NMDC Group
Management Discussion & Analysis



3Q/9M 2025 Earnings Release

NMDC Group reports strong 9M25 results with Group Revenues increasing 11% to reach AED20.5 billion and Net Profit up 26% to AED2.8 billion

Investor Relations Contacts

Hanzada Nessim
Group Head of Investor Relation
& Financial Communications
Email: hanzada.nessim@nmdc-group.com

IR Contacts
Email: ir@nmdc-group.com
Phone: +971 2 6990000
Website: www.nmdc-group.com

1 Key Highlights
Page 3

2 Financial Results
Page 4

3 Awarded Projects & Backlog
Page 8

4 Business Development
Page 10

5 Key Achievements & Events
Page 11

6 Sustainability & HSE
Page 13

Key Highlights

REVENUES
AED **20.5** billion
9M25 11% Y-o-Y

EBITDA
AED **3.8** billion
9M25 29% Y-o-Y

NET PROFIT
AED **2.8** billion
9M25 26% Y-o-Y

BACKLOG
AED **62.3** billion
Sep-25

EPS
AED **3.01**
9M25 16% Y-o-Y

RoAE
27.0%
*Trailing Earnings

AWARDED PROJECTS
AED **17.7** billion
9M25

TOTAL ASSETS
AED **39.8** billion
20% YTD

TOTAL EQUITY
AED **14.6** billion
16% YTD

CASH & BANKS
AED **4.0** billion
-20% YTD

FREE CASH FLOW
AED **(1.2)** billion
9M25

CAPEX
AED **976** million
9M25

NET WORKING CAPITAL
AED **4.3** billion
Sep-25

NMDC Group Stock Data

Closing Price	Market Cap.	Price/ Earnings	Target Price	Upside to TP
AED **21.82**	AED **18.4** bn	**5.0** X	AED **31.0**	**30%**
-12 % YTD		*Trailing Earnings		

*Calculation based on 30th September 2025 closing price

Financial Results

INCOME STATEMENT

AED (million)	3Q25	2Q25	3Q24	Y-o-Y	Q-o-Q	9M25	9M24	Y-o-Y
Revenue	7,173	7,149	6,392	12%	0%	20,545	18,518	11%
EBITDA*	1,385	1,361	1,006	38%	2%	3,842	2,971	29%
EBITDA Margin	***19.3%***	***19.0%***	***15.8%***			***18.7%***	***16.0%***	
Net Profit Before Tax	1,124	1,105	808	39%	2%	3,129	2,463	27%
Net Profit after Tax	1,009	971	731	38%	4%	2,764	2,192	26%
Net Profit Margin	***14.1%***	***13.6%***	***11.4%***			***13.5%***	***11.8%***	
Net Profit Attributable to Shareholders	922	885	699	32%	4%	2,540	2,159	18%
Minorities	87	86	32	170%	1%	223	33	580%

* Calculated by adding back net finance cost (income) and Depreciation & Amortization to net profit before tax

9M2025

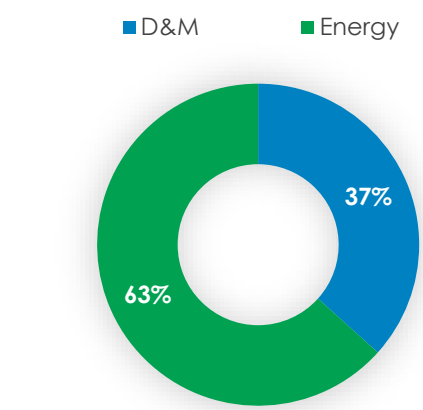
Another buoyant quarter for NMDC Group, took its 9M25 revenues up 11% Y-o-Y to reach AED20.5 billion, as the company continues to execute its backlog across its different verticals; namely NMDC Energy and NMDC D&M. The growth in revenues was driven primarily by NMDC energy; with its revenues increasing 33% Y-o-Y in 9M25. Additionally, 80% of the Group's revenues was generated from the UAE and 20% from outside the UAE.

Group EBITDA climbed 29% Y-o-Y to AED3.8 billion with an EBITDA margin of 18.7%; a testament of the Group's strong operational resilience and enhanced efficiency. The increase in EBITDA and EBITDA margin, was driven primarily by NMDC D&M, with its EBITDA representing two thirds of the Group's EBITDA, and its EBITDA margin reaching 34% in 9M25.

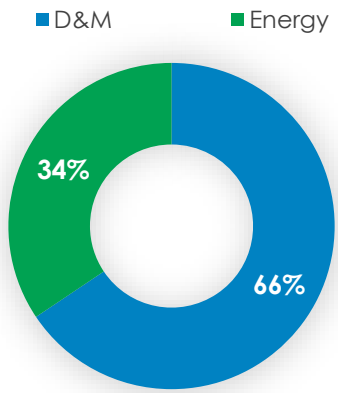
Underpinned by NMDC D&M's profitability, the Group reported a net profit after tax of AED2.8 billion, up 26% Y-o-Y; and with a net profit margin of 13.5% in 9M25, up from 11.8% in the same period of last year.

Group Breakdown

Revenue



Net Profit After Tax



* Based on 9M2025 figures

Financial Results

INCOME STATEMENT CON'T.

3Q2025

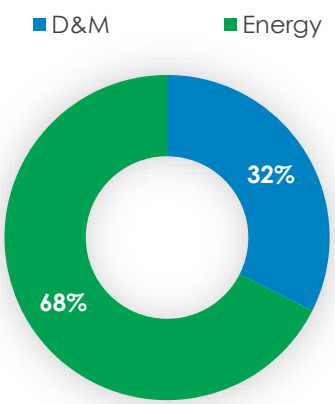
A third consecutive quarter of strong results, with NMDC Group revenues reaching AED7.2 billion in 3Q25, up 12% Y-o-Y; driven by NMDC Energy's 22% Y-o-Y growth in revenue. Of the Group revenues, 81% was generated from the UAE and 19% from outside the UAE.

With a robust EBITDA growth delivered by the D&M segment in 3Q25, the Group recorded a 38% Y-o-Y increase in EBITDA to reach AED1.4 billion. This was reflected in the Group's EBITDA margin which reached 19.3% in 3Q25 versus 15.8% in 3Q24.

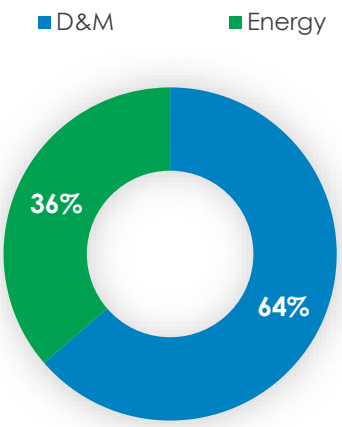
NMDC Group broke the AED1.0 billion mark of net profits in 3Q25, up 38% Y-o-Y; with a net profit margin of 14.1%, up from 11.4% in 3Q24. This was predominantly driven by NMDC D&M's solid growth in profits and margin expansion, with its net profit reaching AED641 million and net profit margin climbing to 27.6%.

Group Breakdown

Revenue



Net Profit After Tax



* Based on 3Q2025 figures

Financial Results

BALANCE SHEET

AED (million)	Sept- 25	Dec- 24	YTD
Current Assets	30,020	23,944	25%
Non-current Assets	9,770	9,256	6%
Total Assets	**39,790**	**33,200**	**20%**
Current Liabilities	23,470	18,905	24%
Non-current Liabilities	1,672	1,669	0%
Total Liabilities	**25,142**	**20,575**	**22%**
Total Equity	**14,647**	**12,625**	**16%**
Cash	3,993	4,993	-20%
Net Cash	1,614	3,915	-59%

- Total assets stood at AED39.8 billion at the end of September 2025, up 20% YTD; driven by an increase in trade receivables, advance payments to suppliers, retention receivables, and contract assets.
- Cash and Bank balances decreased 20% YTD to AED4.0 billion, mainly on dividends payment of AED862 million, payments to suppliers, loan repayments; however, this was partially off-set by strong collections of AED17.6 billion.
- Total liabilities reached AED25.1 billion at the end of September 2025, up 22% YTD; mainly related to an increase in trade payables, advances from customers and contract liabilities.
- Total equity increased 16% YTD to AED14.6 billion, on the back of an increase in retained earnings that reflects 9M2025 net profits less dividends payment (AED862 mn).

Financial Results

FREE CASH FLOW

AED (million)	3Q25	2Q25	1Q25	9M25	9M24
Cash Flow from Operations	(1,789)	334	1,276	(180)	535
Capex	(283)	(195)	(499)	(976)	(958)
Free Cash Flow	**(2,072)**	**139**	**777**	**(1,156)**	**(423)**

NET WORKING CAPITAL

AED (million)	Sept- 25	June- 25	Mar- 25	Dec- 24
Inventories	902	838	759	718
Trade and other receivables	19,022	14,536	12,170	13,060
Contract assets	5,395	5,724	4,836	4,519
Other current assets	708	598	596	653
Trade and other payables	(16,534)	(15,700)	(14,751)	(14,045)
Contract liabilities	(4,605)	(3,911)	(2,864)	(4,061)
Other current liabilities	(637)	(771)	(624)	(457)
Net working capital*	**4,251**	**1,314**	**123**	**388**

*Excludes cash and borrowings and includes financial assets

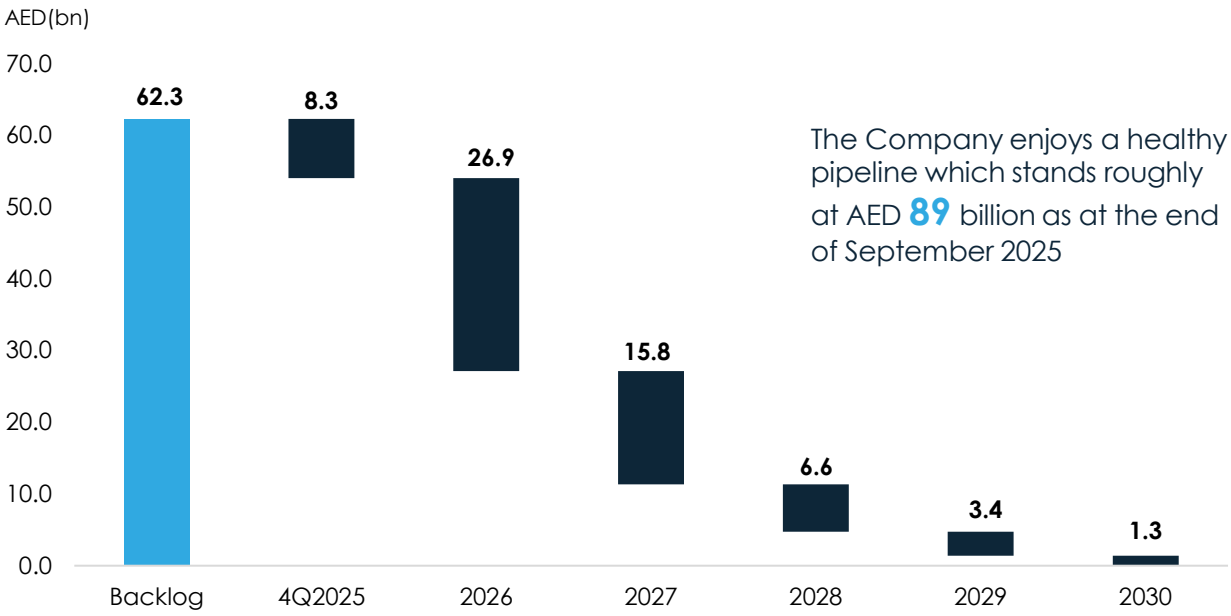
- Free cash flow came at AED(1.2) billion in 9M25, mirroring negative change in net working capital and capex spending.
- Capex spending stood at AED976 million in 9M25, mainly on the back of advance payment for the purchase of a CSD dredger for D&M, NMDC Energy's KSA yard and UAE yards upgrade, together with maintenance capex and additions of equipment including barges, pipelines, and technical equipment.
- Net working capital came at AED4.3 billion by the end of September 2025, as the increase in trade receivables, retention receivables and advance payments to suppliers out-weighted the increase in trade payables, job accruals and advance payments from clients.

Awarded Projects & Backlog

Awarded Projects

Dredging and reclamation work	Philippines	AED 2.2 bilion
EPC off-shore work project	UAE	AED 9.7 billion
EPC Work - subsea gas pipeline	Taiwan	AED 4.2 billion
Salalah Marina Work	Oman	AED 0.4 billion
Dredging & Marine Projects	UAE	AED 1.2 billion
Total Awarded Projects in 9M2025		AED 17.7 billion

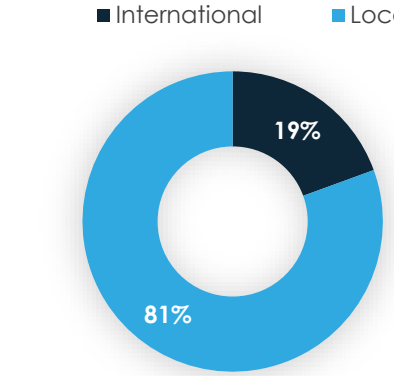
Expected Backlog Unwinding



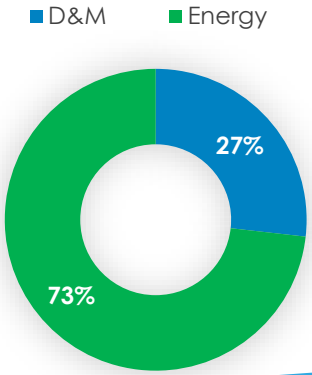
The Company enjoys a healthy pipeline which stands roughly at AED **89** billion as at the end of September 2025

Backlog Breakdown

Local Vs. International



D&M Vs. Energy



Key Awarded Projects

Expansion into the Philippines Market - USD 610.1 million contract

NMDC Group signed a USD 610.1 million contract with Pasay Harbor City Corporation for dredging and reclamation works in Manila Bay — the Group's first project in the Philippines.
The 30-month project covers approximately 130 hectares of island reclamation as part of the Harbor City development in Pasay City. This milestone strengthens NMDC Group's presence in Southeast Asia, following successful projects in Taiwan, Vietnam, and Malaysia.

Project Award in Oman

In line with the Group's Strategy that focuses on geographical diversification, NMDC Group has signed a contract for the construction of a marina project in the Sultanate of Oman, with a total value of AED 383 million. The project is expected to be completed within 15 months from the date of signing.

Strategic Collaboration with ADNOC L&S

NMDC Group signed a three-year agreement with ADNOC Logistics & Services to collaborate on offshore maritime services and logistics in Abu Dhabi. The partnership strengthens long-standing ties between the two entities, aiming to enhance efficiency and value creation in the emirate's offshore energy sector through integrated EPC and marine solutions.

Taipower Project Award

In January 2025, NMDC Energy has been awarded a contract by Taiwan Power Company (Taipower) for the installation of subsea gas pipelines, for the second-phase renewal project of the Tung-Hsiao Power Plant in Taiwan. NMDC Energy will be responsible for the design, construction, and installation of marine pipelines at depths ranging from 10 to 55 meters, extending between Taichung and Tung-Hsiao on Taiwan's west coast. This massive project, valued at $1.136 billion, enhances NMDC Energy's presence in Taiwan and actively supports its contributions to renewable energy initiatives.

Business Development

First steel cut ceremony- Ras Al Khair Fabrication Yard in KSA

In July, NMDC Energy officially commenced fabrication activities at its newly developed yard in Ras Al-Khair, Saudi Arabia — a major milestone in its regional expansion. The first steel cut at the 400,000 sqm facility marks the start of operations, reinforcing the company's commitment to supporting Saudi Arabia's industrial growth and energy ambitions. Featuring advanced automation and digital systems, the yard provides fabrication, rigging, maintenance, and modularization services for complex energy infrastructure. It supports both offshore and onshore projects with an annual production capacity of 40,000 tons.

NMDC LTS Completes the Acquisition of 70% Stake in Emdad

NMDC LTS, completed the acquisition of a 70% equity stake in Emdad, a UAE-based integrated oilfield services provider. The transaction supports NMDC's strategy to expand into the OPEX-driven oilfield services segment and diversify its revenue streams. Emdad offers a broad range of services including well intervention, waste management, shutdowns/turnarounds, coil tubing, and valve services. The acquisition enhances NMDC's competitive edge, strengthens its position in the regional energy services market, and aligns with its long-term growth and diversification strategy.

NMDC Group to establish a new Company "NMDCCC" in partnership with CCC

NMDC Group and Consolidated Contractors Operations (Cyprus) Limited "CCC" have agreed to combine their capabilities and signed Heads of Agreement to establish a new company 'NMDCCC' or "the Company" to operate within the UAE, with branches in Dubai and outside the UAE. Under this agreement NMDC Group will hold indirectly through NMDC INFRA 50%(+1 share) of the Company, while CCC will hold the remaining 50%(-one share), with NMDC Group reserving control and consolidation of the new Company. Additionally, under this agreement both entities have agreed to pursue together other business ventures outside the UAE, through Joint Operations (JOs) arrangements, with particular focus on Africa.

A 3-year extension for the Long-Term Agreement with Aramco

NMDC Energy continues to strengthen its long-lasting relationship with Aramco, with a 3-year extension to its Long-Term Agreement ("LTA") and an option for an additional 3 years. NMDC Energy has been involved in multiple projects with Aramco since their previous LTA was signed in 2016. The services provided by NMDC Energy under the LTA cover detailed engineering, material procurement, fabrication, transportation, installation, and pre-commissioning of offshore facilities in connection with projects to be executed within Saudi Arabian territorial waters.

Key Achievements

NMDC Group Maintains MSCI AA ESG 'Leader' rating

For the second consecutive year, NMDC Group has sustained its MSCI AA Leadership rating — a clear affirmation of our unwavering commitment to best-in-class sustainability governance, environmental stewardship and responsible operations.

MSCI AA

CCC | B | BB | BBB | A | AA | AAA

A company leading its industry in managing the most significant ESG risks and opportunities.

Forbes Middle East – Top 100 Listed Companies 2025

NMDC Group has been recognized in Forbes Middle East's Top 100 Listed Companies list for 2025.

NMDC Energy, a subsidiary of NMDC Group, was included for the first time in Forbes Middle East's Top 100 Listed Companies 2025 ranking.

NMDC Group CEO, Eng. Yasser Zaghloul, was ranked #5 among Contractors on Construction Business News Middle East's Power 100 list for 2025. The recognition highlights his leadership in driving NMDC Group's growth, innovation, and successful project delivery, reflecting the dedication of the entire team.

NMDC GROUP

CONSTRUCTION BUSINESS NEWS

Oil & Gas Middle East Awards 2025

EPC Contractor of the Year (2022-2025)

Yard Modernization Company of the Year (2024-2025)



Transportation and Climate Change Conference

NMDC Group sponsored the Transportation and Climate Change Conference held in Abu Dhabi on 25 September by The Maritime Standard. Under the theme "Pioneering Sustainable Transport and Climate Solutions," the event highlighted NMDC's commitment to sustainability and environmental responsibility in the transport sector.

Events

Make It In The Emirates (MIITE) 2025

NMDC Energy awarded ICV Excellence Award

NMDC Energy received the ICV Excellence Award in the category of Semi-Governmental Manufacturers at the Make it in Emirates forum in Abu Dhabi. The ICV Excellence Award recognizes manufacturers that have obtained the In Country Value certification and it celebrates their efforts to support the growth and development of local industries, businesses, communities, and talent in the UAE.

NMDC LTS and Huaying Valves sign an MoU

NMDC LTS, a business vertical of NMDC Group, has announced the signing of an MoU to explore the establishment of a Joint Venture with Jiangsu Huaying Valves Co. Ltd at the Make it in the Emirates forum to set-up a facility in the UAE which will assemble, fabricate, and distribute valves to be used in the energy sector.



NMDC Energy and Hilong Sign an MoU

NMDC Energy signed a Memorandum of Understanding (MoU) to explore collaboration with Shanghai Hilong Shine New Materials Co. LTD (Hilong), a company committed to R&D and manufacturing related to high-end coating and new materials for industrial heavy-duty anti corrosion, at the Make it in Emirates forum in Abu Dhabi. Both entities will explore the possibility of establishing Joint Venture agreements to conduct operations together in the UAE and the Kingdom of Saudia Arabia.



NMDC Energy and Al Gharbia Sign an MoU

NMDC Energy signed a strategic Memorandum of Understanding (MoU) with Al Gharbia, the Abu Dhabi based advanced pipeline manufacturer, to explore ways to accelerate pipe production in the UAE to meet local and regional demand. The partnership forms part of the MIITE mandate to drive industrial growth in the UAE, and it serves as another example of the increasing level of synergy between key local players in the UAE's industrial and energy landscape.



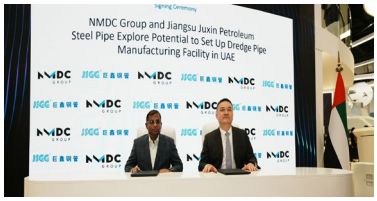
NMDC LTS and Chaoda Sign an MoU

NMDC LTS, has signed an MoU with China-based Chaoda to explore a Joint Venture for a valve assembly and distribution facility in the UAE. Announced at the MIITE forum, the project will support the regional energy sector and contribute to UAE's industrial growth and supply chain localization. The two parties will assess operational needs jointly, in line with NMDC's broader strategy for regional expansion and economic development.



NMDC D&M sign MOU with Jiangsu Juxin Petroleum Steel Pipe

NMDC D&M, subsidiary of NMDC Group signed an MoU with Jiangsu Juxin Petroleum Steel Pipe to explore establishing steel pipe manufacturing facilities in the UAE. The partnership aims to support major dredging and infrastructure projects, leveraging Juxin's expertise in welded steel pipes for offshore wind, ports, bridges, and rail. This initiative aligns with NMDC's strategy to boost local industrial capacity, enhance UAE-China industrial cooperation, and support the Group's regional and international expansion.



Sustainability & HSE

Third-Party Verification of GHG Emissions

- The Group initiated its first third-party audit of GHG emissions inventory (Scopes 1, 2 & 3), ensuring transparency, accuracy, and alignment with the GHG Protocol and international assurance standards.

Carbon Sequestration – Mangrove Plantations

- NMDC continued its coastal restoration and biodiversity initiatives, including the planting of additional mangrove seedlings to support carbon sequestration, enhance marine ecosystems, and contribute to national Net Zero and Nature-Positive goals.

Staff Sustainability Capacity Building

- Conducted training sessions on Sustainability & ESG, promoting a culture of care and continuous learning.

Emergency Preparedness and HSE Drills

- Carried out drills to assess operational readiness and response capabilities, including H_2S Exposure, Rescue at Height, Abandon Ship, Fire, Spill Response, Heat Stress, Medivac, and Environmental Spill Simulations.

HSE Performance

- NMDC Group Delivered 107.3 million workhours with zero fatalities, underscoring a strong safety culture and operational discipline.

Audits & Inspections

- Emarat Europe Factory – Fast Technology Building (NMDC Infra): Passed the ADOSH audit with zero non-compliances.

  NMDC D&M: Passed the ADOSH audit with zero non-compliances.

Quality Achievement

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

Strong HSE Culture on Major Projects

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

Clean Energy

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

Artificial reef

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

Waste Reduction

- Installed three waste converters to minimize environmental impact.

Sustainability Integration

- Issued Sustainability Policy to reinforce integration into core business operations.

Disclaimer

This document might include forward-looking statements. The forward-looking statements contained in this document speak only as of the date of this document. These forward-looking statements involve known and unknown risks and uncertainties, many of which are beyond the control of NMDC Group (the Company) and all of which are based on current beliefs and expectations about future events. Forward-looking statements are sometimes identified by the use of forward-looking terminology such as "believe", "expects", "may", "could", "should", "shall", "risk", "intends", "estimates", "aims", "plans", "predicts", "continues", "assumes", "positioned" or "anticipates" or the negative thereof, other variations thereon or comparable terminology. These forward- looking statements include all matters that are not historical facts. They appear in a number of places throughout this document and include statements regarding intentions, beliefs and current expectations concerning, among other things, results of operations, financial standing, liquidity, prospects, growth, strategies, and dividend policy and the industry in which the Company operates.

These forward-looking statements and other statements contained in this document regarding matters that are not historical facts as of the date of this document involve predictions. No assurance can be given that such future results will be achieved. There is no obligation or undertaking to update these forward-looking statements contained in this document to reflect any change in the expectations or any change in events, conditions, or circumstances on which such statements are based unless required to do so: (i) as a result of an important change with respect to a material point in this document; or (ii) by applicable laws of the UAE.

Actual events or results may difer materially as a result of risks and uncertainties that the Company faces. Such risks and uncertainties could cause actual results to vary materially from the future results indicated, expressed, or implied in such forward-looking statements.