernization of marine logistics infrastructure, particularly across emerging economies. Taken together, these macroeconomic drivers underpin a diversified and resilient demand environment for NMDC Group, enabling it to capitalize on integrated opportunities across energy, urban development, and trade-enabling infrastructure while supporting its strategic evolution toward multi-sector, future-ready solutions.

Figure 28: Medium-term oil demand by region (in mb/d)



Source: OPEC-World Oil Outlook 2025, FAB Securities

## Diversified Regional Growth Backed by Public Spending and Energy Demand

**Saudi Arabia Vision 2030 is driving one of the largest global infrastructure cycles, spanning hydrocarbons, industrialization, and mega-project developments, creating a high-capex environment with strong execution pipelines**

**Countries such as Philippines, Vietnam, and Taiwan are investing heavily in coastal protection, land reclamation, and offshore wind infrastructure.**

The Middle East continues to be supported by strong hydrocarbon revenues, enabling sustained public investment in energy security and economic diversification. In the UAE, infrastructure expansion is accelerating, with the sector projected to reach USD 21.2 Bn by 2030 according to Mordor Intelligence, supported by national strategies such as We the UAE 2031 and Net Zero 2050. Large-scale gas expansion programs and renewable investments are reinforcing long-term demand visibility for energy infrastructure. In Saudi Arabia, Vision 2030 is driving one of the largest global infrastructure cycles, spanning hydrocarbons, industrialization, and mega-project developments, creating a high-capex environment with strong execution pipelines. Similarly, Oman is witnessing steady construction growth 3.6% in 2025 according to Oman Construction Industry Databook Series, supported by foreign investment and diversification under Vision 2040, particularly across energy, transport, and tourism-linked infrastructure. Qatar remains anchored by its gas-led growth strategy, with the North Field expansion supporting robust medium-term demand for energy infrastructure, while gradually integrating lower-carbon solutions. Bahrain is benefiting from its Economic Recovery Plan and Vision 2030, which are catalyzing investments in housing, transport, and industrial infrastructure. Meanwhile, Egypt is strengthening its position as a regional trade and energy hub, supported by Suez Canal-related developments, coastal infrastructure upgrades, and increasing focus on renewable energy and gas exploration. Beyond the Middle East, Southeast Asia presents structurally strong growth driven by rapid urbanization, climate adaptation needs, and energy transition. Countries such as Philippines, Vietnam, and Taiwan is investing heavily in coastal protection, land reclamation, and offshore wind infrastructure. India offers long-term potential supported by port modernization, inland waterways, and coastal infrastructure expansion, while Africa is gradually opening opportunities in cross-border pipelines and marine infrastructure. Overall, the macroeconomic environment across these regions is characterized by high public infrastructure spending, energy transition investments, and increasing climate resilience requirements. However, geopolitical uncertainties across the Middle East may drive energy price volatility and supply chain disruptions, potentially affect project timelines while also sustain investments in energy security. In Southeast Asia, strategic tensions and maritime risks could influence investment flows but

increase focus on coastal and energy infrastructure. Meanwhile, India and Africa may face financing and currency pressures, though government-led infrastructure spending.

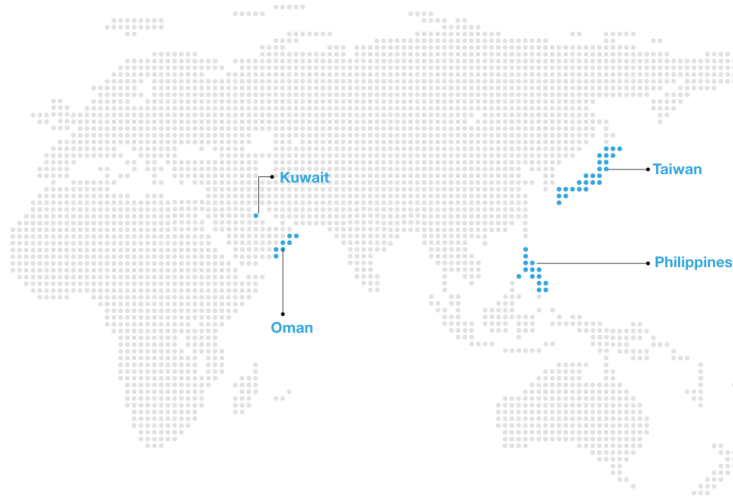
## Strengthening Global Leadership Through Strategy and Digital Transformation

### Strategic Global Expansion Driving Diversification & Value Growth

In the Middle East and Africa, operations are supported through established entities in Saudi Arabia, Bahrain, Oman, and Egypt, serving both project execution and regional business development needs

NMDC Group’s international strategy reflects a structured and deliberate shift toward geographic diversification, with a clear focus on capturing high-growth opportunities across offshore energy, civil infrastructure, and marine development sectors. This expansion is built by the establishment of a dedicated International Office, which has already contributed significantly by securing 38% of the Group’s awarded projects in 2025. By aligning its integrated capabilities with region-specific demand dynamics, NMDC Group is positioning itself as a preferred partner for complex, multidisciplinary projects, while reducing reliance on its core markets. A strong and growing global footprint support this strategy, with physical presence playing a critical role in enabling localized execution, regulatory alignment, and relationship-building. Beyond its headquarters in the UAE, the Group has established a well-distributed network of offices across key regions. In the Middle East and Africa, operations are supported through established entities in Saudi Arabia, Bahrain, Oman, and Egypt, serving both project execution and regional business development needs. In Asia, the footprint is expanding rapidly through offices in India, Taiwan, Malaysia, and China, alongside the planned establishment of a new office in the Philippines to support recent project wins. In Europe, operations in France, complemented by procurement hubs in Spain and Italy, provide access to specialized engineering expertise and strengthen supply chain capabilities.

Figure 29: Expansion in Global Markets in 2025



Source: Group Information

The Group’s Energy vertical secured a USD 1.2 Bn contract with Taipower in Taiwan, involving critical subsea gas pipeline works

The Group’s expansion approach is highly targeted, with each business vertical focusing on markets where its core competencies align with local demand. NMDC Dredging & Marine concentrates on the MENA region, Southeast Asia, and Africa, where demand for port expansion, land reclamation, and marine infrastructure is driven by urbanization and economic diversification. Leveraging its specialized fleet and execution capabilities, the vertical supports large-scale national development programs. NMDC Energy, on the other hand, targets markets with strong offshore and onshore energy potential, including Taiwan, Saudi Arabia, Kuwait, and India, capitalizing on opportunities arising from energy security priorities and the global transition toward cleaner energy systems. NMDC Infra continues to focus primarily on the GCC while selectively pursuing international opportunities, particularly in large-scale public infrastructure and emerging sectors such as data centers. During the year, NMDC Group made notable progress in expanding its international presence through strategic project wins that serve as entry points into new markets. The award of a USD 610.1 Mn dredging and land reclamation contract in Manila Bay marks a significant step into Southeast Asia, establishing a foundation for future growth in a region characterized by strong infrastructure demand. Concurrently, the Energy vertical secured a USD 1.14 Bn contract with Taipower in Taiwan, involving critical subsea gas pipeline works. This project not only reinforces the Group’s engineering capabilities in international markets but also highlights its role in supporting global energy transition initiatives. Collectively, these developments underscore NMDC Group’s ability to deploy its expertise across geographies, strengthening its position as a globally competitive infrastructure and energy solutions provider.

Figure 30: Revenue as per Business Vertical in 2025

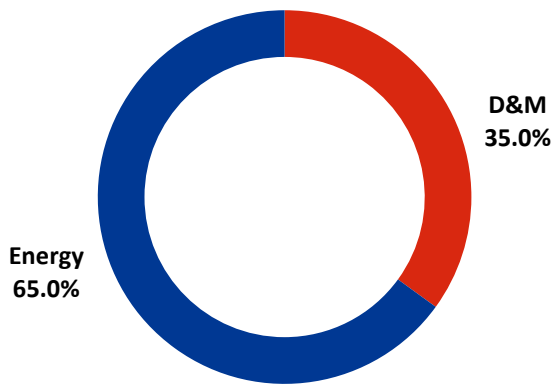
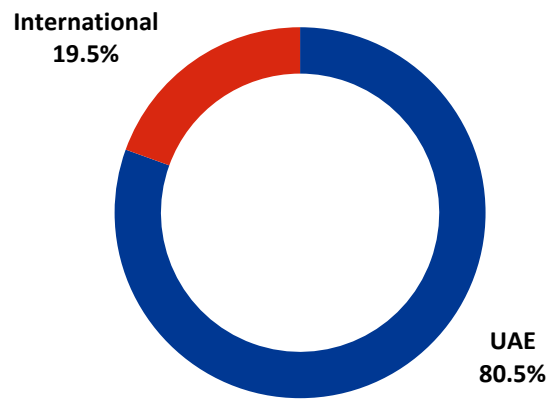


Figure 31: Revenue as per geography in 2025



Source: Group Information, FAB Securities

The three-year collaboration agreement with ADNOC Logistics & Services reflects a strategic alignment to deliver integrated offshore maritime and logistics solutions in Abu Dhabi

### Creating a Future-Ready Platform Through Strategic Collaborations

NMDC Group is systematically strengthening its strategic positioning through a well-defined combination of partnerships, joint ventures, and acquisitions, aimed at accelerating diversification, enhancing technical capabilities, and expanding its geographic footprint. The Group’s collaborative approach with government entities, key clients, investors, and suppliers enables it to unlock new market opportunities while facilitating access to advanced technologies and specialized expertise. This ecosystem-driven strategy is complemented by targeted acquisitions and internal synergies, allowing NMDC Group to move beyond its traditional EPC focus and establish a more integrated and resilient business model across the energy and infrastructure value chain. A cornerstone of this approach is the Group’s continued deepening of relationships with long-standing clients. The three-year collaboration agreement with ADNOC Logistics & Services reflects a strategic alignment to deliver integrated offshore maritime and

**NMDC Infra’s acquisition of a 51% stake in Spain-based Lantania Aguas marks a significant milestone as the Group’s first entry into the European market**

logistics solutions in Abu Dhabi. By combining EPC capabilities with marine services, the partnership is expected to enhance execution efficiency, optimize resource utilization, and generate greater value across offshore energy projects. Similarly, NMDC Energy’s three-year extension of its Long-Term Agreement with Aramco, with an option for a further extension, reinforces its entrenched position within Saudi Arabia’s offshore energy sector. The comprehensive scope of services, spanning detailed engineering, procurement, fabrication, transportation, installation, and pre-commissioning, ensures continuity of high-value project participation while providing long-term revenue visibility and strengthening client dependency. In parallel, NMDC Group is leveraging inorganic growth to expand into higher-margin and counter-cyclical segments. The acquisition of a 70% stake in Emdad by NMDC LTS represents a strategic entry into the OPEX-driven oilfield services segment, which offers more stable and recurring revenue streams compared to project-based EPC activities. Emdad’s capabilities across well intervention, waste management, shutdowns and turnarounds, coil tubing, and valve services significantly broaden NMDC’s service portfolio and enable cross-selling opportunities within its existing client base. This move not only enhances the Group’s competitive positioning in the regional energy services market but also supports margin stability and lifecycle service integration. Further advancing its diversification agenda, NMDC Infra’s acquisition of a 51% stake in Spain-based Lantania Aguas marks a significant milestone as the Group’s first entry into the European market. This transaction expands NMDC’s capabilities into the water and wastewater EPC segment, aligning with global demand for sustainable infrastructure solutions. In addition to sectoral diversification, the acquisition provides access to an established project backlog and a multi-country operational presence, thereby strengthening NMDC’s international platform and reducing geographic concentration risks.

**The establishment of “NMDCCC” in partnership with CCC reflects a strategic effort to combine complementary strengths while maintaining operational control**

The Group, through NMDC Infra completed a joint venture structure to capture large-scale opportunities and enter new markets. The establishment of “NMDCCC” in partnership with Consolidated Contractors Operations (Cyprus) Limited (CCC) reflects a strategic effort to combine complementary strengths while maintaining operational control. With a majority stake structure (50% plus one share), NMDC ensures consolidation and governance oversight, while benefiting from CCC’s expertise and international reach. The joint venture is focused on delivering onshore EPC Oil & Gas solutions and to undertake projects within the UAE and expand into international markets, particularly in Africa, through joint operations arrangements. This model enables risk sharing, capital efficiency, and enhanced competitiveness in bidding for complex projects. In addition, NMDC Group’s Memorandums of Understanding with Jiangsu Huaying Valves and Jiangsu Juxin Petroleum Steel Pipe highlight its commitment to supply chain localization and industrial development within the UAE. These collaborations are aligned with the “Make it in the Emirates” initiative and are aimed at establishing manufacturing and assembly capabilities for critical energy infrastructure components, such as valves and steel pipes. Beyond supporting national industrialization objectives, these partnerships strengthen supply chain resilience, reduce dependency on imports, and create opportunities for cost optimization and faster project delivery. Overall, NMDC Group’s multi-pronged strategy, anchored in long-term client partnerships, value-accretive acquisitions, and collaborative joint ventures, demonstrates a clear shift toward building an integrated, diversified, and future-ready organization. By expanding across geographies, entering new sectors such as water infrastructure and oilfield services, and reinforcing its role within the broader energy ecosystem, the Group is well-positioned to drive sustainable growth, enhance earnings stability, and maintain a competitive edge in an evolving global market landscape.

The Group is focused on transforming project execution through the integration of AI and digital technologies, leveraging data-driven insights to optimize project lifecycles and improve decision quality

NMDC uses predictive analytics to reduce downtime and costs while improving reliability, with plans to scale to 300 AI agents.

## Leveraging AI to Drive Operational Excellence and Value Creation

NMDC Group's innovation strategy is underpinned by five core objectives: enhancing operational efficiency, enabling data-driven decision-making, improving safety standards, reducing costs, and strengthening overall competitiveness. The Group is focused on transforming project execution through the integration of artificial intelligence (AI) and digital technologies, leveraging data-driven insights to optimize project lifecycles and improve decision quality. This approach is complemented by a strong emphasis on transparency, accountability, and the cultivation of a continuous improvement mindset across operations. To operationalize this strategy, NMDC Group is developing a robust AI ecosystem embedded within its core business functions. Current initiatives are primarily aligned with efficiency gains, cost optimization, and competitiveness, supported by the deployment of enterprise AI agents with advanced document intelligence capabilities. These solutions have significantly reduced manual intervention, minimized errors, accelerated task execution, and enabled more effective resource allocation. Looking ahead, the innovation roadmap places increased emphasis on safety enhancements and advanced decision-support capabilities.

In 2025, NMDC achieved significant progress across multiple operational domains, including health, safety and environment (HSE), project acquisition, engineering, vessel management, yard operations, offshore execution, and maintenance. Within HSE, the introduction of the AI-driven Monitoring and Alert Network (AMAN) represents a key milestone, enabling real-time hazard detection and proactive incident prevention, while also being positioned as a commercial offering to generate incremental revenue streams. The expansion of enterprise AI agents has been another major achievement, with over 70 agents deployed across the organization to support functions such as tendering, estimation, risk assessment, pricing, and audit-ready documentation throughout the project acquisition lifecycle. The NMDC 4.0 platform further strengthens the Group's digital capabilities by serving as an AI-powered knowledge and automation hub, facilitating enterprise-wide information access through semantic search, natural language queries, and automated document summarization. In vessel management, AI-enabled systems enhance maritime security and operational oversight, while engineering functions benefit from advanced tools for document analysis, standards-based query resolution, and technical translation. Yard operations have also been optimized through AI-driven solutions that improve asset tracking and layout planning efficiency. Offshore activities are supported by intelligent tools for bid evaluation and document comparison, enhancing accuracy and decision. In addition, NMDC has advanced its capabilities in predictive maintenance by leveraging analytics to anticipate equipment failures, thereby reducing downtime, lowering maintenance costs, and improving asset reliability. These developments position the Group to scale its AI footprint significantly, with a target to expand to 300 AI agents across departments in the near term. The integration of AI across business verticals is driving a fundamental shift in NMDC's operating model, transitioning the Group from a reactive EPC contractor to a predictive, data-driven, and digitally enabled enterprise. This transformation is delivering tangible benefits, including faster project delivery, improved safety outcomes, reduced rework, and enhanced supply chain reliability across engineering, procurement, construction, logistics, and asset management functions. NMDC Group's innovation initiatives are closely aligned with broader industry trends in digital transformation within the EPC sector. As the industry evolves toward digitally augmented and less labor-intensive operations, the Group is leveraging AI for real-time project monitoring, predictive scheduling, and early identification of potential delays and cost overruns. The adoption of AI-driven tools for engineering automation, defect detection, and procurement analytics further enhances operational efficiency. Additionally, the deployment of advanced technologies such as digital twins, knowledge graphs, and AI-powered decision-support systems supports more effective infrastructure planning and asset management.

**Figure 32: Technological Advancement**

Level	Function	Key Technologies
<b>Project-level Technological Advancement</b>	HSE (Health, Safety, and Environment)	AMAN AI-powered camera analytics for detecting unsafe behaviors, PPE violations, and safety compliance
	Project Management	Automated MOM generator (Microsoft Teams), NMDC GPT, NMDC 4.0 knowledge platform
	Site Monitoring	AI-driven monitoring systems; Yard Scan AI for smartphone-based data capture
	Vessels and Marine Compliance	Maritime Watch for vessel tracking, crew monitoring, and risk detection
	Fabrication and Yard Automation	Automated Yard Layout Generation System using intelligent algorithms
	Maintenance	Predictive maintenance system using equipment health analytics
<b>Support-Level Technological Advancement</b>	Tendering	AI-powered tendering and estimation platform
	Procurement and Supply Chain	End-to-end AI sourcing and delivery platform integrated with ERP
	Enterprise Resource Planning (ERP)	AI-powered natural language interface for database queries
	Human Resources	AI-driven recruitment tool and People & Culture AI agent

Source: Group Information, FAB Securities

## Robust Financial Performance Driven by Margin Expansion & Operational Efficiency

### Strong Domestic Projects Supports Revenue Growth

The Group also maintains a robust project pipeline of AED 92 Bn as of March 2026, indicating sustained bidding activity and future growth potential

NMDC Group secured project awards totaling AED 1.8 Bn in 1Q26, reflecting a strong order inflow led by NMDC Dredging & Marine, which contributed AED 1.5 Bn of total awards, while NMDC Infra projects accounted for AED 0.3 Bn. This order intake translated the Group’s backlog to AED 55.4 Bn with NMDC Energy’s backlog at AED 35.3 Bn as of 1Q26, providing strong revenue visibility over the medium term. The backlog composition remains heavily skewed toward the domestic market, with 83% attributed to local projects and 17% to international markets in 1Q26, highlighting the Group’s continued reliance on its home market. The Group also maintains a robust project pipeline of AED 92 Bn with NMDC Energy’s pipeline at AED 67.4 Bn as of March 2026, indicating sustained bidding activity and future growth potential. Awarded projects during the year were largely concentrated in the UAE, contributing AED 1.8 Bn, while international inflows were relatively limited due to the current geopolitical situation. This reflects a strategy anchored in a strong domestic base, complemented by selective expansion into international markets. On the financial performance front, NMDC Group recorded total revenue growth of 9.7% YOY, reaching AED 28.8 Bn in 2025, supported by effective backlog execution and strong momentum in the Energy vertical. Revenue from the Energy segment increased by 29.2% YOY to AED 18.7 Bn in 2025, emerging as the primary growth driver and contributing 64.8% of total segmental revenue. In contrast, revenue from the Dredging and Marine segment declined by 14.2% YOY to AED 10.1 Bn in 2025, indicating comparatively weaker activity levels in this segment during the year. Geographically, the Group’s revenue profile became more concentrated in the UAE market, with its contribution increasing from 76.0% in 2024 to 80.5% in 2025, translating to AED 23.2 Bn. Conversely, international revenue contribution declined to 19.5% in 2025 from 24.0% in the previous year, amounting to AED 5.6 Bn in 2025. This shift reflects stronger domestic execution and comparatively lower international activity, reinforcing the Group’s dependence on the UAE market while maintaining a modest presence across select overseas regions.

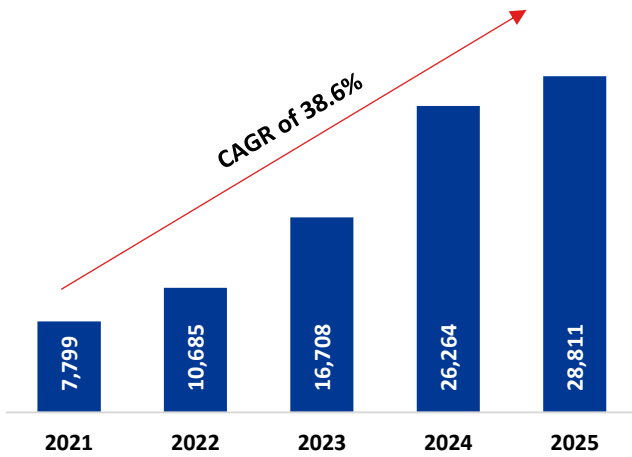
The Group’s revenue profile is concentrated in the UAE market, with its contribution to 80.5% in 2025, translating to AED 23.2 Bn

The Group’s consolidated EBITDA increased by 33.8% YOY to AED 5.6 Bn in 2025, with margins expanding from 16.0% in 2024 to 19.5% in 2025, driven by improved project margins and

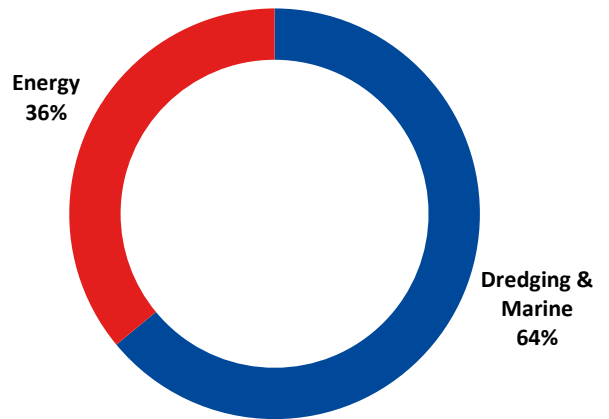
**EBITDA from the Dredging and Marine vertical increased significantly by 42.7% YOY to AED 3.4 Bn in 2025, with margins rising sharply to 33.9% in 2025**

enhanced operational efficiencies across both business verticals. This growth was supported by strong performance in both Dredging and Marine and Energy segments. EBITDA from the Dredging and Marine vertical increased significantly by 42.7% YOY to AED 3.4 Bn in 2025, with margins rising sharply to 33.9% in 2025 compared to 20.4% in the previous year, indicating improved profitability and execution efficiency within the segment. EBITDA from the Energy vertical grew by 21.6% YOY to AED 2.2 Bn in 2025. However, margins declined to 11.6% in 2025 from 12.3% in 2024, reflecting relatively lower margin expansion compared to the Dredging and Marine segment. In terms of contribution, the Dredging and Marine vertical accounted for 61.5% of total EBITDA in 2025, while the Energy vertical contributed 38.5%, highlighting the stronger profitability profile and margin expansion within the Dredging and Marine business. NMDC Group’s net profit attributable to equity shareholders increased by 22.5% YOY to AED 3.6 Bn in 2025, supported by overall revenue growth. Consequently, net profit margins improved from 11.3% in 2024 to 12.6% in 2025, reflecting enhanced earnings performance.

**Figure 33: Total Revenue (AED, Mn)**



**Figure 34: Segmental Backlog as of 1Q26**



Source: Group Information, Fab Securities

## Robust Liquidity & Improved Leverage Enable Strategic Expansion

Capital expenditure amounted to AED 1.4 Bn in 2025, driven by advance payments for a CSD dredger for D&M, investments in NMDC Energy's KSA yard and UAE yard upgrades

NMDC Group's debt decreased from AED 1.1 Bn in 2024 to AED 0.9 Bn in 2025, whereas debt including lease liabilities increased to AED 1.6 Bn in 2025. Net debt reached to negative AED 3.5 Bn in 2025, indicating a continued net cash position. Despite the marginal increase in net cash outflow, the Net Debt/EBITDA ratio improved from -0.8x to -0.6x, reflecting stronger earnings generation and enhanced balance sheet efficiency. Cash and cash equivalents remained robust at AED 5.0 Bn in 2025, supporting strong liquidity. Consequently, the Group maintained a net cash position, with net debt at negative AED 3.4 Bn in 2025 compared to negative AED 3.4 Bn in 2024. The Net Debt/EBITDA ratio improved from negative 0.8x to negative 0.6x, driven by stronger earnings, highlighting enhanced financial flexibility and balance sheet strength. Furthermore, the Group's net cash generated from operations declined to AED 2.8 Bn in 2025 from AED 3.3 Bn in 2024, reflecting a higher working capital outflow in line with revenue growth, while continuing to demonstrate solid cash conversion. Investment in working capital increased significantly to AED 2.6 Bn in 2025 from AED 754 Mn in 2024, primarily driven by reduced cash inflows from trade payables and movements in contract assets and liabilities. This was partially mitigated by a decline in investment in trade receivables. Capital expenditure amounted to AED 1.4 Bn during the year, primarily driven by advance payments for a CSD dredger for D&M, investments in NMDC Energy's KSA yard and UAE yard upgrades, as well as ongoing maintenance and additions of operational equipment such as barges, pipelines, and technical assets. Thus, the Group's Free Cashflow (FCF) decreased from AED 1.7 Bn in 2024 to AED 1.3 Bn in 2025. Thus, cash conversion rate declined from 40.9% in 2024 to 23.9% in 2025, due to investment in working capital.

Figure 35: Total Capital Expenditure (Capex) (AED, Mn)

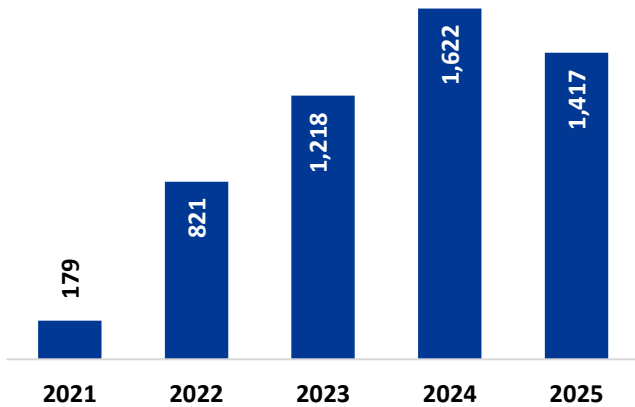
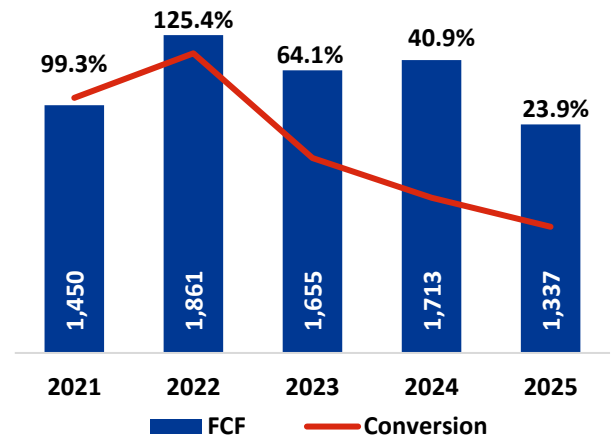


Figure 36: FCF (AED, Mn) and Conversion rate (%)



Source: Group Information, FAB Securities

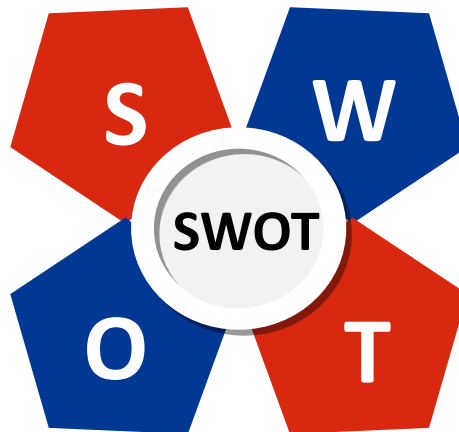
## SWOT Analysis

### STRENGTHS

- **Integrated EPC & Marine platform:** The Group operates an integrated EPC and marine platform across the full value chain, from dredging to EPC, offshore energy, and infrastructure, reducing reliance on subcontractors while supporting improved margin realization.
- **Diversified business segment:** The Group's diversified presence across dredging and marine, energy, infrastructure, and logistics segments supports multiple revenue streams and mitigates segment-specific risks.
- **Government backing & strategic positioning:** NMDC benefits from strong government backing and strategic positioning, supported by Abu Dhabi government ownership and close ties to the ADNOC ecosystem, enabling access to large-scale national projects.
- **Massive backlog:** The Group maintains a substantial backlog of AED 55.4 Bn as of March 2026, supported by a strong project pipeline of AED 109 Bn across its diversified business units.

### WEAKNESSES

- **High dependency on UAE market:** The Group has a high dependence on the UAE market, which accounts for c. 81% of NMDC Group's backlog, highlighting significant geographic concentration risk.
- **Limited recurring revenue base:** The Group has a relatively limited recurring revenue base compared to utilities or infrastructure operators, resulting in greater reliance on project-based earnings.
- **High project concentration risk:** NMDC faces high project concentration risk, with revenues largely tied to a few large EPC contracts, making earnings sensitive to project delays or cancellations.
- **Margin volatility:** The Group experiences margin volatility, as its EPC contracts are exposed to cost overruns, raw material inflation, and execution-related risks.



### OPPORTUNITIES

- **International expansion:** As of December 2025, NMDC is expanding its international footprint, with c. 38% of awarded projects originating from overseas markets, alongside entry into new geographies such as the Philippines and Taiwan.
- **Energy transition projects:** The Group is well-positioned to benefit from energy transition opportunities, including offshore infrastructure and subsea pipelines, with potential expansion into renewables and decarbonization projects.
- **Vertical integration synergies:** The Group benefits from vertical integration synergies, where the combination of dredging, EPC, and logistics enhances cost efficiency and operational effectiveness.
- **Strategic partnerships:** The Group has strengthened its strategic partnerships through a three-year collaboration with ADNOC L&S and the extension of its long-term agreement with Aramco, creating significant opportunities for large-scale project growth.

### THREATS

- **Oil price volatility:** NMDC Group is exposed to oil price volatility, which can impact upstream spending and, in turn, affect demand for EPC projects.
  - **Rising competition:** The Group faces rising competition from global EPC players such as Saipem, McDermott, and Chinese contractors, which may exert pressure on margins and market share.
  - **Geopolitical exposure:** The Group is exposed to geopolitical risks, as its presence across multiple regions increases vulnerability to political and regulatory uncertainties.
- Client concentration:** NMDC faces client concentration risk, with a significant portion of its revenues derived from government and oil-related entities, making it vulnerable to changes in public spending priorities and fluctuations in the energy sector.

# Valuation Methodology

## Target Fair Value Analysis

We arrive at NMDC Group's fair value of AED 34.0 per share using a mix of valuation methods

### DCF, DDM, AND RELATIVE VALUATION

We have used a mix of Discounted Cash Flow (DCF), Dividend Discount Method (DDM), and Comparable Company Method (CCM) valuation methods to arrive at the fair value of NMDC Group. NMDC Group is a leading UAE-based engineering and marine services company, specializing in dredging, land reclamation, and offshore engineering, procurement, and construction (EPC) through its key subsidiary, NMDC Energy. The Group operates across the Middle East and Asia, supported by a strong track record of execution, a diversified project portfolio, and long-standing client relationships. Its integrated business model and growing international presence position it as a key player in large-scale infrastructure and energy projects, underpinning stable cash flows and long-term growth visibility. The Group has minimal debt with healthy cash reserves presenting opportunities for both, organic and inorganic expansion in the future. We have assigned a higher weight to DCF valuation as it strengthens its reliability in capturing future cash flow projections over multiple periods as opposed to other valuation methods. In CCM valuation, the EV/EBITDA multiple is used to value the Group, as the EV/EBITDA multiple allows us to compare companies of various sizes with different capital structures. NMDC Group has maintained an average dividend payout ratio of 25.2% over the last few years, excluding the special dividend paid. It paid a dividend of AED 844 Mn in 2025 along with a special dividend of AED 2 Bn paid in 2024, indicating willingness to return excess cash. Thus, we consider it valuing using the DDM valuation method. In DDM valuation, the dividend paid to shareholders is used to value the Group.

## CONSOLIDATED VALUATION NMDC Group

Name of Entity	Valuation (AED)	Weight (%)	Total Valuation (AED)
<b>Valuation of the NMDC Group based on -</b>			
Discounted Cash Flow (DCF)	36.05	70.0%	25.26
Dividend Discount Method (DDM)	18.00	15.0%	2.70
Relative Valuation (Average of P/E, and EV/EBITDA)	40.45	15.0%	6.07
<b>Total Valuation (AED)</b>			<b>34.00</b>

The performance of NMDC is analyzed in detail to arrive at fair value estimates. We took a fair estimate across the respective companies' income statements and financial positions to arrive at their valuation. The valuation brought forward a target value of AED 34.0 per share.

The weightage assigned to the DCF, DDM, and Relative valuation methods stood at 70%, 15%, and 15%, respectively.

### 1) Discounted Cash Flow Valuation

We arrived at a value of AED 30.4 Bn, equivalent to AED 36.05 per share, using DCF valuation

We relied upon the project backlog and robust project pipeline to arrive at the valuation through DCF methodology. We derived the Group's Terminal Value using the Gordon Model and extrapolated last year's adjusted free cash flows at a terminal growth rate of 2.0% to perpetuity. To arrive at Ke (Cost of Equity), we have used the 10-year government bond yield of 5.3%, Country risk premium of 4.7%, and Beta of 1.0. After applying all these, we arrived at the cost of equity of 10.0%. We have used a 10-year US Government Yield and further added a

10-year Abu Dhabi Government CDS spread to arrive at an appropriate risk-free rate. NMDC Group has minimal debt in its balance sheet, and the cost of equity is used as the cost of capital. We have used free cash flow to equity to arrive at the valuation using the DCF methodology.

## I. DCF Valuation of NMDC Group

	FY2026	FY2027	FY2028	FY2029	FY2030
<b>All figures in AED Mn, unless stated</b>					
Net Profit attributable to equity shareholders	2,770	3,482	4,100	4,743	5,508
(+/-) Depreciation & amortization	1,093	1,139	1,172	1,206	1,291
(+/-) CAPEX	-1,622	-1,715	-1,631	-1,641	-1,661
(+/-) Working Capital	-1,647	-1,685	-1,593	-1,389	-2,288
<b>Free Cash Flow to Equity</b>	<b>595</b>	<b>1,222</b>	<b>2,048</b>	<b>2,919</b>	<b>2,850</b>
Discount factor	0.94	0.85	0.77	0.70	0.64
<b>Present Value of FCFE</b>	<b>559</b>	<b>1,044</b>	<b>1,591</b>	<b>2,061</b>	<b>1,829</b>
<b>Total Present value of FCFE</b>					7,083
Terminal Value					23,354
Terminal growth rate					2.0%
Weighted Average Cost of Capital (WACC)					10.0%
<b>Equity Value</b>					<b>30,437</b>
<b>Equity Value per share (AED)</b>					36.05

Source: FAB Securities Research

### a) Sensitivity of DCF to Key Assumptions

Sensitivity analysis generates the highest valuation of AED 36.7 Bn and the lowest valuation of AED 27.8 Bn

Our DCF valuation is based on a weighted average cost of capital (WACC) of 10.0%. A sensitivity analysis shows that a change of +/- 0.5% in the weighted average cost of capital and +/- 0.2% terminal growth rate will provide a valuation range of AED 25.8 Bn to AED 36.7 Bn. The table below shows the sensitivity between the change in terminal growth rate and the weighted average cost of capital.

#### 1. DCF Sensitivity to Terminal Growth Rate and WACC

		WACC				
		9.0%	9.5%	10.0%	10.5%	11.0%
Terminal Growth	1.6%	33,359	31,094	29,100	27,331	25,752
	1.8%	34,133	31,761	29,680	27,839	26,199
	2.0%	34,952	32,464	30,289	28,370	26,666
	2.2%	35,819	33,206	30,929	28,927	27,155
	2.4%	36,738	33,989	31,602	29,512	27,665

We are using the EV/EBITDA multiple in the CCM valuation to individually value the Energy and D&M segments to arrive at the consolidated value of NMDC Group

### 2) Relative Valuation

In the CCM valuation, the EV/EBITDA multiple is used to value the Energy and Dredging & Marine segment separately, as the EV/EBITDA multiple allows us to compare companies of various sizes with different capital structures. The Group is valued on an SOTP basis, comprising A) NMDC Energy and B) NMDC Dredging & Marine, reflecting the distinct nature of their operations with corresponding peer groups. Each segment is valued independently using relevant comparables aligned with its business profile. Furthermore, as the Group holds a 77% stake in NMDC Energy, the valuation adjusts for the non-controlling interest to reflect the attributable equity value. NMDC

Group is an EPC company with operations in dredging & marine and energy segments. The Dredging & marine segment characteristics are similar to those of other companies like Deme Group, Vinci SA, Penta Ocean Construction Co Ltd and Orion Group. The Energy segment has characteristics similar to other energy providers like Tecnicas Reunidas SA, Maire Spa, Fluor Corp, Technip Energies, JGC Holdings Corp, Offshore oil engineering company, Subsea 7 and Technipfmc PLC. As a result, we have used multiple of these companies to value both segments individually and then arrived at a consolidated value.

## II. Relative Valuation of NMDC Group

(All Figures in Million AED, unless stated)

### Consolidated value of NMDC Group

NMDC Energy (A)	11,403
NMDC Dredging & Marine (B)	22,753
<b>Equity Value</b>	<b>34,156</b>
<b>Equity Value per share (AED)</b>	<b>40.45</b>

### A. NMDC Energy

(All Figures in Million AED, unless stated)

#### Based on EV/EBITDA Multiple

##### NMDC Energy

EBITDA (FY2026)	1,954
Applicable Multiple	6.2x
Premium/(Discount to Median Multiple)	0.0%
Peer Median Valuation	6.2x

**Enterprise Value** **12,171**

Net (Debt)/Cash (as of 31 March 2026) 2,638

**Total equity value** **14,809**

NMDC Group ownership in NMDC Energy 77.0%

**Equity Value attributable to NMDC Group in NMDC Energy** **11,403**

Source: Company Information, FAB Securities Research

### B. NMDC Dredging & Marine

(All Figures in Million AED, unless stated)

#### Based on EV/EBITDA Multiple

##### NMDC Dredging & Marine

EBITDA (FY2026)	2,494
Applicable Multiple	8.3x
Premium/(Discount to Median Multiple)	0.0%
Peer Median Valuation	8.3x

**Enterprise Value** **20,818**

Net (Debt)/Cash (as of 31 March 2026) 1,935

**Equity Value attributable to NMDC Group in Dredging & Marine** **22,753**

Source: Company Information, FAB Securities Research

### III. Peers Valuation

Company. Name	Market Cap (USD, mn)	EV/EBITDA (x)		PE (x)		Dividend Yield (%)	
		2026	2027	2026	2027	2026	2027
<b>Dredging &amp; Marine</b>							
Deme Group	5,534	5.8	5.6	14.7	13.3	2.3%	0.1%
Vinci SA	84,054	7.1	6.8	14.1	12.9	4.1%	0.0%
Penta-Ocean Construction Co., Ltd	3,028	13.5	12.5	15.0	14.1	NA	NA
Orion Group	471	9.6	7.9	32.1	21.9	NA	NA
<b>Average</b>		<b>9.0x</b>	<b>8.2x</b>	<b>19.0x</b>	<b>15.5x</b>	<b>3.2%</b>	<b>0.0%</b>
<b>Median</b>		<b>8.3x</b>	<b>7.3x</b>	<b>14.9x</b>	<b>13.7x</b>	<b>3.2%</b>	<b>0.0%</b>
<b>Max<sup>1</sup> (Quartile 3)</b>		<b>10.6x</b>	<b>9.0x</b>	<b>19.3x</b>	<b>16.0x</b>	<b>3.6%</b>	<b>0.1%</b>
<b>Min<sup>2</sup> (Quartile 1)</b>		<b>6.7x</b>	<b>6.5x</b>	<b>14.6x</b>	<b>13.2x</b>	<b>2.7%</b>	<b>0.0%</b>

Source: Bloomberg, <sup>1</sup> Values correspond to Quartile 3, <sup>2</sup> Values correspond to Quartile 1

Company. Name	Market Cap (USD, mn)	EV/EBITDA (x)		PE (x)		Dividend Yield (%)	
		2026	2027	2026	2027	2026	2027
<b>Energy</b>							
TECNICAS REUNIDAS SA	2,842	5.9	5.2	11.9	10.2	2.6%	0.0%
MAIRE SPA	5,213	7.9	7.2	14.9	13.3	4.5%	0.0%
FLUOR CORP	6,723	7.4	6.5	17.0	14.4	0.0%	0.0%
TECHNIP ENERGIES NV	7,792	5.8	5.1	13.9	12.0	2.7%	0.0%
JGC HOLDINGS CORP	3,842	6.6	6.0	19.6	17.8	1.6%	1.1%
Offshore Oil Engineering Co Ltd	4,362	3.6	3.6	12.8	12.1	3.2%	0.0%
SUBSEA 7 SA	8,954	5.4	5.3	NA	NA	0.4%	0.0%
TECHNIPFMC PLC	28,633	13.6	12.5	24.6	20.7	0.3%	0.0%
<b>Average</b>		<b>7.0x</b>	<b>6.4x</b>	<b>16.4x</b>	<b>14.4x</b>	<b>1.9%</b>	<b>0.2%</b>
<b>Median</b>		<b>6.2x</b>	<b>5.6x</b>	<b>14.9x</b>	<b>13.3x</b>	<b>2.1%</b>	<b>0.0%</b>
<b>Max<sup>1</sup> (Quartile 3)</b>		<b>7.5x</b>	<b>6.7x</b>	<b>18.3x</b>	<b>16.1x</b>	<b>0.0</b>	<b>0.0</b>
<b>Min<sup>2</sup> (Quartile 1)</b>		<b>5.7x</b>	<b>5.2x</b>	<b>13.4x</b>	<b>12.1x</b>	<b>0.0</b>	<b>0.0</b>

**We arrived at a value of AED 15.2 Bn using the DDM valuation**

### 3) Dividend Discount Model Valuation

The Group approved a recommendation to pay AED 844 Mn amounting to AED 1.0 per share in 2025. It also paid dividends through FY2023 to FY2025 with special dividends of AED 2.0 Bn paid in 2024. We expect the Group to maintain a payout ratio of 25.0% in the forecasted period. All forecasted dividends are discounted to present value using the cost of equity. We arrived at a value of AED 15.2 Bn using the DDM method. Details related to the cost of equity calculation are provided above. We have also calculated our terminal growth rate assuming the Group's business will continue to operate until perpetuity using the terminal growth rate of 2.0%.

IV. DDM Valuation of NMDC Group

	FY2026	FY2027	FY2028	FY2029	FY2030
All figures in AED Mn, unless stated					
<b>Total Dividend</b>	<b>693</b>	<b>870</b>	<b>1,025</b>	<b>1,186</b>	<b>1,377</b>
Discount factor	0.94	0.85	0.77	0.70	0.64
<b>Present Value of Dividend</b>	<b>651</b>	<b>743</b>	<b>796</b>	<b>837</b>	<b>884</b>
<b>Total Present Value of Dividend</b>					3,911
Terminal Value					11,284
Terminal growth rate					2.0%
Cost of equity					10.0%
<b>Equity Value</b>					<b>15,195</b>
<b>Equity Value per share (AED)</b>					<b>18.00</b>

Source: FAB Securities Research

## Key Financial Metrics

**NMDC Group has developed an expanding international footprint across key markets, including Saudi Arabia, Taiwan, Egypt, Bahrain, and India, through a combination of subsidiaries, branches, and joint ventures**

**Segmentally, the Energy division contributed c. 65% of total revenue, with the Dredging & Marine segment accounting for the remaining 35% in 2025**

**Over the medium term, total revenue is expected to grow at a CAGR of 10.5% from AED 28.8 Bn in 2025 to AED 47.5 Bn by 2030**

### Revenue

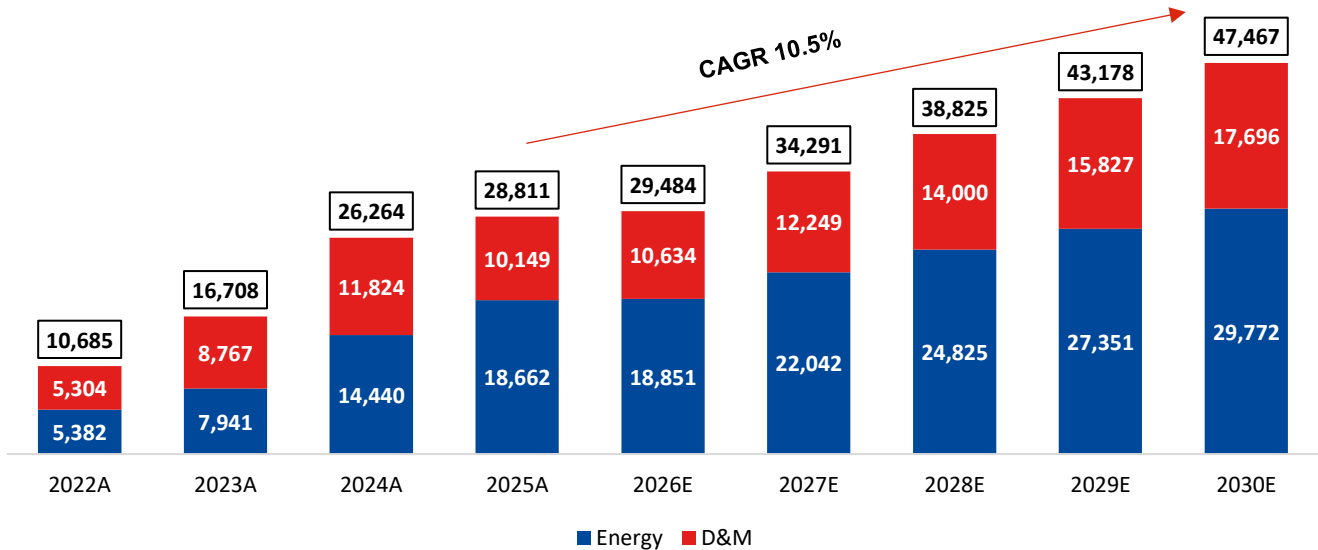
NMDC Group primarily generates revenue through the execution of large-scale EPC (engineering, procurement, and construction) contracts across energy, marine, and infrastructure sectors, with revenue recognized based on project progress. The Group also derives income from its asset base, including dredging vessels, offshore fleet, and fabrication yards, as well as from ancillary services such as logistics, oilfield services, and engineering consultancy. This diversified, vertically integrated model enhances revenue visibility and supports stable cash flow generation. The Group has also established an expanding international footprint across key markets, including Saudi Arabia, Taiwan, Egypt, Bahrain, and India, through a combination of subsidiaries, branches, and joint ventures. A key pillar of the Group's operations is its majority-owned subsidiary, NMDC Energy with 77% ownership as of 2025, which specializes in EPC services for offshore and onshore oil and gas field development across the Arabian Gulf and select international markets. Operationally, the Group reports across two geographic segments: UAE and International, with the latter comprising projects executed in Saudi Arabia, Bahrain, India, and Kuwait. Further strengthening capabilities, NMDC LTS completed the acquisition of a 70% stake in Emdad LLC in January 2025. This acquisition has enabled the Group to expand the service portfolio into integrated oilfield services, including well services, downhole fishing, shutdown and turnaround services, as well as drilling materials and chemicals, thereby enhancing its positioning within the broader energy value chain.

As of 1Q26, NMDC Group secured project awards totaling AED 1.8 Bn, including dredging and reclamation works worth AED 0.2 Bn from the Department of Municipalities and Transport, a marine works enhancement project of AED 0.2 Bn from a local client, and enabling works of AED 0.3 Bn from ORA Development. Additional contracts comprised AED 0.1 Bn for marine and landslide infrastructure development from AD Ports, AED 0.1 Bn in marine works from Eagle Hills, AED 0.6 Bn in various dredging and marine projects, and AED 0.3 Bn under NMDC Infra. Collectively, these awards reinforce revenue visibility and support the Group's near- to medium-term execution pipeline. Historically, revenue growth has been broad-based across both core segments. The Dredging & Marine division recorded a CAGR of 24.2%, with revenue increasing from AED 5.3 Bn in 2022 to AED 10.1 Bn in 2025. Meanwhile, the Energy segment demonstrated stronger momentum, with revenue growing at a CAGR of 51.4% from AED 5.4 Bn in 2022 to AED 18.7 Bn in 2025. Consequently, total Group revenue expanded at a CAGR of 39.2% increasing from AED 10.7 Bn in 2022 to AED 28.8 Bn in 2025. From a geographic perspective, the UAE remained the dominant contributor, accounting for c. 81% of total revenue in 2025, while international operations contributed the remaining 19%. Segmentally, the Energy division contributed c. 65% of total revenue, with the Dredging & Marine segment accounting for the remaining 35% in 2025.

In the near term, revenue growth is expected to moderate, with total revenue projected to increase by 2.3% YOY to AED 29.5 Bn in 2026. This is primarily driven by a divergence in segmental trends, with Dredging & Marine revenue expected to increase by 4.8% YOY to AED 10.6 Bn in 2026, while the Energy segment is projected to grow by 1.0% YOY to AED 18.9 Bn in 2026, supported by strong backlog execution. Over the medium term, total revenue is expected to grow at a CAGR of 10.5% from AED 28.8 Bn in 2025 to AED 47.5 Bn by 2030. This growth is anticipated to be largely driven by the Dredging & Marine segment, which is projected to expand at a CAGR of 11.8%, from AED 10.1 Bn in 2025 to AED 17.7 Bn in 2030, supported by sustained order inflows and increasing scale. In contrast, the Energy segment is expected to increase at a CAGR of 9.8% from AED 18.7 Bn in 2025 to AED 29.8 Bn in 2030, reflecting new project wins and a period of elevated activity. Overall, growth is expected to be underpinned by the phased

execution of a substantial existing backlog, particularly during 2026-27, alongside a normalization in contract awards. As of 1Q26, the Group maintains a strong project pipeline of c. AED 92 Bn, coupled with a project win rate of c. 20%, providing healthy visibility on future order inflows and supporting medium-term revenue growth.

**Figure 37: Segmental Revenue (AED, Mn)**



Source: Group Information, FAB Securities research FY2026E-30E

### Gross Profit

**NMDC Group reported a substantial increase in cost of goods sold COGS, which grew at a CAGR of 35.9% from AED 9.6 Bn in 2022 to AED 24.0 Bn in 2025**

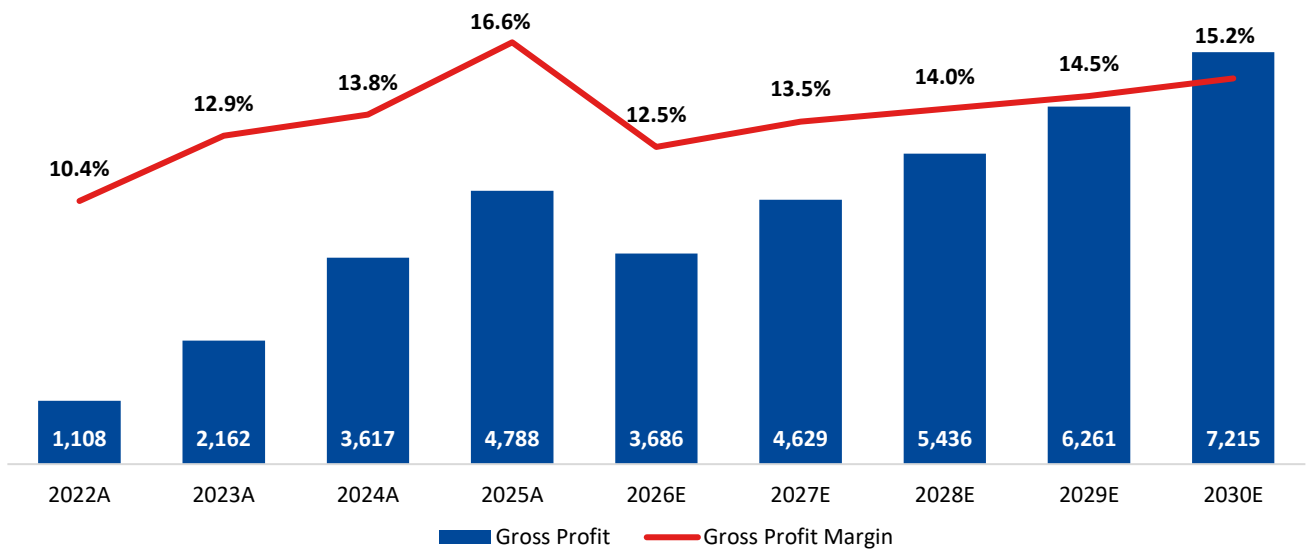
NMDC Group reported a significant increase in cost of goods sold, which grew at a CAGR of 35.9% from AED 9.6 Bn in 2022 to AED 24.0 Bn in 2025, broadly in line with revenue growth of CAGR 39.2%. This trend reflects higher project execution intensity across both core segments. On a segmental basis, COGS for the Dredging & Marine division increased at a relatively moderate CAGR of 16.1%, rising from AED 4.8 Bn to AED 7.6 Bn over the same period, indicating improved cost efficiencies and operating leverage as revenue grew at a faster pace. In contrast, the Energy segment recorded a significantly higher COGS growth of 51.3% CAGR increasing from AED 4.7 Bn in 2022 to AED 16.5 Bn in 2025, largely driven by rapid business expansion, increased activity levels, and a larger project mix, broadly in line with its revenue growth trajectory. Looking ahead, total COGS is projected to grow at a CAGR of 10.9% increasing from AED 24.0 Bn in 2025 to AED 40.3 Bn in 2030. This growth is expected to be primarily driven by the Dredging & Marine segment, where COGS is forecast to increase at a CAGR of 13.1% from AED 7.6 Bn in 2025 to AED 14.0 Bn by 2030, supported by continued scale-up and execution of a strong order backlog while Energy COGS is expected to grow at a CAGR of 9.8% from AED 16.5 Bn in 2025 to AED 26.3 Bn in 2030.

Despite the rise in costs, the Group delivered strong gross profitability expansion, with gross profit increasing at a CAGR of 62.9% from AED 1.1 Bn in 2022 to AED 4.8 Bn in 2025. Gross margins improved significantly from 10.4% in 2022 to 16.6% in 2025, supported by operating leverage, improved project execution, and a favourable project mix. Segmentally, the Dredging & Marine division remained the key contributor to margin expansion, with gross profit growing at a CAGR of 59.0% from AED 714 Mn in 2022 to AED 2.9 Bn in 2025. Margins expanded sharply from 13.3% in 2022 to 26.9% in 2025, reflecting strong execution efficiencies and high-margin project delivery. The Energy segment also recorded solid growth, with gross profit increasing at a CAGR of 51.5% from AED 632 Mn in 2022 to AED 2.2 Bn in 2025, while margins remained stable at 11.8% in 2022 and 2025 with improvement in 2023-24. Looking ahead, NMDC Group's gross

Looking ahead, NMDC Group's gross profit is expected to grow at a CAGR of 8.5%, from AED 4.8 Bn in 2025 to AED 7.2 Bn by 2030

profit is expected to grow at a CAGR of 8.5%, from AED 4.8 Bn in 2025 to AED 7.2 Bn by 2030. However, margins are anticipated to normalise from 16.6% in 2025 to 15.2% in 2030, reflecting a shift toward a more balanced project mix and the absence of exceptionally high-margin contracts seen in the historical period. At the segment level, gross profit from the Dredging & Marine division is expected to be the primary growth driver and is expected to increase at a CAGR of 10.1% from AED 2.9 Bn in 2025 to AED 4.6 Bn in 2030. Margins are expected to decline from 26.9% in 2025 to 24.9% in 2030, primarily due to the gradual unwinding of a high-margin backlog and normalisation of project economics. Conversely, the Energy segment's expected gross profit is projected to grow at a CAGR of 9.8% from AED 2.2 Bn in 2025 to AED 3.5 Bn in 2030. Margins are also expected to remain stable at 11.8% in 2025 and 2030, with normalization in 2026 and gradual recovery going forward.

Figure 38: Gross Profit (AED Mn) & Margins (%)



Source: Group Information, FAB Securities research FY2026E-30E

### EBITDA

The Group's EBITDA is projected to grow at a CAGR of 7.3%, increasing from AED 5.6 Bn in 2025 to AED 8.0 Bn by 2030

NMDC Group delivered strong operating performance over the historical period, with EBITDA expanding at a robust CAGR of 55.7%, increasing from AED 1.5 Bn in 2022 to AED 5.6 Bn in 2025. This growth reflects significant operating leverage, underpinned by efficient project execution and effective monetisation of a rapidly expanding order backlog. EBITDA margins improved from 13.9% in 2022 to 19.5% in 2025, supported by disciplined cost management, enhanced project oversight, and a prudent risk management framework. These factors have enabled the Group to sustain strong operating profitability despite a substantial scale-up in operations.

At the segmental level, the Dredging & Marine division was the primary driver of profitability, with EBITDA increasing at a CAGR of 75.1% from AED 641 Mn in 2022 to AED 3.4 Bn in 2025. Margins expanded significantly from 12.1% in 2022 to 33.9% to 2025, reflecting favourable project mix, strong execution, and operating efficiencies. In contrast, the Energy segment recorded EBITDA growth at a CAGR of 36.8%, rising from AED 843 Mn in 2022 to AED 2.2 Bn in 2025, while margins declined from 15.7% to 11.6%, primarily due to cost pressures, project mix, and execution-related factors.

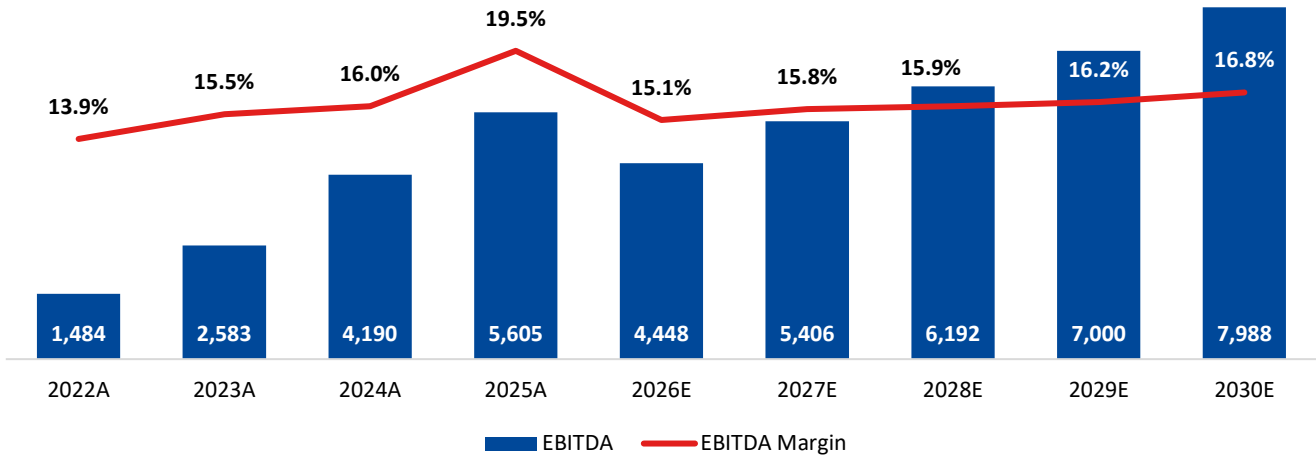
Looking ahead, the Group's EBITDA is projected to grow at a CAGR of 7.3%, increasing from AED 5.6 Bn in 2025 to AED 8.0 Bn by 2030. However, margins are expected to normalise from elevated levels of 19.5% in 2025 to 16.8% in 2030, reflecting a more balanced project mix and the absence of outsized high-margin contracts. Segmentally, EBITDA from the Dredging &

G&A expenses are expected to grow at a CAGR of 9.2%, reaching AED 617 Mn by 2030, reflecting continued cost discipline despite business expansion

Marine division is expected to increase at a CAGR of 5.4%, from AED 3.4 Bn in 2025 to AED 4.5 Bn by 2030, with a decline from 2026 and further increasing gradually with margins normalising from 33.9% in 2025 to 25.4% in 2030, indicating a reversion from peak profitability levels. Conversely, the Energy segment is expected to emerge as the key growth driver, with EBITDA projected to grow at a CAGR of 10.1%, increasing from AED 2.2 Bn in 2025 to AED 3.5 Bn by 2030. Margins in this segment are anticipated to improve marginally from 11.6% in 2025 to 11.8% in 2030, supported by scale benefits, improved execution, and a maturing order book.

On the cost front, general and administrative expenses increased 17.4% YOY to AED 398 Mn in 2025. Over the medium term, G&A expenses are expected to grow at a CAGR of 9.2%, from AED 398 Mn in 2025 and reaching AED 617 Mn by 2030, reflecting continued cost discipline despite business expansion. Other income declined by 36.5% YOY to AED 67 Mn in 2025, primarily due to losses on the sale of property, plant and equipment (PP&E) and the impact of miscellaneous non-recurring expenses. Going forward, other income is expected to recover and grow at a CAGR of 8.2%, reaching AED 99 Mn by 2030, supported by normalisation of non-operating items.

Figure 39: EBITDA (AED, Mn) and EBITDA Margin (%)



Source: Group Information, FAB Securities research FY2026E-30E, 2022A EBITDA is as per our calculation

### Net Profit Attributable to Equity Shareholders

NMDC Group has demonstrated robust earnings growth over the historical period, with net profit attributable to equity shareholders expanding at a strong CAGR of 40.6%, increasing from AED 1.3 Bn in 2022 to AED 3.6 Bn in 2025

NMDC Group has demonstrated robust earnings growth over the historical period, with net profit attributable to equity shareholders expanding at a strong CAGR of 40.6%, increasing from AED 1.3 Bn in 2022 to AED 3.6 Bn in 2025. This performance highlights the Group’s ability to effectively scale operations while maintaining healthy profitability levels, supported by strong project execution and a growing order backlog. Profitability has also shown modest improvement at the margin level, with net profit margins rising from 12.2% in 2022 to 12.6% in 2025. However, margins remain inherently linked to the nature of project-based operations and are sensitive to execution cycles, including stage-wise project progress, timing of client certifications and approvals, as well as external factors such as supply chain disruptions and on-ground execution challenges.

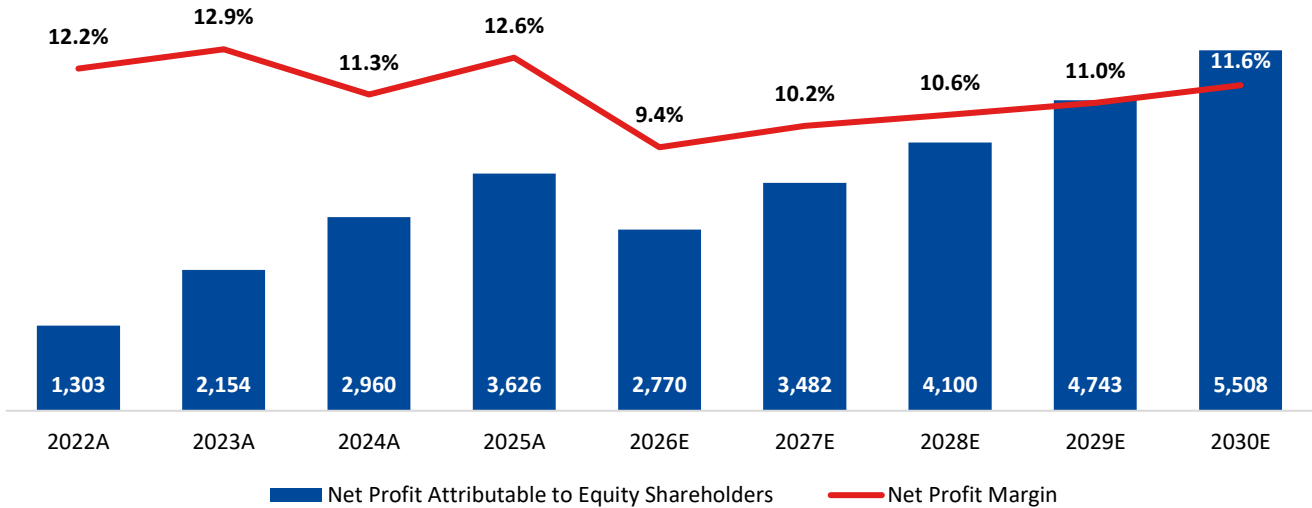
From a structural standpoint, recent corporate actions have had a notable impact on profit attribution. On 1 June 2025, NMDC LTS completed the acquisition of a 70% stake in Emdad, strengthening the Group’s presence in integrated oilfield services. Additionally, the partial divestment of a 23% stake in NMDC Energy PJSC via IPO in 2024 introduced a meaningful non-controlling interest (NCI) component. As a result, profit attributable to non-controlling shareholders increased from nil in 2022 to AED 376 Mn in 2025 and is projected to rise further

Net profit attributable to equity shareholders is projected to normalize to AED 2.8 Bn in 2026, followed by cumulative earnings of AED 17.8 Bn over 2027–30

to AED 585 Mn by 2030. Over the forecast period, cumulative profit attributable to NCI (from 2026 to 2030) is expected to reach AED 2.3 Bn, reflecting the growing contribution of partially owned subsidiaries.

Looking ahead, net profit attributable to equity shareholders is projected to normalize to AED 2.8 Bn in 2026, followed by cumulative earnings of AED 17.8 Bn over 2027–30. Overall, net profit is expected to grow at a CAGR of 8.7% from AED 3.6 Bn in 2025 to AED 5.5 Bn by 2030. This growth is likely to be driven by the gradual conversion of a strong order backlog and continued improvements in operational efficiency. However, the increasing share of profits allocated to non-controlling interests is expected to partially offset this growth at the equity level. Consequently, net profit margins attributable to equity shareholders are anticipated to moderate from 12.6% in 2025 to 11.6% by 2030, reflecting a combination of margin normalization, evolving project mix, and the rising impact of minority interests on consolidated profitability.

Figure 40: Net Profit Attributable to Equity Shareholders (AED, Mn) & Net Profit Margin (%)



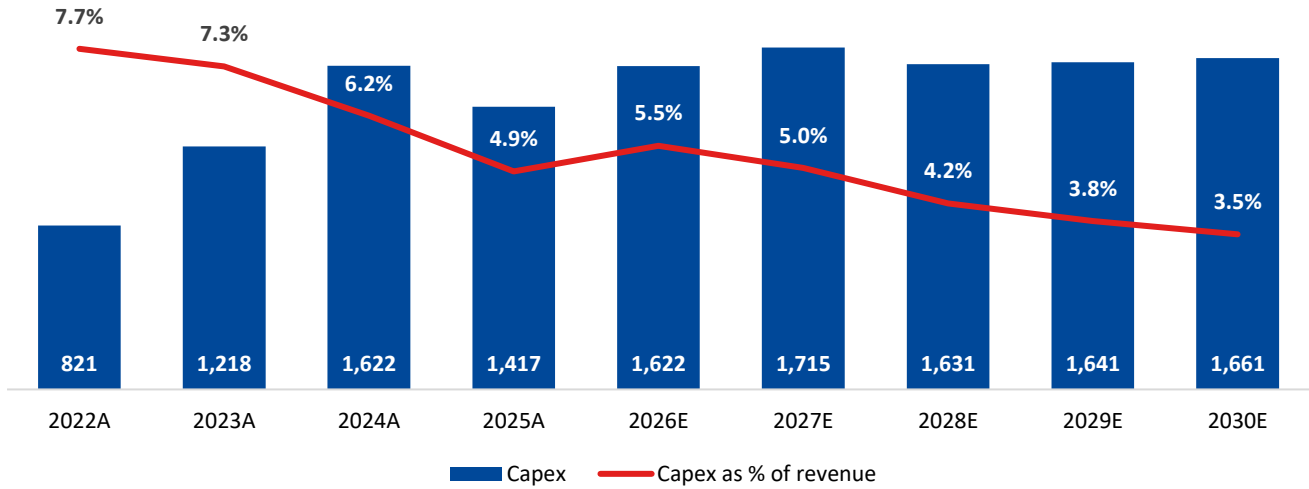
Source: Group Information, FAB Securities research FY2026E-30E

### Capital Expenditure

Looking ahead, the Group is projected to incur cumulative capital expenditure of AED 8.3 Bn over the 2026-2030 period

NMDC Group’s capital expenditure has risen significantly, increasing from AED 821 Mn in 2022 to AED 1.4 Bn in 2025. This growth has been primarily driven by strategic investments, including advance payments for the acquisition of a Cutter Suction Dredger (CSD) for the Dredging & Marine segment, as well as capacity expansion initiatives such as the development of NMDC Energy’s fabrication yard in Saudi Arabia and upgrades to existing UAE yard facilities. In addition, the Group has continued to allocate capital toward maintenance requirements and the enhancement of its operational fleet, including barges, pipelines, and specialized technical equipment. Looking ahead, the Group is projected to incur cumulative capital expenditure of AED 8.3 Bn over the 2026-2030 period. This planned investment is expected to be largely focused on sustaining and enhancing execution capabilities, ensuring timely conversion of project backlog, and maintaining operational efficiency. At the same time, NMDC Group may selectively deploy capital toward adjacent growth opportunities and new segments, supporting its long-term diversification strategy while strengthening its competitive positioning in core markets.

Figure 41: Capex (AED, Mn)



Source: Group Information, FAB Securities research FY2026E-30E

## Working Capital

**As of 2025, the Group's net working capital stood at AED 4.0 Bn, primarily reflecting increased funding requirements associated with a larger project portfolio and elevated execution intensity, leading to higher receivables and work-in-progress balances**

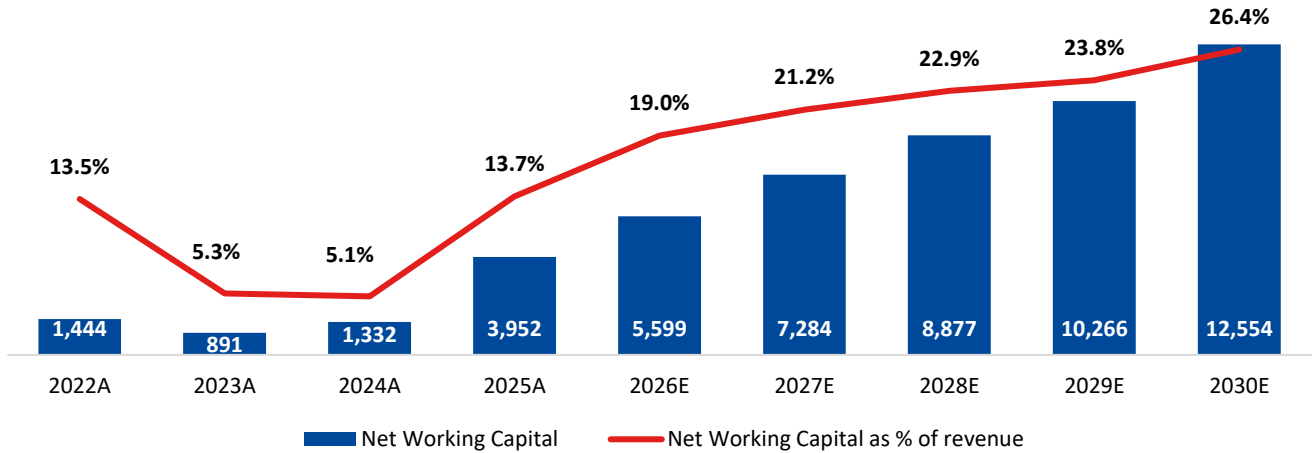
NMDC Group maintains a working capital structure typical of EPC-driven businesses, comprising inventories, trade and other receivables, retentions receivables, contract assets and liabilities, trade and other payables, along with other current assets and liabilities. As of 2025, the Group's net working capital stood at AED 4.0 Bn, primarily reflecting increased funding requirements associated with a larger project portfolio and elevated execution intensity, leading to higher receivables and work-in-progress balances. The increase in net working capital was primarily driven by a rise in trade receivables, including retention receivables, and advance payments to suppliers in line with project mobilization and execution schedules.

Operationally, receivable days increased from 135 days in 2024 to 149 days in 2025, largely reflecting the timing of project milestones, billing cycles, and certification processes rather than any structural deterioration in credit quality. Payable days also increased from 226 days in 2024 to 251 days in 2025, consistent with the Group's procurement practices and negotiated supplier credit terms within long-cycle EPC projects. Looking ahead, receivable days are expected to stabilise at c. 152 days over the 2026–2030 period, while payable days are projected to remain at around 230 days, reflecting the continuation of project-based cash flow dynamics and balanced working capital management.

**Over the medium term, cumulative working capital investments are projected at AED 8.6 Bn during 2026-30, with net working capital expected to increase from AED 4.0 Bn in 2025 to AED 12.6 Bn by 2030**

Inventory levels remain relatively low given the Group's project-driven procurement model, where materials are typically sourced in line with execution requirements. Inventory days increased marginally from 12 days in 2024 to 14 days in 2025 and are expected to average around 17 days over the forecast period, indicating continued focus on lean inventory management and efficient resource utilisation. Retentions receivables increased from AED 1.1 Bn in 2024 to AED 1.2 Bn in 2025 and are expected to reach AED 3.3 Bn by 2030. Over the medium term, cumulative working capital investments are projected at AED 8.6 Bn during 2026-30, with net working capital expected to increase from AED 4.0 Bn in 2025 to AED 12.6 Bn by 2030. This is primarily attributable to sustained revenue growth, increasing scale of operations, and the execution of a substantial order backlog, while maintaining overall discipline in working capital management.

Figure 42: Working Capital (AED, Mn)



Source: Group Information, FAB Securities research FY2026E-30E

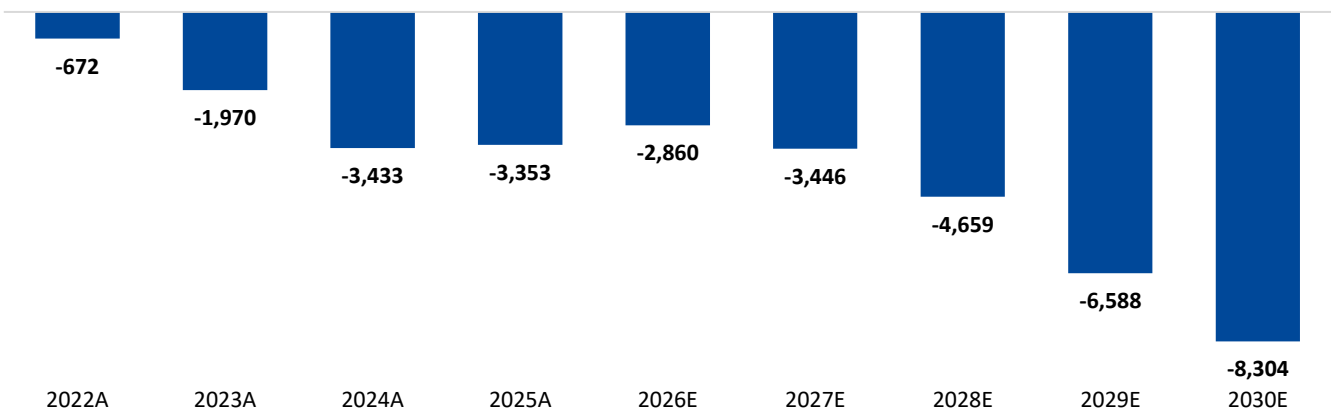
### Financial Leverage

Going forward, the Group is not expected to refinance or roll over a portion of its term debt, supported by a strong cash position that enables scheduled repayments

NMDC Group’s total borrowings declined from AED 1.1 Bn in 2024 to AED 949 Mn in 2025, reflecting steady scheduled repayments and improving deleveraging. The Group’s debt profile comprises multiple term loans with staggered maturities and floating interest rates linked to Term SOFR and EIBOR. The primary facility is a USD 500 Mn syndicated loan (Term SOFR + 0.90%), repayable in quarterly instalments through March 2027 and secured against five vessels. Additionally, the Group has three term loans: (i) AED 249 Mn with interest rate of 1Month EIBOR + 1.15%, maturing December 2026, secured by a hopper dredger; (ii) AED 459 Mn with interest of 1 Month EIBOR + 0.88%, maturing May 2032, secured by a dredger; and (iii) AED 220 Mn with interest of 3 Months EIBOR + 0.90%, maturing August 2030, secured by shares of a subsidiary.

Going forward, the Group is not expected to refinance or roll over a portion of its term debt, supported by a strong cash position that enables scheduled repayments. As a result, total debt is projected to decline to AED 66 Mn by 2030, in line with the Group’s long-term capital structure and prudent liquidity management strategy. In addition to term borrowings, NMDC Group maintains lease liabilities, which increased from AED 482 Mn in 2024 to AED 678 Mn in 2025, primarily driven by higher utilisation of leased assets to support expanding project execution. Over the forecast period, lease liabilities are expected to continue rising, reaching c. AED 1.0 Bn by 2030, reflecting the asset-light approach to scaling operations.

Figure 43: Net Debt/(Cash) (AED, Mn)



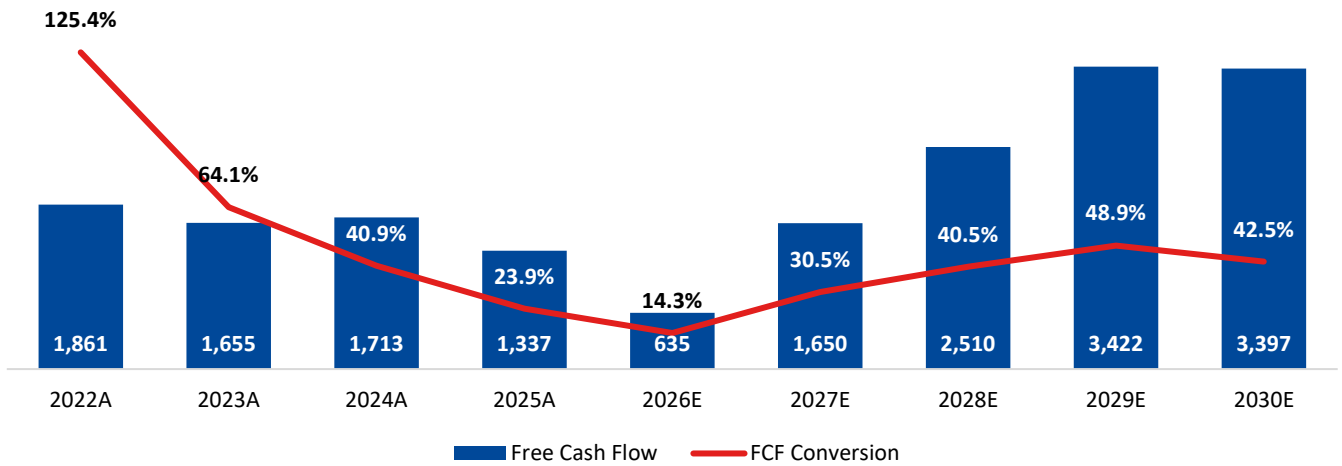
Source: Group Information, FAB Securities research FY2026E-30E

## Cash Flow Generation

The Group is projected to generate cumulative free cash flow of AED 11.6 Bn over 2026–30, with an average FCF conversion of 35.3%, reflecting strong cash conversion and prudent capital allocation

NMDC Group’s free cash flow declined from AED 1.7 Bn in 2024 to AED 1.3 Bn in 2025, with FCF conversion moderating from 40.9% in 2024 to 23.9% in 2025. This was primarily driven by an adverse movement in net working capital, reflecting the timing of project execution, supplier payments, and continued investments in yard upgrades and equipment. Despite this, net cash from operations remained strong at AED 2.8 Bn in 2025, highlighting the Group’s solid cash-generating ability and its capacity to absorb working capital outflows associated with revenue growth. Looking ahead, NMDC Group is expected to generate robust and sustainable free cash flows, supported by healthy operating cash inflows from backlog execution, a stable margin profile, and disciplined capital expenditure. The Group is projected to generate cumulative free cash flow of AED 11.6 Bn over 2026–30, with an average FCF conversion of 35.3%, reflecting strong cash conversion and prudent capital allocation.

Figure 44: Free Cash Flow<sup>1</sup> (AED, Mn) & FCF Conversion<sup>1</sup> (%)



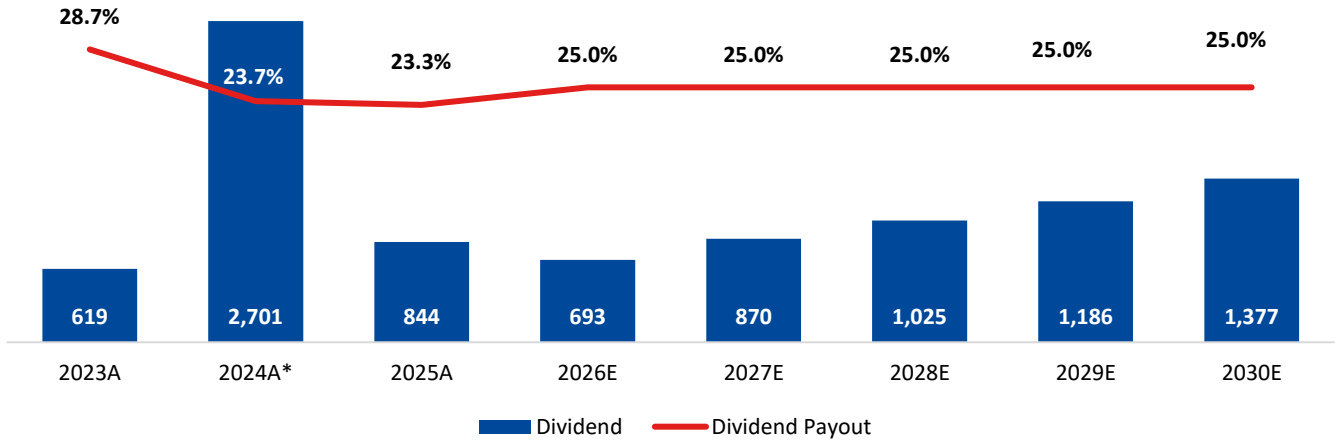
Source: Group Information, FAB Securities research FY2026E-30E, <sup>1</sup>FCF=Net cash generated from operations + Capex, FCF Conversion = FCF/EBITDA

## Dividends

Going forward, NMDC Group is expected to maintain its payout levels, with the average dividend payout ratio projected at 25.0% during 2026-30

NMDC Group declared dividends of AED 844 Mn in 2025, supported by strong earnings visibility and robust cash generation. In 2024, total dividend distributions amounted to AED 2.7 Bn, including a special interim dividend of AED 2.0 Bn. The dividend payout ratio stood at 23.3% in 2025, reflecting the Group’s solid operating cash flow generation despite a negative working capital profile. Going forward, the Group is expected to maintain a progressive dividend policy, with the payout ratio projected to average 25.0% over 2026–30. This is anticipated to result in cumulative dividend distributions of AED 5.2 Bn over the forecast period, while retaining sufficient cash flows to support capital expenditure, working capital requirements, and debt servicing obligations.

Figure 45: Dividend Declared (AED, Mn) & Dividend Payout Ratio (%)



Source: Group Information, FAB Securities research FY2026E-30E, \* includes AED 2.0 Bn special interim dividend

## Financial Statements:

### Income Statement, (AED, Mn)

	2022A	2023A	2024A	2025A	2026E	2027E	2028E	2029E	2030E
<b>Revenues</b>	10,685	16,708	26,264	28,811	29,484	34,291	38,825	43,178	47,467
Cost of sales	-9,577	-14,546	-22,647	-24,023	-25,799	-29,662	-33,390	-36,917	-40,252
<b>Gross Profit</b>	<b>1,108</b>	<b>2,162</b>	<b>3,617</b>	<b>4,788</b>	<b>3,686</b>	<b>4,629</b>	<b>5,436</b>	<b>6,261</b>	<b>7,215</b>
Share of net results of equity account investees, net	5	53	37	68	75	84	87	98	100
G&A expenses	-159	-266	-339	-398	-407	-446	-505	-561	-617
Foreign currency exchange loss/Gain	-32	-39	-56	-65	-	-	-	-	-
Fair value gain/(loss) on financial assets at FVTPL	-2	200	179	62	-	-	-	-	-
Gain on partial disposal of a subsidiary's operations	238	-	-	-	-	-	-	-	-
Fair value gain arising on re-measurement	116	-	-	-	-	-	-	-	-
Other income, net	101	64	114	67	76	84	89	94	99
<b>EBIT</b>	<b>1,050</b>	<b>1,960</b>	<b>3,392</b>	<b>4,457</b>	<b>3,355</b>	<b>4,267</b>	<b>5,020</b>	<b>5,794</b>	<b>6,697</b>
Depreciation & Amortisation	435	409	634	1,072	1,093	1,139	1,172	1,206	1,291
<b>EBITDA</b>	<b>1,484</b>	<b>2,583</b>	<b>4,190</b>	<b>5,605</b>	<b>4,448</b>	<b>5,406</b>	<b>6,192</b>	<b>7,000</b>	<b>7,988</b>
Finance income	29	134	177	151	164	119	141	169	212
Finance costs	-59	-120	-270	-101	-71	-51	-47	-46	-45
<b>Profit before tax</b>	<b>1,346</b>	<b>2,188</b>	<b>3,459</b>	<b>4,573</b>	<b>3,524</b>	<b>4,419</b>	<b>5,201</b>	<b>6,014</b>	<b>6,964</b>
Taxes	-42	-34	-350	-571	-440	-552	-650	-752	-870
<b>Net profit</b>	<b>1,304</b>	<b>2,154</b>	<b>3,108</b>	<b>4,002</b>	<b>3,083</b>	<b>3,866</b>	<b>4,551</b>	<b>5,262</b>	<b>6,093</b>
Equity holders of the Company	1,303	2,154	2,960	3,626	2,770	3,482	4,100	4,743	5,508
Non-controlling interests	0	1	148	376	313	385	451	520	585
EPS	1.58	2.61	3.55	4.29	3.28	4.12	4.86	5.62	6.52

### Key Ratios:

	2022A	2023A	2024A	2025A	2026E	2027E	2028E	2029E	2030E
<b>YoY % Change</b>									
Revenue	35.5%	56.4%	57.2%	9.7%	2.3%	16.3%	13.2%	11.2%	9.9%
Gross profit	3.8%	95.1%	67.3%	32.4%	-23.0%	25.6%	17.4%	15.2%	15.2%
EBITDA	1.7%	74.0%	62.2%	33.8%	-20.6%	21.5%	14.5%	13.0%	14.1%
Net profit	30.0%	65.3%	44.3%	28.7%	-22.9%	25.4%	17.7%	15.6%	15.8%
<b>% Margin</b>									
Gross margin	10.4%	12.9%	13.8%	16.6%	12.5%	13.5%	14.0%	14.5%	15.2%
EBITDA margin	13.9%	15.5%	16.0%	19.5%	15.1%	15.8%	15.9%	16.2%	16.8%
Operating margin	9.8%	11.7%	12.9%	15.5%	11.4%	12.4%	12.9%	13.4%	14.1%
Net profit margin	12.2%	12.9%	11.3%	12.6%	9.4%	10.2%	10.6%	11.0%	11.6%
<b>Leverage</b>									
Net Debt/Total EBITDA	-0.5	-0.8	-0.8	-0.6	-0.6	-0.6	-0.8	-0.9	-1.0
Net Debt/Equity	-0.1	-0.2	-0.3	-0.2	-0.2	-0.2	-0.2	-0.2	-0.3
<b>Return Ratios</b>									
ROE	21.6%	28.5%	29.3%	28.1%	18.2%	19.9%	20.1%	20.0%	20.0%
ROA	9.0%	11.7%	11.5%	11.0%	7.6%	8.8%	9.0%	9.2%	9.5%
ROCE	15.0%	20.6%	21.7%	23.0%	15.9%	17.3%	17.6%	17.6%	17.6%
<b>Free Cash Flow</b>									
Free Cash Flow (FCF)	1,861	1,655	1,713	1,337	635	1,650	2,510	3,422	3,397
FCF Conversion	125.4%	64.1%	40.9%	23.9%	14.3%	30.5%	40.5%	48.9%	42.5%

**Balance Sheet (AED, Mn)**

	2022A	2023A	2024A	2025A	2026E	2027E	2028E	2029E	2030E
<b>Assets</b>									
<b>Non-current Assets</b>									
Property, plant and equipment	4,339	5,138	6,799	7,381	8,092	8,857	9,510	10,157	10,762
Investment properties	-	40	322	322	322	322	322	322	322
Right-of-use assets	340	330	479	664	679	719	786	863	948
Goodwill	5	5	5	154	154	154	154	154	154
Investments in equity accounted investees	192	282	507	576	646	722	798	882	965
Deferred tax assets	8	6	4	3	3	3	3	3	3
Retentions receivable	8	223	1,140	1,186	1,474	1,886	2,330	2,807	3,323
<b>Total non-current assets</b>	<b>4,892</b>	<b>6,024</b>	<b>9,256</b>	<b>10,286</b>	<b>11,370</b>	<b>12,664</b>	<b>13,902</b>	<b>15,188</b>	<b>16,477</b>
<b>Current Assets</b>									
Inventories	466	599	718	886	1,139	1,315	1,483	1,641	1,797
Trade and other receivables	4,741	5,315	13,060	16,750	17,438	20,452	23,351	26,185	29,192
Contract assets	3,087	4,692	4,519	6,062	6,398	7,441	8,425	9,370	10,300
Financial assets at FVPL	35	462	641	701	701	701	701	701	701
Derivative financial assets	42	25	12	20	20	20	20	20	20
Cash and bank balances	2,784	3,731	4,993	4,980	4,062	4,554	5,753	7,678	9,404
<b>Total Current Assets</b>	<b>11,154</b>	<b>14,823</b>	<b>23,944</b>	<b>29,398</b>	<b>29,758</b>	<b>34,482</b>	<b>39,732</b>	<b>45,594</b>	<b>51,413</b>
<b>Total assets</b>	<b>16,046</b>	<b>20,847</b>	<b>33,200</b>	<b>39,684</b>	<b>41,128</b>	<b>47,146</b>	<b>53,634</b>	<b>60,782</b>	<b>67,891</b>
<b>Equities and Liabilities</b>									
<b>Equity</b>									
Share capital	825	825	844	844	844	844	844	844	844
Merger reserve	765	765	765	765	765	765	765	765	765
Other reserves	-8	33	-141	-93	-93	-93	-93	-93	-93
Retained earnings	4,955	6,977	9,346	12,271	14,197	16,986	20,216	23,933	28,256
Share premium	-	-	605	605	605	605	605	605	605
<b>Equity attributable to the shareholders of the Company</b>	<b>6,538</b>	<b>8,600</b>	<b>11,420</b>	<b>14,393</b>	<b>16,319</b>	<b>19,108</b>	<b>22,338</b>	<b>26,055</b>	<b>30,378</b>
Non-controlling interest	3	4	1,205	1,488	1,617	1,784	1,965	2,170	2,396
<b>Total equity</b>	<b>6,541</b>	<b>8,604</b>	<b>12,625</b>	<b>15,881</b>	<b>17,936</b>	<b>20,892</b>	<b>24,303</b>	<b>28,226</b>	<b>32,774</b>
<b>Non-current Liabilities</b>									
Provision for employees' end of service benefit	403	441	508	591	662	746	840	942	1,052
Long term borrowings	1,420	1,078	736	469	267	182	133	83	36
Long term lease liabilities	337	330	395	476	503	545	598	659	725
Derivative financial liabilities	-	-	15	-	-	-	-	-	-
Deferred tax liabilities	-	-	16	-	-	-	-	-	-
<b>Total non-current Liabilities</b>	<b>2,161</b>	<b>1,850</b>	<b>1,669</b>	<b>1,535</b>	<b>1,432</b>	<b>1,473</b>	<b>1,570</b>	<b>1,684</b>	<b>1,814</b>
<b>Current Liabilities</b>									
Trade and other payables	6,396	9,457	14,045	16,515	16,257	18,691	21,040	23,263	25,221
Contract liabilities	462	480	4,061	4,417	4,594	5,120	5,672	6,473	6,837
Derivative financial liabilities	47	10	11	-	-	-	-	-	-
Income tax payable	85	94	358	653	477	589	687	788	907
Short term borrowings	342	342	342	480	218	149	109	68	30
Short term lease liabilities	12	11	87	202	214	232	254	280	308
<b>Total current liabilities</b>	<b>7,345</b>	<b>10,393</b>	<b>18,905</b>	<b>22,268</b>	<b>21,760</b>	<b>24,780</b>	<b>27,761</b>	<b>30,872</b>	<b>33,303</b>
<b>Total Liabilities</b>	<b>9,506</b>	<b>12,243</b>	<b>20,575</b>	<b>23,803</b>	<b>23,192</b>	<b>26,253</b>	<b>29,332</b>	<b>32,556</b>	<b>35,117</b>
<b>Total equity and liabilities</b>	<b>16,046</b>	<b>20,847</b>	<b>33,200</b>	<b>39,684</b>	<b>41,128</b>	<b>47,146</b>	<b>53,634</b>	<b>60,782</b>	<b>67,891</b>

**Cash Flow Statement (AED, Mn)**

	2022A	2023A	2024A	2025A	2026E	2027E	2028E	2029E	2030E
<b>Cash flow from operating activities</b>									
<b>Profit before tax</b>	<b>1,346</b>	<b>2,188</b>	<b>3,459</b>	<b>4,573</b>	<b>3,524</b>	<b>4,419</b>	<b>5,201</b>	<b>6,014</b>	<b>6,964</b>
<i>Adjustments to reconcile profit</i>									
Depreciation of property, plant and equipment	421	394	583	891	901	940	967	981	1,044
Depreciation of right-of-use assets	14	15	51	181	192	200	205	225	247
Gain on disposal of property, plant and equipment	-30	-6	-6	1	-	-	-	-	-
Fair value (gain)/loss on financial assets at fair value through profit or loss	2	-200	-179	-62	-	-	-	-	-
Provision for slow moving and obsolete inventories	3	1	1	3	-	-	-	-	-
Share of net results of equity accounted investees	-5	-53	-37	-68	-75	-84	-87	-98	-100
Fair value adjustment from equity accounted investee	-116	-	-	-	-	-	-	-	-
Gain on partial disposal of a subsidiary's operations	-238	-	-	-	-	-	-	-	-
Provision for expected credit losses	-35	-22	52	70	-	-	-	-	-
Provision for onerous contracts	316	75	59	-	-	-	-	-	-
Finance income	-29	-134	-177	-151	-164	-119	-141	-169	-212
Finance costs	59	120	274	112	71	51	47	46	45
Provision for employees' end of service benefits	53	67	91	103	118	135	152	168	184
Income tax paid	-40	-31	-57	-265	-616	-440	-552	-650	-752
Income tax refund	27	12	-	-	-	-	-	-	-
Employees' end of service benefit paid	-42	-29	-25	-42	-46	-52	-58	-66	-74
<b>Operating cash flows before movement in working capital</b>	<b>1,706</b>	<b>2,397</b>	<b>4,090</b>	<b>5,345</b>	<b>3,903</b>	<b>5,049</b>	<b>5,734</b>	<b>6,452</b>	<b>7,346</b>
<b>Change in Working Capital</b>									
Inventories	-120	-135	-121	-142	-254	-175	-168	-158	-156
Trade and other receivables	-1,955	-788	-8,782	-3,532	-688	-3,014	-2,899	-2,834	-3,008
Retentions receivables	-	-	-	-	-288	-412	-444	-477	-516
Contract assets	823	-1,675	112	-1,413	-336	-1,043	-984	-944	-931
Contract liabilities	327	17	3,581	356	177	525	552	801	364
Trade and other payables	1,901	3,057	4,456	2,140	(258)	2,434	2,349	2,223	1,958
<b>Net Cash Inflows from Operating Activities</b>	<b>2,682</b>	<b>2,873</b>	<b>3,335</b>	<b>2,754</b>	<b>2,256</b>	<b>3,365</b>	<b>4,141</b>	<b>5,063</b>	<b>5,059</b>
<b>Cash Flows from Investing Activities</b>									
Purchase of PP&E and investment properties	-821	-1,218	-1,622	-1,417	-1,622	-1,715	-1,631	-1,641	-1,661
Acquisition of subsidiary	-	-	-	-201	-	-	-	-	-
Proceeds from disposal of PP&E	50	8	8	3	9	10	11	12	13
Proceeds from disposal of a subsidiary's operations	262	-	-	-	-	-	-	-	-
Proceeds from disposal of financial assets at fair value through profit	-	-	-	3	-	-	-	-	-
Additional investment in equity accounted investee	-	-49	-	-	-	-	-	-	-
Dividend received from equity accounted investees	1	1	3	3	5	8	11	14	17
Investment in financial assets at fair value through profit and loss	-7	-229	-	-	-	-	-	-	-
Disposal of investments in financial assets at fair value through profit and loss	-	2	-	-	-	-	-	-	-
Movement in term deposit with original maturity more than three months	-	-516	-89	577	-	-	-	-	-
Net movement in restricted cash	-	-	-	-14	-	-	-	-	-

Interest Received	21	134	177	151	164	119	141	169	212
Proceeds from partial disposal of interest in subsidiary, net	-	-	2,820	-	-	-	-	-	-
<b>Net Cash Outflow from Investing Activities</b>	<b>-494</b>	<b>-1,866</b>	<b>1,297</b>	<b>-896</b>	<b>-1,443</b>	<b>-1,578</b>	<b>-1,468</b>	<b>-1,446</b>	<b>-1,420</b>
<b>Cash Flow from Financing Activities</b>									
Proceeds from term loans	459	-	-	246	-	-	-	-	-
Repayment of term loans	-336	-342	-342	-432	-464	-154	-90	-90	-85
Repayment of lease liabilities	-21	-26	-76	-192	-195	-209	-228	-251	-276
Interest paid	-47	-107	-257	-89	-43	-22	-15	-11	-7
Dividend paid	0	0	-2,619	-862	-1,028	-910	-1,141	-1,339	-1,545
<b>Net Cash inflow/ outflow from financing activities</b>	<b>55</b>	<b>-475</b>	<b>-3,294</b>	<b>-1,328</b>	<b>-1,731</b>	<b>-1,295</b>	<b>-1,474</b>	<b>-1,691</b>	<b>-1,913</b>
<b>Net (decrease)/ increase in cash and cash equivalents</b>	<b>2,244</b>	<b>532</b>	<b>1,338</b>	<b>531</b>	<b>-918</b>	<b>492</b>	<b>1,199</b>	<b>1,925</b>	<b>1,726</b>
Cash and cash equivalents at 1 January	802	2,784	3,215	4,389	4,938	4,020	4,512	5,711	7,636
Effect of foreign exchange rate changes	-262	-100	-165	18	-	-	-	-	-
<b>Cash and Cash Equivalents at the End of the Year</b>	<b>2,784</b>	<b>3,215</b>	<b>4,389</b>	<b>4,938</b>	<b>4,020</b>	<b>4,512</b>	<b>5,711</b>	<b>7,636</b>	<b>9,362</b>

Source: Group Information, FAB Securities research (2026E-30E)

**Research Rating Methodology:**

Rating	Upside/Downside potential
BUY	Higher than +15%
ACCUMULATE	Between +10% to +15%
HOLD	Lower than +10% to -5%
REDUCE	Between -5% to -15%
SELL	Lower than -15%

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