ORASCOM CONSTRUCTION

ANNUAL REPORT

2022

Grand Egyptian Museum

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INTRODUCTION

Orascom Construction PLC is a leading global engineering and construction contractor with a footprint spanning the Middle East, Africa, and the United States. Its operations cover the infrastructure, industrial, and commercial sectors.

Grand Egyptian Museum

AT A GLANCE

Orascom Construction PLC is a leading global engineering and construction contractor with operations spanning the infrastructure, industrial and commercial sectors throughout the Middle East, Africa, and the United States.

With roots tracing back to 1950, Orascom Construction PLC (Orascom or "the Group") evolved from a local contractor based in Upper Egypt to a dynamic Engineering, Procurement and Construction (EPC) contractor with core operations centered around complex infrastructure, industrial, and commercial projects across the Middle East, Africa, and the United States.

The Group also develops and invests in infrastructure opportunities, and holds a portfolio of subsidiaries across construction materials, facility management, industrial parks, and equipment services.

Orascom Construction also owns 50% of Belgium-based BESIX Group, one of the world's leading international contractors with operations across construction, concessions, and property development.

The Group has a dual-listing on Nasdaq Dubai and the EGX.

70+
Years of contracting

59K+
Employees

10+
Countries where Orascom has executed operations

8.08 USD BN
pro forma backlog as of FY22

5.59 USD BN
pro forma new awards FY22

4.18 USD BN
Revenues in FY22

Adly Mansour Station

NOTE FROM THE CEO

Dear Shareholders and Partners,

We continued to make tangible progress in 2022 across all pillars of our strategy.

Starting with our priority on health and safety, we recorded several accomplishments across projects in Egypt, Saudi Arabia, and the US. For example, in Egypt we recorded 56 million man hours without Lost Time Injury (LTI) at the City of Arts & Culture and over 20 million man hours without LTI at one of the largest wastewater treatment plants in the Middle East, while our US teams exceeded 3 million manhours without LTI across all data center projects.

We are also proud to continue to undertake new projects that have a significant impact on sustainable infrastructure development and the communities in which we operate. In November, we broke ground on Egypt's largest onshore wind farm, which follows our other operational wind farm in Egypt. We are also proud to have commissioned the first phase of Africa's first integrated hydrogen plant, and as such created a skillset as the first EPC contractor to be involved in the hydrogen business in Egypt and Africa. Alongside our partners in the US, we completed the New Single Terminal at the Kansas City International Airport, a massive project that is the largest LEED Gold airport project in the US. The project generated 6,000 jobs and included over 240 local firms in the process. In addition, our community engagement efforts across education, healthcare, and youth empowerment are also more important than ever, and we continued with our support of important projects such as building new schools, sponsoring students, and overhauling medical centers.

We recorded another strong year of new awards, driven by our strategy to focus on sectors in which we are competitive. New awards reached USD 3.6 billion in FY2022 across the Group, in line with the strong level achieved a year earlier, allowing us to maintain our backlog at a healthy USD 5.3 billion. During the year, we signed new contracts across our major sectors such as transportation, water, infrastructure, logistics, and data centers mainly in Egypt and the US.

We maintain our focus in Egypt on projects financed by international institutions. Such projects account for a sizable portion of our backlog in Egypt. We also maintained the positive momentum established across our US business last year, which accounted for 48% and 35% of total new awards in 4Q2022 and FY2022, respectively. Our US business continues to steadily grow its specialized activities in the US across some key markets such as the industrial consumer and data center sectors.

Complementing our core EPC activities, we made significant progress in growing our portfolio of investments in infrastructure assets and concessions that provide us with both construction opportunities and recurring income. Adding to our investments in wind energy and wastewater treatment, our new build-own-operate (BOO) 500 MW wind farm in Egypt more than triples our wind energy generation capacity to 762.5 MW and paves the way for other potential projects in this sector, firmly cementing the creation of our wind energy investment platform.

Separately in the logistics sector, we signed a new contract to build, own, and operate a strategic warehouse in Egypt that will help provide modern logistics and warehousing of important commodities across the country, and another to jointly develop a 2.2 million square meter industrial park in Abu Rawash (Giza), Egypt.

Furthermore, our portfolio of subsidiaries across building materials, operation and maintenance (O&M), and equipment services achieved record performance this year. This is testament to our increased focus on these complementary businesses and our ability to capitalize on favorable market conditions throughout the year.

BESIX ended the year on a positive note, recording an increase in contribution to our bottom line of 26.6% y-o-y. Such performance reflects BESIX's diversified business segments across the EPC construction, concessions, and real estate development business sectors. This performance is also supported by a healthy backlog level of EUR 5.26 billion, which brings our total pro forma backlog including our 50% share in BESIX to USD 8.08 billion.

Financials

Revenue increased 17.9% y-o-y to USD 4,177.3 million in FY2022, driven by significant progress across our projects in both MEA and the US. Our operations in the Middle East and Africa accounted for 67% of total revenue, while our operations in the US comprised the balance.

Consolidated EBITDA and net income stood at USD 200.3 million and USD 113.5 million, respectively. These are both in line with the levels achieved the previous year and reflect the benefit of our diversified business model across geographies, sectors, and BESIX.

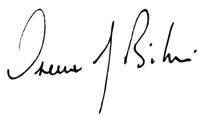
We also maintained our net cash position at USD 325.7 million and generated operating cash flow of USD 193.9 million in FY2022, reflecting our focus on collections, and cash and debt management. This is ever more important especially in our current environment.

Dividend

We distributed dividends of USD 48.6 million on FY2022 earnings, representing the fifth consecutive year of dividends since 2018. We are pleased to maintain this consistent dividend track record, which reiterates our continued commitment to our shareholders.

Looking ahead

2022 was another challenging year for our industry. I am proud of all our dedicated teams who propelled us throughout the year and allowed us to achieve many accomplishments. We are excited and well-positioned for 2023, as we expect an environment that can be both challenging yet full of opportunities.



Osama Bishai
Chief Executive Officer

HIGHLIGHTS OF 2022

Orascom Construction PLC continued to strengthen its leading position in its key construction and infrastructure markets while executing other parts of its strategy such as infrastructure investments and concessions.

Backlog and Project Execution

In Egypt, capitalizing on its leading position across all major construction market segments, the Group continued to take on large-scale projects in several sectors including water and wastewater, transportation, and renewable energy.

2022 witnessed significant progress on important infrastructure projects, such as the Monorail in Egypt, the world's longest monorail project, Abu Rawash Wastewater Treatment Plant, one of the largest wastewater treatment plants in the Middle East, and several projects at the New Administrative Capital, such as City of Arts and Culture

One of the Company's most prominent projects, the Grand Egyptian Museum, is almost at its conclusion, while the commercial areas are already being partially utilized to hold several events.

The Group's US subsidiaries, reported improved performance in 2022, marked by strong backlog and progress mainly driven by the core data center, commercial and light industrial projects.

Orascom Construction PLC achieved a healthy consolidated backlog level in 2022 of USD 5.3 billion and pro forma backlog of USD 8.08 billion, including the Group's 50% in BESIX.

New Awards

Orascom Construction PLC was successful in winning several significant projects during the year both in Egypt and the US. Most prominently in Egypt was the second phase of the country's first high speed rail system and one of the largest in the world, railway and highway development work, water infrastructure – including work to develop a second Nile valley, a build-own-operate (BOO) warehouse, and a new real estate development on the North Coast of Egypt.

Orascom Construction also commissioned the first phase of Africa's first hydrogen plant and broke ground on a new 500 MW Wind Farm in Egypt.

In the US, the Group signed on new data center, student housing projects commercial and light industrial projects. The group maintained the strong new award momentum achieved the previous year and backlog at a healthy USD 1.4 billion.

Completed Projects in 2022

2022 saw Orascom Construction complete number of key projects in Egypt, including several treatments plants such as the New Alamein Wastewater Treatment plant, Abu Rawash Wastewater Treatment Plant, and Al Arish Seawater Desalination Plant.

In addition, OC delivered the Light Rail Transit (LRT), an interurban light rail project that will greatly improve interurban transportation and connectivity in Greater Cairo and will have the capacity to transport around 1 million passengers daily. The Group also completed other key projects such as two of its four contracts across logistics for strategic commodities and the new City of Arts and Culture at the New Administrative Capital, which is also home to the largest opera house in the Middle East.

In the US, The Weitz Company has successfully completed over 3 million man hours without LTI across all

New Alamein Towers

data center work, and various commercial projects in Colorado, Florida, and California. In parallel, construction is in the final stages at the state-of-the-art USD 1.5 billion Kansas City International Airport due early 2023.

Ongoing Projects

Throughout 2022, Orascom Construction progressed on a number of key projects across various sectors in Egypt.

The Company continued with its execution of the world's longest Monorail project in Egypt, spanning 96km, and expected to reach completion in 2024. Moreover, OC completed several milestones in the construction of Al Hammam Agricultural Wastewater Treatment Plant (AAWWTP) located in the North Coast area, set to become the largest water treatment plant of its kind (Orascom Construction already delivered Bahr El Baqar Water Treatment Plant, the largest in the world in 2021). In Tunisia, Orascom Construction continued its EPC works on the Sfax Seawater Desalination Plant with a capacity of 100,000 m3/day, extendable to 200,000 m3/day.

Meanwhile, works on the Magdi Yacoub Global Heart Centre, a state-of-the-art hospital and research center and the first of its kind in the region, are ongoing. Orascom Construction also continued the construction of several commercial projects in New Alamein City, including the Historical Old City, Latin Quarter, and Marina Towers.

In the US, work progressed on five data centers across the country, including three hyperscale data centers in Iowa, Virginia, and Arizona.

Investments and Subsidiaries

The Group made tangible progress towards growing its infrastructure investments and concessions business. In November 2022, the Group and its consortium partners broke ground on a new 500 MW BOO wind farm in Egypt, which would triple the Group's wind energy capacity to 762.5 MW. Orascom Construction has an equity stake in the project and will execute the construction of the wind farm. Once fully operational, the project will be capable of delivering clean power to more than 800,000 Egyptian homes, and reduce CO2 emissions by approximately 1,000,000 tons annually. In addition, the Group signed an MOU to develop another 3 GW wind farm on a BOO basis.

In September 2022, the Group signed a BOO agreement for a strategic warehouse in Fayoum governorate, Egypt. The warehouse is part of the first phase of a larger program that will play an important role in providing modern logistics and warehousing of important commodities across Egypt.

Furthermore, Orascom Construction, through its Orascom Industrial Parks subsidiary, signed an agreement with Al Ahly Capital to jointly develop a 2.2 million m2 eco-industrial park in Abu Rawash, Egypt, for a logistics hub, light industries, and SMEs. Moreover, in 4Q2022, Orascom Construction collaborated with Denmark-based COBOD to bring state-of-the-art 3D Printing Construction ("3DPC") technology for the first time to Egypt.

Environmental Impact

As an industry leader, Orascom Construction recognizes the importance of the role it plays in setting the standard for mitigating the environmental impact of its operations. After introducing its Carbon Footprint assessment program in 2021 to a limited number of projects, in 2022 Construction's HSE Department expanded the program to provide a more diverse and intricate assessment of every active project, generating a real-time analysis of the carbon footprint of the Company's projects.

Orascom is also committed to ensuring that the work it does has a direct beneficial impact on the communities in which we operate, facilitating access to clean water, power, transportation, and healthcare.


R5 Apartment Buildings

GROUP OVERVIEW

From 1950 to today, Orascom Construction PLC has grown from a family-owned local contractor to an industry leader with a worldwide footprint.


Al Massah Hotel - New Alamein

OUR HISTORY

From 1950 to today, Orascom Construction PLC has grown from a family-owned local contractor to an industry leader with a world-wide footprint.


Grand Egyptian Museum

1950–1999

1950: Onsi Sawiris establishes a construction company in Upper Egypt.

1976: Orascom Onsi Sawiris & Co. (OOSC) is founded as a general contractor and trading company.

1985: OOSC establishes its first overseas company, Contrack International LLC (Contrack) in Virginia, US.

1998: OOSC is converted from a limited partnership into a joint-stock company and renamed Orascom Construction Industries S.A.E. (OCI S.A.E.).

1999: OCI S.A.E. IPOs on the Egyptian Exchange (EGX) and becomes the largest company on the EGX.

OCI S.A.E.'s first cement subsidiary, the Egyptian Cement Company (ECC), commences operations with a total annual capacity of 1.5 million tons.

2002–2010

2002: OCI S.A.E. announces the 50-05 Action Plan aimed at having 50% of consolidated revenue generated from outside Egypt by 2005.

2004: OCI S.A.E. acquires 50% of the BESIX Group, adding significant exposure to the European and GCC construction markets.

2007: OCI S.A.E. divests its cement group to Lafarge SA at an enterprise value of USD 15 billion.

2008: Proceeds from the cement divestment are distributed to shareholders and allocated to grow OCI's fertilizer investments.

2010: OCI S.A.E. expands into Saudi Arabia and targets infrastructure and industrial projects.

2012–2017

2012: OCI S.A.E. acquires The Weitz Company (Weitz) and expands in the US construction market.

2013: Watts Constructors, a former Weitz wholly owned subsidiary, is consolidated into Contrack, forming Contrack Watts.

2015: Orascom Construction PLC is demerged from OCI N.V. and dual-listed on NASDAQ Dubai and the EGX.

2016: Sets the global benchmark for fast-tracked execution of power projects.

2017: The Group builds on its strategy of expanding in the concession business and begins developing the first BOO wind farm of its size in Egypt

2018–2019

2018: Orascom Construction PLC consolidates its position in the US market with the merger of its two US-based subsidiaries The Weitz Company and Contrack Watts.

Commissioning of the Natgasoline project in Beaumont, Texas, the world's largest methanol production facility on a nameplate capacity basis.

Orascom inaugurates ahead of schedule two of the largest power plants in the world, each with a generation capacity of 4,800 MW.

2019: The Group further diversifies its revenue streams by expanding its O&M business, adding three new projects in Egypt, including two water treatment plants and the monorail for the New Administrative Capital.

Orascom Construction solidifies its status as a renewable energy leader by completing 45 days ahead of schedule the largest windfarm in Egypt with a 262.5 MW capacity.

2020–2021

2020: Orascom Construction PLC achieves health and safety and operational milestones across the Group. Despite a challenging environment impacted by COVID-19, projects remained active with enhanced safety precautions.

2021: Orascom Construction PLC cements its position as a leader in the water and transportation sectors by building the largest water treatment plant in the world and signing an EPC and O&M contract to build Phase I of Egypt's first high-speed rail system.

2022

2022: Orascom Construction PLC expands its activities across investments and subsidiaries.

The Group acquires a leading equipment services distribution and maintenance company and establishes a new industrial park in Egypt.

The Group reinforces its position as a leading player in the renewable energy sector in Egypt, breaking ground on another 500 MW wind farm and starting O&M operations at water and wastewater treatment plants with a total capacity of 7.2 million m2/day.

OUR STRATEGY

Orascom Construction PLC has been committed to a four-pronged strategy that reflects the core pillars of the Group's focus: strengthening its construction market leadership, leveraging strategic partnerships, growing its investments and O&M portfolio, and furthering its commitment to excellence, health, safety, and the environment as it seeks to deliver shareholder value.

Strengthen Construction Market Leadership

The Group continues to increase market presence through seeking out and pursuing more key infrastructure, industrial, and commercial sectors. Its competitive edge in power, water and transportation areas, in addition to its track record of securing finances, have always guaranteed the Company's growth across existing and new geographic markets. Moreover, these factors have contributed to the Group's reputation in being punctual in the delivery of the Company's broad range of projects.

Leverage Strategic Partnerships

Orascom Construction PLC is a key partner to several internationally renowned global players and Original Equipment Manufacturers (OEMs). The Group aims to develop more strategic partnerships with repeat clients and industry leaders to increase their current capabilities and expand their reach. In the past decades, this enabled the Group to participate in some of the largest construction projects in the MENA region. The Group's ambition towards constantly strengthening relationships with repeat clients has been an essential part of maintaining its large and diverse portfolio of new projects and awards.

Grow Investments and O&M Portfolio

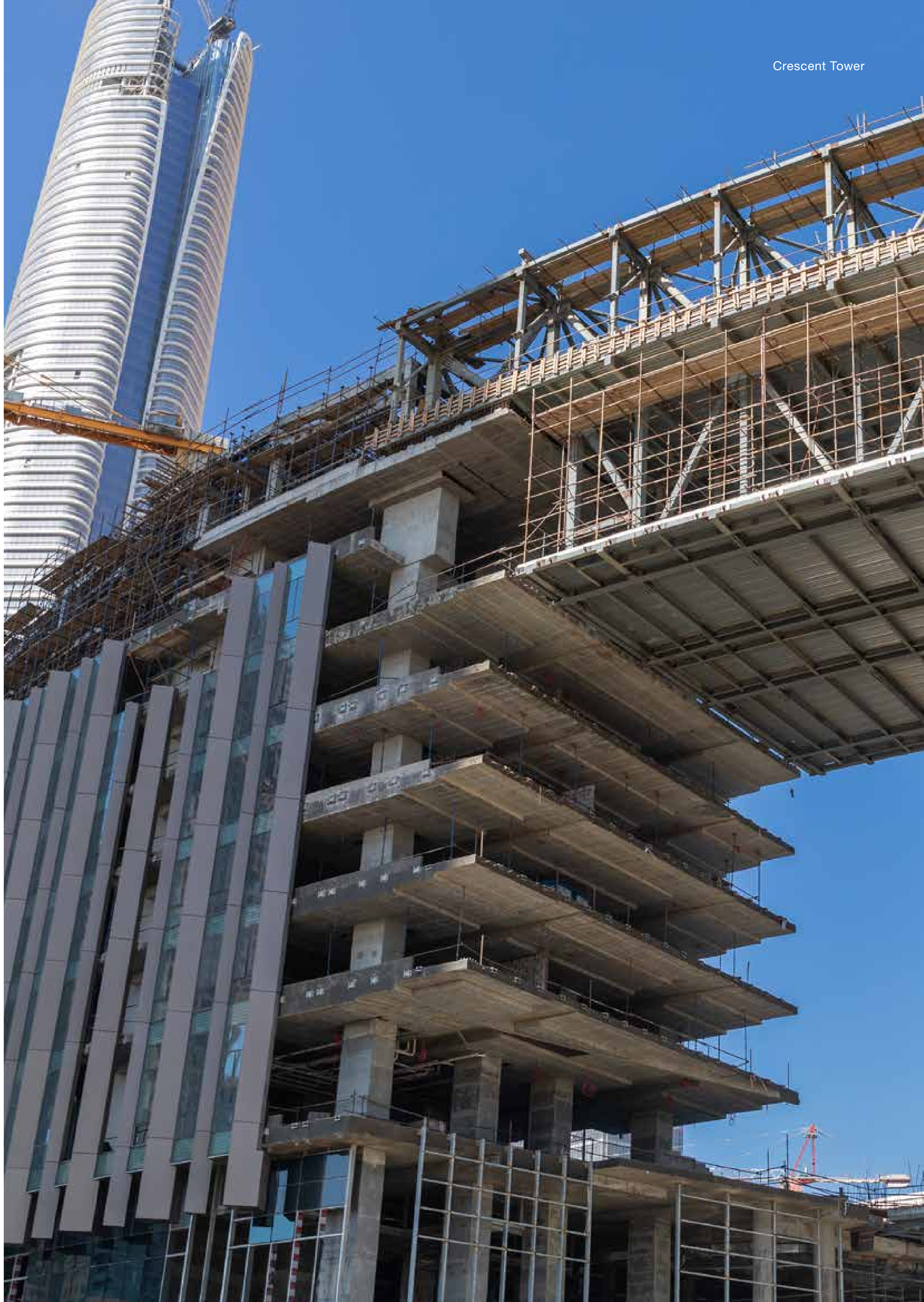
Orascom Construction PLC continues to invest in infrastructure assets and complementary and new contracts that entail Operation and Maintenance (O&M) scopes as part of its strategy to increase income streams and build a long-term relationship with shareholders. Its constant investment in specific industries, including cement, ports, fertilizers, and building materials, provide the Group with opportunities to explore and excel in new sectors such as wastewater, wind energy concessions, and equipment distribution services. The Group's O&M diverse portfolio comprises transportation, water, renewable energy, and facilities management.

Commitment to Excellence, Health, Safety and the Environment

We are firm believers in the power of integrating quality, health, safety, the environment, and ethical business practices into every aspect of our business model, and its root cause to our success. Furthermore, our strong commitment to excellence and our aspiration to become the leading private sector contractor has always drove us to achieve more. The Group also prioritizes corporate social responsibility when it comes to areas in which it operates, always leaving communities it is in better than when it entered.

Delivering Shareholder Value

Orascom Construction PLC has always been dedicated to delivering shareholder value in line with its strategic pillars. Our founding shareholders and current management embody this commitment as they navigate the Group's sustainable growth journey.



Crescent Tower

OUR BUSINESS LINES

Engineering and Construction

With a diverse offering of products and services Orascom Construction PLC has positioned itself as a leading global engineering and construction contractor.

OC PLC has a proven track record spanning decades of experience of successful delivery of challenging projects across various sectors; through which we developed a wide range of niche core competences that enhanced our market positioning in both regional and international markets.

Our activities cover the infrastructure, industrial, and commercial sectors, attracting public and private clients, with a footprint spanning the Middle East, Africa, and the USA.

A key component of our operational excellence is our adherence and implementation of comprehensive quality control and environmental, health and safety standards and programs for both our employees and subcontractors.

The Group is also proud to target projects that are vital to the economic development and social progress of communities, and has been part of many critical and mega projects. In addition, the Group leverages its strong financing track record across several industries to help structure and arrange financing packages on behalf of its clients to support the launch of large infrastructure projects.

OC operates through two main subsidiaries that penetrate a manifold of industries and markets.

Orascom Construction

A leading EPC contractor in the Middle East and Africa, whose business span over seven decades.

Orascom Construction USA

With the integrated capabilities of its two operating subsidiaries, The Weitz Company and Contrack Watts, Orascom Construction USA (OC USA) is a full-service construction company, general contractor, design builder, and construction manager, whose business spans around 167 years and is licensed to operate across the United States.

The company's spectrum includes a wide range such as energy, water and utilities, transportation, commercial, healthcare, data center and industrial sectors.

New Cultural Center - New Capital

Investments and Recurring Income

Concessions

The Group develops and invests in infrastructure assets, creating new construction opportunities and long-term shareholder returns. We take pride in capitalizing on our previous investments and our proven track record in helping finance various sectors.

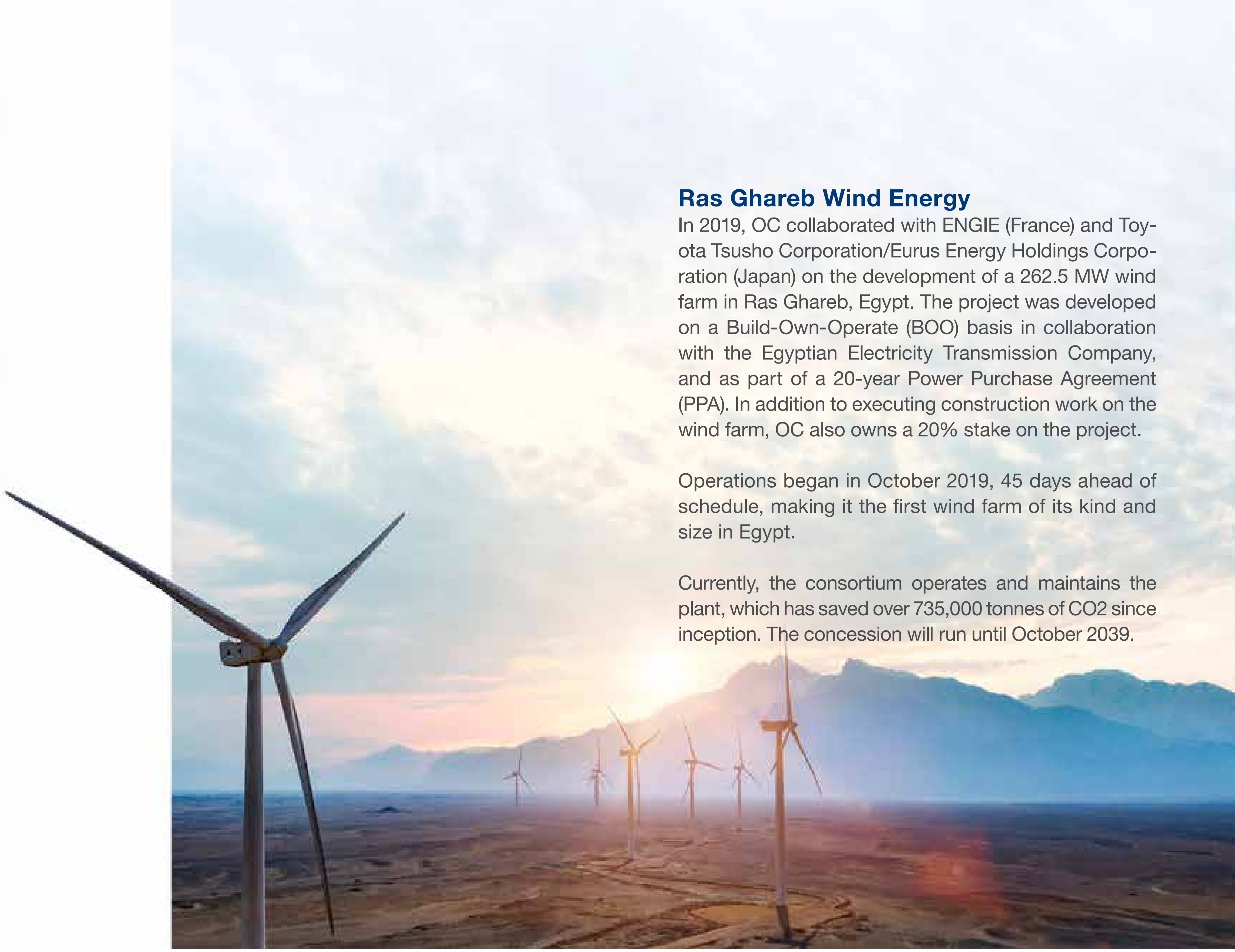
Orascom Construction PLC's Concession Portfolio		
Company	Ownership %	2022 Revenue (USD mn) *
Orasqualia	50%	16.0
Ras Ghareb Wind Energy Farm	20%	51.2

*Revenue figures represent 100% of each unit's revenue and before intercompany elimination.

Orasqualia

Established in 2009 by Orascom and FCC Aqualia, Orasqualia for Development of Wastewater Treatment Plant S.A.E acquired a construct and operate contract in the New Cairo Wastewater Treatment Plant concession, the first Public Private Partnership (PPP) project in Egypt. With the capacity to produce 250,000 m3 of water per day, the project was engineered to treat wastewater in New Cairo, supplying clean water to over one million people. The plant was initiated by the New Urban Communities Authority (NUCA), tendered by the Egyptian Ministry of Housing, Utilities, and Urban Development, and coordinated with the Ministry of Finance as a part of the 20-year PPP program. Completed in 2013, the concession is currently under operation and maintenance, and will run until 2030.

Orasqualia's success paved the way for Egypt's PPP legislation, prompting the construction of many other projects under this partnership. In 2010, the project was named Water Deal of the Year by Global Water Intelligence, and PPP African Deal of the Year by Euromoney and Project Finance Magazine. The plant has been a milestone for Egypt's infrastructure sector and serves to showcase how financing can untap our potential in this sector.



Ras Ghareb Wind Energy

In 2019, OC collaborated with ENGIE (France) and Toyota Tsusho Corporation/Eurus Energy Holdings Corporation (Japan) on the development of a 262.5 MW wind farm in Ras Ghareb, Egypt. The project was developed on a Build-Own-Operate (BOO) basis in collaboration with the Egyptian Electricity Transmission Company, and as part of a 20-year Power Purchase Agreement (PPA). In addition to executing construction work on the wind farm, OC also owns a 20% stake on the project.

Operations began in October 2019, 45 days ahead of schedule, making it the first wind farm of its kind and size in Egypt.

Currently, the consortium operates and maintains the plant, which has saved over 735,000 tonnes of CO_2 since inception. The concession will run until October 2039.

Red Sea Wind Energy

After the success of the Ras Ghareb Wind Farm, the consortium formed between Orascom Construction, ENGIE (France), and Toyota Tsusho Corporation/Eurus Energy Holdings Corporation (Japan) is developing a 500 MW BOO wind farm also located in Ras Ghareb, Egypt.

In 4Q2022, the consortium held a groundbreaking ceremony to announce construction on the project. OC owns a 25% stake in the project and is the main contractor of the wind farm.

Construction is to be completed over two phases in 1Q2025 and 3Q2025. Once fully operational, the project will deliver clean power to more than 800,000 Egyptian households. Additionally, it will accelerate Egypt's transition to renewable power generation, as well as reduce CO_2 emissions by approximately 1,000,000 tons annually.

3GW Wind Farm

In 4Q2022, Orascom Construction, in consortium with ENGIE (France) and Toyota Tsusho Corporation (Japan), signed a Memorandum of Understanding (MOU) with the Egyptian Electricity Transmission Company (EETC) and the New & Renewable Energy Authority (NREA) to build, own, and operate a 3GW wind farm in Egypt.

The new wind farm capitalizes on the consortium's past success and experience in developing similar projects executed on a BOO basis in Egypt.

El Dammam West Independent Sewage Treatment Plant (ISTP) in Saudi Arabia

Construction work on the Dammam Sewage Treatment to be completed by 1Q2023. The project has been executed on a Build-Own-Operate-Transfer (BOOT) basis and will have an initial capacity of 200,000 m3/day, expandable in the future to 350,000 m3/day.

Orascom Construction's consortium with Metito and MOWAH signed a Sewage Treatment Agreement (STA) with the Water & Electricity Company (WEC) for 25 years.

Strategic Commodities Warehouse

In 3Q2022, Orascom Construction signed an agreement with the Internal Trade Development Authority (ITDA) to build, own, and operate a strategic warehouse in Fayoum governorate, Egypt.

This strategic warehouse is part of the first phase of a larger program that plays an essential role in providing modern logistics and warehousing for important commodities across Egypt. The project will utilize state-of-the-art technology and efficient operational methods to meet existing and future needs for these commodities. Construction is expected to start once financing is secured. It will take up to 15 months, after which operation of the warehouse will commence.

Subsidiaries and Investments

Orascom Construction PLC owns a diverse portfolio of subsidiaries and investments across sectors that are complementary to the construction industry. These sectors include building materials, facility management, industrial parks, equipment services, and long-term investments.

Orascom Construction PLC's Investment Portfolio

Company	Ownership %	2022 Revenue (USD mn)*
National Steel Fabrication	100%	79.7
Alico	100%	33.0
Orascom Services	100%	42.7
United Holding Company	56.5%	116.1
United Paints & Chemicals	56.5%	13.4
National Pipe Company	40%	80.4
SCIB Chemical	14.7%	49.7
Contrack FM	100%	26.4
Orascom Industrial Parks	60.5%	32.7

*Revenue figures represent 100% of each unit's revenue and before intercompany elimination.

National Steel Fabrication

Established in 1995, National Steel Fabrication (NSF) is a wholly owned subsidiary of Orascom Construction PLC, and a leading Egyptian steel fabricator and erector that serves the infrastructure and commercial building sectors in Africa, Asia, Europe, the USA, and Latin America. NSF possesses a complex and specialized product range, including steel structures, steel collector elements, plate works, pressure vessels, boilers, heat recovery steam generators, heat exchangers, piping, tanks, and packaged skids. It owns and operates one major facility in Egypt, with a total production capacity of 50,000 tons annually.

NSF has built a reputation in delivering unwavering quality that meets international standards across all its products and services, which ultimately positioned it as one of the preferred worldwide suppliers in some of the largest international EPC companies. Its consistency in providing the highest levels of quality on precise and complex projects is made possible by utilizing the latest equipment and technologies, as well as leveraging a highly experienced and skilled workforce. NSF operates in line with ISO, ASME, AISC, BS, EN, and Euronorm quality certificates.

Alico

Established in 2000 as an Orascom Construction subsidiary, Alico is one of the Middle East's leading companies in manufacturing and installing glass and aluminum façades and architectural metal work for construction projects. The company has partnered with leading global façade system suppliers like **SCHUCO International-Germany** and **Wicona-Hydro group**, solidifying its position as a market leader with world-class solutions and high-quality products that offer durability, safety, and impeccable design.

Boasting a reputation of timely delivery, the company offers a wide range of products that includes aluminum doors, windows, stick curtain walls, unitized curtain walls, skylights, handrails, standing seam roofs, laminated stone products, in addition to architectural metal work such as aluminum, stainless steel, expanded metal mesh, and perforated metal cladding. It also provides complete façade technical solutions and support during the pre-tender and design phases.

Located in the New Suez Industrial Area, Alico Ain Sokhna plant is equipped with top-of-the line production and fabrication facilities that produce all types of façade work. The 6-hectare plant has a BUA of 18,000 m2, as well as 32,000 m2 of free land for future expansion. It is equipped to produce some of the finest façade materials given the facility's unequalled quality control standards.

Orascom Services

In 1Q2022, Orascom Construction acquired Orascom Services, a leading equipment import, distribution, and services business in Egypt. Founded by the late Eng. Onsi Sawiris over 30 years ago, the company was wholly owned by the Sawiris Family and operated independently from Orascom Construction.

Orascom Services operates an asset-light import, distribution, and maintenance business model with leadership across multiple industries including construction, marine, railway, and agriculture. As the sole agent for diverse, blue-chip Original Equipment Manufacturers (OEMs) of highly demanded equipment in Egypt, the portfolio includes leading OEMs such as **Grove, John Deere, Volvo Penta, Hitachi**, and **Mitsubishi Heavy Industries**.

United Holding Company (UHC)

UHC holds a 50% stake in **Master Builders Solutions (MBCC), Egyptian Gypsum Company (EGC)**, and **A-Build Egypt (A-Build)**, all of which were founded in 2000 for the purpose of manufacturing premium and diversified building materials and construction chemicals, specializing in contracting services. Operating through four plants in Egypt and one in Algeria, UHC's subsidiaries cater to the Egyptian and North African markets.

MBCC is one of the largest producers of specialty chemicals in Egypt and Algeria, namely admixtures and construction products. The company operates two production facilities, one in Sadat City, Egypt, with a production capacity of 100,000 metric tons per shift, and one in Baba Aly, Algeria, with a production capacity of 20,000 metric tons per shift. The two facilities were built in 2000 and 2006, respectively.

EGC is the largest producer of gypsum and its derivatives in the Egyptian market, with two facilities in Sadat City and Amereya producing a total of over 234,000 metric tons per year.

A-Build is a market-leading specialized contractor in Egypt operating in the construction protection and repair fields. Its expertise lies in several domains, including waterproofing, lining and geomembranes, thermal insulation, concrete repair, injection and fire proofing, industrial coatings, and joints sealants.

United Paints & Chemicals (UPC)

UPC owns and operates **DryMix**, the largest manufacturer of cement-based and ready-mixed mortars in powder form, leveraging German technology, and serving the construction industry in Egypt and North Africa.

Established in 2000, the 6th of October plant has a production capacity of 130,000 metric tons and c50,000 colors. DryMix's products include mortars for plaster and skim coats, putty for smoothing cementitious substrates, decorative façade renders, tile adhesives for internal and external use, colored tile grout, sealing slurries, and a flooring range.

DryMix utilizes the know-how and technical support of M-Tech/Maxit Germany, developed in the research and development (R&D) lab to act in accordance with the latest requirements of building and construction industries.

National Pipe Company (NPC)

Established in 1993, NPC is one of the largest Egyptian manufacturers of precast concrete pipes and prestressed concrete, primarily for infrastructure projects, serving the Egyptian market.

Today, the company operates two plants in Egypt with a combined annual production capacity of 86 kilometers of concrete piping ranging from 700 to 3,000 millimeters.

SCIB Chemical

Founded in 1981 and serving Egypt and North Africa, SCIB manufactures high-quality decorative paints and industrial coatings for the construction industry. Its two Egyptian plants have a combined annual production capacity of 130,000 kiloliters of paint.

SCIB supplies the highest-level products in the region renowned for variety and quality; from premium emulsion paints, special effects décor paints, and exterior paints to enamel paints and wood paints.

Contrack Facilities Management (CFM)

Established in 2004, Contrack Facilities Management S.A.E. (CFM) is a leading integrated services company that provides a number of cleaning, security, and repair services to commercial buildings through managing and operating high-value and technologically advanced machinery and equipment.

Created to serve the two 34-story Nile City Towers buildings on Corniche El Nile, Ramlat Boulak, the company has since expanded to deliver first-class services to commercial buildings around Egypt, adding value to clients and facilitating the lease of their space at prime rents to international organizations like the European Union. It currently controls the largest market share in Egypt's facilities management industry.

CFM proudly provides hard services, including engineering, fit-outs, civil and architectural repair, and maintenance services, as well as soft services including housekeeping, soft janitorial services, and deep cleaning services, with specialties in façade cleaning, landscaping, pest control, waste management, and recycling.

Additionally, it leverages an impressive client portfolio that covers most commercial property types, including local and multinational corporations, and a variety of sectors such as industrial, banking, healthcare, retail, and real estate, as well as prominent business parks, such as Smart Village in Abu Rawash. It also boasts long-term partners such as Children's Cancer Hospital, Cairo Festival City Mall, Credit Agricole, the CBE, Emirates NBD, Alshaya Group, and Dar El Handasa.

Orascom Industrial Parks (OIP)

OIP is a leading Egyptian private sector company managing industrial zones in Egypt since 1998. It developed two industrial parks, **Sokhna Industrial Park** and **Abu Rawash Industrial Park**, spanning over 12 million sqm.

Sokhna Industrial Park

Since 1998, in Sokhna Industrial Park, OIP has been the developer, operator, and utility facilitator of a 10 million sqm industrial park in Ain Sokhna on Egypt's Red Sea coast. Located 40 kilometers south of the Suez Canal and at the crossing of the Cairo-Sokhna and Suez-Hurghada highways, the park benefits from one of the most attractive locations for industrial projects in Egypt.

With a track record of over 60 projects and over 100 clients, Sokhna Industrial Park develops industrial land and provides utility services for light, medium, and heavy industrial users in Ain Sokhna. Its industrial park proudly operates a large network, providing a wide range of products and services including power, water, firefighting, sewage treatment, and telecommunications connections. Other services include flood control protection, solid waste disposal, and access to roads and railways.

Abu Rawash Industrial Park

This 2.3 million sqm ECO industrial park is located in Abu Rawash, Giza, Egypt in proximity to key transport infrastructure, including Highways, Airports, Ports and Railways. The park is perfectly designed to utilize the space while also considering sustainability, cross-industry and community collaboration.

It will offer industrial land, plug & play, build to suite, warehousing, and storage facilities as well as other amenities including logistic support, office spaces, training center and retail showrooms, while simultaneously ensuring that all activities collaborate to minimize waste and maximize industrial park efficiency.

3D Printing Construction

In 4Q2022, Orascom Construction formed an exclusive partnership with Denmark-based COBOD to bring state-of-the-art 3D Printing Construction (3DPC) technology for the first time in Egypt. This partnership will explore various opportunities in the Egyptian market that utilize 3DPC technology in printing entire buildings.

It is expected to lead the technological advancement of the construction sector in Egypt, given this new technology is more cost and time effective compared to traditional methods of construction. It is also more environmentally sustainable as it reduces material consumption, construction waste, and carbon footprint.

Operation and Maintenance Contracts

Orascom Construction PLC has a proven track record in the O&M field, where it has secured a number of multi-year O&M contracts for projects on which the Group is also the contractor. The current O&M contracts span across several sectors such as water treatment, wastewater treatment, water desalination, and transportation, including a ten-year O&M contract for the largest water treatment plant in Egypt and a thirty-year O&M contract for the world's longest Monorail project in Egypt.

Active projects

Abu Rawash Wastewater Treatment Plant

Orasqualia, a joint venture between Orascom Construction and Aqualia, began the operation and maintenance of the Abu Rawash project in March 2022, for a duration of three years. At its peak, the project is expected to recycle an average of 1.6-2 million m3/day of primary and secondary treated sewage water. It currently provides clean water to 9 million people.

Bahr El Baqr Water Treatment Plant

In December 2021, a JV between Orascom Construction and Arab Contractors commenced the 10-year O&M contract on Bahr El Baqr, a 5,600,000 m3/day plant with the purpose of enhancing natural resource use in the Sinai Peninsula. The plant will contribute to land reclamation and the cultivation of land east of the Suez Canal in Sinai, where water will be sent from the plant to irrigate some 475k feddans of land. The JV is responsible for the plant's routine and preventive maintenance, in addition to the supply of spare parts and consumption materials such as fuel, water, and chemicals. The project was recorded as the world's largest water treatment plant by Guinness World Records.

Future O&M Projects following the completion of construction

Al Hammam Agricultural Wastewater Treatment Plant (AAWWTP) - Egypt

The scope of the O&M contract for the Al Hammam Agricultural Wastewater Treatment Plant, in which contractors Metito, OC, Hassan Allam, and Arab Contractors are equally involved, will begin in 3Q2023 and continue for five years. The scope of work includes the operation and maintenance of the 7,500,000 m3/day plant, set to become the largest of its kind in the world. The project will provide treated water for the irrigation of up to 500k feddans west of the Nile Delta.

SFAX Seawater Desalination Plant

OC (37.5% stake), in collaboration with METITO (37.5% stake) and COBRA Installation Services (25% stake), will lead the operation and maintenance of the SFAX Seawater Desalination Plant for two years, upon the completion of the construction in March 2024. The plant will have the capacity to produce 100,000 m3/day, extendable to 200,000 m3/day, and enhance the quantity and quality of the water supply to the SFAX metropolitan area, thereby contributing to better living conditions, as well as greater economic and social growth in the area. The project is expected improve the drinking water supply for 600,000 to one million people.

Borg El Arab International Airport

Orascom Construction (49% stake) and TAISEI (51% stake) will be the main O&M contractors of the Borg El Arab International Airport, expected to commence in 2Q2024 and take two years to complete. Located 40 km southwest of Alexandria, it will serve Alexandria and the nearby areas of the Nile Delta. With the completion of the second phase, the airport will have the capacity to handle 3.5 to four million passengers per year, as well as a cargo capacity of 10,000 tons per year, expandable according to air freight requirements. The scope of work includes full maintenance and repair services for the airport's systems and works.

Monorail

A JV between Orascom Construction and Arab Contractors is working on the large-scale Monorail project, set to be the longest monorail system in the world, enabling fast, sustainable, comfortable, and safe transportation for around 45,000 people per hour per direction. The project, where Alstom owns an 80% stake and is also a contractor, will enhance a two-line monorail rapid transit system, being the first public transport link from the New Administrative Capital and 6th of October City to the Cairo metropolitan area. The scope of work includes O&M services for both lines and related facilities for a 30-year period. The project is set to be handed over in phases, with the New Capital line to be completed in 2H2024 and the 6th of October line in 2025.

High-Speed Rail Project Green Line -- Maintenance for Egypt's First High-Speed Rail System

Siemens, Arab Contractors, and Orascom Construction will be the main O&M contactors of the High-Speed Rail Project Green Line, expected to commence in 2027, following the warrantee of the EPC contract. The 22-station high-speed, electrified main and freight 600 km rail line is the first of three lines. Once completed, the line will transport more than 30 million people per year and save up to 50% travel time providing efficient, safe, and affordable transportation for passengers and goods across the country. Additionally, it will connect both sea and dry ports, improving freight movement efficiency and increasing freight transported on rails by 15%. The scope of work on the 15-year contract includes operating and maintaining the lines and related facilities. The project is set to become the sixth largest worldwide after the completion of all three lines.

OUR BRANDS

OC PLC's construction division operates across multiple geographic markets through two main brands. Orascom Construction operates in the Middle East and Africa, while Orascom Construction USA, a consolidation of The Weitz Company and Contrack Watts, operates in the US market. Bolstered with a 50% stake in the Belgium-based BESIX Group, both companies possess extensive experience in the construction and concessions industry worldwide.

ORASCOM CONSTRUCTION

Ownership

100%

Core Market

Egypt, the Middle East, and Africa

Expertise

Infrastructure, industrial, and commercial projects.

ORASCOM CONSTRUCTION USA

Ownership

100%

Core Market

USA (including the Pacific Rim)

Expertise

Infrastructure, including EPC services and facilities maintenance for federal projects, and commercial and industrial projects. Registered in all 50 states and Washington DC.

BESIX

Ownership

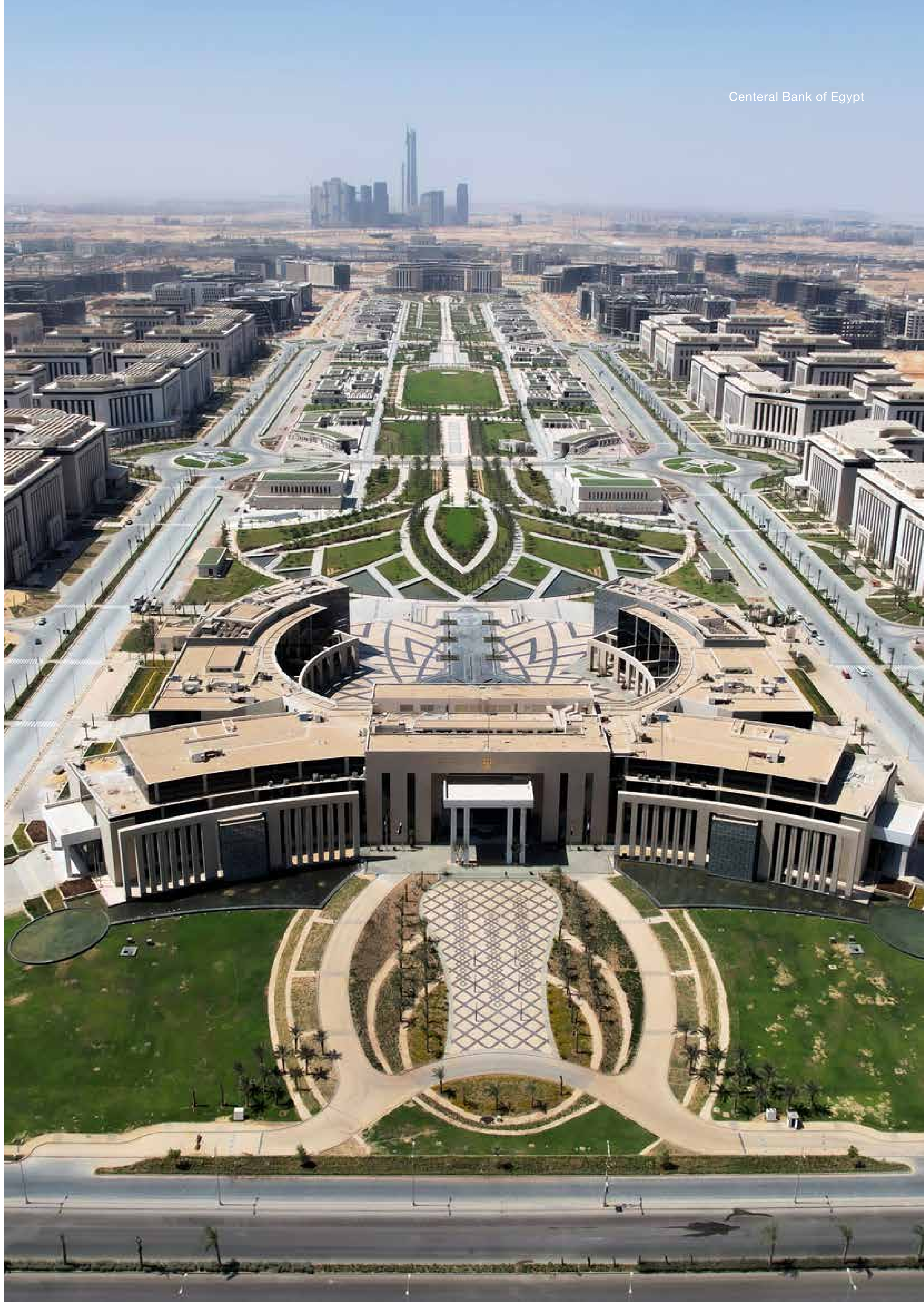
50%

Core Market

Europe and MENA

Expertise

Infrastructure, marine and high-end commercial projects


Centeral Bank of Egypt

ORASCOM CONSTRUCTION

With over 70 years of experience, Orascom Construction is a leading EPC contractor in the Middle East and Africa with diversified operations spanning the infrastructure, industrial, and commercial sectors.

A solid reputation as a leading turnkey contractor has helped the company attract a wide range of public and private sector clients to work on large-scale infrastructure, industrial and commercial projects. Orascom Construction has a proven track record of on-schedule delivery of premium work across various sectors, ranging from power to water treatment, petrochemicals, industrial, transportation, and complex commercial structures. In addition to outstanding operations, the Company strictly adheres to international health and safety standards.


City of Arts and Culture

100%
Ownership

3,873.5
FY 2022 Backlog

51,134
Employees

0.011
LTIR


Egyptian Military Stadium

2022 Backlog by Region
- MEA 100%

2022 Backlog by Sector
- Infrastructure....... 82.8%
- Commercial......... 12.7%
- Industrial 4.5%

2022 Backlog by Client
- Public.................... 94.1%
- Private.....................5.9%

ORASCOM CONSTRUCTION | USA

With a combined track record of 160 years, Orascom Construction USA, with its two operational subsidiaries, The Weitz Company and Contrack Watts, specializes in the commercial, housing, Information, Communication and Technology (ICT), and transportation sectors.

Headquartered in Des Moines, Iowa, all our businesses are licensed to operate across the United States. Orascom Construction USA is a full-service construction company, general contractor, design builder, and construction manager with a strong presence throughout key markets including the commercial, senior living, student housing, data centers, and transportation segments.

To solidify our reputation, we constantly pursue the latest construction innovations and technologies to provide clients with predictable, reliable, and collaborative services. As a leading, competitive player in the market, we continue to contribute to the Group's profound success.

www.weitz.com

www.contrackwatts.com


Kansas City International Airport

100%
Ownership

1,397.7
FY 2022 Backlog

2,174
Employees

0.00
LTIR


26th & Alcott


2022 Backlog by **Region**

- USA.................... 94.7%
- MEA (incl. Japan).....5.3%


2022 Backlog by **Sector**

- Infrastructure 9.0%
- Commercial..........59.5%
- Industrial 31.5%


2022 Backlog by **Client**

- Public......................8.5%
- Private.................. 91.5%

BESIX

With over 100 years of experience, BESIX Group operates across a wide range of construction, property development, and concessions markets in Europe, the Middle East and Australia. The Group is a leading contractor based in Brussels, Belgium.

With its footprint covering over 20 countries, BESIX is an active real estate developer in Western Europe managing concessions through public-private partnerships in Europe and the Middle East. Since its establishment in 1909, BESIX has become a leading contractor with a wide variety of projects, varying from high-end commercial infrastructures to marine structures, environmental works, sports and leisure facilities, and industrial projects.


Ico LUX

50%
Ownership

2,813.1
FY 2022 Backlog

10,936
Employees

0.47
LTIR


Vistula Spit POL

- Europe 54.6%
- Middle East 13.1%
- Other MEA.................11.3%
- Africa 5.7%
- America..................... 1.3%
- Australia 14.1%

- Infrastructure 47.7%
- Commercial & Industrial.....52.3%

- Public............... 51.2%
- Private..............48.8%

OUR FOOTPRINT

Orascom Construction, through its main subsidiaries and 50% stake in the BESIX Group, has a global footprint.

Orascom Construction	65%
BESIX	35%
Total	**100%**

Egypt	44.5%	US	16.8%
KSA	1.7%	Australia	4.9%
UAE	4.3%	Africa	3.2%
Other MENA	2.3%	Other	3.3%
Europe	19.0%	**Total**	100%

* This map depicts the main countries of operation. Breakdown of backlog figures is based on Orascom Construction PLC's pro forma backlog, which includes the Group's 50% stake in BESIX. On the Group's statutory financial statements, BESIX is accounted for under the equity method.

OPERATIONAL REVIEW

Orascom Construction remains positioned as a leading global construction group with a diverse offering and expansive footprint.

Shooting Club

New Alamein Towes

MENA

Orascom Construction – Infrastructure

Part of Orascom Construction Strategy is contributing to economic development and social progress of the communities it is involved in, consequently it has been involved in the construction of some of the key infrastructure projects, which included water treatment, transportation, and power generation projects.

Water Treatment Sector in Egypt

For the past years, Orascom Construction has been involved in the construction of a number of projects in the water sector spanning across desalination, wastewater treatment, irrigation, and water infrastructure. Moreover, the Group has secured several operation and maintenance (O&M) contracts ranging between one and ten years.

In 2022, Orascom construction continued its work on several existing iconic projects like the **Al Hammam Agricultural Wastewater Treatment Plant (AAWWTP)** and **Abu Rawash Wastewater Treatment Plant**, among many.

Wastewater Treatment Plants

A 50:50 JV between OC and Aqualia handed over the engineering, procurement, and construction (EPC) works of the **Abu Rawash Wastewater Treatment Plant**, with a capacity of 1.6 million m3 per day. The project started in 2Q2018 and was completed in 3Q2022, currently serving 6 million people. The JV is set to start its three-year O&M contract on the plant.

Abu Rawash Wastewater Treatment Plant

Progress continued on the construction of the **Al Hammam Agricultural Wastewater Treatment Plant (AAWWTP),** currently named **New Delta Wastewater Treatment Plant**, where OC is part of a JV with Metito, Arab Contractors, and Hassan Allam. The project is part of the state's strategy to expand Egypt's agricultural area and develop the West Delta region. The plant is located in the North Coast's El Hammam area and expected to be the world's largest water treatment plant of its kind,

Al Hammam Agricultural Wastewater Treatment Plant

with a capacity of 7.5 million m3 per day. The scope includes design, supply, installation, commissioning, startup, operation, and maintenance for five years. The treated water will irrigate up to 500,000 feddans west of the Nile Delta area. The project is scheduled to be completed in 2Q2023. Additionally, OC as a main contractor is also constructing the **Al Hammam Pumping Stations**. The scope of work encompasses the construction of two lifting pumping stations and 14 KM GRP transmittal pipelines. This project is scheduled for completion in 3Q2023.

The OC Metito JV completed its work on the **New Alamein Wastewater Treatment Plant**, with a capacity of 90,000 m3/day in 4Q2022.

New Alamein Wastewater Treatment Plant

OC is also working on the **Wastewater Pipelines to El Gabal El Asfar** project, a concrete pipeline that extends from New Cairo to El Gabal El Asfar, with a diameter of 3,400 mm. The project is scheduled for completion on 3Q2023.

Seawater Desalination Plants

In 4Q2022, the 50:50 JV between Metito and OC completed construction of Phase 2 of the **Al Arish Seawater Desalination Plant**, with a capacity of 100,000 m3 per day. The plant is to serve 750,000 people in North Sinai.

Al Arish Seawater Desalination Plant

Additionally, OC's JV with Metito continued its EPC works on the **Sharm El Sheikh Seawater Desalination Plant**, with a daily capacity of 30,000 m3, expandable to 60,000 m3 per day. The project is expected to be completed in 4Q2023.

Sharm El Sheikh Seawater Desalination Plant

Water Supply

Works on the **Main Water Networks and Canals in the Toshka Project**, where the scope includes the construction of the main water network, road works, and canal lining are on schedule.

Toshka Water Networks

In 2022, OC was awarded two additional contracts, with the first for the **Reclamation of 17,000 Feddans project** - Phase 6 at Toshka Farm, which included the works for four lagoons with five intakes from the main canal to the lagoons, five Pump Stations with their related civil and electro-mechanical works, four Electrical Buildings, four Administration Buildings, as well as the fences and landscapes for the four locations. The second contract was for the **El-Reef El Masry - Main Water Networks in Toshka**. OC's scope includes the excavation and laying of 169 km of HDPE pipelines of different diameters, construction of a 165 km road, as well as the construction of the main canal, end basin and booster basins.

Toshka Farm

These projects are part of the New Valley Project, or the Toshka Project for The National Company for Reclamation and Agriculture of Desert Lands, an ambitious mega project to create a second Nile Valley. Once completed, it will double the region's arable land, create 2.8 million new jobs, and attract over 16 million people to the new towns planned.

Works continued on the **Alamein Pumping Station & Force Mains** in the JV between OC and Metito. The scope of work consists of the main gravity lines with diameters varying from 1,200 to 1,800 mm, at a total length of 4.5 km, for a main pumping station, as well as a force main with a diameter of 1,000 mm and a total length of 11.5 km. The project is set to be completed in 4Q2023.

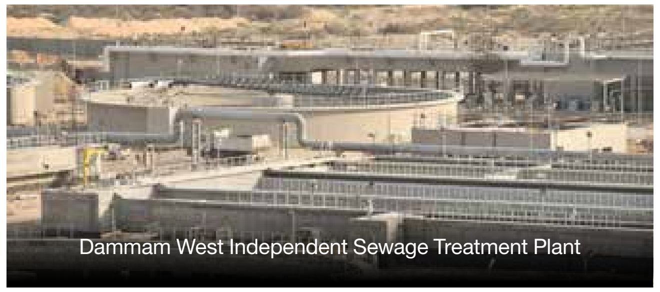
Works on **The Development of Egyptian Villages in Farafrah** continued as scheduled. OC's scope includes the construction of sewage and water infrastructure pipelines, a wastewater treatment plant, nine pumping stations, and several buildings for health units, agriculture, youth centers, and family development centers. Completion is expected in 2Q2023.

The Development of Egyptian Villages in Farafrah

The Development of Egyptian Villages in Farafrah

Dammam West Independent Sewage Treatment Plant in Saudi Arabia

In 2022, the consortium between OC and Metito continued the EPC works on the **Dammam West Independent Sewage Treatment Plant**, the first ISTP project in Saudi Arabia. The project is executed on a Build-Own-Operate-Transfer (BOOT) basis, and the scope includes the commissioning and testing of a new tertiary wastewater plant with a capacity of 200,000 m3 per day, expandable to 350,000 m3 per day. The project's completion date is expected in 3Q2023.



Dammam West Independent Sewage Treatment Plant

Sfax Seawater Desalination Plant in Tunisia

In 2022, OC's JV with Metito and Cobra continued its EPC works on the **Sfax Seawater Desalination Plant**. The plant will have a daily capacity of 100,000 m3, expandable to 200,000 m3 per day. In addition to EPC scope, the JV has an O&M contract for 24 months. The project is due for completion in 2024.

Sfax Seawater Desalination Plant

Transportation Sector in Egypt

OC's portfolio of railway projects, which includes the monorail, light rail, railway, and metro, has maintained the Group's position as a leading partner on mega projects in Egypt.

In 3Q2022, the TSO and OC JV completed works on the **Light Rail Transit (LRT),** an interurban light rail project that will connect Ain Shams and 10th of Ramadan City, passing through the cities of El Obour, El Shorouk, and Badr. The LRT starts at Adly Mansour Metro Station (Line 3) and ends at the New Administrative Capital. It is estimated to transport around one million passengers daily. OC's scope includes track works for a 140 km single line, 66 km of double track, and 10 km of single track in the depot at Badr Station.

Light Rail Transit

In a consortium with Bombardier and Arab Contractors, Orascom Construction is currently executing the world's longest **Monorail Transit** project in Egypt, at a total length of 96 km. The project links Greater Cairo with the New Administrative Capital and 6th of October City and will greatly improve mobility for Egyptian citizens. The two lines will be capable of transporting c.45,000 passengers per hour in each direction, with operating speed up to 80 km/hour, once full capacity is reached. The project was awarded in 3Q2019, and it is scheduled to be completed by 4Q 2024 for the New Administrative Capital line and 3Q2025 for the October City line. On completion, the consortium will be responsible for the O&M of both lines for 30 years.

Monorail Transit

Progress is ongoing in the modification, renewal, and maintenance of the **Banha-Port Said Line**. The project covers the supply of all components and the construction of 356 turnouts of 45 km tracks. OC's scope also includes the removal of old tracks and turnouts and installation of new ones. The project started in 2Q2020, and is scheduled to be completed in 3Q2023.

Progress also continued on Egypt's first **High-Speed Rail Project Green Line**, where OC is part of a consortium to design, install, commission, and maintain for 15 years for the National Authority for Tunnels (NAT). The 22-station high-speed, electrified main and freight rail line is the first of three lines. This line will serve as a new Suez Canal, linking the port cities of Ain Sokhna on the Red Sea and Alexandria, Alamein, and Matrouh on the Mediterranean, over 660 km. Once completed, the line will transport more than 30 million people annually and save up to 50% travel time providing efficient, safe, and affordable transportation for passengers and goods across the country. The line will also connect both sea and dry ports, improving freight movement efficiency and increasing freight transported on rails by 15%. Work on the green line is scheduled to be completed in 2025.

This will be the country's first-ever electric railway, spanning about 2,000 km. The rail lines will connect 60 cities nationwide via trains that can operate at up to 230 km/hour. The network, which will be accessible by around 90% of Egyptians, will include three lines and provide about 500 million journeys annually. Upon completion, the project will be the sixth largest of its kind worldwide.

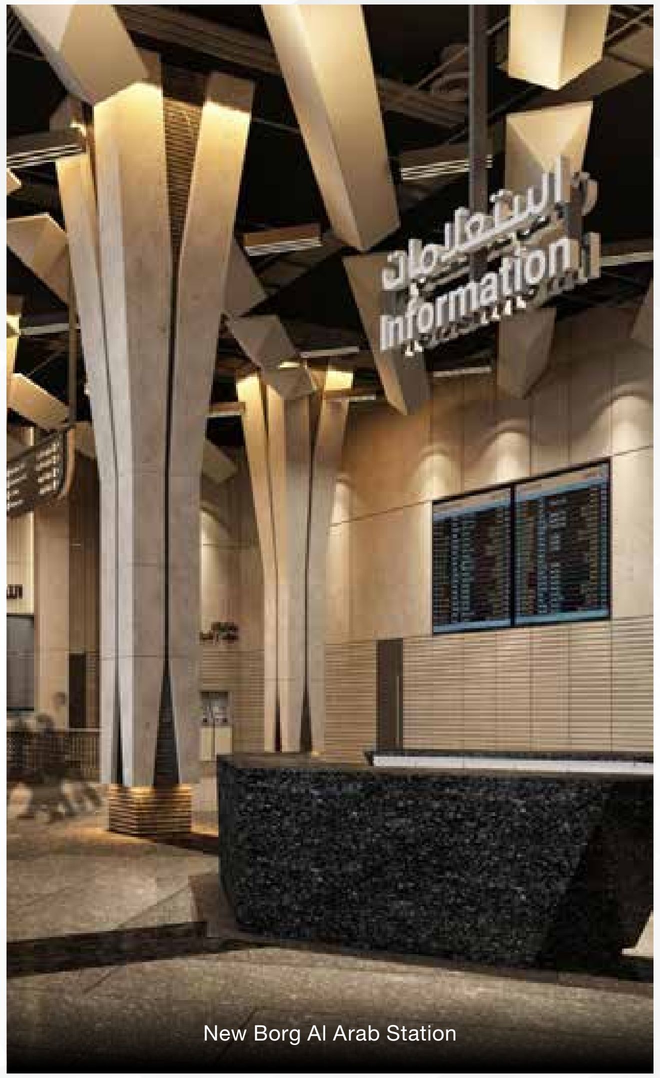
High-Speed Rail Project

High-Speed Rail Project

In 2Q2022, Orascom Construction and its consortium partners Siemens Mobility and The Arab Contractors, were awarded the NAT contract for the additional two lines. The second **High-Speed Rail Project Blue Line** will stretch 1,100 kilometers, linking Cairo in the north with Aswan's Abu Simbel in the south. The third **High-Speed Rail Project Red Line** will connect Luxor in Upper Egypt with Hurghada on the Red Sea.

In 1Q2022, OC was awarded the construction of the **New Borg Al Arab Station** for the high-speed train. The project comprises the civil works and finishes for the main passenger station, including Boarding and Arrival Halls, three platforms for both High Speed and Express Trains, ancillary buildings, as well as the depot. All station components are linked together through five pedestrian bridges. The station's architectural and interior design reflects a modern treatment of ancient Egyptian architecture.

The scope also includes landscape areas, parking lots, and limited commercial areas. Construction is expected to be completed in 2024.



New Borg Al Arab Station

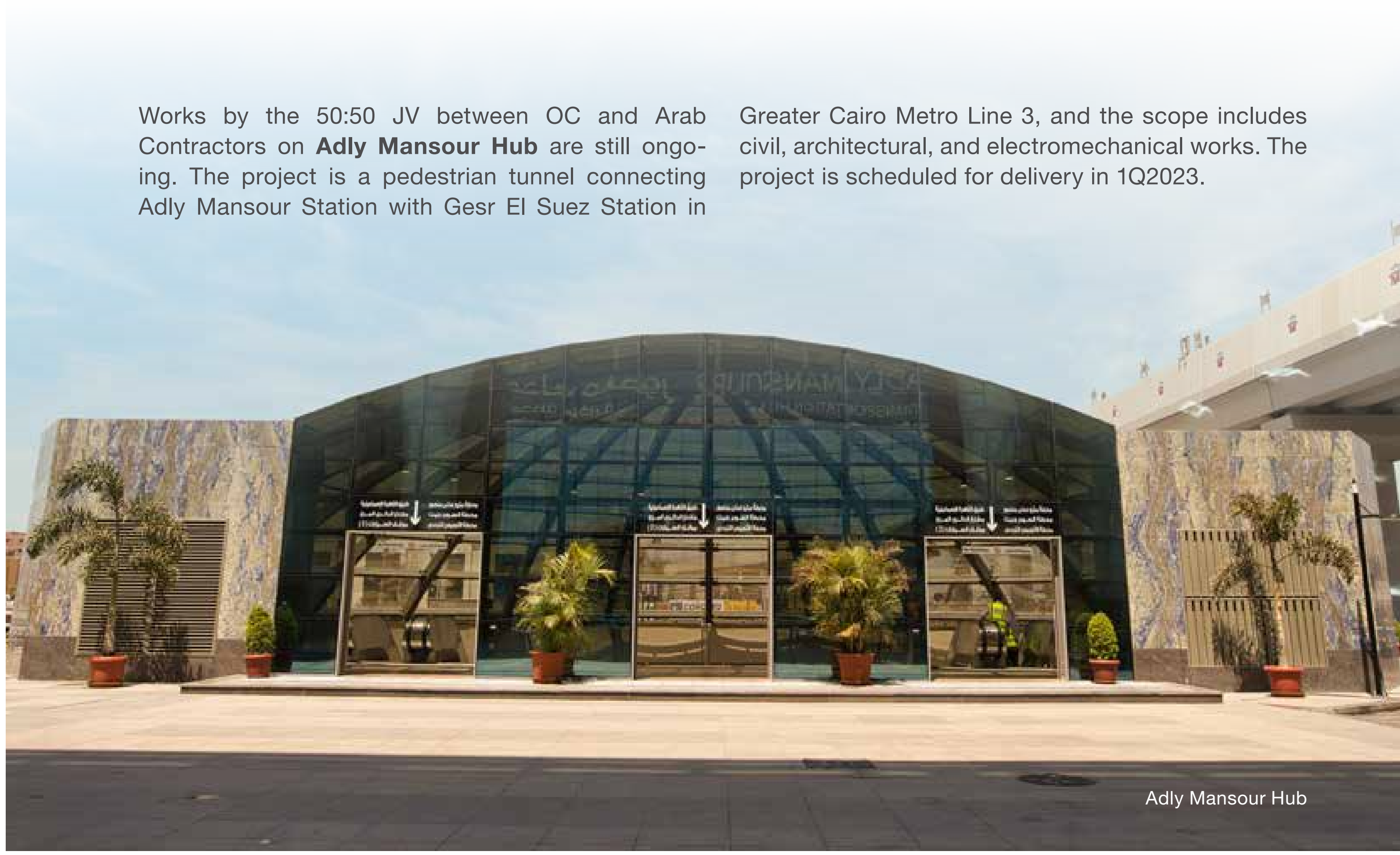
In addition, OC is working on its EPC subcontract for the implementation of signaling and communications system modernization on the **Naga Hammadi-Luxor Line**. The project will be implemented with a modern electronic system (EIS) that achieves the highest safety rates and holds a Safety Integrity Level 4 (SIL4) certificate, the highest rate of safety worldwide. The project covers 14 stations and 45 level crossings along 118 km from Naga Hammadi to Luxor. The scope includes civil works for 118 km from Naga Hammadi to Luxor consisting of cable trenches, signaling installation, and complete supply and installation of power supply and communication scope. The project is scheduled for completion in 4Q2024.

Greater Cairo Metro Lines 3 & 4

As part of a French/Egyptian Consortium, Orascom Construction continued to execute two packages of the **Greater Cairo Metro Line 3 Phase 3**. The first package's scope includes civil and electromechanical works for the phase, which consists of 15 stations, eight of which are underground, five elevated, and two at grade, in addition to annex structures, a stabling area, and a light repair workshop. The phase spans a total length of about 18 km. Works started in 2016 and will end in 2023. The second package is Line 3 Adly Mansour Station, considered one of the major central stations connecting the New Administrative Capital with various parts of the country. It will act as a full-service transport complex offering five different modes transportation, including Metro Line 3, an electric train route, a railway station, a Super Jet station, and bus rapid transit (BRT).


Greater Cairo Metro Line 3 Phase 3

Works by the 50:50 JV between OC and Arab Contractors on **Adly Mansour Hub** are still ongoing. The project is a pedestrian tunnel connecting Adly Mansour Station with Gesr El Suez Station in Greater Cairo Metro Line 3, and the scope includes civil, architectural, and electromechanical works. The project is scheduled for delivery in 1Q2023.


Adly Mansour Hub

Works on **Greater Cairo Metro Line 4 Phase 1**, where OC is part of a consortium with Mitsubishi Corporation, Colas Rail, and Thales is ongoing. The scope includes the execution of the railway systems, track, and depot works. The first phase of the underground Line 4 will stretch 19 km and will include 16 stations, spanning from central Cairo to the Giza Pyramid Complex, crossing beneath the Nile River. It is split into three packages: civil works and construction, railway system, track and depot work, and the rolling stock. OC's scope includes the railway systems (signaling, power supply, AFC, PSD, and telecom), track, and depot works package.

Roads and Bridges Sector in Egypt

Owning a specialized road construction subsidiary has enabled Orascom Construction to become one of the key contributors in the development of road networks in Egypt, Saudi Arabia, and the United Arab Emirates.

In 2022, OC continued the construction of several internal roads in old and new cities, as well as highways linking several governorates throughout Egypt.

OC delivered two road projects with a total length of 130 km in both directions. The first project is the three-lane **Upper Egypt-Sheikh Fadl Freeway** expansion at a length of 30 km in both directions, with the scope of upgrading asphalt pavement works, including base and sub-base courses. The second project pertains to the construction and upgrade of the 100 km **Toshka-El Owaynat Road**. This is in addition to upgrading the asphalt pavement for the **Internal Cairo Roads** in Heliopolis and Nasr City at a total length of 30 km, as well as its work on **El Monagga Bridge** by the General Authority for Roads, Bridges and Land Transport (GARBLT). The bridge is part of the Ring Road extension and is 1.2 km in length and 12 km **Cairo Ismailia Agricultural Road**.

Meanwhile, work progressed as scheduled on several internal roads in the New Administrative Capital, at a total length of 167 km. The first contract is for the construction of roads at the **Al Kayan Project**, which consists of internal roads and roundabouts at 11–16 m wide. The second contract included the construction of six-lane main roads and three-lane service roads at a combined length of 81 km in both directions for **Phases 1 and 2 of the New Administrative Capital.**

OC continued working on seven highways and railways at a total length of 300+ km in both directions. These included the 40 km **Matrouh-Sallum Road** and the 75 km **El Wahat El Dakhla Road**, as well as the 10 km **Sharm El Sheikh Road**. The Group is also working on the **El Dabaa Road** spanning 21 km, the upgrade of the 90 km **Cairo-Alexandria Desert Road**, the 40 km **El Farafra Road**, as well as the **Qattara Depression Road**, spanning 30 km.

During 2022, OC was awarded 100+ km of new road projects. These consisted of upgrading and widening of 30 km of the **Ras El Hekma Road**, 45 km of new construction of the **Feran-Saint Catherine Road**, as well as the upgrade and new construction of 30 km on the **Sahel to Ras El Hekma Road**.


Ras El Hekma Road

Airport Sector in Egypt

OC has a longstanding relationship with the Egyptian Air Force since the 1990s, becoming one of the primary contractors involved in the upgrade of its civil airports.

In a JV with Taisei Corporation, Orascom Construction continued the modernization and extension of **Borg El Arab International Airport**. The project covers the construction of a new low-cost carrier (LCC) passenger terminal building, a new apron in front of the new LLC terminal building, as well as airport utilities. OC's scope includes civil, electromechanical, and finishing works. Once completed, the O&M will be done within 24 months. The project should be delivered in 2023.


Borg El Arab International Airport

In addition, OC is working on the road works at **Al Alamein International Airport** for the Egyptian Armed Forces. The project is located on Egypt's Northern Mediterranean coastline, halfway between Alexandria and Marsa Matrouh. The airport is a privately-operated international airport that serves passenger traffic for and around the rapidly developing Egyptian North Coast. It also acts as a technical landings and cargo transit hub for Euro-African and Asian-African traffic.


Al Alamein International Airport

The scope consists of the upgrade of the existing asphalt road, including earthworks and base course layers with a total length of 6 km.

During 2022, OC was awarded two new contracts for the construction of internal road and asphalt work for the **Sharm El Sheikh and Barani Airports**.

Fujairah International Airport in UAE

As part of a JV with Al Sahraa Group, OC is working on the construction works of a new runway, an extension of the old runway, taxiways, a new air traffic control tower, as well as other related buildings and infrastructure works at **Fujairah International Airport** in the UAE. The project is due for completion in 2023.


Fujairah International Airport

Operation of Completing and Developing Ain Sokhna Port

In 2022, OC was awarded Phases 1 and 2 in the expansion of the **Ain Sokhna Port** . This is the port's largest expansion project, entailing the construction of four new basins and 18 km of berths (a quay wall structure). Phase 1 is to construct a quay wall with a total length of 880 m at basin 3. For Phase 2, OC's scope is to construct a quay wall with a total length of 1,000 m at basin 6.


Ain Sokhna Port

Infrastructure Networks in Egypt

Since 2007, OC has proudly played leading role in the sustainable development of Egypt's infrastructure.

The Orascom Construction/Hassan Allam 50:50 JV continued infrastructure works on the **Beit El Watan Project** in New Cairo. Works include earthwork, sewage, water, and electrical networks on 2,165 acres. The project was awarded in 2016 and is scheduled to be completed by 1Q2023.

Green River Project

The JV also continued its works on the **Green River Project** at the New Administrative Capital, with a total area of 205 feddans. The scope of works includes infrastructure, landscape, and hardscape, as well as the construction of several decorative features, service and facilities buildings, cinema and restaurant complexes, multiple bridges, and other light construction. The project started in 3Q2019 and will be delivered in 1Q2023.

In parallel, the JV continued working on the infrastructure works of the **Residential Districts (R3), Mostakbal RD & Academic Area** in the New Administrative Capital. OC's scope includes earthworks, sewage, water, irrigation, and electrical networks of 1,469 acres on a total area of c.751,451 m2. Kicked off in 1Q2016, the project is slated for completion by 2Q2023.

Additionally, the OC/Hassan Allam JV continued infrastructure works on the **East Port Said Industrial Area**. The scope consists of the execution of sewage networks, water networks, irrigation networks, and force main networks. The project started in 3Q2019 and is scheduled to be completed in 4Q2023.

The OC/HAS JV continued its infrastructure works on **New 6 October City** . Works include earthwork of road, sewage, water. and irrigation networks on an area of 3,500 feddans. The project, which started in 3Q2019, is set to be completed in 1Q2023.

In 2Q2021, as a main contractor, Orascom Construction started new infrastructure works on **550 feddans at the New Administrative Capital** . OC's scope includes site levelling, earthwork, road work, and infrastructure for land located between Ben Zaid Axis and South 90 Axis. The project is scheduled to be completed by 4Q2023.

In 2022, OC was awarded the **32,000 Feddan Reclamation project** . The project is part of the Al-Dab'aa axis development Phase 2 reclamation of 250,000 feddans for agriculture purposes to assist in covering Egypt's crop needs, alongside similar projects in Toshka. The scope consists of infrastructure works such as road networks to facilitate product transportation, canals to distribute irrigation water, a piping network to provide irrigation systems (pivots) with water, and land leveling and grading for pivots. The project is scheduled for completion in 2023.

Power Generation in Egypt

OC's power track record is comprised of projects completed or under construction with a capacity of 30 GW executed in partnership with global technology providers, such as Siemens AG, General Electric (GE), Engie, Toyota Tsusho, Ansaldo, and Alstom. The Group has been involved in most power generation models, whether conventional simple cycle, combined cycle, steam, or renewable energy power plants.

Continuing with its strategy and in a consortium with Toyota Tsusho Corporation/Eurus Energy Holdings Corporation and ENGIE, OC had a groundbreaking ceremony at the **500 MW Build-Own-Operate Wind Farm** in Egypt, in the presence of Egyptian Electricity Transmission Company (EETC). This new 500 MW wind farm project builds on the past success achieved by the consortium in developing Egypt's first renewable energy Independent Power Producer (IPP) project of its kind and size (completed in October 2019 ahead of schedule).

The project's scope is to develop, construct, and operate the wind farm for 20 years. With this project, OC is tripling its wind energy BOO capacity in Egypt to over 760 MW. The project is be executed within 30 months after financial closing. This project also further reinforces Orascom Construction's position as a leading player in the power and renewable energy sector in the Middle East and Africa.

500 MW Build-Own-Operate Wind Farm

In 4Q2022, OC consortium with Hitachi ABB Power Grids commenced its work on the **National Power Grids Connection** between Egypt and the Kingdom of Saudi Arabia. The consortium will build the HVDC converter station in northeast Cairo and the transition station in Taba, Sinai. This unique project is among the most advanced and complex high-voltage direct current (HVDC) projects of its kind worldwide and stands as the first inter-continent HVDC project in the world. The project will allow both countries to exchange up to 3 GW at peak times, providing power supply to more than 20 million people, as well as allowing both Egypt and Saudi Arabia to improve the efficiency of transmission grids and exchange renewable energy, supporting a carbon neutral future. OC's scope includes the design, procurement, supply, construction, installation, testing, and commissioning of the Badr HVDC Converter Station and Taba Transition Station. It also includes telecommunication works in both Egypt and Saudi Arabia. Operation for the first stage of the project is scheduled to start in late 2024, with a capacity of 1.5 GW, and the balance of the capacity by early 2026.

Jiji & Muluembue Hydropower Plants

Construction continued on the 51 MW Jiji & Muluembue Hydropower Plants in Burundi continued, as part of a 50:50 JV between Orascom Construction and CMC Di Ravenna. The scope includes earthworks, civil works such as river diversion, a dam, intake, and a sandtrap and purge channel, as well as tunneling, pipelines, six turbines, generators, transformers, switchgears, road works, and the operation city. Works are scheduled to be completed in 2Q2024.

National Power Grids Connection

Orascom Construction – Industrial

For over 20 years, Orascom Construction has played a leading role in industrial, cement, fertilizer, oil and gas, and petrochemicals projects intended to support growth in emerging markets. It has completed an impressive list of plants in the Middle East and Africa

Industrial Projects in Egypt

Orascom Construction's experience spans across a wide array of industries in the Middle East, and specifically in Egypt. OC continuously secures large contracts, working in partnership with other leading regional and multinational contractors. Its in-house team completes all civil, mechanical, and electrical works and even supplies steel structures and equipment.

In 2022, OC delivered two of its four contracts awarded in 2020 to execute the **East Owainat Potatoes Projects**. The first project is a refrigerator storage for 64,000 tons of potato seeds, the second a refrigerator storage for 64,000 tons of raw potatoes, where OC is responsible for supply, installation, construction, commissioning, and operation. The third project, a freezer storage for 6,000 tons of final packed potatoes and the fourth project, a design and build half-fried potato plant, are expected to be completed 2Q2023.

East Owainat Potatoes Projects

Work started on the **Textile Manufacturing Complexes in Damietta and El Mahalla** that Orascom Construction is building for the Holding Company for Cotton, Spinning, Weaving and Garments. The projects will play a central role in the revival of the textile industry in Egypt, and the manufacturing complexes will utilize state-of-the-art equipment across different facilities covering a combined area of more than 189,000 m2. In Damietta and El Mahalla, OC is constructing four new factories with a scope that includes all civil, architectural, and MEP works.

Damietta Textile Manufacturing Complex

Green Hydrogen

OC's consortium with Fertiglobe, Scatec, and the Sovereign Fund of Egypt began developing Egypt's first 100 MW Green Hydrogen Production Facility. The production facility will stand as the largest independently owned facility globally when it comes online, and the first electrolyzer in Egypt, placing the project at the forefront of future green hydrogen production.

The project has been divided into phases. OC is currently executing Phase 1, which consists of the construction and installation of a 15 MW Demo Electrolyzer Facility. The scope also includes the supply and installation of the interconnecting cables between EETC grid and 100MW plant, along with the construction of the connections between the Demo Plant and the employer's existing ammonia facility. The project started in 2Q2022 and was completed in 4Q2022, with OC as the main contractor. Meanwhile, the OC/Scatec JV is working on the EPC scope for Phase 2 for the 100MW Electrolyzer plant, including the electrolyzer supply, OSBL, HV substation. Phase 2 is expected to be completed in 2024.

Fayoum Strategic Commodities Warehouse

In 3Q2022, Orascom construction signed an agreement with the Internal Trade Development Authority (ITDA) to build, own, and operate the **Fayoum Strategic Commodities Warehouse** with a storage capacity of 75,000 pallets and a total BUA of approximately 22,000 m2. The project is part of the first phase of a larger program that will significantly contribute to providing modern logistics and warehousing of important commodities across Egypt. Construction of the project is forecast to begin once financing is obtained and is set to take up to 15 months.

Fayoum Strategic Commodities Warehouse

Orascom Construction – Commercial

Orascom Construction is the preferred choice for large-scale commercial projects, with an impressive portfolio. OC continues to play an integral role in the development of new cities in Egypt, including the New Administrative Capital and Al Alamein.

New Administrative Capital

Residential and Commercial Buildings

In the **Residential Sector**, OC continued its progress in the construction of the two phases of the **R5 Apartment Buildings Project**, which consists of 13 clusters with a total BUA of 1,204,285 m2. Each cluster consists of four or five buildings connected by two basements, and each building contains five to eight floors. The scope includes skeleton works, as well as architectural and MEP works. The project is expected to be completed in 1Q2024.

R5 Apartment Buildings

Additionally, works on the **Mansoura 6 Compound** and **Mansoura 7 Compound** are almost complete. OC constructed 295 building blocks with a total BUA of 660,870 m2 for Mansoura 6, while Mansoura 7 included the construction of 360 twin houses and 24 administrative buildings with a total BUA of 370,800 m2. Both compounds started in 2017 and are scheduled to be completed in 1Q2023 and 3Q2023, respectively.

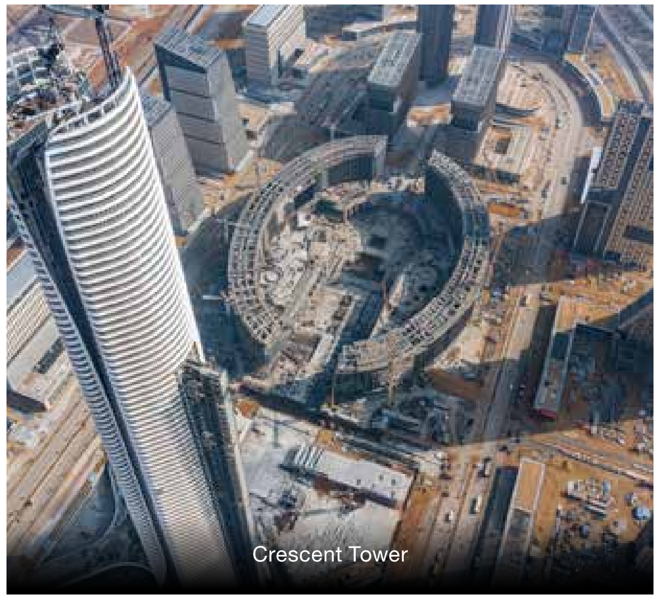
Mansoura 6 Compound

Mansoura 7 Compound

Regarding the **Commercial Sector**, OC delivered its works on the **New Cultural Center**, a turnkey project with a total footprint of 537,000 m2. The project consists of an Opera House housing a main hall, several sculpting and dancing studios, a cinema, a oud house, open theaters, external areas, and utilities. The project that is set to elevate the arts and cultural experience in Egypt, and it stands as the largest of its kind in the Middle East.

New Cultural Center

Progress is also underway on the concrete skeleton and structural steel works on **Crescent Tower**, one of two towers located in the New Administrative Capital's Central Business District (CBD), with a total BUA of 122,000 m2. This project is scheduled for completion by 1Q2023.



Crescent Tower

Banking Sector

OC continued its work on the **New Central Bank of Egypt Headquarters**, a turnkey project with a total footprint area of 27,400 m2, consisting of two basement floors, a mezzanine, a ground floor, and seven floors with a total BUA of 145,000 m2. It also consists of a coin museum, meeting rooms, offices, a bank governor office, a VIP restaurant, a medical center, and a gym. OC is responsible for all civil works, which were completed 4Q2022, in addition to finishes including façades and landscape works. Works began in 2Q2019, and are scheduled to be completed by 2Q2024. In parallel, OC has also been working on the core and shell package for the **New Housing and Development Bank Headquarters**, which includes two basements and seven floors. Works started in 4Q2019, and are scheduled to be completed in 2Q2023.


Central Bank of Egypt


Egyptian Military Stadium

Sporting Sector

OC is continuing its EPC works on the **Egyptian Military Stadium** in the New Administrative Capital Sports City Complex, with a total BUA of about 118,865 m2. The stadium is the largest in Egypt and the Middle East, with a capacity of 92,000+ spectators. It is built to world-class standards with spectacular architecture. Works started in 4Q2019, and are scheduled to be completed in 4Q2023.

New Alamein City

Overlooking the Mediterranean Sea in the New Alamein City, the Group has been involved in the construction of several projects. Works continued on **Al Masa Hotel**, a turnkey project with a total BUA of 278,000 m2. OC's scope includes civil, finish, elevation, and electromechanical works. The project consists of six towers, three of which are the hotel and three for hotel apartments. Each tower consists of two basement floors, a ground floor, first floor, mezzanine, and 18 typical floors. This is in addition to a service floor and a 21st upper cap floor, with two upper linking caps, a three-star hotel, a mosque, a shopping mall with a basement, ground floor, and mezzanine floor, utility and service buildings, an external fence, as well as external works, such as roads, hardscape, softscape, and water features. The project started in 4Q2017, and will be delivered in 1Q2023.


Al Masa Hotel

OC is also executing the 2nd phase of the **New Alamein High-Rise Towers**, encompassing four towers and a podium with a total BUA of 285,000 m2. The project includes the finishing and electromechanical works, and delivery is scheduled in 2024.


New Alamein High-Rise Towers

In 2022, OC was awarded the construction of **Marina Towers in New Alamein City**, comprising two 41-floor towers, each with 5-floor podiums with a total of 300,000 m2 BUA. OC's scope is all civil works, including foundations, skeleton, and block works.


Marina Towers

The Group is also executing the **New Alamein Historical Old City**. The project's 1st phase consists of all civil works, with a total BUA of 148,329 m2. It is composed of a cinema complex, control and monitor (C&M) buildings, library, church, City Hall, museum, luxury apartments, exhibition hall, Roman theater, opera, talent development center, left chiller, and two substations. This phase is scheduled for completion in 1Q2023. OC is also working on the 2nd phase, which includes all finishes, electromechanical works, and landscaping for the old city, scheduled for delivery in 2024.


New Alamein Historical Old City

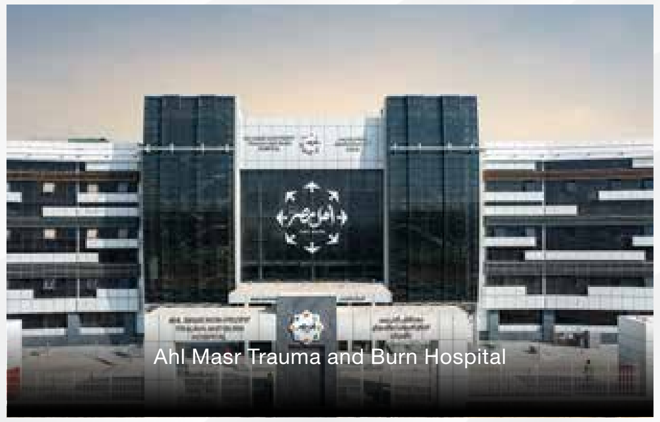
In parallel, OC continued its works on two other contracts for the **New Alamein Latin Quarter**, an 18-cluster complex of residential blocs composed of 71 multi-story buildings with a total BUA of 687,671 m2. The scope of the first contract includes excavation, backfilling, insulation, foundation, and skeleton works, and is scheduled to be completed in 2023, while the second contract entails all finishes, electromechanical works, and landscaping, and is expected to be completed in 2025.


New Alamein Latin Quarter

Hospital Projects in Egypt

OC continued its involvement in the healthcare sector through its participation in the construction of several state-of-the-art hospitals in Egypt in 2022.

OC continued its work on the **Ahl Masr Trauma and Burn Hospital** in New Cairo. The hospital is the first and largest hospital and research center for the free treatment of trauma and burn victims in Egypt and the MEA region. The 175-bed hospital is constructed on 200 m2 of land allocated by the Ministry of Housing, with a BUA of 45,245 m2. The scope covers the finishing and MEP works. The project started in 4Q2019 and is due for completion 1Q2023.


Ahl Masr Trauma and Burn Hospital

In parallel, OC is building the Magdi Yacoub Global Heart Centre in 6th of October City. The facility is a state-of-the-art, 300-bed hospital and research center, with six operation theaters and four cath labs. With a BUA of c.90,000 m2, the facility's footprint spans 23,730 m2. The centre will be the largest healthcare facility in the region for cardiac care, treatment, and research. Upon completion, the **Magdi Yacoub Global Heart Centre** will have a capacity of over 120,000 patients annually. OC's scope includes the construction of the hospital building's superstructure, the superstructure of the energy center and site buildings, complete internal and external finishing, MEP works, FF&E, ID, infrastructure and utility networks, site roads, and landscaping, excluding the medical equipment. The project targets LEED v4 Silver certification. The project started in 1Q2021 and is due for completion 1Q2024.


Magdi Yacoub Global Heart Centre

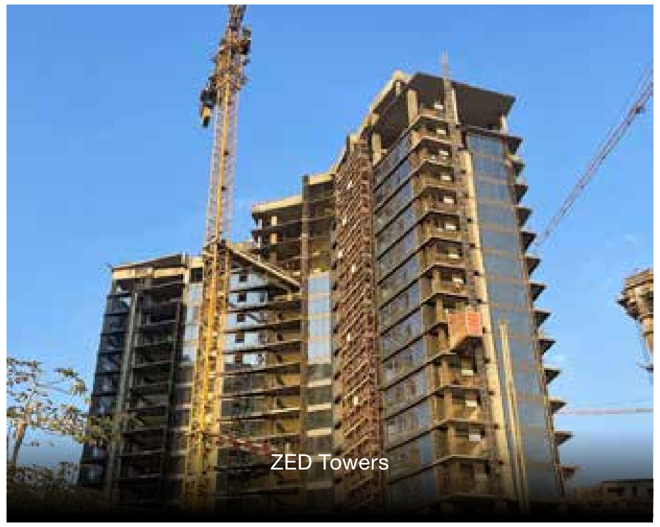
Vida Marina and Yacht Club

Works on Emaar's **Vida Marina Hotel and Yacht Club** in the North Coast are ongoing. The site area is c.24,112 m2, with a total BUA of c.37,000 m2, including a 5,400 m2 parking area. The hotel includes 120 keys for guest rooms and suites and 110 keys for serviced apartments. The project covers the construction and finishing of a new hotel building with the relevant external works, such as landscaping, roads, and infrastructure, and is scheduled to be completed by 2Q2023.


Vida Marina Hotel and Yacht Club

ZED Towers

Orascom Construction continued working on Phase 1A of **ZED Towers** in Sheikh Zayed City. The phase entails the construction of four fully finished residential towers with a total of 600 housing units. Each tower contains a three-floor parking linking the four towers, two-floor podium, and 17 floors of apartments. The project's total BUA is 197,000 m2. OC's scope includes construction and finishing works, as well as testing and commissioning works. The project was awarded in 2Q2020 and is scheduled to be completed in 3Q2023.


ZED Towers

Maspero Nile Towers

Works continued on the **Maspero Nile Towers** in the Maspero Triangle overlooking the Nile. The project consists of foundation and structural works on three luxury residential 30-floor towers (total BUA of 129,310 m2), including a four-floor podium, three-floor underground parking lot, and an underground floor for the parking entrances. The towers are connected at the top by a triangle steel structure of three cap floors spanning 30–40 m, with an estimated weight of 2,400 tons. The project is scheduled for completion 4Q 2024.

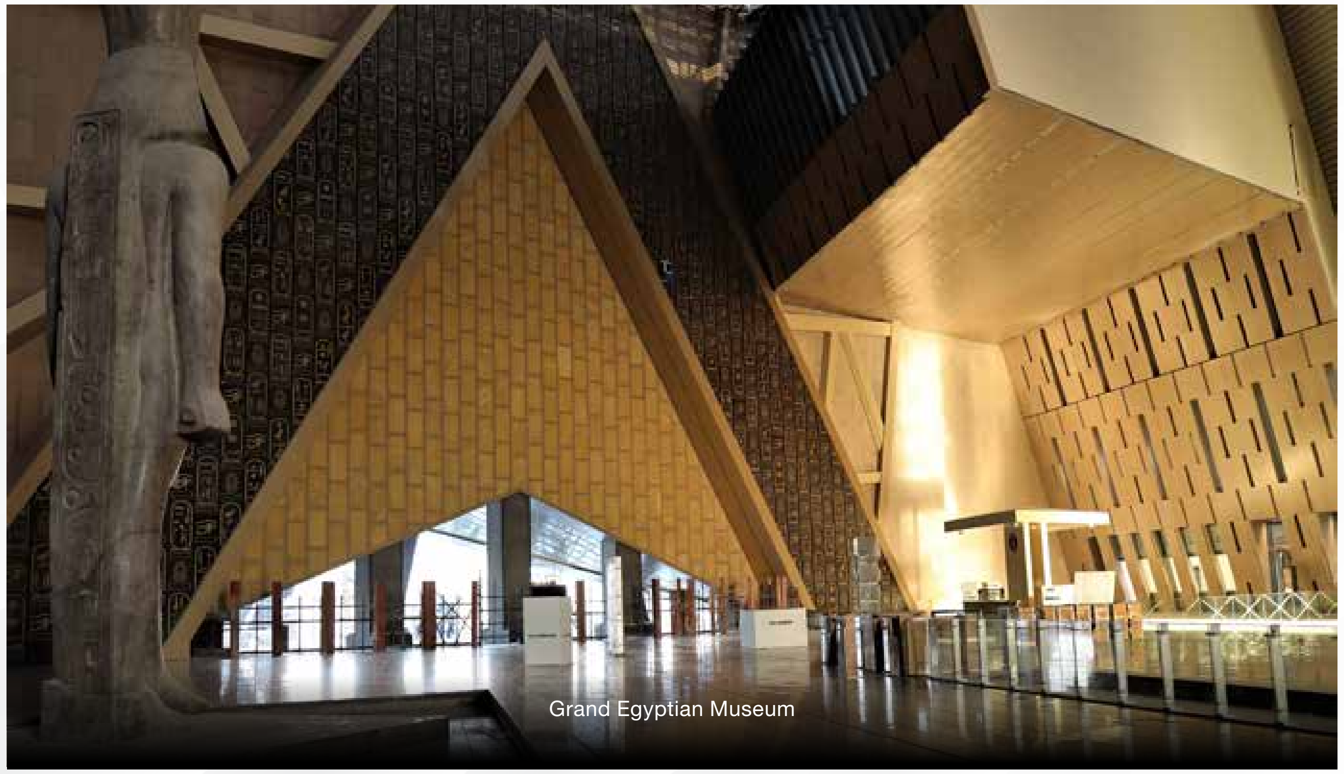

Maspero Nile Towers

Silver Sands Project
Located in Sidi Hinish, on Egypt's North Coast, the **Silver Sands project** is an integrated residential community consisting of 380 villas and buildings spanning around 139 feddans out of the allocated 500 feddans. Awarded in 2022, OC is currently working on completing the earthworks (excavation and backfilling) for the Phase 1 Rough Grading Construction Works package as well as the packages A & B in Phase 1. These packages are scheduled for completion in 2024.

Grand Egyptian Museum in Egypt
Orascom Construction, in a 50/50 JV with BESIX, is in the process of handing over the remaining areas of the **Grand Egyptian Museum (GEM)** to the Ministry of Antiquities of Egypt, with only minor fit out items remaining to be completed by others in the museum galleries and the Solar Boat building. The GEM is a landmark museum and cultural center located on the Giza Pyramids plateau. With the highly anticipated grand opening scheduled for 2023, the commercial areas are already being partially utilized to hold several private events. When fully inaugurated, it will become one of the largest museum development projects in the world, a cornerstone of Egyptian tourism and culture, and the largest archaeological museum in the world dedicated to one civilization, being built on a dedicated area of approximately 500,000 m2.

The GEM has a BUA of approximately 92,000 m2, divided into several categories, offering exhibition galleries, conference center, cafes, restaurants, and commercial and retail areas. The GEM represents the future of preserving Egypt's glorious past, enhancing Egypt's global position as a prime tourist destination with tens of thousands of artifacts on display. The project has received a wide array of prestigious awards, including but not limited to Safety Award for over 20 million working hours without Lost Time Injury and the reputable CBNME MEP "Project of the Year" award, one of the region's leading events for construction professionals, highlighting craft excellence, project success, and corporate strengths. It was most recently awarded the Autodesk Excellence BIM Award in 2022.

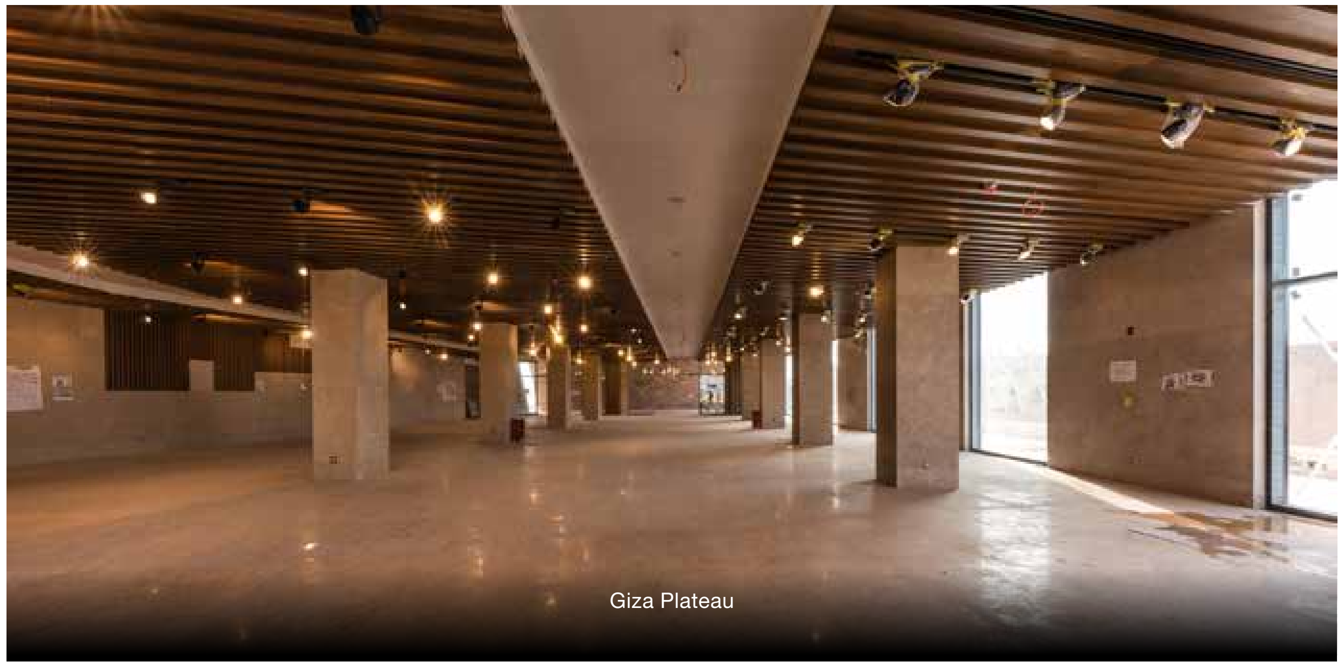
Cash Center Construction and Preparation at New El Minya in Egypt
OC continued construction and preparation work on the **Cash Center of the Central Bank of Egypt** at New El Minya City, with a total BUA of c.4,100 m2 for the main building. OC's scope includes the construction of the main building, gate building, fences, tank and pump room, electrical substation, relative utilities, landscape, and a road. The execution phase entails shop drawings and as-built drawings, general site works, concrete skeleton works, architectural finishing works, electrical light current and telecommunication works, mechanical works, as well as testing and commissioning works. The project began in 4Q2020, and will be delivered by 1Q2023.


Grand Egyptian Museum


Cash Center of the Central Bank of Egypt

Giza Plateau in Egypt
OC continued its work on renovating and upgrading the infrastructure facilities at the **Giza Plateau** besides the Giza Pyramids. OC's scope includes the implementation of light structures for stations and F&B merchandising retail, to serve visitors while preserving the site's archaeological and historical nature. The scope also includes the refurbishment of the existing areas and building, the construction of new three bus stations, namely Panorama, Khufu, and Sphinx, as well as the renovation and modification of existing roads to create a route for electric buses to provide a tour around the Pyramids and Sphinx. The project is due for completion in 1Q2023, and is expected to raise efficiencies of and modernize the existing facilities and buildings by equipping them with the latest technology and fitouts.

Heliopolis Palace in Egypt
In 2022, OC completed the renovation of the roof of **Heliopolis Palace** for the Royal Court Services of Bahrain in Heliopolis, Egypt. The project consists of EPC works, including studying the existing building structural capacity and the condition of the existing facilities and system, designing and constructing a new steel structure frame (with a music room, gym room, and court area), demolishing the music and gym rooms, and removing the finishing material in the balance areas, including the swimming pool area. It also includes the removal of the roof flooring and construction of the new roof as per the approved ID and project documents.


Giza Plateau

Contrack Watts – Infrastructure

Maintenance Hangar, Saudi Arabia

This design-build project in Tabuk, Saudi Arabia, is part of the Royal Saudi Land Forces Aviation Command (RSLFAC) foreign military sales purchase of helicopters. The project entails the design and construction of the maintenance hangar, parking sunshade, wash rack, fire pump house with water storage tanks, airfield pavement, and related infrastructure.

To date, 112,376 manhours have been concluded with zero accidents. The structural design was recently cleared for construction and works on hangar foundations are proceeding at the site. It is set to be completed in 2Q2024.

Maintenance Hangar

Shore to Ship Utilities System, Bahrain

This design-bid-build project requires the construction of shore-to-ship based utility systems in Bahrain. These dedicated systems will support forward deployed littoral combat ship (LCS) surface combatants and service compatible homeported and visiting US ships on extended leave.

This project constructs six hotel stations along the waterfront for shore-to-ship utility connections during construction Phases 4, 5, and 6. Each hotel station will be equipped with a Medium Voltage (MV) termination cabinet, 11kv/480v-60Hz step-down transformer, low voltage power circuit breaker switchgear, and 27 600V/690A/1P connectors. The anticipated completion date of this project is 2Q2024.


Shore-to-Ship Utilities System

USA

The Weitz Company – Infrastructure

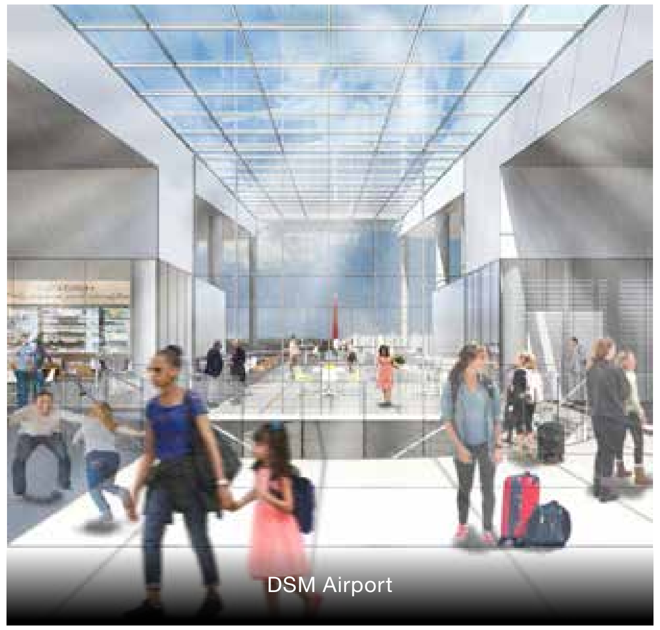
KCI Airport, Kansas City, Missouri

Construction is in the final stages at the Kansas City International Airport. The team is on track to open the New Single Terminal 1Q2023. The airport, comprising of 40 gates and 1.1M SF facility, is substantially complete and currently in the Operational and Readiness Training (ORAT) phase. In the past year, terminal construction was finalized, including a fully commissioned Baggage Handling System. As the punch list wraps up, the owner is setting furniture, installing screening lanes, hanging artwork, building out the concessions, and training staff.

Outside the building, on the landside, the team is finishing up the parking lots and approaches, and is landscaping using decorative ornaments such as fountains and a walkway. In addition to this, a 6,500 stall, 2 msqft parking structure with an advanced parking control system and solar array is being installed in the exterior area. On the airside, we successfully tied in all airside apron utilities, and apron work to the existing apron and runways.

Once open in 2023, the team will begin demolition of the existing terminals B and C, including the remaining apron and Remain Over Night (RON) parking. This demolition work will keep Weitz working at the KCI airport into 2024.


KCI Airport


DSM Airport

DSM Airport, Des Moines, Iowa

In 3Q2022, Weitz was awarded the Construction Management at-Risk (CMaR) contract for the new single terminal in Des Moines, Iowa. This 265,000 SF processer and concourse will initially include five gates. In addition, landside work includes new approach roads, curbside and loading dock. On the airside, the team will rework utilities and apron to tie into the existing runway. This work is inclusive of a centralized de-icing pad. Future expansion capabilities to the east and west will include another 12 gates.

Currently early in design, the team expects to begin procurement in 2Q2023, with work starting late next year. The terminal is expected to open in 3Q2026, with the remaining site and demolition work complete in fall of 2027.

The Weitz Company – Industrial

Greenfield Holdings, LLC – Export Grain Terminal

Weitz has been awarded the General Contractor Landside package for Greenfield Holdings, LLC (GFH). GFH is building the first new grain export elevator constructed in Louisiana since 1979.

Located in St. John the Baptist Parish, Louisiana on the Lower Mississippi River, GFH has secured a 1,300+ acre parcel of land with 3,400 feet of riverfront and deep-water access. The new grain export elevator will operate in concert with the inland assets. The elevator has an annual capacity of 11 million tons with an upside of 22 million tons. This equates to 400 million bushels annually.

The scope of work includes site-civil, deep foundations, cast-in-place concrete, slipform concrete structures, structural steel, equipment/millwright, and electrical work. There are currently over 750,000 self-perform craft hours anticipated throughout the 30-month construction schedule.

The project is awaiting receipt of the Corps of Engineers permit, tentatively anticipated at the end of 1Q2023.

Greenfield Holdings, LLC

Project Toretto

Project Toretto – Lima, OH is a new standalone manufacturing facility which will add bead capacity for their Unstoppables product. The facility will include rail receiving, central utility plant, tank farm, perfume storage, production, work in progress storage, packaging, and shipping. The plant will be constructed on currently owned property between the existing Lima manufacturing facility and the distribution center. The facility and manufacturing systems will follow industry and clean design/cGMP standards. The contract form will be the client's IFOA Agreement, a full IPD contract, making it the company's second full IPD contract.

The selection process included a two-part proposal; part 1- examined general company capabilities and part 2 analyzed the team's capacity to perform a rapid estimate, a 4-hour interview, and a site tour. The company's diverse workforce, which included members from the Industrial, National, Federal, Mission Critical, and Corporate divisions across the country, was a key factor in this project award. These individuals were involved in the deliverables, interview, and site tour.

Creekstone Farms Premium Beef LLC – Wastewater Treatment

This Wastewater Treatment (WWT) contract consists of upgrades to support production expansions and future National Pollutant Discharge Elimination System (NPDES) requirements for the beef processing facility. The scope of services includes a pen waste gravity clarifier, tertiary system addition, pre-anoxic basin, aeration basin addition, additional lagoon, final clarifier addition, pretreatment building expansion, pretreatment equipment, MCC expansion, sludge holding, dewatering expansion, and building addition for operations staff. The execution of a WWT project expansion and upgrades is phased and sequenced to facilitate ongoing operations and avoid downtime to maintain production during construction.

Project Toretto

Data Centers in USA

Confidential Data Center in West Des Moines, Iowa

This hyperscale data center project consists of the simultaneous construction of multiple 245,000 sqft building shells, power distribution centers, and the buildout of multiple collocation spaces. The scope also includes the site work for the greenfield building complex. Upon completion, the project will span 720,000+ sqft across three projects: Project 1 has a capacity of 16 MW, while projects 2, 3, and 4 all have an identical capacity of 48 MW.

Confidential Data Center in Goodyear, Arizona

The Weitz Company is constructing multiple hyper-scale data centers in Goodyear, Arizona. These projects include the construction of two metal buildings, at 275,000 sqft and 240,000 sqft, respectively. Both buildings are equipped with power distribution centers, and the buildout of six total colocation spaces. Site work at this greenfield site will enable the client to build three additional buildings in the future. The center will have a total capacity of 96 MW, with 48 completed and 48 in progress.


Confidential Data Center in West Des Moines


Phoenix Data Center


Confidential Data Center in Leesburg, Virginia

Confidential Data Center in Leesburg, Virginia

Awarded in 2Q2021, this hyperscale data center project is a new campus on which The Weitz Company will be constructing two 234,553 sqft building shells and power distribution centers with a total of 96 MW. The scope for this includes all site work for the complex that will span 469,107 sqft. The project is scheduled to be completed in 3Q2023.

Confidential Data Center in Queretaro, Mexico

Located on a brand-new campus in Queretaro, Mexico, this 9.6 MW data center will encompass a 49,000 SF building shell, administration center, water treatment facility, and all site work. Within the building is 1 colo. This site has strict security protocols and safety for all project personnel.

Comarch Data Center

Comarch Data Center is a 1.5MW, single-story, 32,400 SF, tilt panel building that consists of multiple primary data center halls, back of house support space, and administrative areas including workplace, meeting, and support areas for employees. The new facility is part of Comarch's strategy to expand its business into the American market. The new center will also showcase the possibilities and advancements in the data centers of today, and well into the future. It will comprise high-tech amenities including security, lighting and power redundancy. It will host infrastructure and applications, support and maintenance, as well as project delivery, business development, consulting services and delivery of mission critical IT systems. The Comarch center serves as a flagship building with a public face, where the facility is designed to be architecturally efficient as well as attractive, with a goal of being well received in the region of its construction. The project began in 2Q2021, with completion tentatively set for 1Q2023.

COMARCH Data Center

The Weitz Company – Commercial

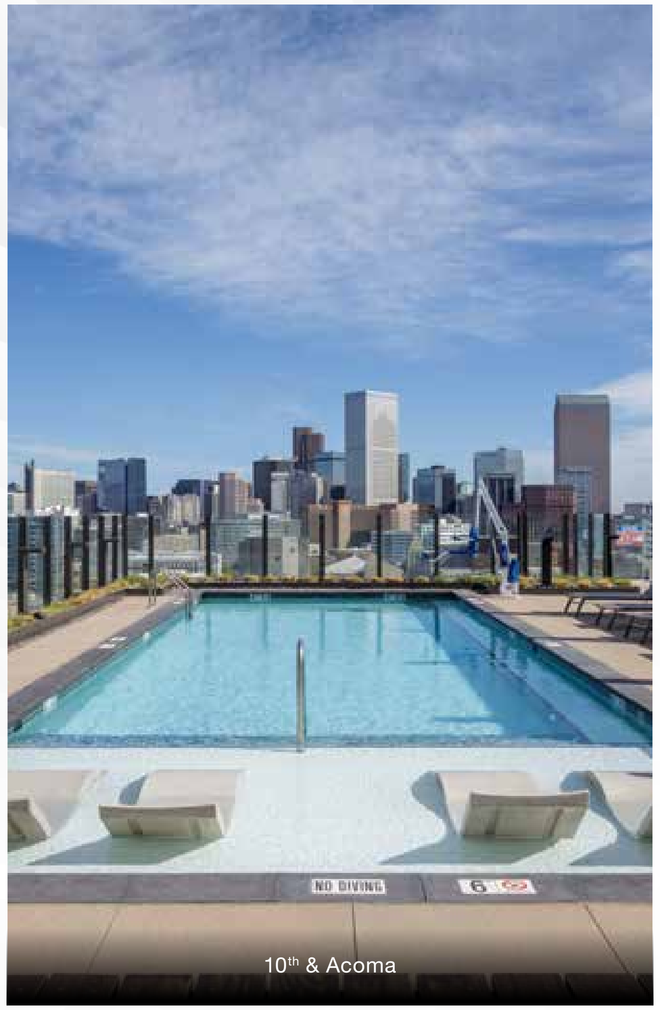
Vectra Bank, Denver, Colorado

The 41,490 sqft mixed use project is located in the Denver Tech Center, just steps from the light-rail platform at Belleview Station. The Class A office development project entails a new nine-floor, mixed-use office building of c.129,800 gross square feet (gsqft). It includes retail at the ground level, four levels of parking structure above the retail, and office use for the top floors (six to nine floors). The building is surrounded by glass panels that reflect all sides of the city and mountain views. The proposed conceptual design yields c.120,900 gsqft of office space and 5,200 gsqft of retail space. It was completed 4Q2022.

10th & Acoma, Denver, Colorado

The 17-story, 39-unit project spanning 605,000 sqft is located in Denver's Golden Triangle Neighborhood, a heavily residential neighborhood. The entire structure is comprised of post-tensioned cast in place concrete, where the exterior skin combines a mix of masonry, to blend the building with the neighborhood's historic aesthetic, but adds in a mix of metal panels and stucco to bring a newer and modernized appeal. The first five floors of the project will house parking for the building's tenants, wrapped with townhouses and units on the Acoma and 10th Street sides. A pet lounge that expands to the outdoor dog run with operating overhead doors is located on the building's south side. Bike storage and a repair shop is provided to tenants that prefer an alternative commute to their downtown offices.

Included on the ground floor is 4,000 sqft of retail space, designed to house a restaurant anchor and coffee shop. Above the garage, the podium deck on level 6 will provide the community's, amenities including game lounges, a 2-floor gym equipped with a climbing wall, outdoor activities, and a spa lounge. The pool was held off the lower deck and placed on level 17 to capture 360-degree views of the city and mountains. This deck is also equipped with a sauna and community room with full kitchen and outdoor BBQs. The multifamily project completed 1Q2022, approximately two months ahead of schedule.



10th & Acoma

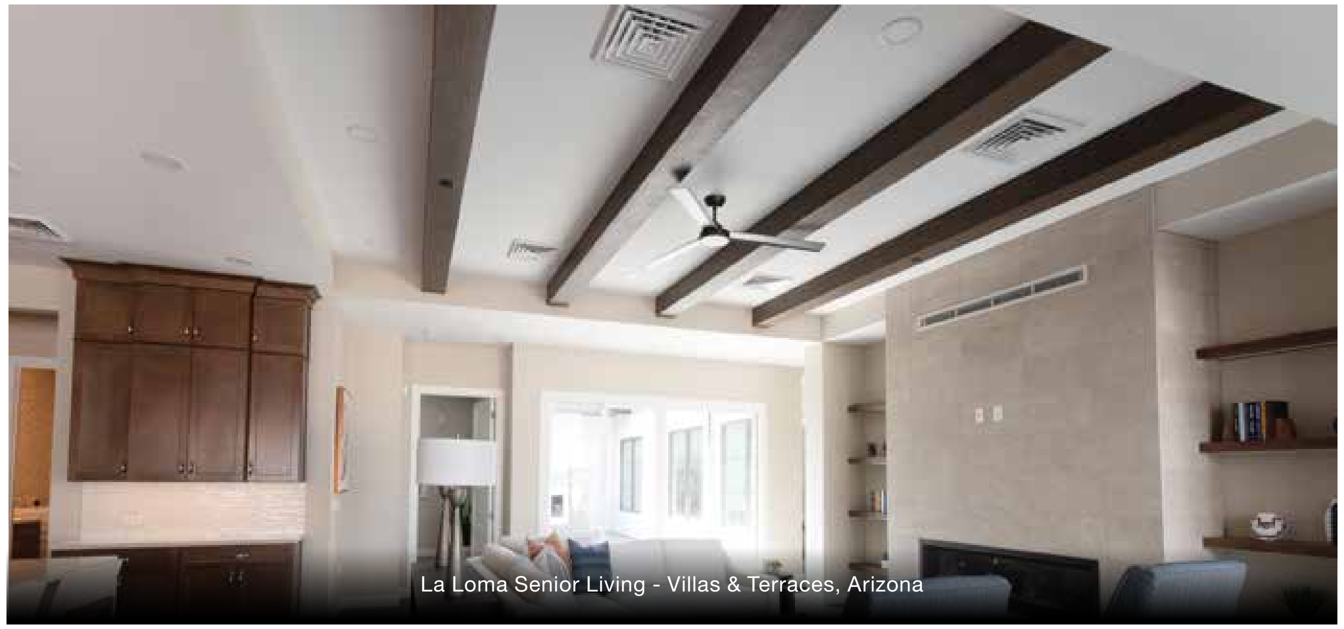
26th & Alcott, Denver, Colorado

Encompassing a full city block in Denver's Jefferson Park neighborhood, the project consists of twp multifamily load-bearing metal stud towers atop a 4-floor partially below grade post-tensioned parking garage. The first tower houses 93 short-term rental units, while the second tower houses 533 apartment style units, with 626 units in total. Construction on the 15-floor high-rise began in 4Q2021 and is on schedule for completion in 2Q2024.


26th & Alcott

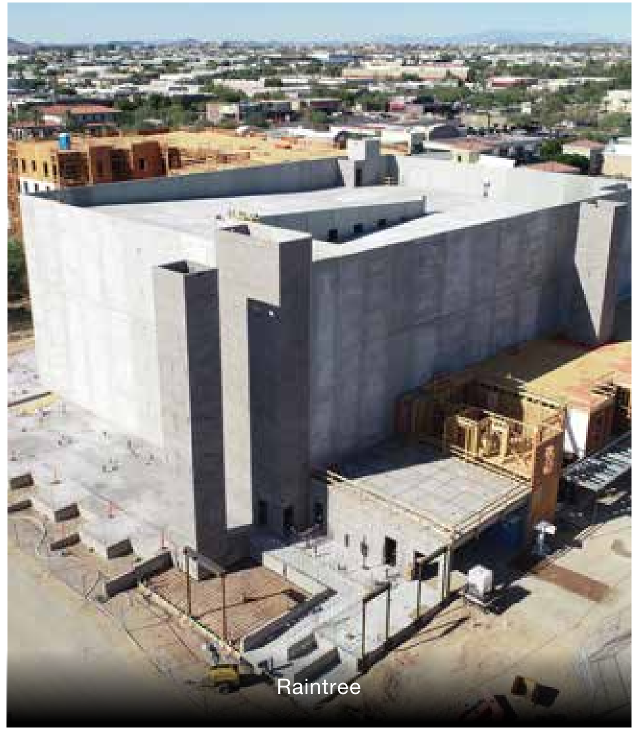
La Loma Senior Living - Villas & Terraces, Arizona

The La Loma Villas & Terraces are Independent Living Units and a part of the first phase of construction in a large master planned senior living community for Sun Health. The villas, spanning a total of 48,082 SF, consist of 16 wood-framed units located in one building with parking below the podium. Amenities within this building include a lobby with a fireplace, garage storage, and a public balcony on the 3rd floor. The terraces, each spanning 13,194 SF, consist of a total of two building, each with five wood-framed units. Each unit has its own private garage. The project started in 2Q2021 and is scheduled to be completed in 2Q2023.


La Loma Senior Living - Villas & Terraces, Arizona

Raintree Drive Residential Multi-Family Housing, Arizona

Located in North Scottsdale, Raintree Drive Residential is a new, ground-up, five-story, wood-framed, multi-family project wrapped around a six-level precast parking structure containing 270 stalls. 192 of the units are located on levels 1 through 5, with walk-out units on the street level. The new development places emphasis on creating a walkable community and connectivity to the surrounding land uses, retail, restaurants, and office buildings. Urban lifestyle amenities include two accessible courtyards: one with a pool, grill area and seating, and the other with a dog park and spa. Other building amenities include a residence lobby, leasing center, mail room, club room, sky deck, and fitness/yoga center. The design promotes a rich desert landscape palette in a contemporary theme that celebrates quality of the Sonoran Desert, while providing an attractive resort-like setting for the buildings. The project started in 4Q2021, with tentative completion set for 4Q2023.


Raintree

Maravilla Senior Living, Arizona

Located in Scottsdale, Arizona, the Maravilla expansion project will add an additional 146 independent living units and 47 casitas with detached garages to the campus. Amenities include fitness, dining, crafts, and an outdoor pool. Weitz built the original campus that includes 118 independent living units, 60 assisted living units, 39 casitas, a parking garage, and a sales center. The ornately detailed buildings frame tranquil views of the McDowell Mountain range and highlight the elegance of desert Southwest living.


Maravilla


Florida Power and Light Corporate Campus

Florida Power and Light Corporate Campus, Palm Beach Gardens, Florida

Construction is progressing at the Florida Power and Light Phase 1 Corporate Campus project in Palm Beach Gardens, FL. The 6-level, 270,000 sqft Class A office building is designed to withstand Category 5 hurricane force winds and will feature a cafeteria with a commercial kitchen, fitness/wellness center, data center, typical office building amenities and conference center. The project will also include an attached 700-space, 3-level parking structure, including photovoltaic solar array, back-up battery storage, and electric vehicle charging capabilities. A Tier 3 data center and mechanical center to control all Florida Power and Light's power plan substations is also part of the project's scope. The structures will be a combination of concrete, structural steel, curtain wall, and precast.


University of Florida Gator Village

University of Florida Gator Village, Gainesville, Florida

Awarded in 3Q2021, the new Undergraduate Residential Complex with Honors College is the first of several projects scheduled in the University of Florida's masterplan. The design approach breaks down the scale of the project into four residential halls, five to six floors each. The buildings will house a combination of single and double suites, including ADA suites, making 1,400 student beds. Facilities will also include music rooms, teaching kitchens, Honors College faculty offices, and other academic support spaces.

The Canopy at Mill District, Healdsburg, California

The Mill District condominiums are a mix of signature suites ranging in size, up to 4,750 SF. With a total square footage of 150,299, this project will consist of three four-story buildings, built on top of a one-level subterranean parking garage. The buildings will be constructed of structural steel framing with metal stud infill on top of a concrete parking garage on top of a mat slab and rammed aggregate piers. The exterior of the buildings will include stucco, metal panels, storefront, movable glass partitions, metal sunscreens, multiple balconies with paver/pedestal system, vapor barrier and waterproofing systems. Interior finishes will comprise stone flooring, wood flooring, carpet and stone tile, high-end cabinets with natural stone tops, elevators, interior stairs with railings, and high-end residential appliances. The project is anticipated to complete in 4Q2023.

Enso Village, Healdsburg, California

Construction on the Enso Village project broke ground in 2Q2021, where the Village will be a Life Plan Community on 15 acres in Sonoma County California. The project will include 220 independent living units, 30 assisted living units, and 24 memory care units. Amenities will include commons areas, meditation areas, gardens, and under building parking. Residents will be invited to practice meditation in the centrally located meditation hall with Senior Zen Center practitioners, who will be in residence. Residents will also have access to classes, workshops, retreats, and the opportunity to garden and cook together. The project is scheduled for completion in 3Q2023.


Enso Village

Santa Rosa Junior College Student Housing, California

Construction of the Santa Rosa Junior College Student Housing project commenced in 4Q2021. The 5-floor student housing project is located on the northwest corner of the Santa Rosa Junior College campus. The building will feature 353 beds with onsite parking and outdoor amenity space. Inside the building, there will be study rooms, common kitchens, and a 2-floor open living room to house speakers and events. The design focuses on integrating the existing campus physically, socially, visually, and emotionally by creating community at multiple levels. The design also encourages student engagement through features like the micro-communities and the kitchen garden for resident-grown food production. The project is scheduled for completion in 3Q2023.


Santa Rosa Junior College Student Housing

Iowa State University Veterinary Diagnostic Laboratory, Ames, Iowa

This project consists of the design and construction of a new two-story stand-alone Veterinary Diagnostic Laboratory (VDL) on the College of Veterinary Medicine's campus at Iowa State University. This new 94,000 sqft design-build facility will serve the diagnostic medicine needs of Iowa's livestock, poultry, pets, and wildlife. Upon completion, the building will include specialized laboratory spaces as well as flexible lab space. The state-of-the-art facility will provide essential infrastructure for sample receiving and processing, pathology, bacteriology, necropsy, histopathology, and include an incinerator. The project is set to be completed by spring of 2023.


Iowa State University Veterinary Diagnostic Laboratory

BESIX

BESIX Group is the leading Belgian Group in the construction sector, operating in Europe, the Middle East, Oceania, Africa, America, and Asia. BESIX operations cover the building, marine works, infrastructure, environmental works, sports and leisure facilities, industrial buildings, and real estate sectors.

Infrastructure Highlights

This year saw BESIX deliver a number of important and innovative projects. Among these is the **Sluishuis** in Amsterdam, The Netherlands. Four years after its launch, the green building developed, designed and built by BESIX Real Estate, BESIX Netherlands and its partner VORM, has been delivered.

Through the Sluishuis, BESIX offered a unique and innovative solution to the growing demand for housing and the lack of available land in the Dutch capital, including a new perspective on the city's famous waterways and canals. The structure comprises 442 housing units, over a surface area of 46,500 m². The green building includes 2,200 m² of solar panels and an energy performance coefficient of -0.01, making this a remarkable residential project.

The building that now connects IJburg to the city centre is sure to be a historic landmark in Amsterdam due to its remarkable volume that seems to sail above the sea, thanks to a double cantilever that opens onto a large breakthrough, a real open-air lock between Lake IJ and the inner port of the building. The architectural gem has received numerous awards and nominations.

With Ssangyong, BESIX Middle East built the **Royal Atlantis Hotel & Residences**, an extraordinary project of almost 400,000 m², located at the tip of the Palm Jumeirah, with its feet in the Arabian Gulf. The project was a complex challenge requiring advanced skills in engineering, construction and design. The 5-star hotel consists of 795 rooms and suites on 43 floors, culminating at 185 m above sea level. The residential tower has 37 floors (165 meters above sea level) of 231 service flats. The luxurious resort is also embellished with private gardens, suspended swimming pools, many dining options, an infinity pool overlooking the Arabian Gulf and the Dubai cityscape, a fitness centre and state-of-the-art spa treatments. The two reinforced concrete towers connected by a 45-meter-long footbridge and made up of three sub-towers, are now part of the recent challenges proudly delivered by BESIX Group, confirming our cutting-edge expertise in the global construction sector.

In the UAE, work progressed smoothly and on schedule at the **Dubai Uptown Tower** being designed and built by BESIX. The 81-storey building, the first in the Uptown district, reaches a height of 340 m. The high-rise commercial building will offer premium office space, along with retail and dining optionsThe topping out of the structure took place in January 2022, followed by façade completion in June 2022 when the last panel was installed. The façade, designed and developed by BESIX Engineering's façade department, consists of 8,543 panels. At the end of the year, the project team recorded 20 million safe man-hours without lost time injury since the project began in January 2019. Collaboration and teamwork across all levels of the hierarchy as well as among the client, consultants, and sub-contractors are at the heart of this outstanding achievement. With progress at the construction site satisfactory, this future architectural marvel will be LEED certified.

Sluishuis NED

Dubai Uptown Tower

Maritime Highlights

With NDI, BESIX is building a shipping channel through the **Vistula Spit**, a peninsular stretch of land, separating the Vistula Lagoon from the Gdańsk Bay. This new infrastructure eases maritime traffic and boosts Elblag's port installations by drastically reducing the distance between the port and the Baltic Sea, and making it accessible to larger vessels. In September 2022, construction the Vistula Spit Channel was successfully delivered. The Polish government inaugurated the channel, aimed at connecting the Vistula Lagoon to the Baltic Sea, a strategic investment that will boost maritime traffic, port activities in Elblag, as well as local employment and the economy.

The scope included the construction of two breakwaters of 1,014 and 568 meters, a 1.5 km navigation channel, two rotating bridges over the lock, buildings, landscaping, adjacent roads, and soil reinforcement works.

The Vistula infrastructures meet the highest quality standards, particularly those related to the environment, thanks to BESIX's expertise in cutting-edge techniques, as evidenced by its recent and ongoing projects in Europe, MENA, Australia, and Canada.

Construction has progressed regularly since major activities started in February 2022 on the **Kangaroo Point Green Bridge**. The bridge is a pedestrian and cyclist bridge, connecting the Kangaroo Point peninsula to the Brisbane central business district, over the Brisbane River in Australia.

The scope of work includes the construction of a 460-metre-long cable-stayed pedestrian bridge. With its mast 95-m above the River, it will be the tallest bridge in Brisbane. Described as a game-changer for the city, it will be a key landmark for Brisbane.

In April 2022, marine-based works on the Brisbane River were temporarily stopped as the project team redeployed its barges and cranes to assist city authorities with flood recovery activities. During the following months, major marine and land piling works started for the bridge foundations, followed by bridge pier construction.


Vistula Spit Shipping Channel


Brisbane Kangaroo Point Green Bridge AUS

Business Highlights

New Contracts

2022 was off to an excellent start for BESIX Concessions & Assets in the Middle East, where its consortium together with Australian infrastructure fund Plenary Group was awarded the **Zayed City Schools** PPP project in Abu Dhabi. The project achieved financial close in July. This is the UAE's first public-private partnership in the field of school infrastructure, a pioneering project paving the way for private sector participation in the development of the country's social infrastructure. The project was awarded to the BESIX–Plenary consortium by the Abu Dhabi Investment Office (ADIO), in collaboration with the Abu Dhabi Department of Education and Knowledge (ADEK). It covers the financing, design, procurement, construction, commissioning, and 20-year operations and maintenance of three new state-of-the-art school campuses with a total capacity of 5,360 students in Zayed City, Abu Dhabi. The schools are anticipated to open for the 2024-2025 academic year.

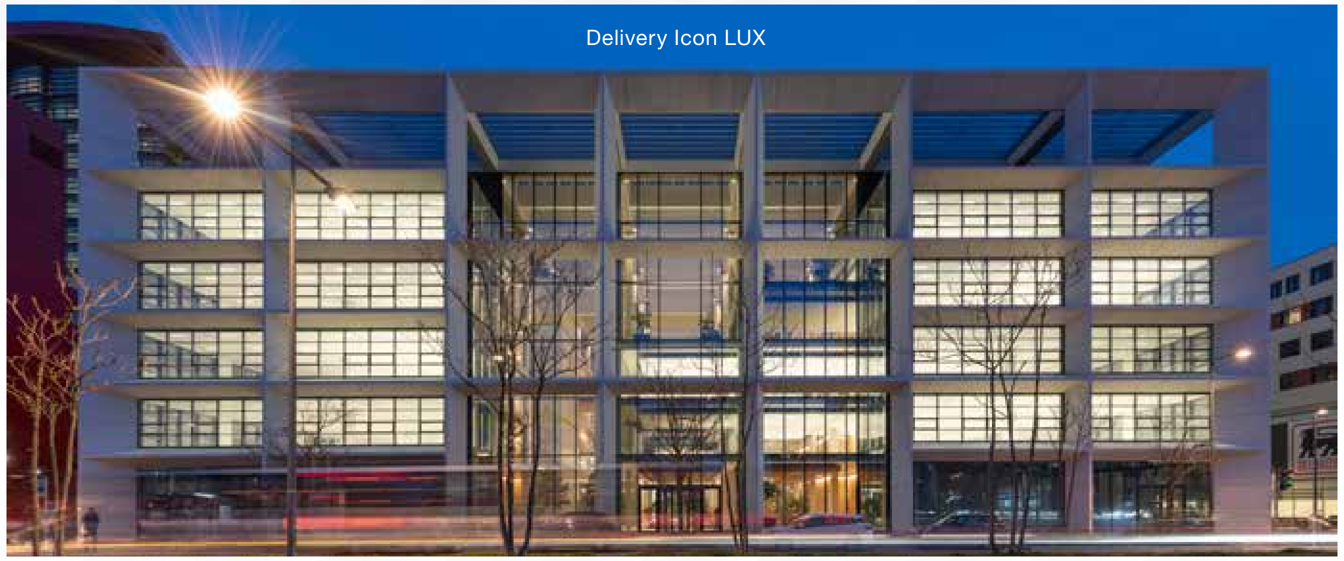
BESIX Concessions & Assets, in a consortium with INDAVER, was also awarded the contract to design, build, finance, operate and maintain a large sewage sludge processing installation on the ArcelorMittal site in the port of Ghent by Flemish **water treatment company Aquafin**. The project is set to be operational by 2026. The installation is intended to process the biomass that remains after the purification of domestic wastewater by Aquafin's many sewage treatment plants across Flanders. The project will be exemplary in terms of circularity and net environmental impact, and is the first environmental PPP project for BESIX in Europe.

Business Growth

In 2022, BESIX Group continued to grow its business operations and expand its footprint through a number of marine infrastructure awards. The Group successfully entered Brazil for the very first time, having been awarded a port improvement contract in a joint venture with local firm Empresa Construtora Brasil (ECB). The contract was awarded by Portonave, the Brazilian subsidiary of Swiss container terminal operator Terminal Investment Ltd (TIL). The improvements to the port structure are specifically designed to allow larger vessels to dock there. The contract includes the construction of a new quay wall in the same location as the existing structure, while keeping the port operational.

BESIX also re-entered the **Danish market** this year, after Vejdirektoratet, the Danish Road Directorate, chose BESIX and MT Højgaard Denmark to build the Nordhavn Tunnel in Copenhagen. BESIX is the lead contractor in the consortium, appointed to deliver the design and build contract. This technically complex project includes the design and construction of a 1.4 km cut-and-cover road tunnel from Svanevænget across the Svanemøllehavn harbor and out to Nordhavn. Part of it will run underwater for 700 m. The scope of works also cover local roads and junctions to be built in connection with the tunnel, as well as mechanical and electrical installations and several traffic control and monitoring systems.

Furthermore, BESIX re-entered **Saudi Arabia**, where it secured a design and build contract with NEOM and will be joining MBL and Boskalis for the execution of the Oxagon Port Marine Works, set to commence early February with expected completion in mid-2025. BESIX, as leader of the consortium, will be responsible for constructing 4.6 km of quay walls, together with its local partner. Boskalis will be responsible for the dredging to widen and deepen access to the port.


Delivery Icon LUX

Real Estate Milestones

ICÔNE, an iconic office development in Belval, Luxembourg, was completed in 2022 after two and a half years of construction. Developed by BESIX Real Estate Development and designed by internationally renowned architects Foster + Partners and Luxembourg-based architects Beiler François Fritsch Architects, the 18,800 m² office building was conceived as a collaborative building, focused on the users, their wellbeing, and the new ways of working. ICONE is BREEAM Excellent-certified and is based on the WELL-Building Standard. Acquired by AG Real Estate and with a 15-year lease signed with Société Générale Luxembourg before completion, the innovative concept has already proved to be a success.

In 2022, BESIX successfully completed **Sluishuis**, a new landmark for Amsterdam, after four years of construction. It consists of 442 energy-neutral owner-occupied and rental apartments and features houseboat lots, jetties for pleasure crafts, catering facilities, commercial spaces, and a fully integrated water landscape with islands for recreation, water sports, fauna and flora, and even power generation. Today, the project is almost completely sold out, and is recognized internationally, winning the award for 'Best Architecture Multiple Residence' at the European Property Awards 2022, and being shortlisted for a MIPIM Award 2023.

BESIX RED and its partner Immobel have sold CSM Properties SA, holding the Cours Saint-Michel site in Etterbeek, Brussels to the United States Government. The strategically located project will allow the U.S. Embassy to the Kingdom of Belgium and the U.S. Mission to the European Union to consolidate its diplomatic representations in Brussels in a safe, secure, sustainable, and modern workplace.

In line with its digitalization programme, BESIX RED invested in PropTech company Square Sense. Square Sense is already a leader in the digitalization of the real estate sector and aims to double its teams in 2023 in order to meet the demand of its international clients who are looking for a solution to improve the management of their global portfolios. The Square Sense platform allows the calibration and optimization of a building's performance, according to the most recent and ambitious environmental standards.

Commitment to Sustainability

BESIX was awarded a **gold medal in the EcoVadis Assessment**, which analyses environmental, labor and human rights, ethics, and sustainable procurement performance of businesses around the world. BESIX received a score of 67/100, primarily for demonstrating an advanced management system on environmental, as well as labor and human rights issues.

Additionally, the Dubai Chamber of Commerce and Industry has awarded Six Construct, BESIX's subsidiary in the Middle East, its **CSR label** for the 10th consecutive time. The label recognizes BESIX's continued commitment and efforts in the field of corporate social responsibility and sustainability practices in the Middle East.

BESIX Europe and Belgian subsidiaries of BESIX Group have been certified at the **highest level on the CO_2 performance ladder**, level 5. With the certification, the companies demonstrate their concrete commitment to decrease their CO_2 emissions and to fight against climate change. The certification is part of BESIX Group's objective to become carbon neutral for its own direct and indirect emissions, by 2050 at the latest.

BESIX also successfully operated a 100% electric telescopic crawler crane for 10 working hours, unplugged. Testing was done over six consecutive days, in actual construction conditions, and for the variety of the crane's main functions and moves (lifting, travelling, slewing). This led to the decision by BESIX to invest in this top-notch equipment, the Sennebogen 653E. This new zero emission machine in BESIX's fleet demonstrates BESIX's objective to reduce CO_2 emissions at its sites and participate in the energy transition through the gradual electrification of its fleet.

BESIX Environment installed the first **electro-hydrogen unit** consisting of a fuel cell and an internal battery, with a total installed power of 110 kVA, at the site of its Equipment Department, for a four-week test period. This test was undertaken to see how well a green hydrogen generator, combined with a battery, could follow demand and supply of electricity in a specific construction site context, in a quiet and emission-free manner.

Full Electric Crawler Crane

Certifications

The Top Employer Institute named BESIX Group Belgian **Top Employer** for the fourth consecutive year. Each year, the organization certifies organizations worldwide where working conditions are outstanding, workers are stimulated to develop their talents, and a continuous drive to improve working environments is present.

The certification was awarded after an in-depth analysis of the Group's HR and people practices, focusing on a variety of themes including leadership development, diversity and inclusion, values, business strategy, and learning, among others. It is an acknowledgement of BESIX's efforts to help shape a better work environment, and reflects the Group's commitment to realizing this change through excellent HR policies and people practices, putting people first. The 2022 internal campaign around common behaviors, especially the focus set on promoting diversity and inclusion, were instrumental to receiving this certification.

GEM CASE STUDY

The Grand Egyptian Museum (the GEM) is set to be the largest archaeological museum in the world.

THE GRAND

EGYPTIAN MUSEUM

The Grand Egyptian Museum, also known as the "GEM", is a cultural and touristic central destination dedicated to showcasing Egypt's long-lived heritage, the one-single civilization that predates the Greek and Roman empires. Located in proximity to the Giza Pyramids and on the western outskirts of the metropolitan city of Cairo, the GEM is set to become a premier tourism destination for Egypt, attracting visitors from all over the world upon its opening.

Abstract

The approximately 500,000m2 complex (which houses the country's most important, fully operational state-of-the-art conservation centre), was managed and coordinated by the Main Contractor, a joint venture between Egypt's Orascom Construction and BESIX (from Belgium). It utilizes modern equipment and employs management and expertise from Egypt and abroad to construct award-winning buildings and infrastructure elements.

The main building consists of the **Museum and Exhibition areas**, including various galleries covering a BUA of approximately 92,000m2, which has the capacity to showcase over 100,000 artifacts. The main building also includes a **Conference Centre** with a modern cinema theatre, a food court/cafeteria with a variety of restaurants and coffee shops, several retail outlets, and offices. As for the main entrance of the museum complex, it features an **Entrance Courtyard**, with a high ceiling atrium, water features. The courtyard houses the 3,200-year-old 83-tonne figure of Ramses II.

The GEM complex is one of the largest in the world, containing artefacts reflecting Egypt's past from prehistory, some 4,600 years ago, until the Greek and Roman periods in Egypt; including the Khufu Solar Boat, which has recently been relocated to the new dedicated **Solar Boat Building;** and, for the first time ever, it rests next to more than 5,000 artefacts from the tomb of the golden Pharaoh Tutankhamun. the GEM also consists of several support buildings and structures, which include a **Multi-Function Parking Complex**, a **Ticketing Building,** an accessible Pyramid Climb that overlooks the desert land and the Giza Pyramids, along with external gardens which can be used for events, festivals, concerts, ceremonies, and recreational activities.

675K m^2

Project Area

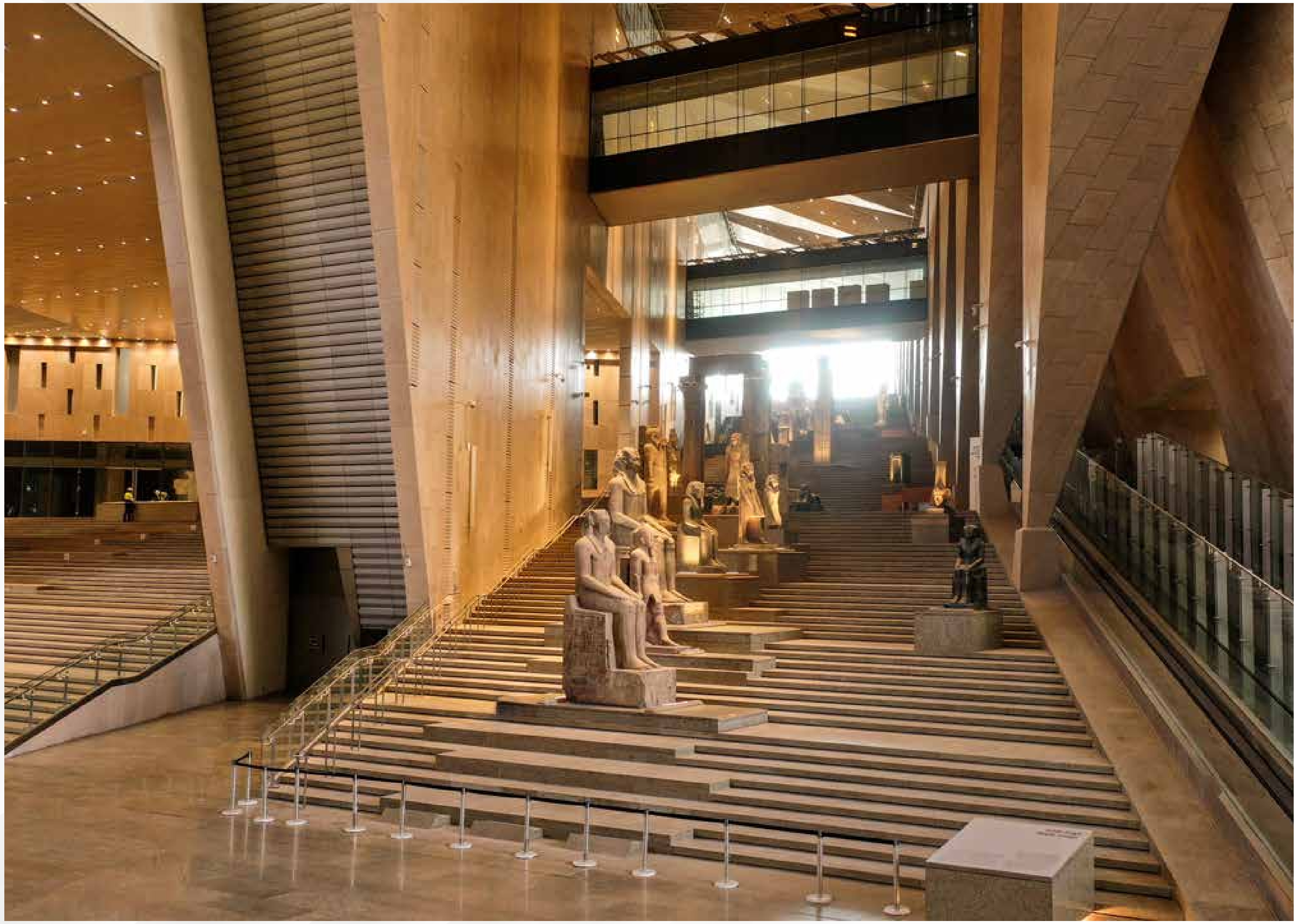
1,830,000 m^3

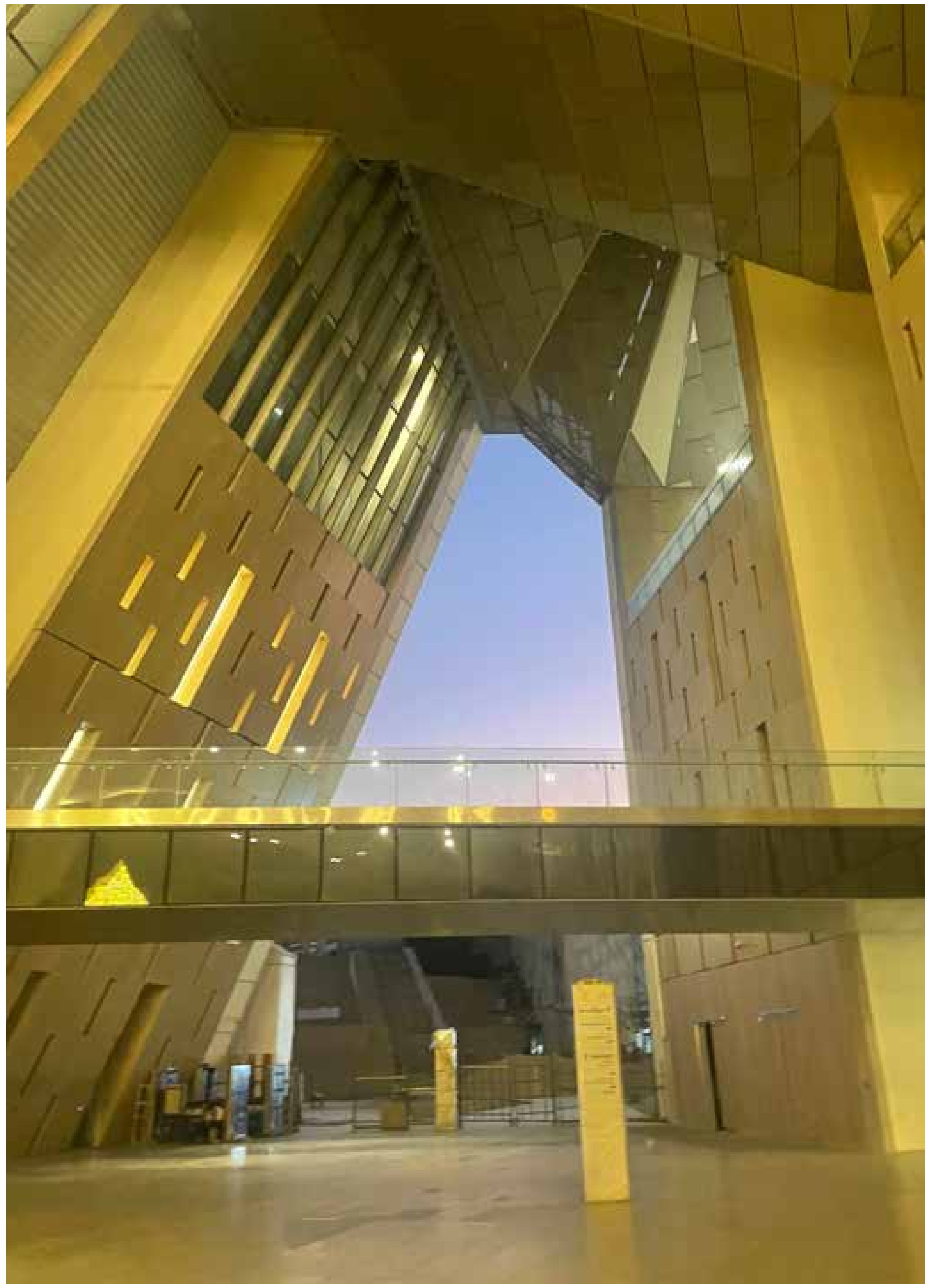
Excavation

Construction Highlights Artefacts

The GEM is set to be one of the most iconic museums in the world, displaying Egypt's heritage over the past millennia across different galleries. Moreover, it will exhibit the largest number of Egyptian artefacts ever seen worldwide, including the full tomb collection of Tutankhamun, placed in one gallery under one roof for the first time.

The GEM also includes thousands of other significant artefacts of all sizes including over 12,000 artefacts showcased in other exhibition halls, 72 artefacts on the Grand Stairs, 10 statues of Senosert, Ramses II, and the Merenpetah column, as well as the world's first hanging obelisk, and the 4,600-year-old wooden Khufu Solar Boat.



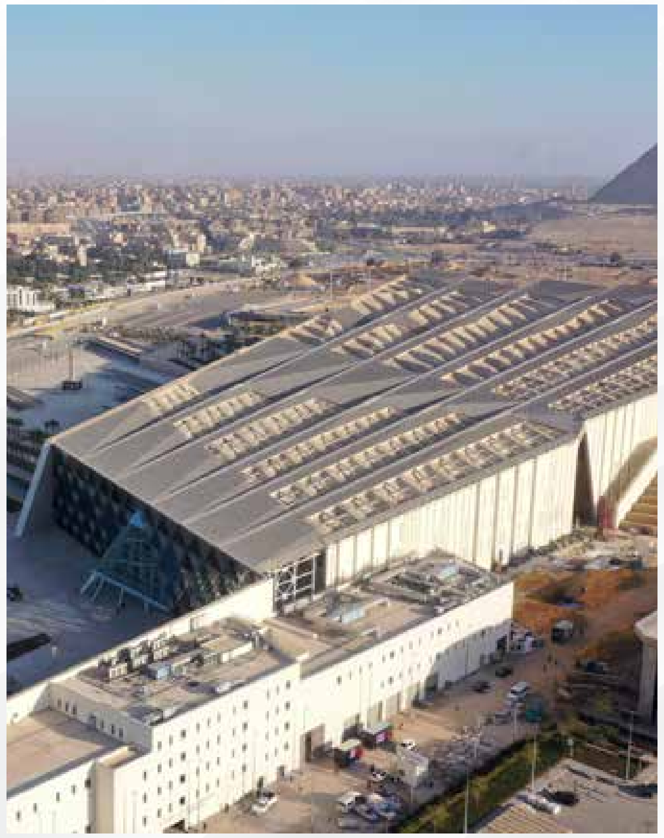


Interesting Facts and Facilities at the GEM

The geometry of the museum building, which encompasses 5,000 m2 for the Tutankhamun Gallery and 17,000 m2 for other exhibition galleries, is aligned with the three Giza pyramids. Through an exquisite system of sophisticated light-focusing and fine tuning, the GEM unveils a unique representation of the museum's elements and galleries, highlighting all the important artefacts and structures within it.

The GEM also offers a variety of technological advances that facilitate the user experience, including systems that support visitors with special abilities, such as sound systems described as "binoculars for the ears" for visitors with hearing disabilities. In addition, the GEM includes inclined lifts to support visitors with reduced mobility.

Among its many innovations, the GEM offers the first augmented reality in the history of Egyptian museums at the Hololens, narrating Egypt's history through an interactive medium that makes the visitor's experience a once in a lifetime opportunity.



257,242 m^3
Project Concrete

52,364 m^3
Steel Weight

116,000,591hrs
Total Project Manhour (Cut-off 30-11-2022)

58,000 m^2
Ceiling Area (Metal ceiling)

205,446 m^2
Stone Works (walls and flooring)

32,602 m^2
Façade curtain walls/Glazing

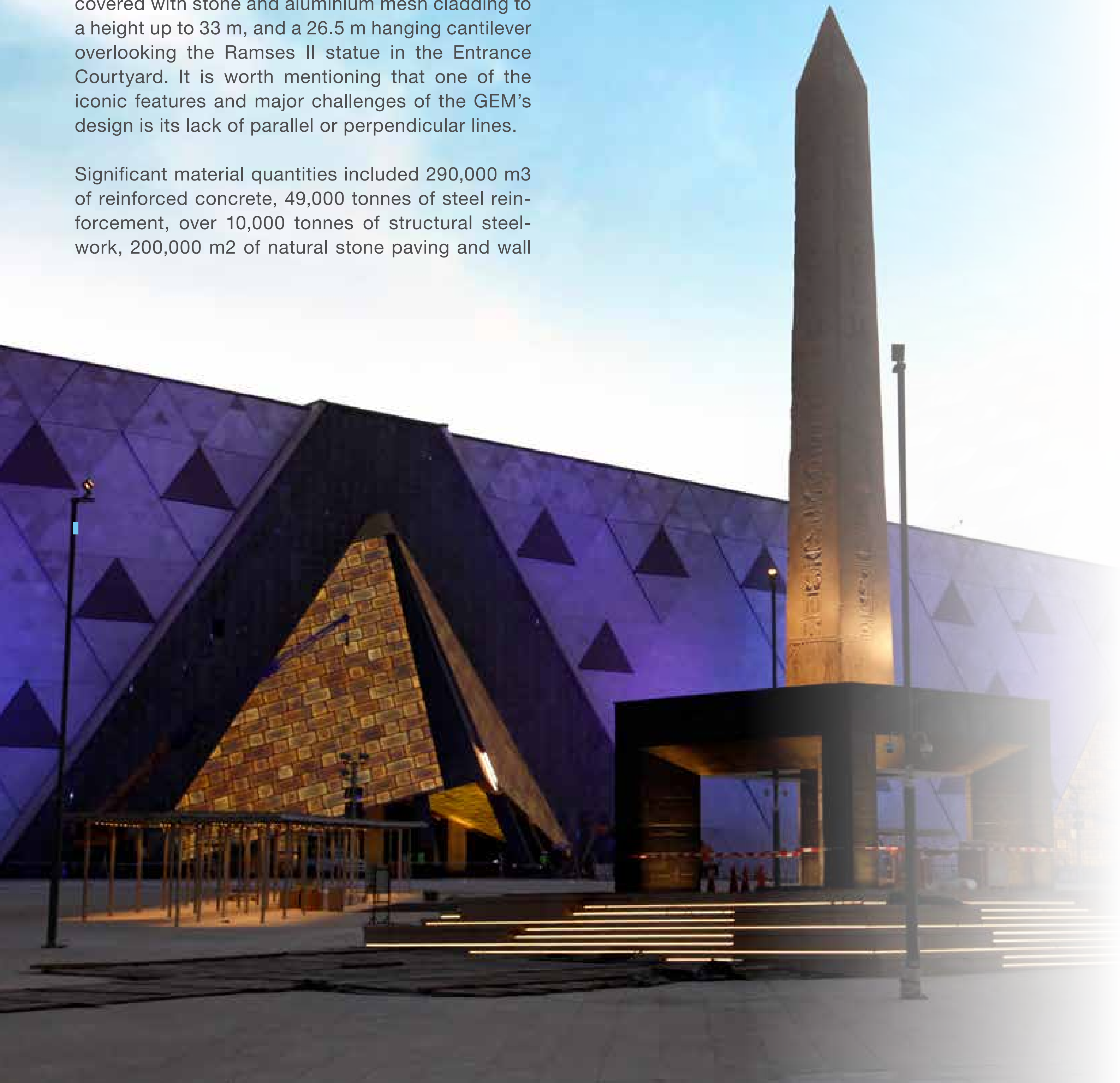
Construction Challenges and Highlights

The construction of the GEM was a massive undertaking, taking ten years to complete after numerous delays due to local and international events, as well as extensive design variations resulting in substantial additional work.

Construction design and methods were unique and distinctive in more than one aspect, incorporating a complex two directional 104 pyramid folded white concrete plates roof in various dimensions and lines of inclination, 23 inverted pyramid stiletto pilasters covered with stone and aluminium mesh cladding to a height up to 33 m, and a 26.5 m hanging cantilever overlooking the Ramses II statue in the Entrance Courtyard. It is worth mentioning that one of the iconic features and major challenges of the GEM's design is its lack of parallel or perpendicular lines.

Significant material quantities included 290,000 m3 of reinforced concrete, 49,000 tonnes of steel reinforcement, over 10,000 tonnes of structural steelwork, 200,000 m2 of natural stone paving and wall panelling, a triangular patterned translucent stone wall spanning 800 m, illuminated by modern lighting, and some 1.4 million m3 of excavation.

One of the most prominent highlights and challenges at the GEM involved the relocation of the 4,600-year-old 44 m long wooden Khufu Solar Boat in a hermetically sealed, climate controlled, and specially constructed steel container. The artefact was transported on imported specialist multi-wheeled equipment from the existing solar boat museum building, which lies adjacent to the Giza Pyramids, to the GEM site, where a new dedicated Solar Boat Museum building is constructed around it.



Manpower at the GEM reached almost 115 million man hours, which at its peak engaged some 5,500 workers on the project. Furthermore, over 1,050 local and foreign suppliers and subcontractors were involved, with backgrounds in specialist installations and trades, such as structural glazed facades, vertical and horizontal conveying systems, exhibition gallery fit out and display showcases, which included microclimate control, AV systems and lighting, interactive multimedia systems, and a hologram gallery, to name a few.

Security at the GEM was extremely important, both during construction and in the final design, considering the strategic significance of the project and the priceless artefacts on display. Therefore, to ensure maximum security, several high-tech systems were installed such as a truck scanner facility for security scanning large vehicles entering the complex, state-of-the-art ICT security and CCTV systems throughout, and RFID tagging and laser systems to secure the artefacts.

Health, Environment and Safety

All construction work was monitored and inspected to satisfy the complex and highly demanding specifications of the project such as quality, stringent health and safety requirements, environmental protection, and waste management. This included monitoring the carbon footprint and greenhouse gas emissions from construction activities, in addition to participating in the 2022 United Nations Climate Change Conference COP27 in Sharm El Sheikh, in which the GEM project was designated a green sustainability project.

Throughout the construction at the GEM, proper procedures were upheld for waste management and disposal throughout the project's activities. Maintaining health, safety, and the environment was a priority in every step throughout the project's lifespan to ensure a sustainable model. Campaigns were organized promoting environmental events, global clean-up days, and safety training for the workforce. Moreover, employees were encouraged to participate in conferences that shed light on protecting the environment, and the importance of health and safety measures in the construction industry.

Achievements and awards

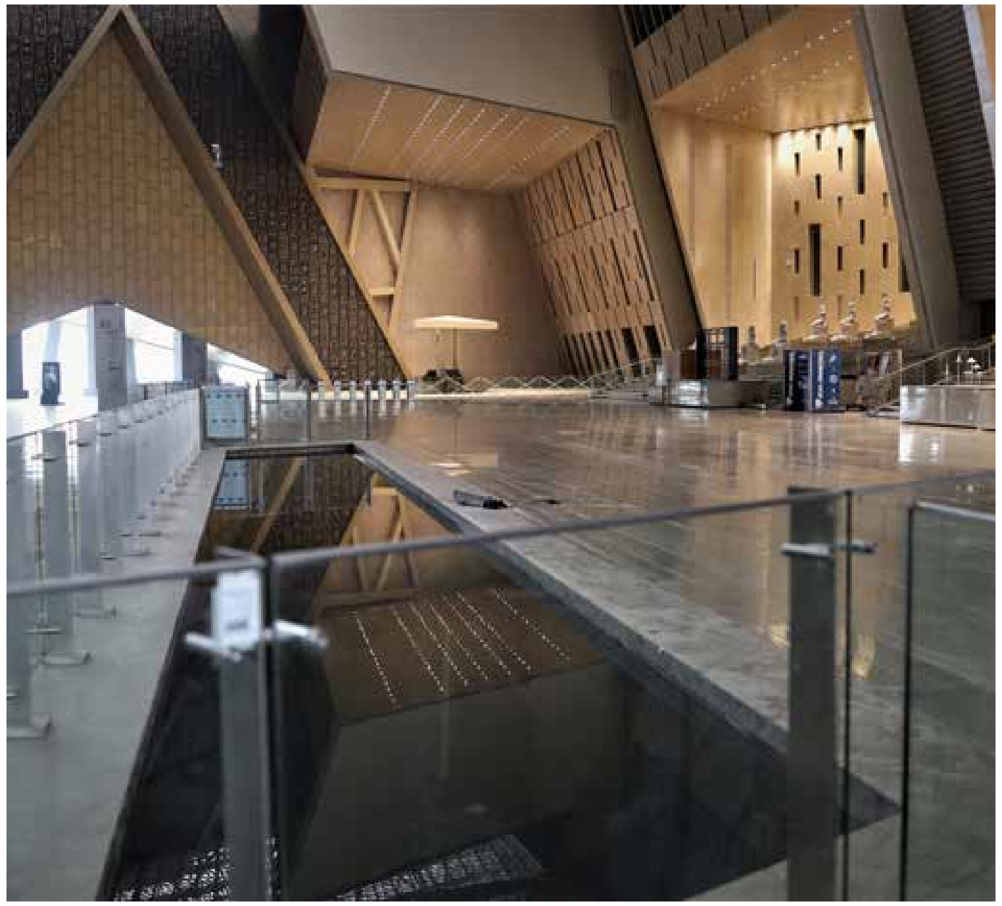
The GEM has proven to be one of the most deserving projects worldwide before its anticipated opening date, scoring two awards and setting a high note for the awaited inauguration ceremony.

Green Building Award

The GEM was awarded the Green Building Award in the field of the green construction by the Environment and Development Forum: The Road to Sharm El-Sheikh Climate Change Conference 27. The museum was rated in accordance with the Green Building rating system, being a national environmental system that includes criteria by which projects are evaluated in terms of their contribution to the environment and sustainability during the life cycle of the projects.

Autodesk Excellence BIM Award

The GEM was awarded AEC Best Construction Project, given the complexity of its design and the integration of different project systems. The project was also recognized for bringing together an extensive number of subcontractors, standing at over 300 with different trades and areas of specialties that required a high degree of collaboration and clash avoidance.



6,500

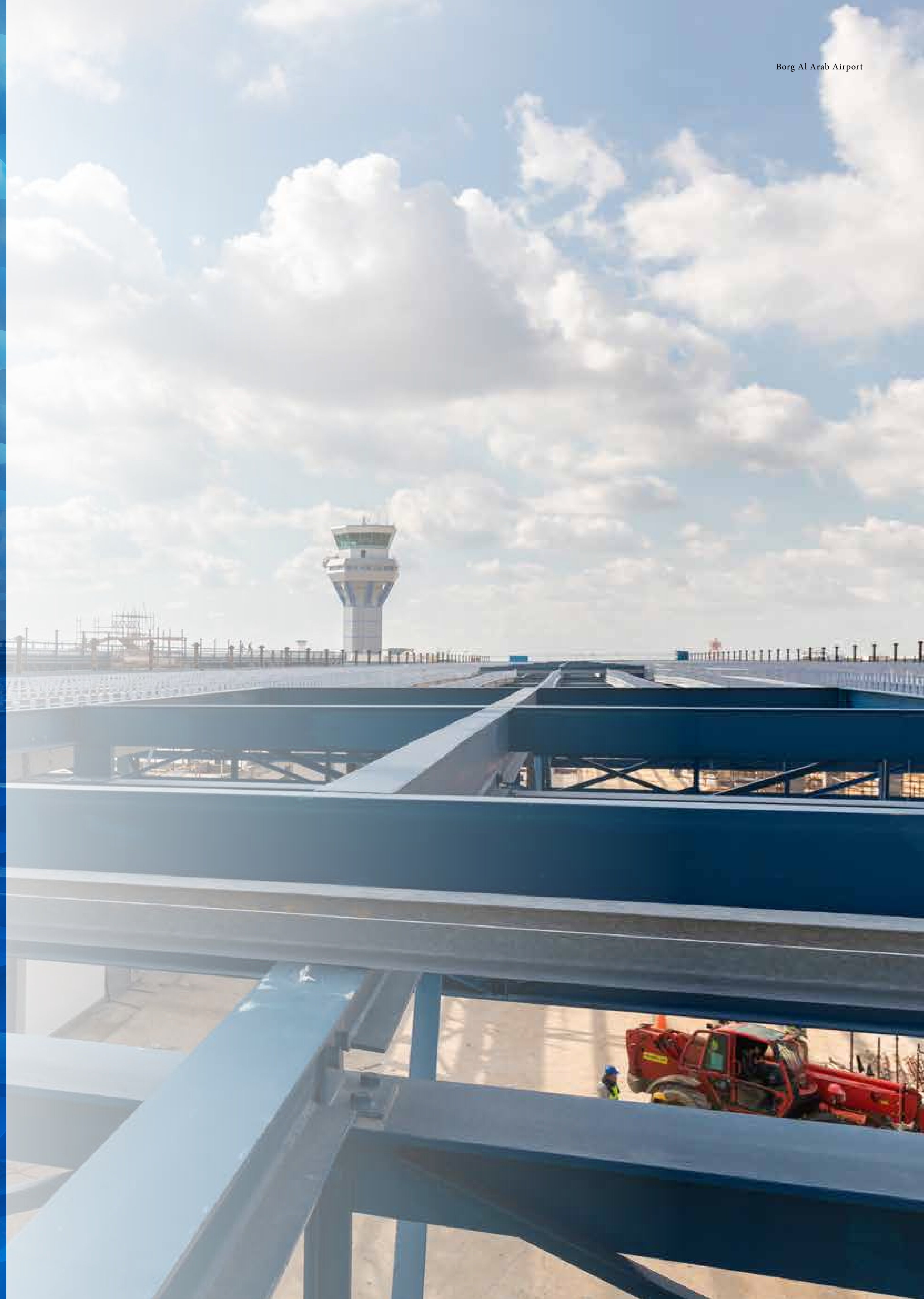
personnel

Peak of Project Manpower

All construction work was monitored and inspected to satisfy the complex and highly demanding specifications of the project such as quality, stringent health and safety requirements, environmental protection, and waste management.

MANAGEMENT DISCUSSION & ANALYSIS

Orascom Construction has continued to grow its business and revenues, recording positive results.



Borg Al Arab Airport

MANAGEMENT DISCUSSION & ANALYSIS

Financial Highlights		
$ millions	2022	2021
Revenue	**4,177.3**	**3,542.9**
Cost of sales	(3,830.4)	(3,196.5)
Gross profit	346.9	346.4
EBITDA	**200.3**	**204.4**
Operating profit	**154.7**	**156.3**
Income tax	(37.6)	(42.5)
Non-controlling interest	20.8	11.9
Net income attributable to shareholders	**113.5**	**113.4**
Basic earnings per share	0.97	0.97
Total assets	3,531.4	4,102.4
Total equity	691.3	688.6
Gross interest - bearing debt	212.0	64.1
Net debt	(325.7)	(441.6)

Revenue

Orascom Construction PLC revenues witnessed an annual growth of 17.9%, reaching USD 4,177.3 million in FY 2022, driven by solid progress across in both MEA and USA operations. Revenues attributable to the MEA region accounted for 67.3%, while USA operations accounted for the balance.

In the MEA region, revenue was primarily driven by the execution of large infrastructure and commercial projects including the monorail, water infrastructure and the Egyptian Stadium. Revenue in the U.S. was driven by a mix of commercial, infrastructure and light industrial projects including data centers, 26th and Alcott multi-family towers and UF Gator Village Student Housing.

EBITDA

The Group reported consolidated EBITDA of USD 200.3 million in FY 2022 compared to USD 204.4 million in FY 2021, reflecting a margin of 4.8% impacted by inflationary environment.

The MEA region continued to deliver solid performance in FY 2022, delivering EBITDA of USD 175.4 million despite a tighter EBITDA margin of 6.2%.

The U.S. region maintained its positive contribution to the Group and reported EBITDA amounting to USD 24.8 million in FY 2022 compared to USD 19.7 million in FY 2021, driven by solid backlog execution.

Financial Highlights

$ millions	2022		2021	
	MEA	USA	MEA	USA
Revenue	**2,812.9**	**1,364.4**	**2,492.8**	**1,050.1**
Cost of sales	(2,545.5)	(1,284.9)	(2,218.8)	(977.7)
Gross profit	267.4	79.5	274.0	72.4
EBITDA	**175.5**	**24.8**	**184.7**	**19.7**
Operating profit	**137.5**	**17.2**	**143.6**	**12.7**
Income tax	(51.1)	13.5	(42.4)	(0.1)
Non-controlling interest	19.3	1.5	11.9	-
Net income attributable to shareholders *	80.4	33.1	97.1	16.3

* MEA net income includes contribution from the Group's 50% stake in BESIX, amounting to net profit of USD 19.9 million in FY 2022, maintaining its positive profitability contribution (FY 2021: USD 15.7 million). BESIX is consolidated under the equity method.

Selling, General and Administrative Expenses

The Group's Selling, General and Administrative Expenses (SG&A) expenses represented 4.7% of revenue in FY 2022, compared to 5.4% in FY 2021 due to reversals of certain provisions no longer required.

Net financing cost

Net financing cost consists of interest income, gain or loss on foreign exchange, and interest expense.

Net financing cost marked at USD 18.0 million in FY 2022, an increase of 11.4% y-o-y attributed to higher finance costs that were partially compensated by foreign exchange gains resulting from the devaluation of the EGP.

Income tax

Income tax expense amounted to USD 37.6 million in FY 2022 compared to USD 42.5 million in FY 2021.

The effective tax rate declined from 25.4% in FY 2021 to 21.9% in FY 2022. This was mainly a result of the increase in Deferred Tax Assets in the U.S. as per the result of management's latest projection of taxable income, and of higher profits from BESIX.

Cash Flow

Condensed Consolidated Statement of Cash Flow
for the year ended 31 December

$ millions	2022	2021
Net profit for the year	134.3	125.3
Adjustments:		
Depreciation of PPE and amortization	45.6	48.1
Changes in working capital	45.2	50.9
Dividends received from equity accounted investees	7.4	1.9
Other cash flows from operating activities	(38.6)	(25.0)
Cash Flow from operating activities	**193.9**	**201.2**
Proceeds from sale of an investment in associate	-	5.1
investment in property, plant and equipment	(49.3)	(63.9)
Proceeds from sale of property, plant and equipment	2.8	6.3
Acquisition of subsidiaries, net of cash acquired	(28.5)	-
Cash Flow from investing activities	**(75.0)**	**(52.5)**
Proceeds from borrowings	287.0	103.2
Repayment of borrowings	(143.5)	(154.3)
Dividends paid to shareholders	(54.0)	(51.2)
Other cash flows from financing activities	(20.2)	(14.1)
Cash Flow from financing activities	**69.3**	**(116.4)**
Net increase in cash and cash equivalents	**188.2**	**32.3**
Cash and cash equivalents at 1 January	505.7	473.8
Currency translation adjustments	(156.2)	(0.4)
Cash and cash equivalents at 31 December	**537.7**	**505.7**

Cash Flow from operating activities

Cash inflows from operating activities maintained at a positive level of USD 193.9 million despite the challenging operating environment reflecting the Group's focus on cash management. It is worth noting that in FY 2022, the value of trade and other receivables, contracts work in progress and advance payments all decreased, reflecting improved working capital outcome.

Cash Flow from investing activities

Cash outflows from investing activities reached USD 75.0 million in FY 2022 compared to USD 52.5 million in FY 2021, mainly driven by gross capital expenditure for the year of USD 49.3 million to support new projects in MEA. The increase in investing activities pertains to the consideration paid to acquire Orascom Services in early 2022.

Cash Flow from financing activities

Cash inflows from financing activities recorded USD 69.3 million in FY 2022 compared to outflows of USD 116.4 million in FY 2021 as a result of increase in debt balance by USD 147.9 million during FY 2022 to reach USD 212.0 million. In addition, two dividend payments to shareholders totaling USD 54.0 million were disbursed in January 2022 and August 2022.

	December 2022	December 2021
Long-term interest-bearing debt	-	1.2
Short-term interest-bearing debt	212.0	62.9
Gross interest-bearing debt	**212.0**	**64.1**
Cash and cash equivalents	537.7	505.7
Net debt	**(325.7)**	**(441.6)**

The Group net cash positive position stood at USD 325.7 million as of 31 December 2022, reduced from USD 441.6 million as of 31 December 2021 impacted by the increase in debt balance by USD 147.9 million, which was partially compensated by the increase in cash balance by USD 32.0 million. In addition, the net cash positive position as of December 2021 was also partially driven higher by advance payments.

Condensed Consolidated Statement of Financial Position

as at 31 December		
$ millions	Dec-22	Dec-21
Total non-current assets	708.7	727.3
Total current assets	2,822.7	3,375.1
Total Assets	**3,531.4**	**4,102.4**
Shareholder's Equity	651.7	638.5
Non-controlling interest	39.6	50.1
Total Equity	**691.3**	**688.6**
Total non-current liabilities	46.9	54.5
Total current liabilities	2,793.2	3,359.3
Total Liabilities	**2,840.1**	**3,413.8**

Non-Current Assets

As at 31 December 2022, the Group's non-current assets stood at USD 708.7 million (2021: USD 727.3 million). This includes the following:

- Property, plant, and equipment balance of USD 146.5 million (2021: USD 199.2 million). The reduction mainly related to the effect of the devaluation of the EGP, resulting in a lower translated value in USD terms.
- Goodwill balance of USD 27.7 million, increased by USD 13.9 million pertains to the acquisition of Orascom Services in early 2022.
- Investments in equity accounted investees balance of USD 462.5 million, with the majority representing the Group's investment in the BESIX Group.
- Deferred tax assets balance of USD 47.4 million, primarily relating to carry-forward losses in the U.S. expected to be realized against future profits. The increase resulted from management's latest, higher projection of taxable income.

Current Assets

Current assets reduced to USD 2,822.7 million (2021: USD 3,375.1 million) mainly due to the reduction of the contracts work-in-progress resulted from billings of large projects and reduction of supplier advance balance, which were partially offset by slight increase in trade receivables.

Cash and cash equivalent stood at USD 537.7 million at year-end 2022 (2021: USD 505.7 million).

Equity

The Group's total equity slightly increased to USD 691.3 as at 31 December 2022 (2021: USD 688.6 million), driven by the net profits for the year, materially offset by the reduction in reserves related to the EGP devaluation against the USD. During FY 2022, a dividend declared and distributed to shareholders of USD 27.0 million.

Non-Current Liabilities

Non-current liabilities primarily relate to the noncurrent portion of trade and other payables.

Current Liabilities

Current liabilities decreased to USD 2,793.2 million (2021: USD 3,359.3 million) primarily due to utilization of advances of construction contracts.

Number of employees

During the financial year ended 31 December 2022, the number of staff employed in the Group totaled 59,676, divided into 23,188 permanent employees and 36,488 temporary employees (2021: 61,757 employees).

Outlook

The Group preserved its solid backlog balance* of USD 5.3 billion as of 31 December 2022, even after accounting for the devaluation of the EGP. New awards were sustained at USD 3.6 billion in FY 2022, mainly led by large infrastructure projects in Egypt, and data center and commercial projects in USA. The Group continues to execute its key, sizable projects in Egypt and the USA, while focusing on growing its portfolio of investments in infrastructure assets and concessions that provide the Group with construction opportunities and recurring income.

While management expects solid execution and revenue recognition in FY 2023, revenue is expected to be slightly lower than the level achieved in FY 2022 given the lower translation of EGP revenue into USD terms resulting from the devaluation of the EGP. However, management is focusing on accelerating performance on the existing projects while continuing to target new quality awards with geographical diversification across sectors in which the Group is competitive.

BESIX is expected to continue its positive earnings reported in FY 2022.

Management has assigned approximately USD 15 million of capital expenditure in FY 2023.

* Represents the backlog as of 31 December 2022 but assumes the EGP-to-foreign currency rates as of 31 January 2023, therefore fully reflecting the devaluation of EGP that took place in January 2023.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE

Understanding its impact and role as a leading global engineering and construction contractor, Orascom Construction works to prioritize the development of sustainable solutions and models with tangible impact on human development and environmental protection.

Maspero Nile Tower

OUR ENVIRONMENTAL **IMPACT**

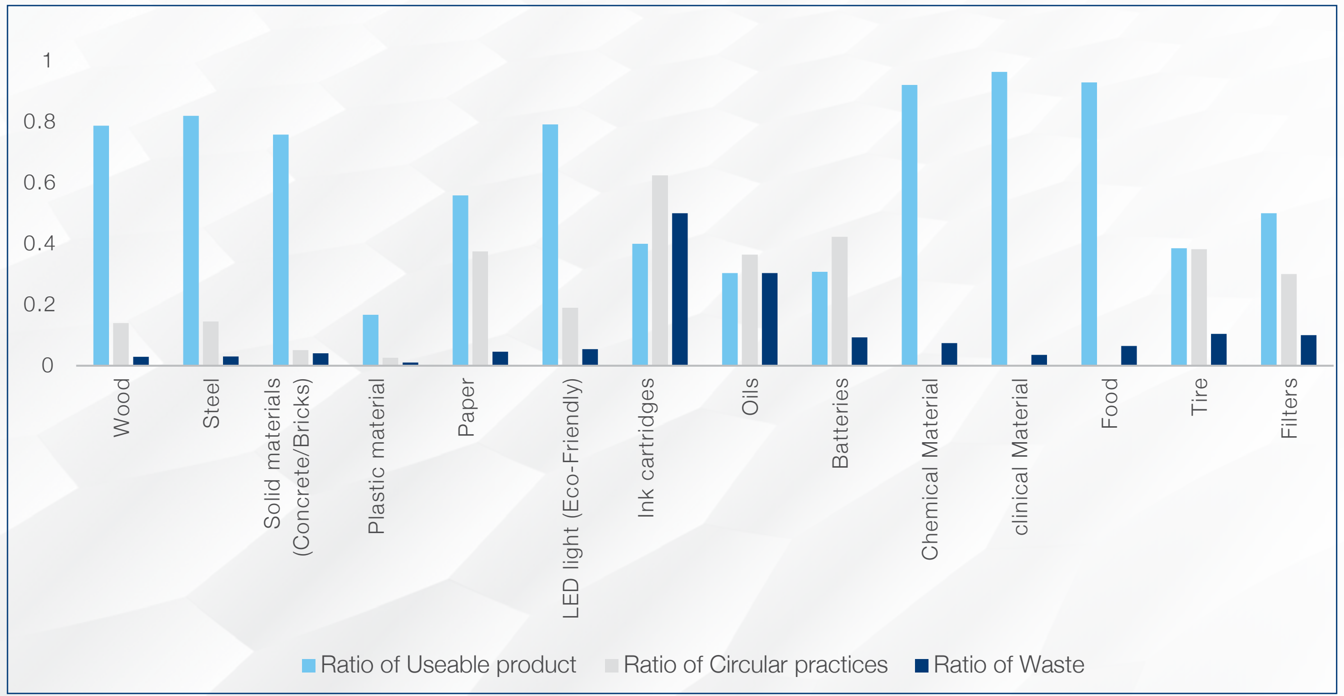
As an industry leader, Orascom Construction recognizes the importance of the role it plays in setting the standard for mitigating climate impact. The Group is committed to aligning with Egypt's Vision 2030 goals, taking the appropriate steps to measure, assess, and reduce its carbon footprint.

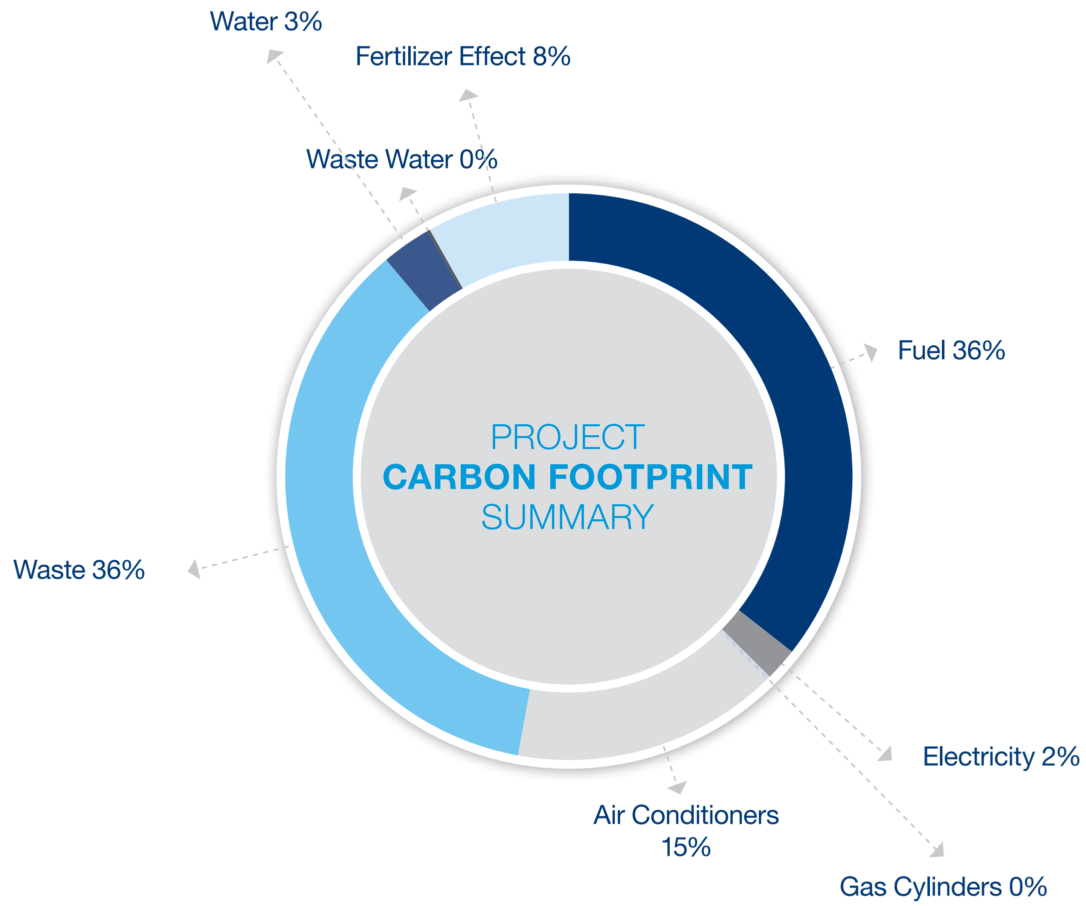
Carbon Footprint

The Paris Agreement's long-term temperature goal is to keep the rise in mean global temperature to well below 2 °C (3.6 °F), above pre-industrial levels, and preferably limit the increase to 1.5 °C (2.7 °F), recognizing that this would substantially reduce the effects of climate change. Emissions should be reduced as soon as possible and reach net-zero by the middle of the 21st century (2050). In order to stay under the 1.5 °C target, emissions need to be cut by approximately 50% by 2030.

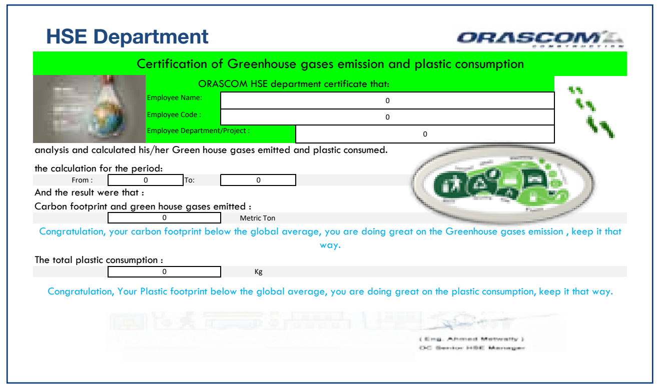
At Orascom Construction, we are committed to reducing our overall impact on the surrounding environment and supporting Egypt's Vision 2030, including identifying key areas where reductions in consumption can be made, adopting circular economy policies, minimizing pollution and waste, and ensuring that we adhere to all international and legal standards, reducing the carbon footprint of the organization as a whole.

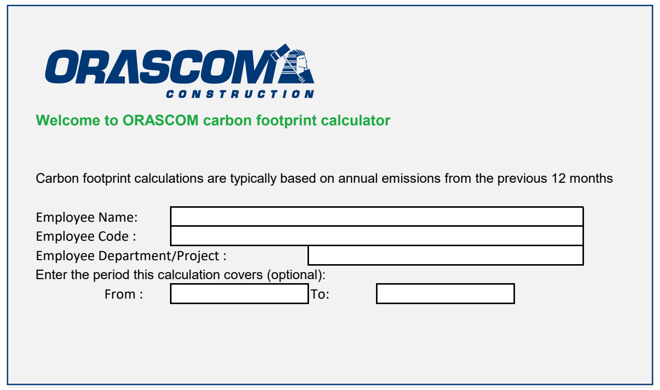
2021 saw the introduction of a pilot Carbon Footprint assessment program within Orascom Construction's HSE Department, initially involving select projects. The program centers around obtaining essential information relating to consumption from project teams on a monthly basis. This information is then entered into a carbon calculation tool, which provides the overall footprint for each project. 2022 saw this program evolve into a more diverse and intricate assessment of each and every active project, essentially generating a live analysis of the carbon footprint of our projects, allowing the team to review and assess trends.





In addition to the project level calculations, which focus on the consumption of raw materials that are used in the process of construction works, the team is also working with senior site management to allow each individual to calculate their personal carbon footprint. Those who return a result that places them above the global average are provided with an information pack, outlining small things they can do or change in their daily activities, to reduce their individual carbon footprint.





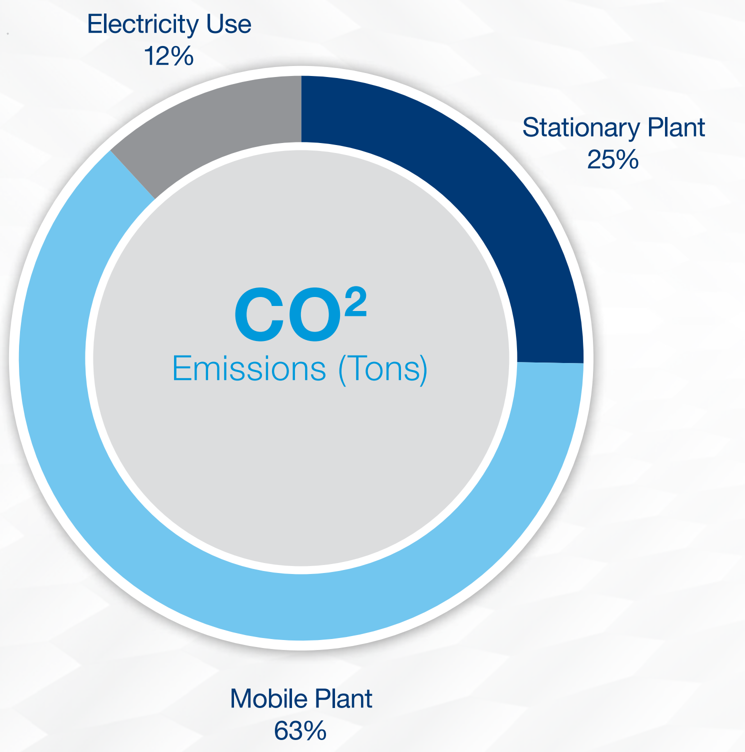
Impact of Emission Reducing Projects

The Grand Egyptian Museum

The Grand Egyptian Museum (GEM) is the world's largest museum dedicated to a single civilization, a project of national pride. It is expected to draw Egyptologists and tourists from around the world are all.

For OC, the GEM is a flagship project that is designed and built around sustainability. In 2022, the GEM was showcased at the COP27 conference in Sharm El Sheikh.

The results of carbon footprint accounting during construction indicate that the main sources of GHG at the GEM are electricity, the stationary plant (generators), and the mobile plant (trucks, excavators, loaders etc.).



The GEM was designed with sustainability in mind; the design teams managed to create a state-of-the-art facility, with a very low carbon footprint. This was achieved by carefully selecting the right materials and components, utilizing advanced technology in managing the spaces within GEM, and applying carbon offsetting initiatives, including the outdoor space surrounding GEM.

Physical and Design Elements

- All main galleries and halls have high-level clear-story glass, with UV protection, ensuring sufficient daylight enters the room and reducing the need for artificial lighting.
- Natural Lighting and Ventilation: The design of the conference center building roof reduces heat dissipation and naturally illuminates the grand stairs. The entrance courtyard is fully dependent on natural lighting and ventilation.
- The energy efficient air conditioning system is designed to circulate cooled air from floor ducts to a maximum height of 3 m to ensure patrons are comfortable, as the height of the ceiling in the main galleries is up to 12 m and would require significant amounts of energy to cool.
- Energy saving LED lights, water saving faucets, and water saving irrigation techniques are being applied throughout the GEM.
- Storm drain water is drained into a soak away system to improve soil quality in landscaping areas in the recreational and pyramids garden.
- Water saving faucets by photocell that activate only when using the faucet, as well as filters to reduce water consumption from 5 liter/min to 3 liter/min.

Technology and System Elements

Building Management System (BMS)

The BMS in the GEM project is an overarching control system that is responsible for monitoring and regulating the building's electrical and mechanical equipment, such as power systems, lighting, and ventilation to ensure all aspects are running at maximum efficiency at all times.

Typically, systems connected to a BMS usually record 30% energy saving at a facility; at the GEM, this number is approaching 50%, as many subsystems are integrated with BMS, such as the lighting control, lift management system, plumbing system, and domestic water system, among others. The core function of the BMS is to reduce energy use and maintenance costs.

Moreover, the BMS continuously monitors the temperature and humidity inside the building, to ensure the most efficient use of heating and cooling are maintained.

Key features include:

- An air conditioning system controlled through Variable Speed Drive (VSD), which controls and lowers the motor speed by up to 70%, according to the temperature outside.
- A VRV air-conditioning system, which provides better energy saving than other systems by adjusting the power consumption needed for air conditioning based on the number of people in the room. Motion sensing technology in the back of house areas of the GEM, which turn off the lighting whenever there are no persons detected in the area.
- Plumbing fixtures and trims that use infrared rays to detect when water is required, saving on water consumption.
- HoloLens technology on the first-floor gallery.
- Microclimate system for the artifact showcases inside the main galleries, to control lighting, temperature, and air humidity.

Factors Driven Through Projects Financed by International Finance Institutions

Over the last few years, OC has been involved in several Engineering, Procurement, Construction and Finance (EPC-F) projects. These projects are funded by lending institutions. The loan is, in turn, paid back by the project operation over the agreed repayment period.

OC promotes/ensures the adherence of a series of strict Environment and Social (E&S) compliance requirements, such as the IFC Performance Standards 1 - 8, which cover the specific policy requirements of those individual investment partners.

Current Active Financed Projects	Completed Financed Projects
Burundi Hydroelectric PP;	Burullus 4800 MW Combined Cycle PP;
Cairo Monorail;	New Capital 4800 MW Combined Cycle PP;
Borg El Arab Airport Extension;	West Damietta PP;
Grand Egyptian Museum;	Assiut PP;
Abu Rawash Wastewater Treatment Plant;	Ras Ghareb 262 MW Wind Farm (BOO).
Egyptian High-Speed Rail.	
RedSea Wind Energy 500 MW Wind Farm	

Socio-economic Impacts

- Ensuring local businesses impacted by a project are dealt with fairly and transparently, in a socially responsible manner.
- Monitoring interactions with project workers.
- Managing any concerns or grievances raised.

Labour, Working Conditions, and Worker Welfare

- Ensuring workers are aware of and understand their rights.
- Fair treatment and non-discrimination.
- Accommodation inspections.
- Labour and Working Condition Audits

Community Engagement

- Engagement with the community to provide project related information.
- Community initiatives within surrounding communities, such as:
  - Road upgrades.
  - Speed traps near schools.
  - Building and refurbishing schools and Mosques.
  - River clean-up initiatives.
  - Environmental education and awareness programs.

Vision for the Future

Egypt Vision 2030 is a unified long-term political, economic, and social vision. It was developed in alignment with the United Nations Sustainable Development Goals (SDGs). The vision sets a target to reduce greenhouse gases (GHGs) by 10% from the energy sector, including oil and gas, by 2030 compared to 2016 levels.

Orascom Construction is committed to making our contribution towards the Egypt's Vision 2030 by reducing our carbon footprint. The carbon assessment program will be a major contributor to this, by monitoring and putting in place measures to reduce consumption levels at our projects. The employee carbon footprint self-assessment will be further expanded to capture a greater percentage of our workforce, rewarding those who successfully reduce their overall personal carbon footprint.

OUR SOCIAL IMPACT

Over the last 72 years, Orascom Construction PLC has transformed from a small, ambitious family business to become Egypt's largest engineering and construction contractor, and a global force exhibiting its strong presence across dozens of countries in the Middle East, Africa and North America. As our operations continue to grow, so do our responsibilities. Consequently, we make sure our social and economic contributions to surrounding communities, and our operating countries remain active and engaged. We prioritize the development of sustainable solutions and models with tangible impact on human development that focus on education and health.

Onsi Sawiris scholar Mostafa Dewidar, Stanford University Graduate '22

2022 Highlights

Supporting Education in Egypt

We believe that a high-quality, well-rounded education that promotes critical thinking and entrepreneurship is the key to poverty eradication and long-term human growth. To that end, Orascom Construction has committed significant resources to the development of the entire education value chain, from building schools to funding training and scholarship programs for teachers and students, financing and coordinating exchange programs between Egyptian and American institutions and sponsoring extracurricular educational programs and competitions.

Through various initiatives, we have positively impacted the lives and education of Egyptians in a multitude of ways over the last twenty-two years. The initiatives include:

Onsi Sawiris scholarship recipients for the year 2022

Onsi Sawiris Scholarship Program

The Onsi Sawiris Scholarship Program was created with a vision of cultivating a group of highly educated and skilled leaders, who would have a lasting positive impact on the Egyptian economy. To achieve this, the program provides full scholarships to talented students pursuing a Master of Business Administration (MBA) or a Master's in Engineering at top-tier US universities, as well as undergraduate degrees at the University of Chicago, Stanford University, Harvard University, University of Pennsylvania, and Massachusetts Institute of Technology.

We are pleased to announce that some of our sponsored students have received recognition for making the Dean's Lists at their respective schools and continue to make Orascom Construction proud by excelling at their academic pursuits, while engaging in diverse extracurricular activities.

This milestone marks the 22nd consecutive year for **The Onsi Sawiris Scholarship Program**. Since 2000, Orascom Construction, in partnership with the Sawiris Foundation for Social Development, has awarded 93 full scholarships to extraordinary Egyptian students, including tuition fees, living expenses, health insurance, and travel fees. In exchange for this support, students must return to Egypt for a minimum of two years upon completion of their programs to contribute to the country's economic development. In 2022, we provided scholarships to two students to attend the University of Pennsylvania and Harvard University.

Testimonials

I am sincerely honored to have been selected as the recipient of the Onsi Sawiris Scholarship program and would like to express my gratitude to Orascom Construction for their generosity and support. I am excited to embark on this two-year life-changing journey at Harvard Business School, where I hope to sharpen my leadership skills, expand my network, and discover new avenues in the worlds of entrepreneurship and finance. Thank you, Orascom Construction, for allowing me to pursue a first-class education and for the opportunity to immerse myself in a rich ecosystem where I can continue to grow professionally and personally. I plan to use the knowledge and skills I develop along the way to play a meaningful role in Egypt's development and help create a positive and sustainable impact on my community.

Yasmine Abou Ali – Graduate
Harvard University

I would like to express my utmost gratitude to Orascom Construction for this generous scholarship and the tremendous support. I am truly grateful for this life-changing opportunity that will help me pursue my goals and passions. Through the Onsi Sawiris Scholarship program, I will have the opportunity to learn from world-class professors at the University of Pennsylvania. I hope I can make full use of this scholarship and gain the necessary experience and knowledge to contribute to the Egyptian technological and economic development.

Ahmed Muhrram – Undergraduate
University of Pennsylvania

Success Story

After graduating from the Yale School of Management, I joined the world's largest e-commerce player in their Egypt office as the Program Manager responsible for the launch of their marketplace in Egypt. Since then, I have been working on programs to localize their services, grow their presence, and create opportunities for Egyptian businesses to access its customer base of millions. This came with the opportunity for me to meet the President and his Cabinet, to work with several ministries on collaboration opportunities, and to sign partnerships with government entities that share our goal of supporting local businesses. This year, I got to officially celebrate the two-year anniversary of my graduation from Yale when the university decided to hold the commencement ceremony after deferring it due to the pandemic. I had the honor of giving the commencement speech at the ceremony; proudly representing my journey, my values, and my home country. I feel incredibly fortunate for the opportunity to pursue a career that brings together ambitious business goals with the societal goals that I set out to pursue before my MBA. I would have certainly not had the opportunity to do so without being a proud Onsi Sawiris scholar and am eternally grateful for that honor.

Aly Gamay – Senior Program Manager at Amazon Egypt
Yale School of Management
Class 2018

Success stories within Orascom Construction

"I'm proud of being part of Orascom Construction and grateful for the moral and financial support the company has given my son and me. I am also extremely proud of my son and his accomplishments so far. Here's a small update of his progress this year."

Hany Hanna – Fady's father – OC foreman Steel fixer - Nigeria project

Sponsoring Fady Hanna at Minerva University

"I started my educational Journey at Minerva University last year in San Francisco, California. A journey that is not only preparing me for a complex world but also making me grow personally and professionally. My second semester at Minerva University was in Seoul, South Korea. That semester expanded my knowledge about the world and introduced new insights into a completely different culture. During the summer, I had an internship at Duke University and Johns Hopkins University as a team advisor for an engineering pre-college summer conference. This Internship honed my technical skills, working on various mechanical and software engineering projects, and allowed me to share my skills and knowledge with the team I was instructing. Now, I'm studying my third semester as a double major in computational science and natural sciences in Taipei, Taiwan. I'm also working on a research project as an intern at the Biomedical Engineering department at National Taiwan University. This project is about using synthetic nanoparticles to make culturing bone cell tissues connected to cartilages possible. My journey is a long one full of difficulties and challenges; however, I owe Orascom Construction so much gratitude for their great moral, informational, and financial support that helps me face and tackle those challenges."

Fady Hanna – Son of an OC Employee
Minerva University

Orascom Construction – AUC Upper Egypt Youth Scholarship

For the 9th consecutive year, and as part of its drive to support youth in Upper Egypt, Orascom Construction awarded full scholarships to students from Upper Egypt to pursue their undergraduate degrees in Economics, Mathematics, Statistics, Data Analysis, and Actuarial Science at the American University in Cairo. The program provides students with the necessary means to become future leaders, through sponsoring their studies at AUC, which upholds a high standard in the education of liberal arts education, as well as granting excellent student services. The **Orascom Construction-AUC Scholarship Program** has constantly proved its success, with students achieving high academic and leadership excellence in their journey to join the cadres of private corporations, civil society, and governmental entities.

The Orascom Construction-AUC Scholarship Program has welcomed its ninth cohort this year with two students selected from Qena and Fayoum Governates, bringing the number of current enrolled students to 11 in Fall 2022. Last year, three students were admitted to the University of Chicago's year abroad exchange program. According to Sara, one of the students enrolled in the program, these exchanges have broadened her exposure to different cultures and academic perspectives. She was also taught resilience in in facing difficulties certain difficulties and life challenges. Sandy added that it was her first time to experience exponential growth in her learning curve.

Students have actively participated throughout the year in various extracurricular activities, in addition to adopting key leadership roles in various clubs, all in line with the scholarship targets. Team building activities, special coaching and counselling sessions are regularly planned to work on empowering these students to reach their full potential. Furthermore, students also engaged in retreats throughout the year, aiming to build their emotional and social skills through informal educational settings.

OC-AUC scholars

Success Stories

Mina Samir, from Cohort VIII, took part in organizing many campus events such as AUC Film Festival, Musicana club events, Cairo marathon, and V-lab Summit. In addition to extracurricular activities, he managed to start his own business. Mina has a great passion for Nubian and pharaonic designs. Smsm (brand name) specializes in manufacturing Nubian and pharaonic designs. On his start-up journey, Mina learned three main values: problem-solving, patience, and the wisdom in making decisions under pressure.

Mina Samir
Cohort VIII

INJAZ Egypt

Orascom Construction is a longstanding supporter of INJAZ Egypt, an organization whose mission is to encourage private sector involvement in the development and delivery of specialized curricula that encourage student empowerment and entrepreneurship. Through various INJAZ programs, Orascom Construction has positively affected the lives of more than 840,000 young people from 2009 to date. INJAZ promotes employability skills among youth, and partners with businesses and educational institutions across the country to include thousands of students, schools, startups, and volunteers in an experiential learning journey that realizes youth potential across the country.

San3ety Graduates Initiative

INJAZ Egypt has launched its fifth cycle of the San3ety Graduates Initiative under the dual sponsorship and support of Orascom Construction and ExxonMobil. San3ety Graduates initiative aims to equip participants with the skills they need to excel in the job market. In addition to its partnership with Don Bosco Institute, it gives the participants a competitive edge when entering the job market.

This initiative has been a great success since the start and together Orascom Construction and INJAZ Egypt have witnessed real impact on our Egyptian youth who were able to secure their dream jobs, whether with top employers or through starting their own businesses. What makes this initiative always successful and unique is the new components and opportunities added each year to make sure the participants are always receiving the best and the latest training in accordance with the job market needs.

This round, there were 961 applications received, which were filtered to the top 90 for interviews. This was followed by another round of filtering, in which only 55 applicants were accepted to join the initiative. During this year's round, the participants will gain critical transferrable and specific skills in several phases:

1. Work Readiness Training

Delivered through the Building Blocks of Employment program, which was created to bridge the gap between vocational education and the labor market's requirements through specialized trainings.

2. Entrepreneurship Training

- Innovation Camp: The workshop helped participants enhance their interpersonal skills, learn to work in time-sensitive situations, and open up their minds to come up with innovative business solutions using the Business Model Canvas, through introducing a problem statement that is introduced on the day through a case-study.

- Conflict Management program: The program aided participants in developing awareness of their abilities, in order to control their own professional and life behaviors and to set rules to achieve greater awareness.

- Personal Finance program: Participants learned how personal finances affect their quality of life by understanding how their financial choices will be the basis of satisfying their needs and desires.

3. Technical Training

The training took place at Don Bosco Institute, based on specialization. The specializations for this round were: Refrigeration and Air Conditioning; Auto Mechanics; Welding with oxygen, and Electricity Installation.

4. Assessment visits with certified service providers

To mark the successful completion of the technical training, the participants had been granted the opportunity to visit some factories and plants where they were asked to complete some tasks and were evaluated accordingly. Factory partners that were part of this initiative are Orascom Construction for Welding and Electrical Installation, FRESH and TRANE for Refrigeration, and Kia and Porsche Egypt for Automotive Mechanics.

5. English Program – 2 Levels

The program provided a flexible and customized training course for students. The English language is offered for students to acquire language proficiency while working in companies, factories, and tourist resorts.


San3ety technical training

6. AutoCAD – 2D

The program provided a flexible and customized training course for students. AutoCAD is a computer design program for 2D and 3D designs: used in any of the design fields, civil engineering, architecture, mechanical engineering, and interior design.

7. Internships, Job Shadowing and Employment

Graduating participants are supported in their search for proper employment through connecting them with suitable internships and employment opportunities.

At the end of the program, San3ety will link the participants to Fulbright's community college initiative, which extends grants to graduates of technical schools and institutes to attend one academic year at non-degree study at accredited U.S. community colleges. These grants fully cover the student for one-year of non-degree study, including visa, travel, tuition, housing, meals, books, insurance and activities.

The graduation ceremony for this round is to take place on September 2023, to celebrate the achievement of the graduating participants. It will be a proud moment to hear the success stories of the graduates.

Success stories and Testimonials from the 2020–2021 San3ety round

We proudly announce that uniforms of the new San3ety Cohort were produced by the graduates of last year's program who specialized in Sewing and Detailing, which is aligned with our sustainability goals.

"I want to personally thank Orascom Construction and ExxonMobil, who gave us the opportunity to learn and grow and chose for us the best place, Don Bosco, to learn at."
Reham Ahmed

"I learnt how to deal with people, how to know my personality and others' personalities. I've also learnt how important it is to know the right job for myself and I was able to understand everything related to refrigeration and how to deal with the different malfunctions."
Ahmed Sayed

"I was able to understand everything theoretically before applying it practically which added a lot to my knowledge and knowhow."
Ibrahim Mohamed

ENACTUS Egypt


Ain Shams University team won ENACTUS National competition


Ain Shams University team won ENACTUS World Cup

Orascom Construction is not only building all the iconic construction in the country, but it also empowers youth beyond measure. Orascom Construction has partnered and endorsed ENACTUS Egypt since 2007 due to its strong belief in the ENATCUS mission and its vision for the region, as well as the sustainable impact they have made amongst Egypt's youth and future leaders. Orascom Construction's ongoing support to Enactus Egypt stems from the company's solid belief that young entrepreneurs can change the landscape of the community. It is not only an economic investment but a social and emotional one. Orascom Construction believes that pushing forward inspiring people, means that we are pushing for a more enticing and unprecedented future.

2022 saw Orascom Construction extend its partnership with ENACTUS Egypt, in support of the organization's aim to invest in students who will fuel positive change and sustainability across their communities and countries. Orascom Construction sponsored **ENACTUS' General Orientation Training** in 2022, where around 756 student leaders from over 63 universities came together for a training module created to provide knowledge and guidance that equally raises the bar for national competitions for future representation at the Enactus World Championship.


Crevita project

Since 2017, Orascom Construction has co-sponsored **General Orientation Training**, where Enactus Egypt provide teams with high quality training. Teams are trained on design thinking, business model canvas, supply chain, marketing, entrepreneurship, project management, graphic designing, presentation skills, leadership, and ideation, among other things. Orascom Construction also sponsored **ENACTUS' Thematic Competition on Innovation**, where students from 28 universities took notable strides in implementing 38 innovative outreach projects that improved the community's standard of living in areas where it was most needed.

Orascom Construction's executives were part of the ENACTUS **Egypt National Competition's** judging panel, where the **Crevita** project presented by Ain Shams University ENACTUS team won. The project made use of the harmful crayfish to produce chitosan, which has great economic value in various industries. The chitosan produced is 46% cheaper than the imported one. They have also utilized the crayfish in producing poultry feed for 3,700 poultry per month with a cost that is 30% less than the traditional feed. Moreover, the team was able to produce bio-pesticides from the crayfish, helping in reclaiming 3,200 acres of agricultural lands. Furthermore, they have exported 15 tons of crayfish to China as it is used in the pharmaceuticals' industry. The Ain Shams Team was able to produce water treatment tablets which decreases the level of heavy metals in water by 96%. This project has impacted 9,650 beneficiaries directly and 780,000 indirectly, achieving 11 SDGs. The beneficiaries were mainly located in 13 villages across Giza, El-Sharqia, Gharbeya, and Menoufeya. This mega project generated USD 8.3 million.

Orascom Construction continued to sponsor the Egyptian National team to the **ENACTUS World Cup**, which was held in Puerto Rico, with more than 72,000 students from around the world participating in the event. To our pride, Egypt won the **ENACTUS World Cup** for the fourth consecutive year. Orascom Construction went on to congratulate ENACTUS Egypt, represented by Ain Shams University on winning the **2022 World Cup Championship** with Project **Crevita**. The winning team turned a potential biodiversity crisis into a remarkable opportunity for the fishery, poultry, and agricultural sectors. The signal crayfish is a North American species of crayfish, which was listed by the European Union as invasive. It appeared as a foreign creature to the inhabitant of the ecological system in Egypt. After extensive research and efforts, they introduced a new product that became a milestone in the new eco-friendly industry.

It is worth mentioning that Egypt was 1st Runner-Up at the 2012 and 2018 Enactus World Cup, and was also the World Cup Champion six times: two consecutive years in 2009 and 2010, and four consecutive years from 2019-2022.

In addition to winning the World Cup for four years in a row, Enactus Egypt teams participated in the Action with Africa Competition organized by Enactus Germany, where 4 Egyptian teams projects were qualified, and selected by GIZ judges as the top four best projects.

Crevita project

Threads of Hope

Orascom Construction sponsored two classes of Embroidery at Threads of Hope, a social enterprise that provides high-end embroidery training programs for women to support them in pursuing self-employment opportunities and enriching their lives, while using that time to empower and enhance the women they train.

The target is to train 20 women, who are the wives of Orascom Construction's administrative staff and construction site workers. The course lasts two months, with the women attending four days a week, five hours a day from 9 am to 2 pm. Graduates of the program are then free to come to the center to pick up and deliver work that is produced from their own homes on any given Thursday. The training premises are more than just a workspace; they can be considered a home away from home, where these women are offered a safe space and a getaway from the negativity they experience in their daily lives.

The women are supported holistically, focusing not only on teaching them a skill that can eventually empower them to become self-employed, but also through attending to their nutrition needs and offering them a daily healthy hot meal during their training days. Lectures on Health and Nutrition are also provided, and literacy programs are offered during training hours. The center also houses a small library where books can be borrowed by trainees and their children.

The women felt heard, protected, and loved, in a place where there was no hierarchy, where they were all equal.


One to one mentorship on threading techniques


Women during the training

Community Schools – Assiut

In 2018, Orascom Construction and Sawiris Foundation for Social Development launched the third phase of the Schools for Egypt project in Assuit. Assuit was reported as one of the governorates in Upper Egypt that are lagging most in human development indicators, especially in education and health. Therefore, the project was initiated with the aim of providing students in the poorest and most marginalized communities with quality educational opportunities through the establishment of 15 community schools, without which these students would not have been able to attend school at all. Community Schools in Egypt were first introduced in 1992 as an alternative form of education to reduce dropout rates, especially amongst girls in Upper Egypt, and have been a major contributor to increasing girls' access to schools and decreasing gender disparity in student enrollment, as well as achieving Universal Primary Education.

The project currently serves **519 students** – of which 52% are girls.

Throughout 2022, the project activities fell under four main pillars: (1) student learning and development; (2) teachers' professional development; (3) community participation; (4) school environment maintenance and enhancement.

Student learning and development

Teachers' professional development

Community participation

School environment maintenance and enhancement

When it comes to student learning and development, other than ensuring the students' regular attendance, a number of activities took place, including: conducting a sports day for each school as well as delivering summer booster classes. As for teachers' professional development, teachers received subject-matter technical support from the Ministry of Education and Technical Education, where they underwent exchange visits to schools that demonstrate good case practices, as well as receiving additional trainings on integrating technology within their class plans.

Furthermore, our 15 community schools were selected to be part of the Digital School program launched by the Mohammed Bin Rashid Al Maktoum Global Initiatives. Teachers are undertaking trainings that aid them in accessing this immensely resourceful platform.

Sports Days

Students active on tablets

Moreover, teachers at the school undertook regular refresher trainings to maintain effectiveness in the classroom, helping us deliver on our promise to provide quality education to children in the most marginalized communities of Upper Egypt.

Teachers in Training

Community participation was reflected in the meetings that were conducted with parents, in which parents received updates regarding their children's education, in addition to being informed on their crucial role in the children's learning journey. This was achieved through the support of the education committees at each school. The community committees were also trained on community resource mobilization, where they managed to install a metal gate to protect one of the schools from traffic on a main road.

Community Awareness Session

Gate Built by the Community Committee in one of the Communities Served

Finally, to ensure that students are in a safe learning environment, minor renovations were carried out within the schools, either by community members or professionals dedicated to that task. Furthermore, the project secured uniforms for the children, which helps create a sense of belonging to the schools, in effect aiding the learning process.

Orascom Construction has been, and will always remain, an avid supporter of quality educational opportunities for all Egyptians. Our firm commitment to provide schooling to marginalized children, who would otherwise have no access to school, stems from our true belief in the transformative power of quality education.

Children Active in class

Testimonials

Asmaa Ibrahim Ahmed – Teacher

"The trainings and capacity building I received developed my skills in a manner that truly helps when it comes to dealing with the children – bearing in mind that this is indeed a challenge given their different age groups."

Malak Mohamed Nimr – Student

"The school taught me how to read and write well, as well as how to deal with the different people around me in a good manner."

Educate me - Blended Learning Journey program

Orascom Construction continued its partnership with Educate Me foundation, to deliver **The Blended Learning Journey Program** to 50 public school teachers from eight governorates including Aswan, Luxor, Qena, Sohag, Minya, Beni Suef, and Fayoum. The program aims to raise the capacities of educators on the use of technology in education within their context, in addition to supporting them in utilizing available resources to bridge the gap caused by COVID-19 in the short-term. Moreover, the training program focuses on changing the educator's mindset towards using technology in education, aligning with the Ministry of Education and Technical Education's long-term direction, and its plan to move towards digitization and integrating technology in education that was initiated pre-COVID and had accelerated the past year with the crisis. It is worth mentioning that Orascom Construction was one of the pioneers in the private sector field to adopt this program reflecting its continued effort to make its impact relevant to the beneficiaries needs. This is also stems from Orascom Construction's belief in the fundamental role of teachers in enhancing the quality of education in Egypt, and an effort towards developing the capacities of public-school teachers.


Training the educators


Blended Learning Journey Program

The Blended Learning Journey Program is a contextualized program on the use of simple applications and tools that help teachers apply learning within the limited resources of public schools. The program's efficiency was reflected in the high percentage of teachers, 93%, who applied the skills and knowledge that were taught during the program.


Closing ceremony at Orascom Construction

This year, phase four of the program was also implemented. 18 teachers were selected from the 50 participants to receive advanced training and prepare them in becoming agents of change within their schools, as well as supporting their schools' development in areas of blended learning and technology in education.

The program serves 34 public schools in Upper Egypt, with a total of 1,250 students as indirect beneficiaries.

Teachers were invited to receive their certificates and share their experience and reflections on the program over the past year during a closing ceremony at Orascom Construction's Cairo headquarters.


Teachers received their certificate of completion the program

Testimonials

"The lessons I was teaching started to feel boring and I started get bored and lost interest in teaching but after participating in the blended learning journey program, I was inspired to change the way I present the lessons and the tools I use. This reflected on the students' interaction during the lesson. During the journey, the student's participation in class increased and they became motivated to learn which reflected on their progress academically."
Mr. Adel Hefny, Awlad Sholoul School, Sohag

"An interesting and very useful journey connecting and learning from experienced teachers and trainers. It was an important journey to help me acquire many new skills. It helped me expand my knowledge with new teaching methods that are more creative and innovative. It was also beneficial in helping me learn about various educational resources and learn from the experience of other participants from different governorates."
Ms. Wafaa Ismael, Japanese School, Aswan

School Transformation Journey – Zedan Sanad School

Before	After






Orascom Construction remains dedicated to the development and enhancement of education within the communities it serves.

Orascom Construction remains dedicated to the development and enhancement of education within the communities it serves. It is also a believer in the added value of community engagement and the importance of creating the brighter future that the country and citizens deserve.

That being said, as Orascom Construction was working on the Bahr El Baqar Water Treatment Plant, it saw an opportunity to launch an initiative that enhances the educational experience of the Zedan Sanad School, located near the project in Port Said, Egypt.

In June 2022, Orascom Construction lobbied for a full wholistic transformation of the school, allowing its students a real chance at an enhanced education. The Orascom Construction-Arab Contractors JV started the renovation process of the school, which included repairing classrooms, floors, walls, and lighting systems, in addition to developing playgrounds, landscapes, and internet access points. The school was fully built and restored in a record time of three months and was ready to operate before the new academic year 2022.

Additionally, the Orascom Construction-Arab Contractors JV partnered with the Educate Me foundation to fully transform school by implementing the UNESCO-Hamdan award-winning program **The School Transformation Journey**. **The School Transformation Journey** is a three-year learning experience that aims to transform public schools into life-long learning hubs, combining a humanistic approach with private-public partnership and a blended mode of delivery. This approach aligns with the EDU 2.0 reform agenda, which was recently adopted by the Ministry of Education and Technical Education. To enable a path of transition, learning and change occur in three integrated dimensions: knowledge, attitude, and skill-building. This combination is designed to improve educators' performance in empowering individual and group initiatives, and to motivate educators to continue learning and developing their performance.

The program targets all school staff, including teachers, counselors, and principals. It is delivered in the form of a learning journey, starting from what teachers know and can do, and using a blended learning model. Each of the school staff groups receives a specialized training program, catered to their needs and specialties, including a number of technical interventions for professional development. This is implemented to improve educator performance, support school leadership that enables change, activate professional development, and engage in community of practice **The School Transformation Journey** project in Zedan Sanad school is targeting to raise the capacity of 37 educators to improve the quality of teaching and thus enhanced learning outcomes for the students.

Naga' El Fawal and El Deir Village Integrated Sustainable Development Project – Fully transforming a community – Sustainability Updates

In 2018, Orascom Construction partnered with EFG Hermes Foundation, the Sawiris Foundation for Social Development, and the Kuwaiti Initiative for the Support of the Egyptian People, to launch an integrated development program that would improve the lives of the inhabitants of Naga' El Fawal and El Deir Village in Esna, Luxor. The program aims to significantly improve education, healthcare, and infrastructure in the community, in addition to socially and economically empowering the inhabitants – with an intention to serve more than 60,000 residents of Naga' El Fawal and El Deir Village. The interventions of the program ran for a total of 24 months; however, Orascom Construction has been keen on ensuring the sustainability of the project through regular follow-up.

Even after our work is done, we are proud to continue monitoring the program, in an effort to gauge the level of impact on the beneficiaries.


Delivered houses

Education

Teachers that were initially trained under the project have continued to receive trainings from Funtasia Foundation. What's more is that after the project's lifecycle, 2 more classes were opened to further enhance the skill sets of students, where each of these classes targeted 15 children. Additionally, field visits have confirmed that the teachers have continued using the innovative teaching techniques that have been transferred to them during the project. Moreover, during the summer, 10 workshops were held for children in one of the nurseries in Naga' El Fawal, where the timely topic of protecting nature and the environment was relayed to the children. The workshops lasted for two months and were later complemented by a separate two-day workshop titled "Mechanisms of Environmental Protection" for 25 children and two facilitators in the "Child Culture Palace" in El Deir village.


Children during the workshop


Montessori nursery

Furthermore, there is a fundamental change in the behavior of the children to whom the project served. This was captured by the technical team on the ground, as well as through feedback received by the parents of the children. This shift in behavior includes, but is not limited to, stronger interpersonal skills, the ability to express opinions at home and in school, higher levels of confidence, better time management, healthier eating and hygiene habits, and a much more adaptable approach to problem solving.

Healthcare


Health unit at Naga' El Fawal

By the end the project's activities, results reflected the satisfaction of the beneficiaries with the health services. They expressed being happy with the quality and accuracy of the interventions. Furthermore, the beneficiaries were keen on maintaining their eyesight, which drove them to regularly checked up on their vision even after the project had ended. Follow-up visits to the beneficiaries that have undergone eye surgeries continued for six months, and until their treatment with Dar Al-Oyoun Hospital in Qena was completed. That being said, and after numerous awareness sessions and interventions regarding healthcare had been held as part of the project's activities, the beneficiaries became more engaged with national initiatives such as 100 million healthy lives, eradicating hepatitis C, early screening for breast cancer, as well as the importance of getting vaccinated and adhering to preventive measures for protection from COVID-19.

Economic Empowerment

The project supported a shift in the employment structure of Naga' El Fawal, especially in the perspectives of the youth, where self-employment has been championed as an alternative to work in the public sector. A field visit also identified changes in the lifestyle and consumption patterns of households, where a number of beneficiaries consumed healthier meals and provided a better nutritional diet for the family, including the consumption of more meat, fish, fruit, juices, beets, and liver, to help fight against anemia. Additionally, the increase in income had a strong effect on children's access to education. Families were encouraged to further educate their children, especially girls, through providing them with space to complete their studies, obtain private lessons, as well as supply the children with necessary school supplies.

Economic empowerment

The project managed to improve the skill-set and entrepreneurial thought of 126 beneficiaries through building their technical and administrative capacities. This is evident through results that show that there has been an approximate increase of 50% in incomes of families that have received the project's services. These increases in monthly incomes can be broken down as follows:

1. An EGP 850-5,000 increase for projects in the service-related industry;
2. An EGP 750-1,000 EGP increase for projects in the manufacturing industry;
3. An EGP 1,600-3,000 increase for projects in the agricultural industry.

Furthermore, numerous beneficiaries have opened accounts at the post office or in a bank, using the revenue gained from their micro-projects. Some have further invested these revenues in additional projects to drive up their profits. Examples of three different beneficiaries who grew their businesses due to the interventions of the project would be individuals who were able to:

1. Use the revenue from the agricultural machinery provided by the project to purchase livestock, and therefore diversify their revenues resulting in a EGP 3,000 income per month;
2. Sell furniture and home appliances and add new products to their inventory, such as carpets, blankets, electrical appliances, and mobile phones, which has allowed them to employ family members in their projects. The monthly revenue of this beneficiary is now EGP 5,000;
3. Use an irrigation machine to work on crops inside the village and some of the neighboring villages, which led to an increase in working days and therefore that individual's income. This meant additional support to the family, as well as further education for the beneficiary's younger brothers. The monthly revenue of this individual is now EGP 2,400.

A Focus on Healthcare

The active development of social healthcare across Egypt is at the forefront of Orascom Construction's priorities. This year, the Company particularly invested in campaigns that spread awareness and donated funds to several non-profit organizations that are dedicated to this cause. Additionally, it maintained its efforts across initiatives, to which it has been committed to since their inception.

Laser Unit of Ain Shams University

Orascom Construction responded promptly to a request by the Professors of Plastic Surgery, Faculty of Medicine of Ain-Shams University, through offering a generous donation and purchasing a new Pulsed Dye Laser machine for the department. This laser machine allows the treatment of patients suffering from vascular birth marks and vascular tumors of the face that lead to severe disfigurement and functional distress. In the past, treating these cases with the traditional surgical excision led to residual scarring and surgical trauma that was not tolerated by the patients. However, in recent years, the introduction of a special laser (Pulsed Dye Laser) revolutionized the treatment of these cases and became the standard world-wide. This technology was used in their laser unit since 1998 and the Unit became a national referral center, helping all social standards through offering this treatment with reduced fees to all patients.

Delivering Pulsed Dye Laser machine

The old Pulsed Dye Laser was functioning from 2002-2021 and was used to treat thousands of patients. Unfortunately, after 2021, the machine was non-operational and beyond repair. The waiting list of patients that needed to continue their initial treatment, as well as newer cases was mounting. The financial burden of buying a new machine was beyond the capacity of the university. When Orascom Construction was approached, it swiftly acted to purchase the needed laser unit to ensure the continuity of serving these poor cases and to support Ain-Shams University in keeping their national legacy as a referral center for the treatment of these vascular lesions.

Orascom Construction believes that the presence of up-to-date functional devices in hospitals is crucial, and was eager to facilitate the journey of hope for every patient. This intervention by Orascom Construction has given a boost to all the doctors and staff working to serve these cases as they observed their patients' relief of pain upon receiving treatments again.

The Karim Camel-Toueg International Fellowship in Hepatology

Established in 2011 and in memory of OCI's late Board Member Karim Camel-Toueg, the program provides Egyptian hepatologists the opportunity to become fellows at the Cleveland Clinic's Hepatology Center for six months. The program works towards increasing the number of top-tier specialists in Egypt who possess best-in-class, real-time experience in patient-handling, cultivated in an environment supported with top quality medical and research facilities. Ultimately, the goal is to increase excellence in the treatment of prevalent liver diseases in Egypt.

Orascom Construction has invested resources and supplied meals to impoverished people in four governorates across Egypt, with the aim of reducing poverty, hunger, and illness in these communities.

The Group continues to support the Suez Governorate through SIDC, aiming to enrich the lives of those in the community, with a focus on orphans and children with special needs.

Fostering Community Development

Orascom Construction continues to support a variety of initiatives that tackle a spectrum of social issues, in active pursuit of improving conditions to enhance culture and alleviate poverty, illness, and hunger. It also implements several projects that improve movement, living conditions, and human development across the country.

Orascom Construction completed the renovation of the White Monastery in Suhag, Egypt

Orascom Construction Employees after renovating White Monastery

In 2022, Orascom Construction completed the renovation of the White Monastery in Suhag, Egypt. As a construction company, Orascom Construction is proud to give back and support our country's heritage through such projects.

Through Orascom Construction's work on this project, we were able to preserve and showcase our country's heritage. The White Monastery was built in 445 AD in the west of Suhag governorate, on a total land area of approximately 13,000 acres. It was known as the White Monastery due to its significant white color, as it was built of white lime bricks and white stones.

At first glance, the White Monastery is seen as a solid rectangular block of stone. The monastery represents a great spiritual value for Coptic Christians and for visitors from all over the world. The White Monastery holds an important archaeological position on the Egyptian tourism map, where tourists and visitors from all over the world travel to Egypt and specifically to Suhag to see this impeccable site year-round.

As part of our ongoing efforts to contribute to Egypt's development and as we recognize the importance of tourism, Orascom Construction's work aimed to restore the monastery to its archaeological and religious importance while maintaining the beauty of its origin. We are proud to have worked on one of the most prominent Coptic monuments in Upper Egypt, and immeasurably the most prominent in the Suhag Governorate.

White Monastery during Renovation

White Monastery before Renovation

Helm – Towards an Inclusive Society – Access Dahab Project


Access Dahab Project


Access Dahab Project


Access Dahab Project


Access Dahab Project

In 2021, under the sole sponsorship of Orascom Construction, a cooperation protocol was signed between Helm and South Sinai Governorate, to develop the Access Dahab project. The project aims to create a model of a highly accessible city for people with disabilities in Egypt. This goes in line with the UN Social Development Goals (SDGs) 2030, as well as Egypt's COP-27 initiatives that were put forth in South Sinai in November of 2022.

The project takes on a holistic approach involving all stakeholders to ensure policy level change. This is achieved through raising the awareness of local communities and business owners and educating them to work together to remove all barriers that hinder potential tourists with disabilities from visiting Egypt, which are around one billion.

To date, the project's direct impact includes raising the awareness of different stakeholders through disability equality training, raising the city's accessibility through installing 20 ramps, creating a guide for business owners to increase aid at their locations, in addition to building a beach entrance to the sea in one of the most distinctive diving spots, allowing independent access for people with disabilities to the sea. It also paved the area for safer access for children and elderly. In addition to this, Helm provided consulting services to the South Sinai Governorate to eliminate obstacles such as elevated manholes and bumpy electricity supplies, and encouraged the governate to build a more inclusive walkway in Dahab, which is on the verge of completion. Finally, the Dahab project included constructing roughed marble flooring which allows for smoother wheelchair movement.

A marketing campaign was launched on social media to announce and advertise for the new campaign. Moreover, Access Dahab Week, the first event of its kind, was held in Dahab, and attended by the Orascom Construction team and hundreds of tourists with disabilities that went to enjoy inclusive scuba-diving, rock climbing and more. A great case study showing this is Nomad Divers, a diving community that trained and certified 20+ divers with different disabilities, as well as Insights Seekers, who helped teach rock climbing to the blind and other types of disabilities.

Orascom Construction takes pride in sponsoring sustainable projects and guaranteeing that the project's impact will not fade upon its completion, and will continue to empower local communities, businesses and governmental entities.

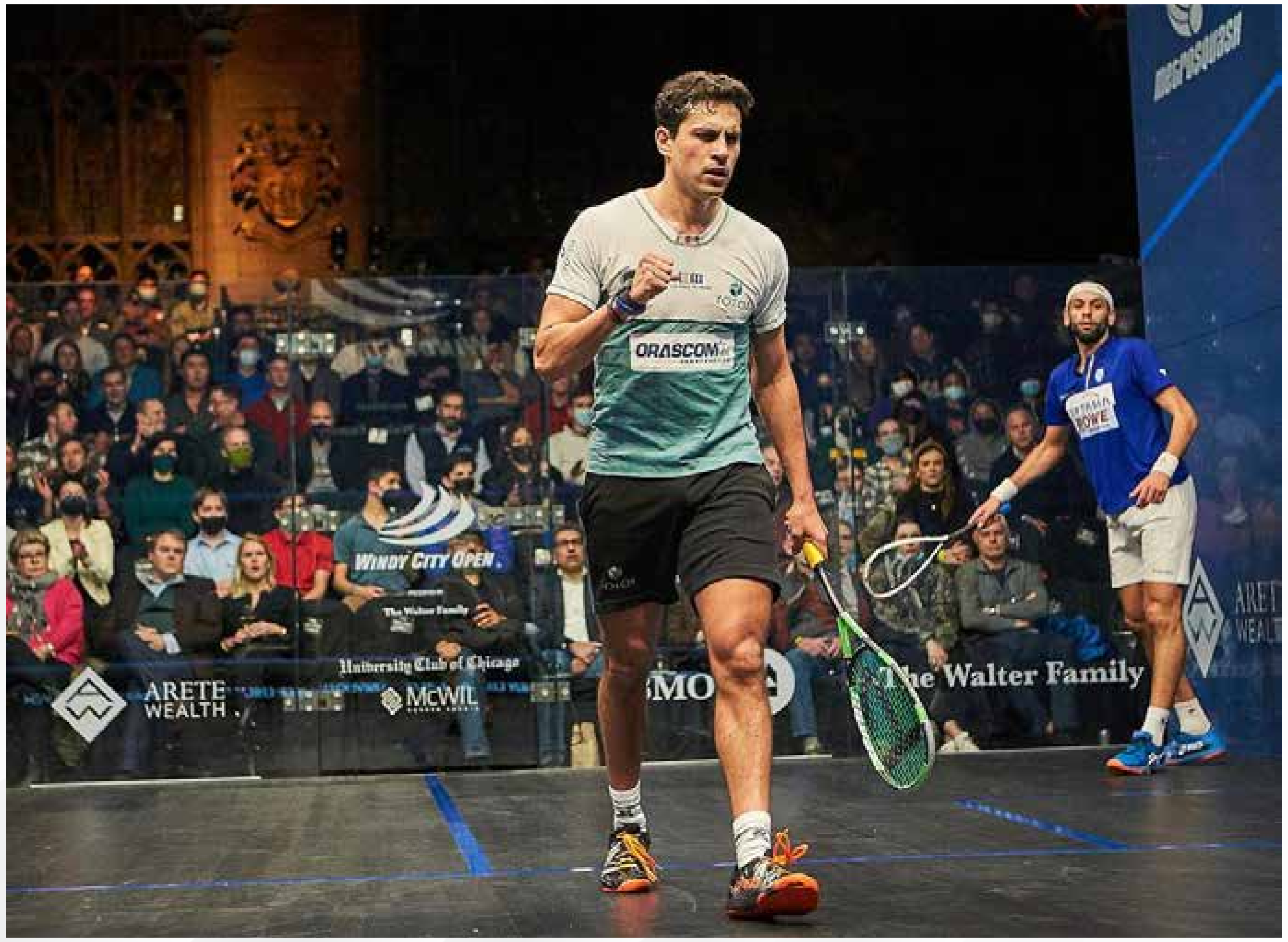
Sponsoring Future Athletes

Orascom Construction is proud to announce the sponsorship of one of the most promising Egyptian professional squash athletes, Youssef Ibrahim, the highest ever ranked ACTIVE Ivy league student player. Ibrahim meets the educational pillar that Orascom promotes, while excelling in sports. He is also set to be Orascom Construction's ambassador for scholarship programs, being a top athlete and the graduate of a prestigious university.

Growing up, he was the top junior in the world in every age division. His junior career highlights were winning the British Junior Open and the US Junior Open twice and finishing third in the world junior championships twice. At 18, his career took a significant turn when he was recruited by renowned Ivy League universities such as Princeton, Harvard, Yale, and Penn. Ibrahim ultimately chose Princeton, and spent four years not just learning and playing for them, but also maturing as a person throughout his challenging journey. During his senior year, he made history as the first ever active student athlete to break into the top 20 and then reach highest world ranking, number 11 in the world while still being a student. The monthly ranking that the professional squash association released put Ibrahim at world number 11. He has set a record for being the highest ranked ACTIVE Ivy League student player ever. He graduated from Princeton May 24th. Unfortunately, he acquired a knee injury that may require surgery and keep him out next season.

"I received unexpected, fantastic news: Orascom Construction was interested in sponsoring me. I must admit that when I heard it, I was ecstatic. Not just because Orascom Construction is one of the most well-known companies, but also because they enable many aspirant young people to pursue their ambitions and enroll in top universities in the US.

The motto of the athletic department at Princeton is "Education Through Athletics," and I believe Orascom Construction really embodies this idea. The fact that I was the first professional athlete to sign a sponsorship agreement with this organization made me feel extra special, and I am thrilled to represent them to the squash world everywhere I go. I feel incredibly grateful and proud to be part of this community."



Message from Chris Baddour

Orascom Construction continues to sponsor Chris Baddour. He has finished the season as targeted seeded #2 U 15 and has been chosen by the Egyptian Squash Federation to represent Egypt at the biggest junior tournament in the world, the British Junior Squash Open 2023. His coach, Islam Hany, mentioned that Orascom has been supporting Chris with any needs expected to arise for a professional senior player. He also spoke of the young athletes' designated plan, which has been written and set by his team of coaches.

"I would like to thank Orascom Construction for their continuous support throughout the past three years. Without Orascom Construction I'm certain I wouldn't have been able to top the national ranking in my age group. I genuinely consider my team to be one of the most complete teams in Egypt and I wouldn't have been able to work with such a team without the help of Orascom Construction. I'm thankful for Orascom Construction's support and I'm looking forward to many more successes in the future."

Message from Yasmina

Orascom Construction is proud to announce the sponsorship of a promising Egyptian Para-badminton athlete short stature category (SH6), Yasmina Eissa. Yasmina is not only a badminton athlete, but a studious Economics major who chose to continue her preparation for the Paris 2024 Paralympics at Loughborough University for its sporting excellence and educational rigor. Since 2017, she has competed in national, continental, and international tournaments representing Egypt. She got 1st place at the African Championships and takes pride in representing Egypt.

"I was thankful to be approached by Orascom Construction and the support they are offering leading up to the Paris 2024 Paralympics. It is truly an honor to be sponsored by such a renowned company. The work that Orascom Construction have done and continue to do around Egypt is absolutely amazing, the company has strong values and is keen on helping Egypt develop which is something that I find very admirable. Having the Paralympic dream gives me the drive I need to push myself every day in attempt to reach my maximum potential. I hope I'm able to enhance sport in Egypt and specifically para-sport and give opportunities to those who may not have had the opportunity."

Renovation of White Monastery in Suhag

Orascom Construction will continue to support young athletes in their athletic journey, while ensuring they do not compromise their education. Their success stories continue to inspire and show the value of passion, persistence, hard work, and dedication.

Collaboration for Community Engagement

The Group's subsidiaries provide time, resources, and financial support to many charitable and community organizations to improve the wellbeing of local community members, making a meaningful difference in the lives of others, and having an enduring impact on their communities.

Sawiris Foundation for Social Development (SFSD)

The Sawiris Foundation for Social Development (SFSD) was established in 2001 with an endowment from the Sawiris Family as one of the first national philanthropic foundations in Egypt. Since its establishment, SFSD focused on addressing the most pressing issues faced by marginalized communities in Egyptians such as poverty, unemployment, social exclusion, and limited access to quality education. Over the last 21 years, SFSD has succeeded in funding and delivering programs aimed at achieving comprehensive and sustainable development in partnership with the governmental and private sectors, as well as NGOs. This has resulted in the creation of thousands of job opportunities, availing quality education, and providing access to basic services – for more than 700,000 beneficiaries. The geographical coverage of the foundation over its lifespan includes all of Egypt's governorates, with a focus on the most remote marginalized villages. The total budget allocated by the foundation since its inception is approximately EGP 2 billion.

OUR PEOPLE

Orascom Construction PLC has always strived to improve its employees' experience by providing numerous management and career opportunities that foster individual growth. We believe the company's employees are its most valuable assets that enable and sustain growth.

OC is committed to providing the highest standards of human capital development and has always considered this an invaluable investment. It actively works to support employees' exposure to new and greater opportunities, aiming to elevate their skills and advancement within the organization, which ultimately adds value and directly benefits the business in achieving its goals.

From left to Right /on the couch: Eng. Khaled El Said – Vice President HR&IT, Mr. Nader Ragheb - VP & Group Treasurer, Mr. Omar Bebars - Chief Executive Officer- Building Materials -- Second Row/From Left to Right: Mrs. Heba Iskander - Corporate Development Director, Mr. Alexandre Lousada - Group General Counsel, Eng. Osama Bishai - Group Chief Executive Officer, Mr. Hesham El Halaby - Investor Relations Director, Mr. Moataz Eldemerdash - Group Financial Controller, Mrs. Reham El Beltagy - Group Chief Financial Officer

Orascom Construction

First Row: From left to Right: Mrs. Reham El Beltagy - Group Chief Financial Officer,Eng. Khaled El Said – Vice President HR &IT,Dr. Engy Serag -Executive Director Contracts and Claims -- Second Row: From Left to Right: Eng. Maged Abadir - Chief Operating Officer,Eng. Tamer Shafik - Executive Director Business Development, Mr. Mohamed Abdel Razik - Executive Director Finance, Eng. Osama Bishai - Group Chief Executive Officer, Eng. Ihab Mehawed – Managing Director Egypt, Eng. Fakher Dakrouri – Executive Director HSE, Eng. Khaled El Degwy – Executive Director Concession

Not pictured: Eng. Philip Megally - Executive Director Industrial Unit

Training Programs

In 2022, we successfully delivered a total of 16,800 training hours across various training programs to 1,200 employees. The programs aim to create an interactive and enjoyable experience while simultaneously providing the best and most-qualified internal and external instructors for attendees. These trainings enhanced the technical, business, and soft-skill knowledge of OC employees, in addition to familiarizing them with the know-how of building a highly skilled workforce, and the means required to drive the performance of the organization.

2022 Summer Internship

Orascom Construction takes pride in having completed two successful Summer Internship Programs. The first program welcomed around 18 interns, taking them on a journey of exploring different departments and delving into various projects. Over the one-month intensive program, interns were given the opportunity to familiarize themselves with company affairs, increase their knowledge across departments, and experience a new job environment, all through a unique on-the-job training and extensive personal and technical training. We are also proud to have received the first batch of intern students from New Administrative Capital universities.

The second program was larger and more diverse, conducted over a shorter period of two weeks. By implementing a similar strategy to the first program and working towards the same goals, it brought in 185 interns, acquainting them with different departments and projects. Through this two-week fast track Shadowing Program, interns were exposed to a real-world working environment within OC.

Advance Program

This year saw the launch of an exciting new development program, Advance Program, that will be added to our training portfolio. The program targets growth and innovation among experienced OC engineers, who have been a significant part of our success over the past years. This program will give our construction and technical office engineers the opportunity to participate in a dedicated development curriculum, enhancing their career progression within OC. By tackling different learning experiences and providing intensive knowledge, the program is set to fast-track their careers and speed up their growth within the organization.

Post Graduate Studies

The Group remains committed to developing its employees' capabilities and diversifying their skills. Through constant updates to the training budget, the company is keen on increasing investments directed at the continuous education of its workforce, as part of OC's long-term strategic plans of increasing progression and unlocking employee potential.

Orascom Construction PLC extended post-graduate support to employees in the form of sponsorships in 2022, including master's degrees, post-graduate diplomas, or certifications that directly feed into their career development goals. The Group's commitment to advanced learning and its strong encouragement of it stems from the added value of higher education, as well as the faster professional development and ambitious working community that arise as a result.

Partnerships & Protocols

Devoted to growing our network and improving our leadership program, Orascom Construction has collaborated with several educational institutions to develop its OC Executive Leadership Program. The Company focuses on more than just growing through construction, but on developing a strategic group of leaders to sustain and drive organizational success globally and dependable succession planning.

OC has been exerting efforts to increase its partnerships and collaborations with public and private universities using different protocols. In addition to our established HSE Protocols to increase students HSE awareness, OC has also been shedding light on the importance of investing in upcoming generations through creating new opportunities and educational experiences and providing them with the required skills to guide them on a successful career path.

Online & Virtual Learning

2022 saw us extend our collaboration with Coursera, a world-class digital learning partner, to provide OC employees with access to exceptional learning content from 275+ leading universities and industry partners. The license was granted to over 600 of OC's most eager employees, looking to benefit from a broad range of learning programs to enhance their skills and advance their career using specialized certifications.

We continue to use virtual platforms to automate the entire learning cycle. Through revamping the Learning Management System, we were able to make it more user-friendly; it now includes more features related to employee engagement, self-registration, and evaluation of the learning experience, as well as a management dashboard.

In addition to acting as our learning management platform, the application relies on OC's pool of competent, in-house trainers, along with partner institutes and universities, to provide employees with strong technical, business, and soft skills.

We partnered with various top-notch providers in delivering webinars with the potential reach to expand to our OC employees, especially those working remotely. Leveraging on their wide range of knowledge, the webinars tackled a variety of topics in the areas of personal, interpersonal and leadership skills, reaching out to a total of 1,200 staff member.

OC has been very successful in the delivery of target-specific training based on the business needs of departments and projects across various areas.

Targeted Technical Trainings

OC has been very successful in the delivery of target-specific training based on the business needs of departments and projects across areas of financial modeling, BIM awareness, cost control, technical office, and more. These trainings encourage the development of certain skills, aim to close knowledge gaps, and drive measurable outcomes to our organization.

Executive Team Building

OC's management puts diversity and inclusion at the forefront of the Company's priorities,. The Executive Team Building exercise enables senior executives to engage in new aspects of leading a successful team, exposing them to new experimental methods of leadership and a variety of developmental activities.

OC Excellence Award

This OC Excellence Award was designed to recognize and promote the outstanding performance of OC employees who have made significant contributions to the Company and demonstrated exceptional and sustained efforts towards the accomplishment of OC's mission and targets. In addition to reinforcing these values, the Excellence Award program provides non-financial rewards to employees showing exemplary team spirit, individual hard work and contribution, and encouraging efficiency and positive attitude in the workplace.

Orascom Construction USA

From left to right: Shane Bauer, Chief Operating Officer; Jeremy Marron, Chief Financial Officer; Karmyn Babcock, Executive Vice President, Strategy Execution; Kevin McClain, President & Chief Executive Officer; Krista Robinson, Vice President, Human Resources; T. Ryan Lamb, Vice President & General Counsel. Not Pictured: Jim Wells, Executive Vice President, Business Development.

Diversity, Equity & Inclusion (DEI) Committee

The Diversity, Equity & Inclusion (DEI) Committee at OC USA is comprised of company leadership and representatives from across the company. The committee is divided into four subcommittees charged with acting on the Council's key priorities. These subcommittees include the Benchmark, Intentionally Communicate, Create Awareness, and Engage subcommittees. The DEI committee's goals include expanding diverse supplier outreach, holding trainings for employees and leaders, and incorporating DEI into the company's communications. Our local offices have been hard at work building relationships with diverse trade partners, hosting over a dozen outreach events this year. Additionally, an official **Diversity, Equity, and Inclusion Report** was created to showcase OC USA's DEI commitment.

In October, the Diversity and Inclusion Steering Committee supported Orascom Construction USA's participation in the second annual **Construction Inclusion Week**, an industry-wide collaboration focused on identifying ways to advance diversity, equity, and inclusion in construction. In partnership with other general contractors across the country, OC USA participated in daily toolbox talks, trainings, and discussions on every jobsite and in every office. The trainings and discussions led to several important conversations, and the company looks forward to participating again next year.

Leadership Promotions

Karmyn Babcock was promoted to Executive Vice President of Strategy Execution. Babcock has been with OC USA for 23 years, holding many critical roles in Operations, Information Technology, Operational Excellence, and most recently, executive leadership as a member of the Construction Leadership Council. She has been a key player in developing and supporting a host of significant organizational changes and initiatives throughout her career. In her current role, she is instrumental to the company's success. Her oversight of strategic planning, drives executive team focus and action, establishes key results as success metrics, and ensures accountability for delivering on this plan at all levels.

Laura Eathorne was promoted to Vice President and General Manager of the Rocky Mountain Business Unit. Eathorne has been with The Weitz Company for over 16 years. Most recently, she served the Denver office as Director of Pre-Construction, leading efforts on critical projects such as 26th and Alcott, 38th and Huron, and Four Mile District. As General Manager, Eathorne will provide leadership, vision, and management within the Rocky Mountain business unit to achieve strategic plan performance, company growth, employee development goals and client satisfaction.

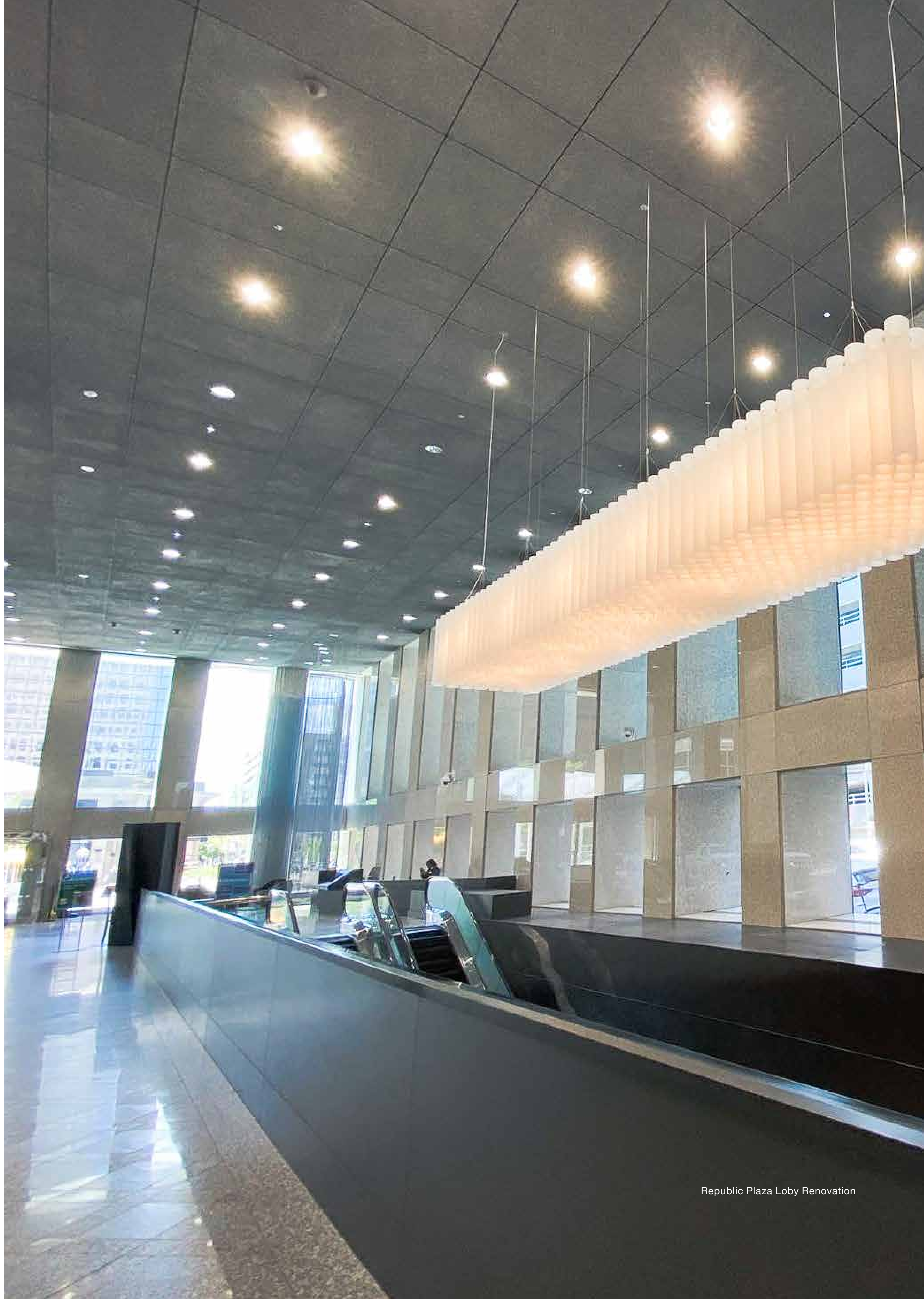
Greg Martin was promoted to Vice President and General Manager of Mission Critical. Martin has been instrumental in the launch, growth, and success of this division since its inception. He has assembled an excellent leadership team, ensured successful execution of our data center projects, in coordination with the respective local office, and worked tirelessly to secure additional clients in this sector and achieve the Company's strategic plan. His efforts and dedication are unmatched and have set this group up for sustainable success.

Frank Dascanio was promoted to Vice President and General Manager of the National Business Unit. Throughout his tenure, Dascanio has held successive operations roles and led large-scale projects, including Park West at Texas A&M University, the largest student housing complex in the country at the time. He has been remarkably successful in driving operational discipline and cultivating highly engaged teams within a geographically spread traveling division.this group up for sustainable success.

Brian Baas was promoted to Vice President of Operations for the National Business Unit. Baas has been with Weitz since 1998, when first started as an Assistant Project Engineer in Colorado. He has since been able to work on projects across the country, always delivering the highest quality experience to clients.

Summer Internship

Orascom Construction USA/The Weitz Company welcomed 57 summer interns this year. Interns held a variety of roles within jobsites and offices around the country. These students were able to apply what they have learnt at their universities to a real-world setting, gaining firsthand experience in the construction industry. Project teams appreciated the interns' contributions and fresh perspectives, and their eagerness to learn more about project details. The internship program provides the company with the opportunity to teach student the know-how on "Building a Better Way" in their communities and future careers, while ultimately expanding the organization's talent pipeline.



Republic Plaza Loby Renovation

Quality, Health, Safety, and Environment (QHSE) Management

Orascom Construction

Commitment to Quality

At Orascom Construction, we are dedicated to delivering the highest quality construction projects. We aim to always exceed customer expectations by regularly improving and enhancing our quality management system. Through an extensive risk-based audit program, we guarantee compliance to the OC quality management system, updating and boosting processes when necessary. The corporate quality team, comprising highly skilled technical experts, handles all things quality control, from the performance of the quality team to site-related operations.

Our commitment to quality is reflected in our adherence to the ISO 9001 certification. We are also proud holders of certification from the American Society of Mechanical Engineers (ASME) for Power Boilers S Stamp and Pressure Vessels U Stamp, in addition to our certification from the National Board of Boiler and Pressure Vessel Inspectors for NB and R stamp.

Nuclear certificate

In our efforts to keep up with the constantly evolving construction industry and our constant care for continuous development in all fields, Orascom Construction obtained two nuclear ASME certificates. The N certificate is for the construction of concrete containments at various ASME (corporate) certified locations , while NA is for Class 1, 2, 3, CS & MC field installations at various locations certified by ASME (corporate). These certificates reflect Orascom Construction's ability to perform the highest level of quality.

Quality Training

Quality-related training programs are an essential part of the development of OC's personnel, pushing employees towards the highest construction standards. The program aims to evolve OC personnel's understanding of the Company's quality management requirements. Through cooperation with the HR department, training programs specific to quality in construction have been developed, and a Train the Trainer program allows training to be rolled out extensively across all projects.

Areas of Focus

- Customer satisfaction: At Orascom Construction, we respect our clients' requirements and stakeholders' continued trust.
- Projects and product quality: We pay great attention to detail in the quality, reliability, durability, maintainability, and timely delivery of our products, doing the work right from the start.
- Innovation and proactivity: At Orascom Construction, we strive to constantly enhance product innovation and proactively achieve better quality and reliability.

To meet our customers' requirements and expectations, our Quality Management Team promotes and encourages:

- Constant communication with customers, suppliers, and employees.
- Continuous development of management and technical expertise, in addition to the acquisition and development of new technology.

Welding Training School

Since 2008, Orascom Construction has been operating a welding school to train and test welders and develop trade skills for non-skilled workers. With no prior practical welding experience, these workers have become proficient in several welding processes after completing training by skilled instructors and undergoing practical safety training.


Borg El Arab International Airport

Technology Innovation

Digital Transformation Journey

Orascom Construction PLC's Board is committed to the development and implementation of complete digital delivery methodologies, which have already become an integral cornerstone of the way we deliver projects. Our digital delivery strategy is aligned with the overall key business drivers and defined in our BIM Project Maturity Menu. This clearly sets out how we define and leverage our deliverables across the project lifecycle and, importantly, across all project activities deemed necessary to enhance the construction efficiency and to maximize our clients' satisfaction.

Our digital transformation journey started in 2010 as a market leader in the BIM era. We strived to configure our resources, building BIM models to suit our ultimate goals of better technical coordination and shop drawing enhancement, time schedule interface, progress measurement interface, accurate as built capability, as well as being able to deliver client friendly Facility Management capability.

Throughout this journey, we have delivered multiple mega projects that were properly managed through the VDC/BIM process. Different technologies were implemented such as laser scanning, virtual reality, and augmented reality. These technologies became a pillar in the way we manage project delivery and enhance projects duration, cost, and quality. Our strategy evolved several times to reflect the lessons we learned along the way towards this complete digital delivery vision.

To achieve this vision, learning and development were key to:

- Increase awareness and understanding of VDC/BIM standards and specifications across the organization.
- Ensure our project teams are engaged, trained, and upskilled, providing the supporting BIM resources to deliver the project's requirements.
- Provide the right tools and supporting infrastructure technologies.

We have trained hundreds from our staff, and we have an ambitious plan to cover all employees by the end of 2025.

Commitment to Health, Safety and Environment (HSE)

Orascom Construction PLC's compliance to health, safety, and environment requirements continued during 2022 throughout all its projects.

Company	2022 LTIR
Orascom Construction	0.011
Orascom Construction USA	0.00

Orascom Construction PLC has also successfully implemented and remains committed to an integrated HSE Management System. This management System is certified to the international standards ISO 14001:2015 for Environmental Management and ISO 45001:2018 for Occupational Health and Safety.

Moreover, Orascom Construction PLC developed several strategies to ensure the safety of its people.

HSE Protocol

In 2022, The Canadian International College for Engineering (CIC), Al Ahram Engineering Institute, and Egyptian Engineers Syndicate teamed up with OC to create a curriculum aimed at construction HSE. Students will have the opportunity to study courses in construction HSE, where they will receive world class industry knowledge, passed on by our experienced HSE staff.

The protocols of the Al-Ahram Engineering Institute and the Engineers Syndicate were signed in 2022, and activities are scheduled to begin in 2023.

The protocols include:

- Theoretical knowledge transfer in a classroom environment.
- Practical elements, including supervised visits to our sites, where students will gain invaluable insight into an operational construction site and learn how our expert teams implement HSE in such challenging and complex working environments.

The protocols include the following topics through the academic year:

- Workplace Risk Assessment
- Working at Height
- Scaffolds
- Personal Protective Equipment
- Fire Safety
- Confined Space Entry
- Excavation and Trenching
- Cranes, Lifting and Rigging
- Electrical Safety
- Chemical Hazard Communication

Verification of Competencies (VOC)

In 202, the VOC program continued at all OC projects, with immediate and positive results. The VOC program, which is a systematic assessment of workers' ability to perform their core responsibilities relating to their specific trade, was expanded to all our active projects.

Trade	Trade Held			Failed	Total No. of VOC
	A	B	C		
Verification of Competency (Scaffolding Erectors)	374	1620	264	23	**2281**
Verification of Competency (Crane Operators)	78	205	23	3	**309**
Verification of Competency (MEWP Operators "Man lift/ Scissor Lift")	39	131	0	0	**170**
Verification of Competency (Rigger)	65	482	86	18	**651**
Verification of Competency (Electrician)	198	512	103	0	**813**
Verification of Competency (Grinder)	440	1249	79	21	**1789**
Verification of Competency (Forklift Operator)	53	104	0	0	**157**
Verification of Competency (Welder)	83	249	31	5	**368**
Verification of Competency (Drivers)	237	450	7	3	**697**
Verification of Competency (Heavy Equipment Operator)	177	771	169	17	**1134**
Verification of Competency (carpenter)	267	1451	190	7	**1915**
Verification of Competency (Steel Fixers)	327	1890	249	9	**2475**
Verification of Competency (Elevator "personnel hoist" operators)	1	2	0	0	**3**
Verification of Competency (flag man)	6	0	0	0	**6**
Verification of Competency (Commissioning)	0	569	202	9	**780**
Others trades	100	824	65	3	**992**
Total	2445	10509	1468	118	**14540**

Man Hours

The HSE Management System was implemented in 64 active projects and three workshops across the Middle East and Africa in 2022, covering several sectors.

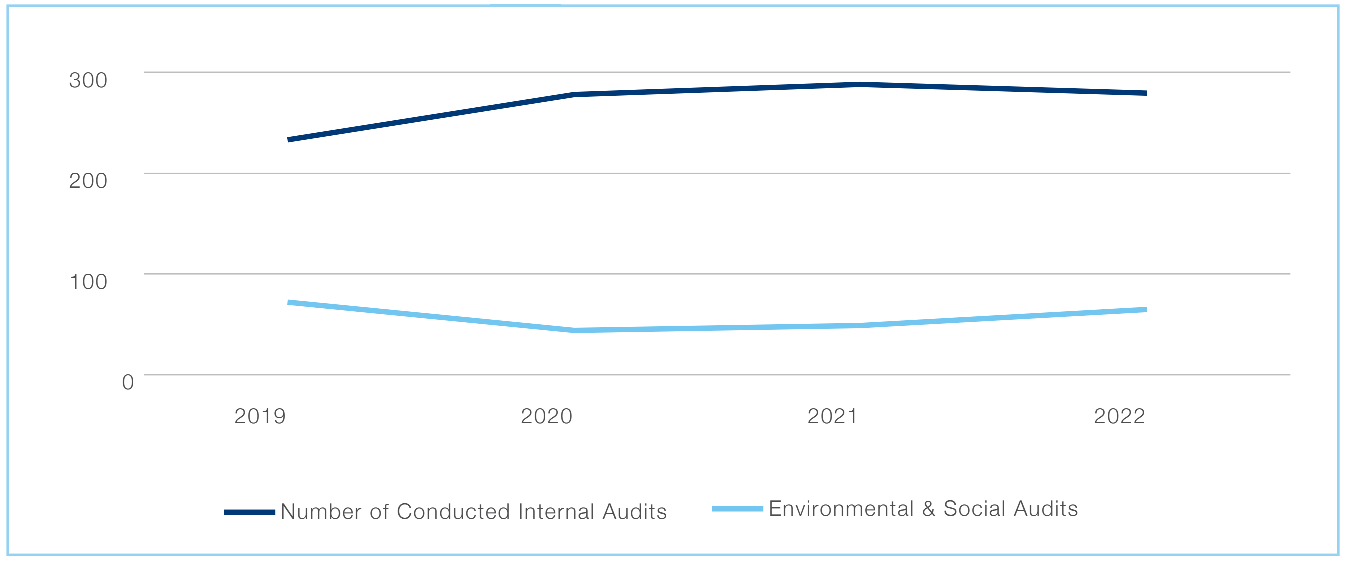
Sector	Hours Worked
Airport Projects	8,361,002
Banks Projects	4,557,214
Commercial Buildings Projects	98,693,479
Foundation	5,634,784
Industrial project	316,192
Industries	10,167,511
Industries Project	11,330,097
Infrastructure	4,857,818
Power Generation Projects	3,049,405
Railway	419,717
Transportation Projects	43,756,537
Water Treatment Plant	14,115,984
Workshops	3,207,511
Grand Total	208,467,251

HSE Audits

HSE Audits are required by Orascom Construction to evaluate a project's compliance with OC's HSE standards. Internal reports are generated, and a detailed report is forwarded to the Project Manager and the HSE Corporate Director for review.

An audit results sheet is sent on a monthly basis to all OC users by the HSE Corporate Director.

OC's HSE Audits have been conducted unannounced since 2016, ensuring projects are always prepared. As a result, audit results have been very strong, indicating an improved understanding of HSE standards and a better and more effective management of risks on OC projects.



HSE Training

Training courses are organized by the Corporate HSE Training Department in collaboration with the Human Resources Department. These regular trainings aim to raise HSE awareness and improve individual involvement in HSE program implementation.

At the beginning of 2022, a training program for site engineers was launched. The program consisted of sessions carried out on monthly basis and included workshops and practical tasks to be carried out during the month in coordination with the onsite HSE manager. Groups consisted of one or two site supervisors from each project.

HSE Training by Corporate Office and 3rd party				
Training Type	2022		2021	
	(Total Hours)	No. of Attendees	(Total Hours)	No. of Attendees
Training by Cooperate Office (in-house)	23,740	1,663	26,652	1,553
3rd Party Training	3,284	985	1,576	227

Training Type	HSE Training by Site			
	2022		2021	
	(Total Hours)	No. of Attendees	(Total Hours)	No. of Attendees
Induction	110,388	110,388	118,657	118,657
Toolbox talks	315,005.98	630,011.95	187,331	374,662
Other training By HSE team on site	141,854	113,072	83,575	79,487

2022 training courses

- HSE Leadership
- Scaffold Competent Person
- Supervisor's training
- OSHA 10 Hours (CUFE Students)
- Fire Protection Course-
- ISO450012018
- Risk Assessment
- Defensive Driving
- Carbon footprint accounting training course
- Frist Aid Business Unit Training
- Incident & Accident Investigation

Building on a concept initiated in 2018, the Practical Training Center has evolved to become the project onboarding and training center. This new concept incorporates administrative, HR, medical, safety induction, practical training, and verification of competence onboarding functions under one roof. The initiative has played a significant role enhancing OC's safety culture, as workers and subcontractors are routinely exposed to high potential hazards, in a controlled and safe environment. In 2022, a new training center was opened for the Magdy Yacoub project.

All new site-based employees are required to undergo onboarding and training at the center. Skill-based workers must also successfully complete their respective VOC assessments, before being permitted to start work onsite. This ensures our workforce is healthy and qualified.

Subcontractor Performance

There has been an enhanced focus on the performance of our subcontractors in recent years, whose HSE performance is assessed through a monthly audit. This is done via an assessment carried out by the site HSE Managers, based on key elements of HSE compliance.

First poor result: OC site management notifies the subcontractor and requests an action plan to improve the score.

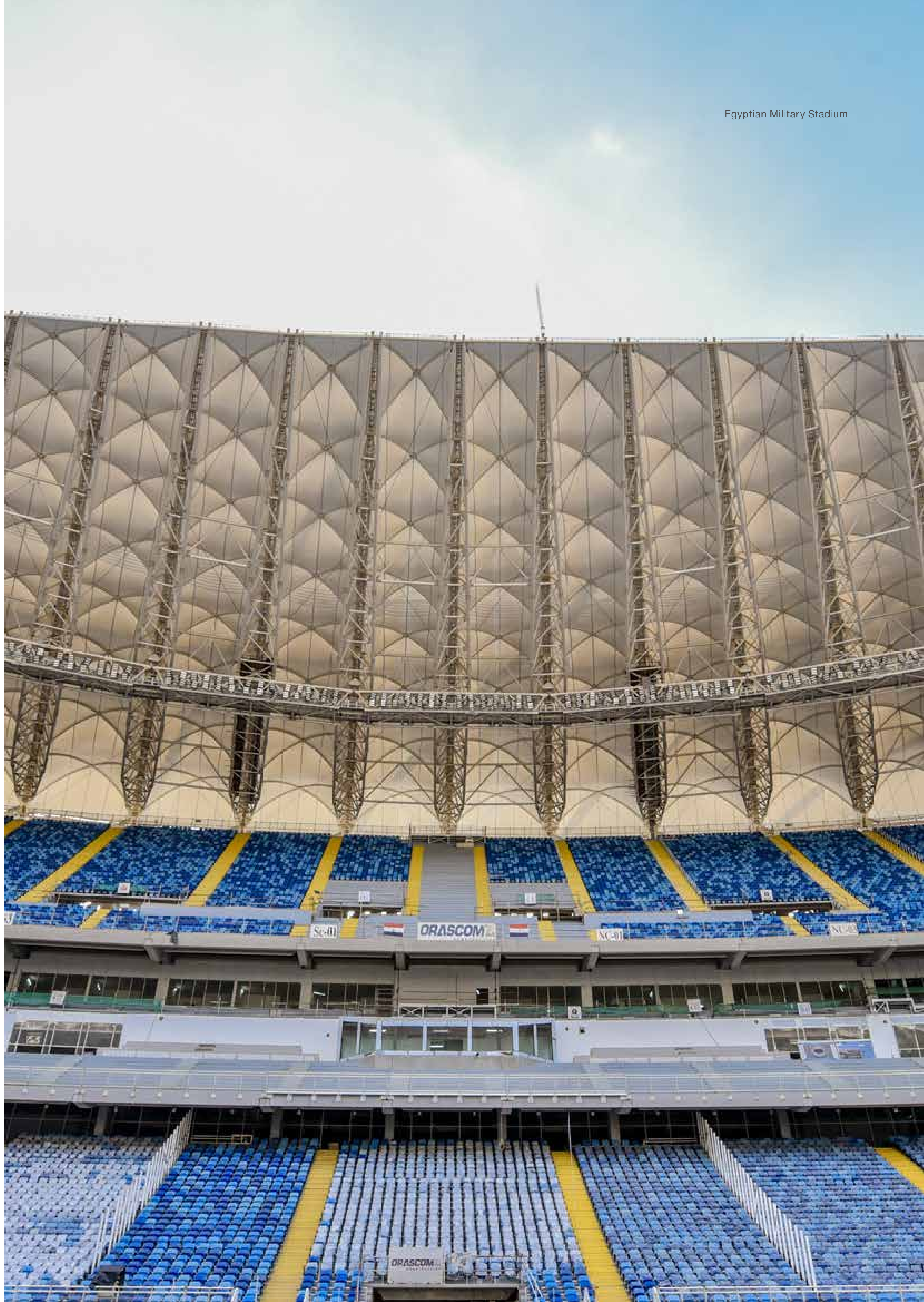
Second poor result: OC site management request a meeting with the subcontractor to discuss the performance and the actions required.

Third poor result: The subcontractor is removed from the site.

To ensure that our subcontractors are performing up to standard, OC excludes poor performing subcontractors from taking part in the procurement process, and high performing subcontractors are placed at the top of the selection list when a project commences.

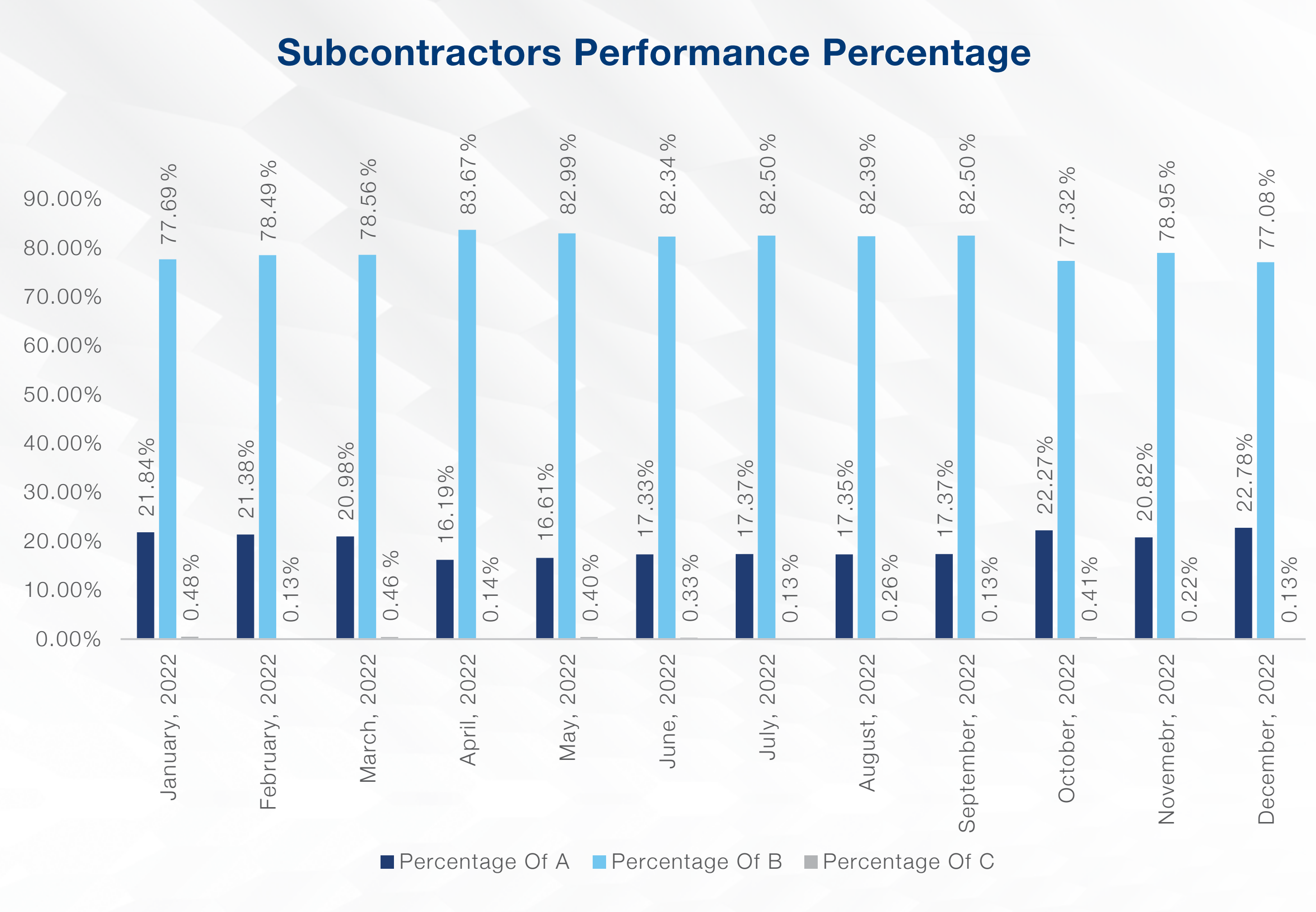
The summary of the overall status of the subcontractors categorized with code A, B, and C for year 2022 is indicated as follows:

Category	Subcontractors	
	Number	Percentage
A	347	22.78%
B	1174	77.08%
C	2	0.13%
Total	1523	100%



Egyptian Military Stadium

The status of subcontractor's performance is clarifying on the below graphs as follows:



Environmental

OC participated in the Initiative for Smart Green Projects at Giza governorate, where we submitted three projects in the Large-Scale Projects category.

The winning projects in this category are:

- First Place: Abu Rawash Wastewater Treatment Plant project
- Second Place: Sustainability Sector: Grand Egyptian Museum Project
- Third Place: Sustainability Sector: Magdi Yacoub Global Heart Center Project

2022 Achievements: Health & Safety Awards

Ser.	Project	Achievement
1	Cultural Center & Opera House	56,000,000
2	NUCA towers	20,000,000
3	R05 Code #440	15,000,000
4	Mansoura 7&6 General Code 400	8,000,000
5	Mansoura 7 Code #402 Project	8,000,000
6	Dammam	5,000,000
7	R05 code 438	4,000,000
8	Nile maspero Towers	3,000,000
9	Latin Quarter Project	2,000,000
10	Mansoura 6 Code 407	2,000,000
11	Mansoura 6 Code 410	2,000,000
12	Banha-Port Said	1,000,000
13	Marina towers Project	1,000,000
14	CH 47 Bed Down	1,000,000
15	Ain Sokhna Port Development	1,000,000

2022 Achievements: Environmental Awards

Ser.	Project	Achievement
1	Mansoura 7&6 General Code 400	8,000,000
2	Zed Towers Project	6,000,000
3	Banha-PortSaid	3,000,000

Orascom Construction USA

Commitment to Quality

Utilizing Building Information Management (BIM) to Facilities Management (FM) on the Kansas City International (KCI) New Terminal Project

At the Kansas City International Airport Single New Terminal project, the Weitz Company implemented a full 3D BIM model for both design and construction, by request of the Kansas City Aviation Department. On large projects, operating and maintaining a building can be frustrating. The use of paper copies of O&Ms, warranties, or as-builts can hinder the ability to access such information. Converting this key information to digital data and tying it to the facility operating system provides owners with a more efficient and insightful way to operate and maintain their facility.

KCI is the first airport to use a full 3D BIM model, inserting critical information into a database. Early adoption of BIM to FM at KCI allows the owner to utilize the abundant data used throughout a construction project and directly import it into their asset management system for their maintenance department at the project handover. Previously, traditional delivery methods would delay the owners' use of this information in their management systems for months.

Drone Champions Team

The Weitz Company assembled a skilled team of trained, licensed, and experienced drone experts to regularly fly drones on jobsites, complete training and licensing, and produce stunning visuals and actionable data products. The drone champions use specialized hardware and software, enabling them to utilize geolocation embedded in the photos and create detailed maps to assist with real-time decision making. This software also allows the champions to overlay plans, drawings, and models which can then be annotated and shared with other project stakeholders.

Orascom Construction USA remains committed to ensuring the highest safety standards are upheld in all its operations.

Internal Awards

Charles H. Weitz Award Celebrates 38 Years

To kick off each year, leadership and project teams set aside time to reflect on all that was accomplished in the year prior. When thinking about business units' accomplishments, general managers are encouraged to identify project successes to submit for the Charles H. Weitz Award for Excellence. This prestigious internal award is celebrating its 38th year of establishment. To be considered for a Charles H. Weitz Award the project must meet the following criteria: :

- Be substantially complete prior to December 31st of the award year.
- Be a "safe project" (from the perspective of our employees, trade partners, and the public), supported by both the effective implementation of the project's safety plan and safety statistics (recordables/lost time incidents, near misses).
- Meet or exceed the mutually agreed upon expectations of the customer.
- Meet or exceed the financial targets established in the project plan.
- Demonstrate the successful use of Last Planner and the Weitz Quality Program.

The Chief Operating Officer reviews all project submissions and selects winners for each year. Nine projects received the award in 2021:

1. Clive Behavioral Health
2. Creekstone Wastewater Treatment Plan
3. DSM10
4. PHX70
5. Sagewood Phase 2
6. Shell Point
7. The Retreat at Alameda
8. The Standard at Berkeley
9. The Standard at Coral Gables

Ultimately, this award recognizes all members of the project team responsible for completing a project that embodies our commitment to Lead with Safety and our core value of performance with absolute reliability.

Commitment to Health, Safety, and the Environment (HSE)

Lead with Safety

LEAD with SAFETY

To highlight the company's approach to health and safety, Orascom USA's safety professionals developed the Lead with Safety Program. The program focuses on the Four Pillars of Safety: Leadership, Culture, Processes, and Partnership. Each of the four pillars includes a call to action for all employees to do their part in upholding the pillars and Lead with Safety every day.

Lead with Safety means the value placed on safety is illustrated by words and actions, regardless of other job pressures. The program has strengthened the company's culture, refreshed employees' commitment, and further positioned us as an industry leader. The charge to Lead with Safety also bolstered business practices, operations, and projects that protect people and the environment.

As a further reflection of the commitment to safety, all Weitz operations staff are required to be OSHA 30-hour safety certified and have a current certification in CPR, first aid, and AED.

4 Pillars of Safety

Our approach to health and safety.

Leadership

- Our leaders live out our core value of "Respect for People.
- A successful project achieves zero injuries and has a safety culture that positively impacts our trade partners, suppliers, and owners.
- Other metrics don't matter if our safety performance doesn't meet expectations.

Culture

- We "Lead with Safety' regardless of other job pressures.
- All meetings and personal interactions start with safety.
- Every person on our jobsites is empowered and expected to immediately stop unsafe work.

Processes

- We utilize best in class safety processes on our projects.
- The work of our safety program is never finished - we are constantly evolving and improving.
- Our employees and trade partners participate in continuous training.

Partnership

- Safety is everyone's responsibility.
- We only work with trade partners, suppliers, and owners who share our pledge to cultivate the safest place of employment in the industry.

BUILD A BETTER YOU

Orascom USA hired a Corporate Health & Wellness Specialist to further bolster the Build a Better You Wellness Program. Wendy Hudson worked with The Weitz Company on Mission Critical jobsites for the past two years and is excited to join the corporate team to develop and implement expanded health and wellness programs. Hudson's role has a dual reporting structure to the VP of Safety and the VP of Human Resources, furthering the tie between Orascom USA's Lead with Safety and Build a Better You programs. The goal of this role is to collaborate with each office and jobsite to promote health and wellness programs and initiatives that advocate healthy behaviors in support of employees' mental and physical health journeys.

10th & Acoma

Awards

#80 In Engineering News Record Top 400

#15 in Telecommunications Sector

#30 in Contractors Working Abroad

#64 Contractors by New Contracts

CORPORATE GOVERNANCE

Orascom Construction PLC is committed to implementing a corporate governance framework that ensures transparency and efficiency and safeguards the interest of the company's shareholders and the communities in which it operates.

Board of Directors

Orascom Construction PLC's Board of Directors is responsible for driving the Company's long-term success by adopting and developing efficient corporate governance policies and practices. It is tasked with upholding the highest standards of business conduct, as well as mitigating the negative impact of the Company's operations on its employees, surrounding communities, and the environment.

Jérôme Guiraud
CHAIRMAN – NON-EXECUTIVE DIRECTOR

Mr. Jérôme Guiraud graduated from Ecole des Hautes Etudes Commerciales in 1984 (HEC Paris).

He started his career at the French Embassy in Zagreb (Croatia) in 1985 as Deputy to the Commercial Attaché. He joined the Société Générale group in 1986, and held multiple senior managing positions in Europe and in emerging countries, mainly on capital markets, before becoming Country Manager and Director of various Société Générale Group's listed and non-listed subsidiaries.

Mr. Guiraud joined NNS Group in 2008. He is currently Executive Chairman and CEO of NNS Ltd and a director of various non-listed NNS Group entities.

He is also Director and Member of the Audit and the Nomination Committees of OCI.NV (a leading fertilizer company listed on the Euronext Amsterdam stock exchange) and a Board member of BESIX Group.

Osama Bishai
CHIEF EXECUTIVE OFFICER — EXECUTIVE DIRECTOR

Osama Bishai joined Orascom in 1985. Since then, he assumed numerous key positions within the Construction Group. He currently serves as the CEO of Orascom Construction PLC since it was spun off at the beginning of 2015.

Mr. Bishai was instrumental in transforming the Construction Group to become a leader in the infrastructure and EPC space, and led the construction of most of OCINV fertilizers investments in the Middle East and the US. His leadership was key in Orascom's role in the power sector, where it built 14 GW from 2015 to 2019. He has overseen the creation of a renewable energy platform and established a portfolio of long-term recurring revenues.

Mr. Bishai is a board member of BESIX Group.

He holds a BSc. in Structural Engineering from Cairo University, and a Construction Management Diploma from the American University in Cairo.

Sami Haddad
INDEPENDENT NON-EXECUTIVE DIRECTOR

Mr. Sami Haddad has decades of experience in both the private and public sectors, specifically in finance, politics, and academia.

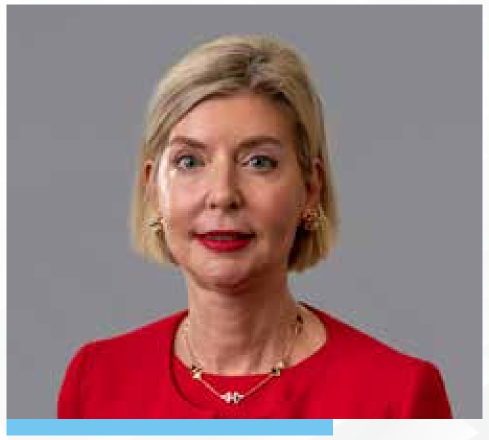
Mr. Haddad worked for the International Finance Corporation, part of the World Bank Group, for more than 20 years in a variety of positions, including Cairo-based Director of the MENA region. In 2005, he became Minister of Economy and Trade in Lebanon, a position he held for three years. Mr. Haddad was also General Manager of Byblos Bank from 2008 to 2014. He was Chairman of Inventis, a management consulting company, until 2020.

Mr. Haddad holds an MA in economics from the American University in Beirut, and he pursued his postgraduate studies at the University of Wisconsin-Madison.

Johan Beerlandt
INDEPENDENT NON-EXECUTIVE DIRECTOR

Mr. Johan Beerlandt is the Chairman of BESIX Group and former Chief Executive Officer from 2004 to 2017. He oversaw the transformation of the business into a major regional player in Europe and the Middle East. In 2004, Mr. Beerlandt was instrumental in the 50-50 leveraged management buyout of the BESIX holding company executed by BESIX management and Orascom.

Mr. Beerlandt brings a wealth of knowledge and experience in regional and international construction and concessions markets to the Board.



Nada Shousha
INDEPENDENT NON-EXECUTIVE DIRECTOR

Ms. Nada Shousha is a seasoned executive in the financial services, investment, and economic development sectors.

She currently holds positions on various Boards, including Vice Chair and Investment Committee Member of the Egyptian American Enterprise Fund, Board Member and Chair of the Governance Committee of Arab Investment Bank (Egypt), Board and Audit Committee Member of AXA (Egypt), and member of the Investment Committee of Sawari Ventures.

Ms. Shousha was most recently the Regional Manager for Egypt, Libya and Yemen for the IFC, which she joined in 2002. During her tenure, Egypt's IFC program increased from a USD 50-75 million annual program to an annual average of USD 250+ million. In particular, she led IFC's counter-cyclical strategy post-Arab Spring, which focused on restoring confidence in the country's private sector and resulted in over USD 1 billion of new investments in the country over 2012 to 2014.

Prior to joining IFC, Ms. Shousha was a manager in the corporate finance practice at Arthur Andersen.

Wiktor Sliwinski
NON-EXECUTIVE DIRECTOR

Mr. Sliwinski serves as Chief Investment Officer at NNS Advisers, the London-based advisory office of the Nassef Sawiris family.

Prior to joining the NNS Group in 2018, Mr. Sliwinski spent twelve years at Elliott Advisors (UK) Limited. He was responsible for managing a multi-strategy portfolio consisting of positions across the capital structure, including listed and non-listed equities and in various types of credit instruments. His investment experience covers numerous sectors ranging from real estate, TMT, energy, aerospace and defense, and heavy industrials and chemicals.

He has also served on the boards of numerous companies, including on three publicly listed entities in the real estate, steel, and finance sectors.

Between 2001 and 2004, Mr. Sliwinski was an investment banking analyst at Merrill Lynch within the Corporate Finance division with a focus on the technology, media, and telecom sectors.

Mr. Sliwinski obtained his BSc in Economics from University College London, UK, in 2001 and his MBA from Wharton, USA, in 2006.

Renad Younes
INDEPENDENT NON-EXECUTIVE DIRECTOR

Ms. Renad Younes is a partner with Gibson, Dunn & Crutcher LLP and serves as the Abu Dhabi Partner in Charge.

Ms. Younes advises corporations, financial institutions, and governments on local and international M&A transactions and projects that cover a wide range of sectors, including energy and infrastructure. Her vast sector and industry knowledge combined with her M&A, equity and debt offerings, and project development experience also enables her to lead a wide array of complex transactions across several sectors such as renewables, transitional energy, upstream, midstream, downstream, and LNG.

Ms. Younes is listed and top ranked by Chambers and Legal 500 in both the M&A and energy categories, and is listed in the "Hall of Fame" (the only lawyer listed in that category) for UAE Oil, Gas and Natural Resources by Legal 500 EMEA 2022. She was also named on IFLR 1000's Women Leaders 2022 list of "highly regarded" lawyers worldwide.

Our Corporate Governance Structure

Orascom Construction PLC believes good governance is essential to ensuring success and driving value for shareholders. Orascom Construction PLC's Board of Directors responsibilities include adopting and developing efficient corporate governance structures and internal controls to ensure the Company's success, while the Chief Executive Officer and the Corporate Management team are in charge of the day-to-day management of the business, except for specific matters reserved for the board's decision.

The board's responsibilities include reviewing and monitoring the Company's corporate governance framework and ensuring its compliance with all relevant laws and stock exchange regulations for NASDAQ Dubai and EGX Cairo. Additionally, the board actively works to continuously improve the Company's transparency and disclosure standards. To fulfill its responsibilities, the Board of Directors has established four committees, the Audit Committee, Remuneration Committee, Nomination Committee and Strategy & Sustainability Committee. The board is tasked with constituting, assigning, coopting, and fixing the terms of service for the committee members. It delegates certain duties to these committees as defined by their respective terms of reference, and each committee is required to regularly report to the board. The Board of Directors may opt, on occasion, to set up additional separate committees, when the need arises.

Audit Committee

The Audit Committee consists of four non-executive directors. The Audit Committee is tasked with assisting the Board in overseeing:

1. The integrity of the Company's financial statements.
2. The Company's compliance with legal and regulatory requirements.
3. The external auditor's performance, qualifications, and independence.
4. The performance of the Company's internal audit function.

Additionally, the committee is tasked with preparing and publishing an annual committee report and other reports required under all applicable securities laws and stock exchange regulations.

The role and responsibilities of the Audit Committee are stated in written terms of reference, and include the appointment, compensation and retention of the independent auditor, review of the Company's interim and annual financial statements with management and the independent auditor, and review of the Company's internal control and risk management systems.

The Audit Committee meets at least twice annually and as otherwise requested by its chairman.

Members:

Sami Haddad – Chair
Jérôme Guiraud
Wiktor Sliwinski
Nada Shousha

Remuneration Committee

The Remuneration Committee is composed of three non-executive directors. It is responsible for assisting the board in overseeing all matters relating to director and executive officer compensation, as well as preparing and publishing an annual committee report on the subject matter and all other reports required under all applicable securities laws and stock exchange regulations.

The role and responsibilities of the Remuneration Committee are stated in written terms of reference and include the review, evaluation, and approval of director and executive officer compensation, incentive compensation plans, and equity-based incentive plans. To determine the compensation of the Company's directors and executive officers, the Remuneration Committee takes into account the Company's performance and relative shareholder return, the compensation level of directors and executive officers at comparable companies, and the compensation of the directors and executive officers in past years. No company director or executive officer is solely involved in deciding their own compensation. Executive officers do not receive additional compensation for their service as an executive director. Non-executive directors receive an annual stipend, and may participate in the Company's share-based incentive program.

The Remuneration Committee meets at least once a year and as otherwise requested by its chairman

Members:

Sami Haddad – Chair
Jérôme Guiraud
Nada Shousha

Nomination Committee

The Nomination Committee consists of three non-executive directors. It primarily assists the board in identifying potential board members, nominating directors for the next annual meeting of shareholders and for each board committee, as well as overseeing the evaluation of the board and management.

The role and responsibilities of the Nomination Committee are stated in written terms of reference and include determining annually the independence of each director as may be required under any applicable securities laws and stock exchange regulations, the compliance of each director and executive officer with the Company's code of business conduct and ethics, and such other activities as the board may assign occasionally to the committee.

The Nomination Committee meets at least once a year.

Members:

Nada Shousha – Chair
Sami Haddad
Jérôme Guiraud

Cairo Alexandria Desert Road

Orascom Construction PLC believes good governance is essential to ensuring success and driving value for shareholders.

Strategy & Sustainability Committee

The Strategy & Sustainability Committee consists of six non-executive directors. It primarily assists the board by providing an advisory role with a focus on the Company's long-term strategic plans and matters related to sustainability, including, but not limited to Health, Safety, and the Environment ("HSE").

The role and responsibilities of the Strategy & Sustainability Committee are stated in written terms of reference and include the following:

- Reviewing and providing guidance to management with respect to the Company's long-term strategic plans to reflect changes in market or business conditions and identify strategic possibilities for further development;
- Evaluating diversification opportunities into new markets and construction sectors;
- Examining strategic investments, acquisition and disposals;
- Monitoring and periodically discussing the Company's sustainability goals, targets, risk management and objectives, including the progress made in these areas;
- Implementing (as the Committee deems fit) and reviewing the status of the Company's sustainability policy, and to assess the effectiveness of any related sustainability programs and initiatives;
- Monitoring and periodically discussing the current and emerging topics, technologies and trends relating to sustainability, including new or emerging opportunities and projects that may affect the business, operations, performance or public image of the Company or are otherwise pertinent to the Company and its' stakeholders;
- Reviewing periodically and evaluating the sustainability performance metrics and KPIs with a long-term view towards achieving announced Company targets;
- Reviewing the Company's sustainability disclosures in the Annual Report, as well as any periodic disclosures on sustainability;
- Reviewing the status of the Company's HSE policies and performance, including to ensure compliance with applicable laws/regulations and programs to manage risk, and to assess the effectiveness of HSE programs and initiatives in support of the Company's HSE policy;
- Reviewing and monitoring the Company's HSE performance statistics; and
- Reviewing the Company's communication practices with employees and contractors concerning the importance of developing a culture of HSE responsibilities; and ensuring all reviews cover the identified topics and areas of strategic importance with clear objectives and timeframe for completion.

The Strategy Committee meets at least twice per year.

Members:

Renad Younes – Chair
Nada Shousha
Jerome Guiraud
Sami Haddad
Johan Beerlandt
Wiktor Sliwinski

Shareholders' Rights

The Company's Annual General Assembly Meeting of Shareholders enables shareholders to exercise their rights. The meeting is held no later than six months after the end of the Company's financial year, usually in May of each year. Additional Extraordinary General Shareholders Meetings may be convened at any time by the Board of Directors or by one or more shareholder representing more than 10% of issued share capital. Important matters that require approval at the Annual General Assembly Meeting of Shareholders include:

- Adoption of financial statements;
- Declaration of dividends;
- Significant changes to the company's corporate governance;
- Remuneration policies;
- Remuneration of Non-Executive Directors;
- Discharge from liability of the Board of Directors;
- Appointment of an external auditor;
- Appointment, suspension or dismissal of members of the Board of Directors;
- Issuance of shares or rights to shares, restriction or exclusion of preemptive rights of Shareholders and repurchase or cancellation of shares; and
- Amendments to the Articles of Association.

External Auditor

The General Meeting of Shareholders appoints an external auditor. The Audit Committee recommends to the Board of Director a candidate to be proposed for (re)appointment by the General Meeting of Shareholders. Additionally, the Audit Committee evaluates the functioning of the external auditor on a regular basis. On 19 May 2022, the General Meeting reappointed KPMG as independent external auditor for the company for the 2022 financial year.

Shareholder Name	Shares Held	% Of total
Sawiris Family and entities held for their benefit	60,481,391	51.80%
Mr. Nassef Sawiris and entities held for his benefit	40,265,048	34.48%
Mr. Samih Sawiris, his family members and entities held for their benefit	13,776,618	11.80%
Mr. Naguib Sawiris, his family members and entities held for their benefit	6,439,725	5.52%
Sustainable Capital Africa Alpha Fund	**18,869,086**	**16.16%**
Melinda French Gates	**6,524,444**	**5.59%**
Bill & Melinda Gates Foundation Trust	**263,408**	**0.23%**
Remaining Shareholders	**30,623,050**	**26.22%**
Total Shares Outstanding	**116,761,379**	**100%**

Board of Directors Report

Composition and Independence

Orascom Construction PLC's board is deliberately composed to equip the company with leaders who possess diverse skills, experience, and backgrounds, thereby maximizing the board's ability to act independently and critically without emphasizing particular interests.

Assessment and Evaluation of the Board

The board concluded that the composition, processes, and scope of its activities and the personal contribution of each member has been satisfactory in 2022. Board policy states that a formal evaluation will be performed every three years, with the aid of an external consultant.

Board Meetings

The board met four times during 2022. Discussions focused on the following issues:

- Strategy, focus markets, and plans, including potential business.
- Business performance.
- Approval of the 2021 annual report and external quarterly reporting through 2022.
- Approval of key financing, operational, and investment activities as well as other business developments.

Audit Committee Report

The Audit Committee is mandated with monitoring and supervising activities related to the Company's financial, internal audit, compliance, and tax performance. In 2022, the Audit Committee held four meetings.

In accordance with its Charter, the Audit Committee reviewed and advised on the following issues:

- Financial reporting and non-financial information;
- Financing strategy, including mitigation of forex exposures;
- Working capital development and financial exposures to individual clients;
- The company's internal control processes, internal audit function, and audit approach;
- Effective tax rate and tax compliance;
- Litigation and major legal and arbitration cases, such as the Sidra cases; and
- Risk analysis and audit-related matters.

Financial Reporting and External Auditor

The Company's external auditor is KPMG. The external auditor attended all Audit Committee meetings in 2022, before signing off on the full and quarterly financial statements for the year.

The directors confirm that they are not aware of any relevant audit information of which the Company's auditor is not aware, and that they have taken all sufficient steps to become aware of such relevant audit information.

Other Legal Requirements

This Annual Report satisfies the requirements of article 126 (2) of the DIFC Companies Law, Law No. 5 of 2018, pertaining to the content of the directors' report. The information contained in the remaining sections of this report is incorporated by reference into this directors' report and is considered part of this directors' report.

The Board considers that the best practice standards specified in App4 of the DFSA Market Rules have been adopted by the Company and that the corporate governance framework of the Company is effective in promoting compliance with the applicable corporate governance principles.

RISK MANAGEMENT AND CONTROLS

Introduction

The nature of the construction business involves substantial risks. Our management is mindful of these risks and takes a calculated mitigation approach to maximize our ability to successfully pursue sustained growth. Our board and management adopt a transparent company-wide approach to risk management and internal controls, allowing our businesses to operate effectively. We are working diligently to further enhance our risk management within the Company. To do so, the Company relies on a Group General Counsel with solid experience in risk management in the context of engineering and construction multinationals, to support and improve the risk management processes and internal controls. Two risk committees were established in 2021 to monitor the risk management processes of the Company's activities in the MEA region and the USA. As part of the Group's governance structure, the Audit Committee provides independent assurance on the risk management, governance, and internal control processes operational effectiveness through the internal audit function.

Our risk appetite is flexible to account for our diversified market presence and is tailored to four main categories:

Strategic

We are able to take certain calculated strategic risks that create opportunities to maximize our ability to deliver outstanding value to our shareholders. Our ability to adapt our risk management to meet the requirements of our diversified exposure to emerging and developed markets is key to maintaining our success.

Operational

We aim to minimize operational risks while maximizing our ability to capitalize on our leadership positions in our markets. We strive to maximize operational efficiency while fostering a safe and entrepreneurial environment for our employees.

Financial

We implement a prudent financial and reporting strategy to maintain a strong financial position. Our key financial policies are described in the notes of the financial statements.

Compliance

All employees are bound by our Code of Business Principles and Conduct and Code of Ethics. Both the Company and its employees uphold the values of honesty, integrity, and fairness in all their actions to foster a business climate that maintains such standards. We strive to comply with applicable laws and regulations wherever we do business.

Key Risk Factors

Our key risks, as identified by management, are outlined below, along with an overview of how these risks are mitigated, as well as the opportunities that can arise from these actions. The sequence in which these risks are presented does not reflect any order of importance, chance, or materiality. If any of the following risks materialize, the Company's business, prospects, financial condition, or results of operations may be materially affected. Although the identified risks and uncertainties are the most significant risks, they are not the only risks to which Orascom Construction PLC is exposed. All these risks are possibilities that may or may not occur. Additional risks and uncertainties may also have a considerably adverse effect on the Company or its operational results.

Risk Type	Risk	Mitigant
Strategic	**Economic and Political Conditions:** The Group is exposed to certain countries, especially in the Middle East and Africa, where there is a risk of adverse economic and political conditions or instability in both developed and emerging markets, which may adversely impact the business.	• Diversifying our operations in both emerging and developed markets. • For emerging markets, management assesses any investment opportunity through a thorough due diligence, aimed at understanding and addressing the risks. • For major projects, the Group coordinates with reputable financial institutions to secure proper funding availability to their customers.
	Risk of Adverse Sovereign Action: The Group operates in locations where it is exposed to a risk of adverse sovereign action, including expropriation of property, renegotiation of contract terms, placement of foreign investment restrictions, limitations on extracting cash and dividends, or changes in tax structures which may adversely impact the business.	• The legal team diligently monitors and reviews practices and any changes in laws or regulations in the countries in which the Group operates to provide sufficient assurances that it remains in compliance with all relevant laws. • Projects in emerging markets are mainly public infrastructure projects with sovereign clients, which are less likely to be affected by funding restrictions in a country. • The Group retains binding contractual arrangements to minimize the risk. • Management cooperates closely with the governments of the countries in which the Group operates to maintain positive working relationships.
	Concentration Risk: The Group is, to a degree, exposed to concentration risk, as it is dependent on several key sovereign clients, such as the Egyptian government and US federal government. Egypt's high concentration risk with sovereign clients is mainly related to the government's strategic plan to improve infrastructure.	• The Group has diversified clients in the US through its subsidiaries, with a focus on commercial projects. • For infrastructure projects, when relevant, the Group enters into partnerships to secure contractual obligations according to the market practice and standards. • Management strives to have a diversified client base in countries other than Egypt, mainly in the Middle East, Africa, and the US.

Risk Type	Risk	Mitigant
Operational	**Project Costs:** There is a risk of changes in planned project costs due to: - fluctuations in the cost of procurement and raw materials; - fluctuations in foreign exchange rates; - cost overruns due to delays in projects' progress; - uncontrolled scope changes; and/or - cost increases for any unforeseen issues.	• Contracts are reviewed by the Legal and Finance Departments and contracts with larger monetary values require approval from the CEO. • Contractual terms and conditions are revisited periodically to reflect lessons learned. • A centralized procurement department is in place to ensure competitive purchase prices and avoid cost fluctuations. • During the execution of projects, cost control reports are prepared on a monthly basis to analyze budget variances. • A monthly report is prepared by the Claims Department to highlight areas of concern at an early stage before becoming a significant risk to the Company's performance. • Management closely monitors operational issues that may lead to potential disputes or have a negative impact on project performance.
	Risks Associated with Investments in Joint Ventures: The Group has investments in joint ventures and other partnerships. There is a default risk of business continuity due to different management styles and techniques.	• Management identifies appropriate clauses in the joint ventures' agreements that protect the Group's economic and operating interests and clear definition of the responsibility of each partner to avoid conflicts. • Management maintains close working relationships with joint venture partners. • Management monitors and periodically reviews the operating and financial results of the investments in joint ventures through executive and steering committees.
	COVID-19 Pandemic Challenges: The Group is exposed to the post-COVID-19 pandemic consequences, which may negatively impact different aspects of its operations.	• The Group's management developed operational guidelines, which include various measures to mitigate the effects of the post-COVID-19 pandemic and to increase the employees' awareness of proper personal hygiene.

Risk Type	Risk	Mitigant
Financial	**Ability to Raise Debt or Meet Financial Requirements:** Unfavorable market conditions in any of the countries in which the Group operates may hinder its ability to meet its financial obligations or hinder securing long-term corporate financing solutions, which may have significant effects on project progress and, accordingly, business prospects, earnings, and/or its financial position.	• The Treasury Department closely monitors the Group's cash position and credit lines to ensure its financial flexibility. • The Group has diversified funding sources to avoid dependence on a single market. • The Treasury Department established long-term partnerships with financial institutions including local, regional, and international commercial banks; developmental financial institutions; and export credit agencies to ensure access to liquidity and aligning available limits that allow adequate liquidity headroom.
	Collection Risk: Delay in Payments by Customers: A significant segment of the Group's customers are government bodies that have long payment processes, leading to payment delays for due invoices that may lead to: - Operating cash flow disruptions - Project delays - Extra finance costs that may affect profitability.	• Finance cost is considered as part of the projects' pricing. • Operating controls are in place to ensure timely collections from customers through: - Proper controls over the invoicing process to ensure timely issuance by operations and approval by the customer. - Close follow-up with customers to ensure a timely payment approvals process. • The Treasury Department closely monitors the cash position and credit lines to ensure financial flexibility and avoid any business disruption.
	Currency Fluctuations The Group is exposed to foreign exchange risks on its operational currencies, including the EGP, EUR, JPY, and DZD, which may have a material effect on the Group's profitability	• Management reviews the business operating cycle on a project-by-project basis to identify where the foreign currency fluctuation risk exists and determine the profit margin's sensitivity to currency fluctuations. • The Treasury Department manages significant exposures in foreign currencies from a consolidated Group perspective through hedging, whenever appropriate.

Risk Type	Risk	Mitigant
Compliance	**Regulatory Conditions in the Markets where the Group Operates:** This includes changes in environmental, data protection, competition, and product-related laws, as well as changes in accounting standards and taxation requirements.	• The Group is committed to complying with the Code of Business Principles and Conduct, Code of Ethics, and the laws and regulations of the countries where it operates. • Management closely monitors the legal developments in each market in which the Group operates.
	Ability to Maintain Health, Safety and Environment (HSE) Standards: HSE is an inherent risk due to the nature of the Group's business, which may have an impact on people, the environment, and the Group's well-being.	• Management implements a strict HSE training and operating discipline at every construction project to minimize HSE risks and closely monitors the projects through regular internal audits. • The HSE policy is implemented in the event of an incident or emergency during operations. • HSE policies are periodically updated to include any changes required to cover new health requirements in the countries where the Group operates.
	Cyberattacks: The Group is exposed to cybersecurity risk resulting from a cyber-attack or data breach which may result in financial loss, disruption, or damage to reputational risk. These attacks are usually represented in the form of phishing mails, ransomware, impersonation, denial of service attacks to suspend running systems, data exfiltration, unauthorized access to corporate data, hacking, insider attacks, and data leakage.	• The Group, through its corporate information security team, has implemented several controls to mitigate cybersecurity risk, including and not limited to: - Raising end users' security awareness; - Applying multi-factor authentication/complex passwords; - Implementing appropriate policies for data classification and access levels; - Acquiring the latest top-of-the-line security technologies to detect and analyze corporate traffic; and - Conducting periodic security assessments/penetration tests, risk assessments, and audits.

RISK MANAGEMENT APPROACH

Our risk management framework provides sufficient guarantees that the risks we face are properly evaluated and mitigated and that management is provided with the necessary information to make informed decisions in a timely manner. The key elements of our internal risk management, compliance, and control systems in 2022 were:

Code of Conduct

Orascom Construction PLC remains committed to conducting all business activities ethically, responsibly, efficiently, transparently, and with integrity and respect toward all stakeholders. Our values form the essence of the Company's Code of Business Principles and Conduct, which must be read in conjunction with our Code of Ethics, together forming the Code of Conduct. The Code of Conduct encompasses the policies and principles that govern how each director, executive officer, and employee of Orascom Construction PLC is expected to conduct themselves while carrying out their duties and responsibilities on behalf of Orascom Construction PLC.

Whistleblower Policy

The Whistleblower Policy applies to all employees, officers, and directors of Orascom Construction PLC. Internal reporting of suspected criminal or unethical conduct by or within the company is crucial to maintaining our success. All received reports are treated with the utmost confidentiality and are promptly investigated without the risk of recourse for the reporting employee, as long as their report is made in good faith.

Insider Trading Policy

The Insider Trading Policy applies to all employees, officers, and directors of Orascom Construction PLC. It prohibits all employees from using insider information on a transaction in Orascom Construction PLC securities. It also forbids all employees from executing a transaction in Orascom Construction PLC securities if that transaction may appear to have been executed while the employee was in possession of or had access to inside information.

Internal Financial Reporting and Audits

All management teams of our subsidiaries are required to provide corporate management with a monthly report regarding their financial performance, new awards, and operating issues. These monthly reports are reviewed centrally by Group Controlling and discussed by the CEO and CFO in monthly review meetings with the responsible management. The CEO provides the Board of Directors with comprehensive financial, operational, and strategic updates at each board meeting. For each subsidiary, a detailed budget and a one-year forecast are prepared and presented to management in the last quarter of each preceding year. Budgets are updated monthly to account for actuals, while forecasts are updated at mid-year review. These budgets and forecasts are consolidated into Orascom Construction PLC's budget and forecast, which are used by management as a tool to evaluate the Company's investment strategy, performance indicators, and operations. The Orascom Construction PLC budget is approved by the Board of Directors. Periodic internal audits are conducted to review any specific issues at the subsidiary and/or project level. Internal audit findings that require follow-up are reported to local and corporate management. The Head of Internal Audit reports a summary of findings to the Audit Committee, which also approves the yearly internal audit plan.

Group Controlling provides guidance on internal and financial controls that must exist for each process and monitors their implementation in collaboration with the Internal Audit Department.

Non-Financial Letters of Representation

On a yearly basis, the managements of our more significant subsidiaries are asked to present a non-financial letter of representation to the corporate management. In the letter, they confirm, among several other assurances, their compliance with our codes and policies and that proper internal controls have been maintained through the financial year.

STATEMENT OF DIRECTORS' RESPONSIBILITY

The following statement is to be read along with the auditors' responsibility section of the independent auditors' report. It has been prepared with the aim of distinguishing the respective responsibilities of the directors and auditors in relation to the Company's Consolidated Financial Statements.

The directors are required to prepare the Consolidated Financial Statements for 2022. These statements provide an accurate and fair view of the state of affairs of both Orascom Construction PLC (the "Company") and its subsidiaries (collectively the "Group") at the end of the financial year and disclose the profit and loss for the financial year 2022.

The Consolidated Financial Statements are prepared in accordance with international financial reporting standards. To prepare these statements, the directors must select appropriate accounting policies and apply them consistently, make reasonable and prudent judgments and estimates, and state whether all applicable accounting standards have been followed, subject to any material departures disclosed and explained in the statements. Unless stated otherwise, the directors use a going-concern basis in preparing the Consolidated Financial Statements.

The directors are tasked with ensuring that the company maintains accurate accounting records that disclose the financial position of the Company at any given time. These records enable the directors to ensure that the Consolidated Financial Statements comply with the applicable laws in the relevant jurisdiction.

Generally, the directors are responsible for taking necessary and reasonable actions to defend the Group's assets and to prevent and detect fraud and other wrongdoings. They are also responsible for preparing a Directors' Report and Corporate Governance Statement in accordance with applicable laws and regulations. The directors consider both the Annual Report and the Consolidated Financial Statements to be fair, balanced, and understandable. These documents provide necessary information for shareholders to assess the Company's performance, business model, and strategy.

Bahr El Baqar Water Treatment Plant

FINANCIAL STATEMENTS & AUDITOR'S REPORT

Vida Marina Hotel and Yacht Club

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KPMG

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Independent auditors' report

To the Shareholders of Orascom Construction PLC

Report on the Audit of the Consolidated Financial Statements

Opinion

We have audited the consolidated financial statements of Orascom Construction PLC ("the Company") and its subsidiaries ("the Group"), which comprise the consolidated statement of financial position as at 31 December 2022, the consolidated statements of profit or loss and other comprehensive income, changes in equity and cash flows for the year then ended, and notes, comprising significant accounting policies and other explanatory information.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as at 31 December 2022, and its consolidated financial performance and its cash flows for the year then ended in accordance with IFRS standards as issued by the International Accounting Standards Board (IFRS Standards).

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the *Auditors' Responsibilities for the Audit of the Consolidated Financial Statements* section of our report. We are independent of the Group in accordance with International Ethics Standards Board for Accountants International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA Code) together with the ethical requirements that are relevant to our audit of the consolidated financial statements in the Dubai International Financial Centre ("DIFC"), and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Key Audit Matters (continued)

1 Accounting for construction contracts

Refer to notes 13 and 25 of the consolidated financial statements

Key audit matter

The Group recognises revenue and profit based on the progress of the construction contracts which is assessed with reference to the proportion of contract costs incurred for the work performed as at the reporting date, relative to the estimated total costs of the contract at completion. The recognition of revenue and profit relies on estimates made by management in relation to the final out-turn of revenue and costs on each contract. Any changes to these estimates could give rise to material variances in the amount of revenue and profit/loss recognised in a given financial period.

The final out-turn of a construction contract may be affected by subsequent variations from the initially agreed scope of work and claims arising under the contract. The amounts to be included in the estimated revenue depends on the Group's estimate of the amount which is highly probable and that significant subsequent reversal will not occur when the uncertainty associated with these variations are resolved. In addition, the estimated total costs of a contract may also include various cost contingencies or disputed claims, which are specific to the respective contracts. These contingencies are reviewed by the Group's management on a regular basis throughout the contract life and adjusted where appropriate.

There is a high degree of risk and significant management judgment associated with estimating the amount of revenue to be recognised by the Group based on the final out-turn on contracts; assessing the level of the contingencies; and recognising variations and claims. Accordingly, revenue recognition from construction contracts is considered a key audit matter.

How our audit addressed the key audit matter

Using a variety of quantitative and qualitative criteria, we have selected a sample of construction contracts to assess the reasonableness of the significant and complex estimates used by management in accounting for these contracts.

We also obtained the detailed project status reports ("the reports") and assessed, where necessary, the judgments underlying those reports with the audit evidence obtained including discussion with the Group's senior operational, commercial and financial management. In this area, our audit procedures included:

- identifying and testing key controls over the revenue recognition process over construction contracts;
- reviewing the accounting policies adopted by the Group and its compliance with IFRS and ensured that these policies had been applied to individual contracts with customers appropriately;

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Key Audit Matters (continued)

1 Accounting for construction contracts (continued)

How our audit addressed the key audit matter (continued)

- evaluating the financial performance of contracts against budget, available third-party evidence and historical trends;
- conducting site visits to certain higher risk or larger value contracts, physically observing the progress of individual projects and identifying areas of complexity through observation and discussion with site personnel;
- assessing the reasonableness of the Group's judgment in respect of forecast contract out-turn, contingencies, settlements and the recoverability of contract balances via reference to our own assessments based on certain quantitative and qualitative factors, historical outcomes and industry norms;
- analyzing correspondence and other relevant documents obtained by management from customers around variations and claims and considering whether this information is consistent with the estimates made by the management;
- inspecting selected contracts for key clauses, identifying relevant contractual mechanisms such as liquidated damages, defects liability and warranties and, assessing whether these key clauses have been appropriately reflected in the amounts recognised in the consolidated financial statements;
- assessing whether the amounts recognised in the consolidated financial statements resulting from the estimates and assumptions made represent a balanced view of the risks and opportunities pertaining to each contract position;
- considering whether provisions against contracts sufficiently reflect the level of risk, and challenging management's judgment in this area with reference to our own assessments; and
- considering the adequacy of the Group's disclosures in the consolidated financial statements in respect of contract accounting and the key risks relating to these amounts.

2 Expected credit loss allowances on receivables

Refer to note 9 of the consolidated financial statements

Key audit matter

The Group is exposed to credit risk on its receivable balances including contract receivables, contract assets, and retention receivables. The determination of expected credit loss ("ECL") involves significant estimates and judgement. Key areas involving judgements include current and future looking external factors, probability of default and loss given default.

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Key Audit Matters (continued)

2 Expected credit loss allowances on receivables (continued)

Key Audit Matters (continued)

Due to significant judgements and complexities involved in the computation of ECL for determining impairment provision, this is considered as a key audit matter.

How our audit addressed the key audit matter

- obtaining an understanding of the Group's process for estimating ECL and assessing the appropriateness of the ECL preparation methodology against the requirement of IFRS 9;
- identifying and testing key controls over the process for estimating ECL;
- testing key inputs of the model, such as those used to calculate the likelihood of default and the subsequent loss on default, by comparing to the historical data; and
- assessing the reasonableness of key assumptions and judgments made by the management in determining the ECL allowances including segmentation of receivables, selection of appropriate ECL model, macroeconomic factors and expert credit judgments.

3 Litigation and claims

Refer to note 27 of the consolidated financial statements

Key audit matter

Considering the nature of the Group's operations, it can be exposed to a number of litigations and claims. The recognition and measurement of provisions, contingent liabilities and contingent assets as well as making the necessary disclosures in respect of litigation and claims requires significant judgment by the management in assessing the outcome of the legal case which is based on management's discussion with internal and external legal advisors. Due to the significance of the litigations and claims and the judgment applied in assessing and measuring the resulting outcome, this is considered as a key audit matter.

How our audit addressed the key audit matter

Our audit procedures included the following:

- evaluating the Group's policies, procedures and controls in relation to litigation, claims and provision assessments;
- obtaining inputs from the Group's in-house legal counsel with regards to the Group's litigations and claims, making independent enquiries and obtaining confirmations from external lawyers to understand the background of each case, legal position and the material risks that may impact the Group's consolidated financial statements; and

Key Audit Matters (continued)

3 Litigation and claims (continued)

How our audit addressed the key audit matter (continued)

- assessing reasonableness of judgment made by management in assessing and measuring the current and final outcome of the claim, determining the adequacy of the level of provisioning or disclosure in the Group's consolidated financial statements in accordance with IAS 37.

4 Accounting for tax

Refer to note 11 of the consolidated financial statements

Key audit matter

The Group operates in a number of tax jurisdictions. The complexities of local and international tax legislations require an understanding of the applicable tax laws and regulations in these jurisdictions. Furthermore, the recognition of deferred tax assets involves significant judgment and estimates with regards to the Group's future operations and the applicable tax laws in the respective jurisdictions and, as a result, this is considered as a key audit matter.

How our audit addressed the key audit matter

Our approach included:

- identifying and testing key controls over calculation for income tax and deferred tax;
- involving our tax specialists to assess the Group's tax positions including deferred tax assets, its compliance with the relevant tax legislations, to analyse and challenge the assumptions used by management in determining the tax provisions;
- for the purpose of assessing the valuation of deferred tax assets recognised in the Group's statement of financial position, we have reviewed and assessed the reasonableness of the assumptions used in projecting the Group's future taxable profits, the availability of tax losses in the respective jurisdictions and the expected tax planning strategies; and
- considering the adequacy of the Group's tax disclosures in the consolidated financial statements and its compliance with IFRS.

Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the consolidated financial statements and our auditors' report thereon.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

Other Information (continued)

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with IFRS, and their preparation in compliance with the applicable provisions of the Companies Law pursuant to DIFC Law No. 5 of 2018 and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with Governance are responsible for overseeing the Group's financial reporting process.

Auditors' Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

— Identify and assess the risks of material misstatement of the (consolidated) financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

— Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.

Auditors' Responsibilities for the Audit of the Consolidated Financial Statements (continued)

— Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

— Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group to cease to continue as a going concern.

— Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

— Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

— Obtain sufficient appropriate audit evidence regarding the financial information of the components within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the (consolidated) financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditors' report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication

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Report on Other Legal and Regulatory Requirements

We further report that the consolidated financial statements comply, in all material respects, with the applicable provisions of the Companies Law pursuant to DIFC Law No. 5 of 2018.

KPMG LLP

Emilio Lane Pera
DFSA Reference No.: I008702
Dubai, United Arab Emirates
Date:

CONSOLIDATED STATEMENT OF FINANCIAL POSITION
As at

$ millions	Note	31 December 2022	31 December 2021
Assets			
Non-current assets			
Property, plant and equipment	(7)	146.5	199.2
Goodwill	(8)	27.7	13.8
Trade and other receivables	(9)	24.6	46.8
Equity accounted investees	(10)	462.5	426.4
Deferred tax assets	(11)	47.4	41.1
Total non-current assets		**708.7**	**727.3**
Current assets			
Inventories	(12)	247.6	307.3
Trade and other receivables	(9)	1,294.0	1,462.4
Contracts work in progress	(13)	742.5	1,099.5
Current income tax receivables		0.9	0.2
Cash and cash equivalents	(14)	537.7	505.7
Total current assets		**2,822.7**	**3,375.1**
Total assets		**3,531.4**	**4,102.4**
Equity			
Share capital	(15)	116.8	116.8
Share premium		480.2	480.2
Reserves	(16)	(377.5)	(305.4)
Retained earnings		432.2	346.9
Equity attributable to owners of the Company		**651.7**	**638.5**
Non-controlling interest	(17)	39.6	50.1
Total equity		**691.3**	**688.6**
Liabilities			
Non-current liabilities			
Loans and borrowings	(18)	-	1.2
Trade and other payables	(19)	41.9	49.9
Deferred tax liabilities		5.0	3.4
Total non-current liabilities		**46.9**	**54.5**
Current liabilities			
Loans and borrowings	(18)	212.0	62.9
Trade and other payables	(19)	1,438.4	1,531.1
Advanced payments from construction contracts		777.0	1,361.4
Billing in excess of construction contracts	(13)	298.4	299.6
Provisions	(20)	31.5	59.1
Income tax payables		35.9	45.2
Total current liabilities		**2,793.2**	**3,359.3**
Total liabilities		**2,840.1**	**3,413.8**
Total equity and liabilities		**3,531.4**	**4,102.4**

The notes on pages 205 to 247 are an integral part of these consolidated financial statements.

This consolidated financial statements were approved by the Board of Directors and authorized for issue on 22 March 2023 and signed on their behalf by:

Director

Director

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

for the year ended

$ millions	Note	31 December 2022	31 December 2021
Revenue	(25)	4,177.3	3,542.9
Cost of sales	(21)	(3,830.4)	(3,196.5)
Gross profit		**346.9**	**346.4**
Other income	(22)	5.1	2.3
Selling, general and administrative expenses	(21)	(197.3)	(192.4)
Operating profit		**154.7**	**156.3**
Finance income	(23)	76.9	11.6
Finance cost	(23)	(94.9)	(27.9)
Net finance cost		**(18.0)**	**(16.3)**
Income from equity accounted investees	(10)	35.2	27.8
Profit before income tax		**171.9**	**167.8**
Income tax	(11)	(37.6)	(42.5)
Net profit for the year		**134.3**	**125.3**
Other comprehensive income:			
Items that are or may be reclassified to profit or loss			
Foreign currency translation differences		(91.2)	(16.6)
Other comprehensive loss , net of tax for the year		**(91.2)**	**(16.6)**
Total comprehensive income for the year		**43.1**	**108.7**
Net profit attributable to:			
Owners of the Company		113.5	113.4
Non-controlling interest	(17)	20.8	11.9
Net profit for the year		**134.3**	**125.3**
Total comprehensive income attributable to:			
Owners of the Company		41.4	97.7
Non-controlling interest	(17)	1.7	11.0
Total comprehensive income		**43.1**	**108.7**
Earnings per share (in USD)			
Basic earnings per share	(24)	0.97	0.97

The notes on pages 205 to 247 are an integral part of these consolidated financial statements.

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

for the year ended

$ millions	Note	Share capital (15)	Share premium	Reserves (16)	Retained earnings	Equity attributable to owners of the Company	Non-controlling interest (17)	Total equity
Balance at 1 January 2021		116.8	480.2	(289.7)	288.6	595.9	46.0	641.9
Net profit for the year		-	-	-	113.4	113.4	11.9	125.3
Other comprehensive loss for the year		-	-	(15.7)	-	(15.7)	(0.9)	(16.6)
Total comprehensive income for the year		**-**	**-**	**(15.7)**	**113.4**	**97.7**	**11.0**	**108.7**
Dividends	(30)	-	-	-	(53.7)	(53.7)	(6.9)	(60.6)
Other		-	-	-	(1.4)	(1.4)	-	(1.4)
Balance at 31 December 2021		**116.8**	**480.2**	**(305.4)**	**346.9**	**638.5**	**50.1**	**688.6**
Net profit for the year		-	-	-	113.5	113.5	20.8	134.3
Other comprehensive loss for the year		-	-	(72.1)	-	(72.1)	(19.1)	(91.2)
Total comprehensive income for the year		**-**	**-**	**(72.1)**	**113.5**	**41.4**	**1.7**	**43.1**
Dividends	(30)				(27.0)	(27.0)	(10.3)	(37.3)
Change in non-controlling interest		-	-	-	-	-	(1.9)	(1.9)
Other					(1.2)	(1.2)	-	(1.2)
Balance at 31 December 2022		**116.8**	**480.2**	**(377.5)**	**432.2**	**651.7**	**39.6**	**691.3**

The notes on pages 205 to 247 are an integral part of these consolidated financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS
for the year ended

$ millions	Note	31 December 2022	31 December 2021
Net profit for the year		**134.3**	**125.3**
Adjustments for:			
Depreciation	(7)	45.6	48.1
Interest income	(23)	(7.6)	(8.4)
Interest expense	(23)	40.3	20.6
Foreign exchange gain (loss) and others	(23)	(14.7)	4.1
Share in income of equity accounted investees	(10)	(35.2)	(27.8)
Gain on sale of property, plant and equipment	(22)	(1.0)	(3.4)
Income tax expense	(11)	37.6	42.5
Changes in:			
Inventories	(12)	71.6	(19.2)
Trade and other receivables	(9)	206.7	24.5
Contract work in progress	(13)	357.0	(245.0)
Trade and other payables	(19)	27.7	95.2
Advanced payments construction contracts		(584.4)	275.1
Billing in excess of construction contracts	(13)	(1.2)	(84.2)
Provisions	(20)	(32.2)	4.5
Cash flows:			
Interest paid	(23)	(40.3)	(20.6)
Interest received	(23)	7.6	8.4
Dividends from equity accounted investees	(10)	7.4	1.9
Income taxes paid		(25.3)	(40.4)
Cash flow from operating activities		**193.9**	**201.2**
Proceeds on sale of an investment in associate		-	5.1
Investments in property, plant and equipment	(7)	(49.3)	(63.9)
Acquisition of subsidiaries, net of cash acquired	(26)	(28.5)	-
Proceeds from sale of property, plant and equipment		2.8	6.3
Cash flow used in investing activities		**(75.0)**	**(52.5)**
Proceeds from borrowings	(18)	287.0	103.2
Repayment of borrowings	(18)	(143.5)	(154.3)
Dividends paid to non-controlling interest		(10.3)	(6.9)
Dividends paid to shareholders		(54.0)	(51.2)
Other		(9.9)	(7.2)
Cash flow from (used in) financing activities		**69.3**	**(116.4)**
Net change in cash and cash equivalents		**188.2**	**32.3**
Cash and cash equivalents at 1 January	(14)	505.7	473.8
Currency translation adjustments		(156.2)	(0.4)
Cash and cash equivalents at 31 December	(14)	**537.7**	**505.7**

The notes on pages 205 to 247 are an integral part of these consolidated financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS
for the year ended

1. General
Orascom Construction PLC ('OC PLC') is a Public Company, incorporated with registered number 1752 in the Dubai International Financial Center (DIFC) with its head office located at Gate Village-Building 1, DIFC, Dubai, UAE. OC PLC is dual listed on the NASDAQ Dubai and the Egyptian Stock Exchange. The consolidated financial statements for the year ended 31 December 2022 comprise the financial statements of OC PLC, its subsidiaries and joint operations (together referred to as the 'Group') and the Group's interests in associates and joint ventures.

OC PLC was incorporated on 18 January 2015 as Orascom Construction Limited, a company limited by shares and converted to a Public Company under the Law, DIFC Law No. 5 of 2018 on 12 November 2018.

OC PLC is primarily engaged as an international engineering and construction contractor focused on large-scale infrastructure, complex industrial and high-end commercial projects in the United States,Middle East, Africa and Central Asia for public and private clients.

2. Basis of preparation

2.1. General
These consolidated financial statements have been prepared in accordance with International Financial Reporting Standards("IFRS"), and applicable requirements of the Companies Law pursuant to DIFC Law No. 5 of 2018 and the Capital Market Authorities in Dubai and Egypt.

The consolidated financial statements have been prepared on the historical cost basis, except when otherwise indicated.

The financial year of OC PLC commences on 1 January and ends on 31 December.

These consolidated financial statements are presented in US dollars ('USD'), which is OC PLC's presentation currency. All values are rounded to the nearest tenth million (in millions of USD), except when stated otherwise.

The consolidated financial statements have been authorised for issue by the Company's Board of Directors on 22 March 2023.

3. Summary of significant accounting policies

3.1. Consolidation
The consolidated financial statements include the financial statements of OC PLC, its subsidiaries and the proportion of OC PLC's ownership of joint operations.

Subsidiaries
Subsidiaries are all companies to which OC PLC is exposed or has rights to variable returns from its involvement with the investee and has the ability to affect those returns through its control over the investee, generally accompanying a shareholding of more than half of the shares issued and related voting power. In assessing control, potential voting rights that are presently exercisable or convertible are taken into account. Subsidiaries are fully consolidated from the date that control commences until the date that control ceases. When OC PLC ceases to have control over a subsidiary, it derecognizes the assets and liabilities of the subsidiary, and any related non-controlling interest and other components of equity. Any resulting gain or loss is recognized in profit or loss including related cumulative translation adjustments accumulated in other comprehensive income. If it becomes an associate, the interest retained is subsequently valued in accordance with the equity method. The principal subsidiaries are listed in Note 30.

Transactions eliminated in the consolidated financial statements

Intra-group balances and transactions, and any unrealized income and expenses arising from intra-group transactions, are eliminated in preparing the consolidated financial statements. Unrealized gains arising from transactions with equity accounted investees are eliminated against the investment to the extent of OC PLC's interest in the investees. Unrealized losses are eliminated in the same way as unrealized gains, but only to the extent that there is no evidence of impairment.

3.2. Discontinued operations / assets held for sale

A discontinued operation is a component of OC PLC's business which:

- has operations and cash flows that can be clearly distinguished from the rest of OC PLC;
- represents a separate major line of business or geographical area of operations;
- is part of a single coordinated plan to dispose of a separate major line of business or geographical area of operations; and
- is a subsidiary acquired exclusively with a view to resale.

Classification as a discontinued operation occurs upon disposal or when the operation meets the criteria to be classified as held for sale. When an operation is classified as a discontinued operation, the comparative information in the statement of comprehensive income and the consolidated statement of cash flows are reclassified as if the operation had been discontinued from the start of the comparative period. In the statement of financial position, the comparative numbers are not reclassified.

3.3. Business combinations

The Group accounts for business combinations using the acquisition method when the acquired set of activities and assets meets the definition of a business and control is transferred to the Group. In determining whether a particular set of activities and assets is a business, the Group assesses whether the set of assets and activities acquired includes, at a minimum, an input and substantive process and whether the acquired set has the ability to produce outputs.

The Group has an option to apply a 'concentration test' that permits a simplified assessment of whether an acquired set of activities and assets is not a business. The optional concentration test is met if substantially all of the fair value of the gross assets acquired is concentrated in a single identifiable asset or group of similar identifiable assets.

The cost of an acquisition is measured as the aggregate of the consideration transferred measured at acquisition date fair value and the amount of any non-controlling interest in the acquiree. For each business combination, the Group elects whether to measure the non-controlling interest in the acquiree at fair value or at the proportionate share of the acquiree's identifiable net assets. Acquisition-related costs are expensed as incurred and included in administrative expenses.

When the Group acquires a business, it assesses the financial assets and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as at the acquisition date. This includes the separation of embedded derivatives in host contracts by the acquiree.

If the business combination is achieved in stages, the previously held equity interest is remeasured at its acquisition date fair value and any resulting gain or loss is recognized in profit or loss. Any contingent consideration to be transferred by the acquirer will be recognized at fair value at the acquisition date. Contingent consideration classified as an asset or liability that is a financial instrument, is measured at fair value with changes in fair value recognized either in profit or loss or as a change to other comprehensive income. Contingent consideration classified as equity is not remeasured and subsequent settlement is accounted for within equity.

Non-controlling interests

Non-controlling interests are presented as a separate component in equity. Changes in the Group's interest in a subsidiary or joint operation that do not result in a loss of control are accounted for as an equity transaction.

3.4. Associates

Associates are those companies in which the Group exercises significant influence, but does not have control over the financial and operating policies, which is presumed to exist when the Group holds 20 percent to 50 percent of the shareholding and related voting rights of the other entity. Associates are accounted for by applying the 'equity method'. The Group's share of profit or loss of an investee is recognized in profit or loss from the date when significant influence begins up to the date when that influence ceases. Investments in associates with negative shareholder's equity are impaired and a provision for its losses is recognized only if the Group has a legal or constructive obligation to cover the losses. Equity changes in investees accounted for using the equity method that do not result from profit or loss are recognized directly in other comprehensive income. Unrealized gains on transactions between the Group and its associates are eliminated to the extent of the Group's interest in the associates. Unrealized losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Unrealized gains on transactions between two associates are not eliminated.

3.5. Joint arrangements

Under IFRS 11 investments in joint arrangements are classified as either joint ventures or joint operations depending on the contractual rights and obligations of each investor. Those joint arrangements that are assessed as joint ventures are accounted for using the equity method. Joint operations are accounted for using the line-by-line accounting.

Under the equity method of accounting, interests in joint ventures are initially recognized at cost and adjusted subsequently for the group's share in the post-acquisition profit or losses and movements in comprehensive income. When the Group's share of losses in a joint venture equals or exceeds its interest in the joint venture (which includes any long-term interest that, in substance, forms part of the Group's net investment in joint ventures), the Group does not recognize further losses, unless it has incurred obligations or made payments on behalf of the joint venture.

A joint operation is proportionately consolidated until the date on which the Group ceases to have joint control over the joint operation. Upon loss of joint control, the Group reassesses the joint operation.

3.6. Foreign currency translation

Foreign currency transactions

The financial statements of subsidiaries and joint operations are prepared in the currencies which are determined based on the primary economic environment in which they operate ('the functional currency'). Transactions in currencies other than the functional currency are recorded at the rates of exchange prevailing on the transaction dates. At each balance sheet date, monetary items denominated in foreign currencies are translated into the entity's functional currency at the then prevailing closing-rates. Exchange differences arising on the settlement and translation of monetary items are included in profit or loss for the period except when deferred to other comprehensive income for investment in equity securities designated as at fair value through OCI (FVOCI) and the effective part of qualifying cash flow hedges.

Foreign operations

Upon consolidation, the assets and liabilities of subsidiaries with a functional currency other than the US dollar are translated into US dollars using the exchange rates prevailing at the balance sheet date. Income and expense items are translated using exchange rates prevailing at the date of the transactions. Investments in joint ventures and associates with a functional currency other than the US dollar are translated into US dollar using exchange rates prevailing on the balance sheet date. Exchange rate differences arising during consolidation and on the translation of investments in subsidiaries, joint arrangements and associates are included in other comprehensive income, as 'currency translation adjustments'. When a foreign operation is (partly) disposed of or sold, (the proportionate share of) the related currency translation differences that were recorded in other comprehensive income are recycled to profit or loss as part of the gain and loss on disposal or sale. Goodwill and fair value adjustments arising on the acquisition of a foreign subsidiary are considered as assets and liabilities denominated in the functional currency of the foreign subsidiary.

3.7. Financial instruments

I. Recognition and initial measurement

Trade receivables and debt securities issued are initially recognised when they are originated. All other financial assets and financial liabilities are initially recognised when the Group becomes a party to the contractual provisions of the instrument.

A financial asset (unless it is a trade receivable without a significant financing component) or financial liability is initially measured at fair value plus, for an item not at fair value through profit or loss (FVTPL), transaction costs that are directly attributable to its acquisition or issue. A trade receivable without a significant financing component is initially measured at the transaction price.

II. Classification and subsequent measurement

On initial recognition, a financial asset is classified as measured at: amortised cost; fair value through other comprehensive income (FVOCI) – debt investment; FVOCI – equity investment; or FVTPL.

Financial assets are not reclassified subsequent to their initial recognition unless the Group changes its business model for managing financial assets, in which case all affected financial assets are reclassified on the first day of the first reporting period following the change in the business model.

A financial asset is measured at amortised cost if it meets both of the following conditions and is not designated as at FVTPL:

- it is held within a business model whose objective is to hold assets to collect contractual cash flows; and
- its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

A debt investment is measured at FVOCI if it meets both of the following conditions and is not designated as at FVTPL:

- it is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets; and
- its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

On initial recognition of an equity investment that is not held for trading, the Group may irrevocably elect to present subsequent changes in the investment's fair value in OCI. This election is made on an investment-by-investment basis.

All financial assets not classified as measured at amortised cost or FVOCI as described above are measured at FVTPL. This includes all derivative financial assets. On initial recognition, the Group may irrevocably designate a financial asset that otherwise meets the requirements to be measured at amortised cost or at FVOCI as at FVTPL if doing so eliminates or significantly reduces an accounting mismatch that would otherwise arise.

Financial assets – Business model assessment:

The Group makes an assessment of the objective of the business model in which a financial asset is held at a portfolio level because this best reflects the way the business is managed and information is provided to management. The information considered includes:

- the stated policies and objectives for the portfolio and the operation of those policies in practice. These include whether management's strategy focuses on earning contractual interest income, maintaining a particular interest rate profile, matching the duration of the financial assets to the duration of any related liabilities or expected cash outflows or realising cash flows through the sale of the assets;
- how the performance of the portfolio is evaluated and reported to the Group's management;
- the risks that affect the performance of the business model (and the financial assets held within that business model) and how those risks are managed;
- how managers of the business are compensated – e.g. whether compensation is based on the fair value of the assets managed or the contractual cash flows collected; and
- the frequency, volume and timing of sales of financial assets in prior periods, the reasons for such sales and expectations about future sales activity.

Transfers of financial assets to third parties in transactions that do not qualify for derecognition are not considered sales for this purpose, consistent with the Group's continuing recognition of the assets.

Financial assets that are held for trading or are managed and whose performance is evaluated on a fair value basis are measured at FVTPL.

Financial assets – Assessment whether contractual cash flows are solely payments of principal and interest:

For the purposes of this assessment, 'principal' is defined as the fair value of the financial asset on initial recognition. 'Interest' is defined as consideration for the time value of money and for the credit risk associated with the principal amount outstanding during a particular period of time and for other basic lending risks and costs (e.g. liquidity risk and administrative costs), as well as a profit margin.

In assessing whether the contractual cash flows are solely payments of principal and interest, the Group considers the contractual terms of the instrument. This includes assessing whether the financial asset contains a contractual term that could change the timing or amount of contractual cash flows such that it would not meet this condition. In making this assessment, the Group considers:

- contingent events that would change the amount or timing of cash flows;
- terms that may adjust the contractual coupon rate, including variable-rate features;
- prepayment and extension features; and
- terms that limit the Group's claim to cash flows from specified assets (e.g. non-recourse features).

A prepayment feature is consistent with the solely payments of principal and interest criterion if the prepayment amount substantially represents unpaid amounts of principal and interest on the principal amount outstanding, which may include reasonable additional compensation for early termination of the contract. Additionally, for a financial asset acquired at a discount or premium to its contractual par amount, a feature that permits or requires prepayment at an amount that substantially represents the contractual par amount plus accrued (but unpaid) contractual interest (which may also include reasonable additional compensation for early termination) is treated as consistent with this criterion if the fair value of the prepayment feature is insignificant at initial recognition.

Subsequent measurement – financial assets

Financial assets at FVTPL

These assets are subsequently measured at fair value. Net gains and losses, including any interest or dividend income, are recognized in profit or loss.

Financial assets at amortised cost

These assets are subsequently measured at amortised cost using the effective interest method. The amortised cost is reduced by impairment losses (see accounting policy on impairment). Interest income, foreign exchange gains and losses and impairment are recognized in profit or loss. Any gain or loss on de-recognition is recognized in profit or loss.

Debt investments at FVOCI

These assets are subsequently measured at fair value. Interest income is calculated using the effective interest method, foreign exchange gains and losses and impairment are recognized in profit or loss. Other net gains and losses are recognized in OCI. On de-recognition, gains and losses accumulated in OCI are reclassified to profit or loss.

Equity investments at FVOCI

These assets are subsequently measured at fair value. Dividends are recognized as income in profit or loss unless the dividend clearly represents a recovery of part of the cost of the investment. Other net gains and losses are recognized in OCI and are never reclassified to profit or loss.

Financial liabilities – Classification, subsequent measurement and gains and losses

Financial liabilities are classified as measured at amortised cost or FVTPL. A financial liability is classified as at FVTPL if it is classified as held-for-trading, it is a derivative or it is designated as such on initial recognition. Financial liabilities at FVTPL are measured at fair value and net gains and losses, including any interest expense, are recognised in profit or loss. Other financial liabilities are subsequently measured at amortised cost using the effective interest method. Interest expense and foreign exchange gains and losses are recognised in profit or loss. Any gain or loss on derecognition is also recognised in profit or loss.

III. Derecognition

Financial assets

The Group derecognises a financial asset when the contractual rights to the cash flows from the financial asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred or in which the Group neither transfers nor retains substantially all of the risks and rewards of ownership and it does not retain control of the financial asset.

The Group enters into transactions whereby it transfers assets recognised in its statement of financial position, but retains either all or substantially all of the risks and rewards of the transferred assets. In these cases, the transferred assets are not derecognised.

Financial liabilities

The Group derecognises a financial liability when its contractual obligations are discharged or cancelled, or expire. The Group also derecognises a financial liability when its terms are modified and the cash flows of the modified liability are substantially different, in which case a new financial liability based on the modified terms is recognised at fair value.

On derecognition of a financial liability, the difference between the carrying amount extinguished and the consideration paid (including any non-cash assets transferred or liabilities assumed) is recognised in profit or loss.

IV. Offsetting

Financial assets and financial liabilities are offset and the net amount presented in the statement of financial position when, and only when, the Group currently has a legally enforceable right to set off the amounts and it intends either to settle them on a net basis or to realise the asset and settle the liability simultaneously.

3.8. Cash and cash equivalents

Cash and cash equivalents comprise cash balances and call deposits with maturities of three months or less from the acquisition date (original maturity) that are subject to an insignificant risk of changes in their fair value and are used by the Group in the management of its short-term commitments. Restricted cash comprises cash balances where specific restrictions exist on the Group's ability to use this cash. Restricted cash includes cash deposited as collateral for letters of credit issued by the Group.

3.9. Share capital

Ordinary shares are classified as equity. Share premium is the excess amount received over the par value of the shares. Incremental costs directly attributable to the issue of new shares are recognized in equity as a deduction, net of tax, from the proceeds. When ordinary shares are repurchased, the amount of the consideration paid, which includes directly attributable costs, net of tax effects, is recognized as a deduction from 'Reserves'. Repurchased shares are classified as treasury shares and are presented in 'Reserves'. When treasury shares are sold or reissued subsequently, the amount received is recognized as an increase in 'Reserves', and the resulting surplus or deficit on the transaction is presented in share premium.

3.10. Property, plant and equipment

Items of property, plant and equipment are measured at cost less accumulated depreciation and any impairment. Cost includes expenditure that is directly attributable to the acquisition of the asset. The cost of self-constructed assets includes cost of material, direct labour, other directly attributable cost incurred to bring the asset ready to its intended use, cost of asset retirement obligations and any capitalized borrowing cost.

Purchased software that is integral to the functionality of the related equipment is capitalized as part of that equipment. When parts of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment. Any gain or loss on disposal of an item of property, plant and equipment (calculated as the difference between the net proceeds from disposal and the carrying amount of the item) is recognized in profit or loss. Subsequent expenditures are capitalized only when it is probable that the future economic benefits associated with the expenditure will flow to the Group. Ongoing repairs and maintenance costs are expensed as incurred. Spare parts of property, plant and equipment are recognized under property, plant and equipment if the average turn-over exceeds 12 months or more, otherwise they are recognized within inventories.

Property, plant and equipment under construction

Expenditures incurred for purchasing and constructing property, plant and equipment are initially recorded as 'under construction' until the asset is completed and becomes ready for use. Upon the completion of the assets, the recognized costs are reclassified from 'under construction' to its final category of property, plant and equipment. Assets under construction are not depreciated and measured at cost less any impairment losses.

Depreciation

Items of property, plant and equipment are depreciated on a straight line basis through profit or loss over the estimated useful lives of each component, taking into account any residual values. Land is not depreciated. Items of property, plant and equipment are depreciated from the date that they are installed and are ready for use, or in respect of internally constructed assets, from the date that the asset is completed and ready for use.

The estimated useful lives for items of property, plant and equipment are as follows:	Years
Buildings	10 - 50
Equipment	5 - 25
Fixtures, fittings and scaffolding	3 - 10

Depreciation methods, useful lives and residual values are reviewed at each reporting date.

Borrowing costs

Borrowing costs attributable to the acquisition, construction or production of assets that necessarily take a substantial period of time to get ready for their intended use or sale, are recognized as part of the cost of those assets. All other borrowing costs are recognized as 'Finance cost' in the period in which they are incurred.

3.11. Goodwill

Goodwill represents the excess of the cost, being the excess of the aggregate of the consideration transferred including the amount recognized for non-controlling interest, of an acquisition over the fair value of the Group's share in the net identifiable assets and liabilities assumed of the acquired subsidiary at the date of acquisition.

If the fair value of the net assets acquired is in excess of the aggregate consideration transferred, the gain is recognized in profit or loss.

Goodwill on acquisition of entities that qualify as subsidiaries is presented under 'Intangible assets'. Goodwill on acquisitions of entities that qualify as associates or joint ventures is included under Equity accounted investees. Goodwill on acquisition of subsidiaries is allocated to cash-generating units for the purpose of impairment testing. The allocation is made to those cash-generating units or group of units that are expected to benefit from the business combination through which the goodwill arose, based on past experience.

Goodwill is initially measured at cost. After initial recognition, goodwill is measured at cost less any impairment losses. Goodwill is tested annually for impairment; an impairment loss is recognized for the amount by which the cash-generating unit's carrying amount exceeds its recoverable amount. The recoverable amount of the cash-generating unit is determined by the higher of its fair value less cost to sell and its value in use. Impairment losses on goodwill are not reversed. Gains and losses on the disposal of an entity include the carrying amount of goodwill related to the entity sold. All other expenditures on internally generated goodwill and other intangible assets are recognized in profit or loss as incurred.

3.12. Inventories

Inventories are measured at the lower of cost and net realisable value. The cost of inventories of raw materials, spare parts and supplies cost are based on weighted average principle or the first-in-first-out method, and includes expenditure incurred in acquiring the inventories and bringing them to their existing location and condition. In case of manufactured inventories and work in progress, cost includes an appropriate share of production overheads based on normal operating capacity. Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and selling expenses.

3.13. Impairment of assets

Non-derivative financial assets

The Group recognises loss allowances for ECLs on:

- financial assets measured at amortised cost;
- debt investments measured at FVOCI; and
- contract assets.

Loss allowances are measured on either of the following bases:

- 12-month ECLs: these are ECLs that result from possible default events within the 12 months after the reporting date; and
- lifetime ECLs: these are ECLs that result from all possible default events over the expected life of a financial instrument.

The Group measures loss allowances at an amount equal to lifetime ECLs, except for the following, which are measured at 12-month ECLs:

- debt securities that are determined to have low credit risk at the reporting date; and
- other debt securities and bank balances for which credit risk (i.e. the risk of default occurring over the expected life of the financial instrument) has not increased significantly since initial recognition.

The Group measures loss allowances for trade receivables and contract assets at an amount equal to lifetime ECLs.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition and when estimating ECLs, the Group considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the Group's historical experience and informed credit assessment and including forward-looking information. The Group assumes that the credit risk on a financial asset has increased significantly if it is more than 90 days past due.

The Group considers a financial asset to be in default when:

- the trade receivable is unlikely to pay its credit obligations to the Group in full, without recourse by the Group to actions such as realising security (if any is held); or
- the financial asset is more than 90 days past due.

The maximum period considered when estimating ECLs is the maximum contractual period over which the Group is exposed to credit risk.

Measurement of ECLs:

ECLs are a probability-weighted estimate of credit losses. Credit losses are measured as the present value of all cash shortfalls (i.e. the difference between the cash flows due to the entity in accordance with the contract and the cash flows that the Group expects to receive). ECLs are discounted at the effective interest rate of the financial asset.

Credit-impaired financial assets

At each reporting date, the Group assesses whether financial assets carried at amortised cost are credit-impaired. A financial asset is 'credit-impaired' when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred.

Presentation of impairment

Loss allowances for financial assets measured at amortised cost are deducted from the gross carrying amount of the assets. For debt securities at FVOCI, the loss allowance is recognised in OCI, instead of reducing the carrying amount of the asset.

Derivative financial assets

Derivative financial assets are measured at fair value.

Non-financial assets

Non-financial assets that have an indefinite useful life, for example goodwill, are not subject to amortization but are tested annually for impairment or more frequently when indicators arise. Assets with a finite useful life are subject to depreciation or amortization and are reviewed (at least at the balance sheet date) for impairment whenever events or changes in circumstances indicate that the carrying amount may not be fully recoverable. An impairment loss is recognized for the amount by which the assets' carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs of disposal and its value in use. For the purposes of assessing impairment, assets are grouped based on the lowest level for which there are separately identifiable cash flows (cash-generating units). Impairment is recognized as an expense in profit or loss. Non-financial assets, which are impaired, are tested periodically to determine whether the recoverable amount has increased and the impairment has to be (partially) reversed. Impairment losses on goodwill are not reversed. Reversal of impairments is only permitted if in a subsequent period after an impairment loss has been recognized, the amount of the impairment loss decreases and the decrease can be related objectively to an event after the impairment loss was recognized.

3.14. Provisions

Provisions are recognized when a present legal or constructive obligation as a result of a past event exists, and it is probable that an outflow of economic benefits is required to settle the obligation. The non-current part of provisions is determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The unwinding of the discount is recognized as finance cost.

Warranties

A provision for warranties is recognized with respect to services performed and goods sold.

Restructuring

A provision for restructuring is recognized when the Group has approved a detailed and formal restructuring plan, and the restructuring either has commenced, the Group has committed itself by public announcement or is expected to commit itself to a restructuring plan.

Onerous contract

A provision for contracts onerous loss is recognized if the Group expects that the unavoidable costs of meeting the obligations under a contract exceed the economic benefits expected to be received under it. A provision for contracts onerous loss is measured at the present value of the lower of the expected cost of terminating the contract and the expected net cost of continuing with the contract. Before a provision is established, the Group recognizes any impairment loss on the assets associated with that contract.

Legal
The Group is subject to legal and regulatory proceedings in various jurisdictions. Such proceedings may result in criminal or civil sanctions, penalties or disgorgements against the Group. If it is probable that an obligation to the Group exists, which will result in an outflow of resources and the amount of the outflow can be reliably estimated, a provision is recognized.

3.15. Revenue from Contracts with Customers

The Group recognises revenue from contracts with customers based on the five steps model set out in IFRS 15:

Step 1 Identify the contract(s) with a customer: A contract is defined as an agreement between two or more parties that creates enforceable rights and obligations and sets out the criteria for every contract that must be met.

Step 2 Identify the performance obligations in the contract: A performance obligation is a unit of account and a promise in a contract with a customer to transfer a good or service to the customer.

Step 3 Determine the transaction price: The transaction price is the amount of consideration to which the Group expects to be entitled in exchange for transferring promised goods or services to a customer, excluding amounts collected on behalf of third parties.

Step 4 Allocate the transaction price to the performance obligations in the contract: For a contract that has more than one performance obligation, the Group will allocate the transaction price to each performance obligation in an amount that depicts the consideration to which the Group expects to be entitled in exchange for satisfying each performance obligation.

Step 5 Recognise revenue when the entity satisfies a performance obligation.

The Group satisfies a performance obligation and recognises revenue over time, if one of the following criteria is met:

i. The customer simultaneously receives and consumes the benefits provided by the Group's performance as and when the Group performs; or
ii. The Group's performance creates or enhances an asset that the customer controls as the asset is created or enhanced; or
iii. The Group's performance does not create an asset with an alternative use to the Group and its an enforceable right to payment for performance completed to date.

For performance obligations where none of the above conditions are met, revenue is recognised at the point in time at which the performance obligation is satisfied.

Variable consideration
Variable consideration amounts are estimated at either their expected value or most likely amount and included in revenue to the extent that it is highly probable that the revenue will not reverse.

Significant financing component
The Group evaluates significant financing component, if the period between customer payment and the transfer of goods/services (both for advance payments or payments in arrears) is more than one year. The Group adjusts the promised amount of consideration for the time value of money using an appropriate interest rate reflecting the credit risk.

Contract modification
A contract modification occurs when the Group and the customer approve a change in the contract that either creates new enforceable rights and obligations or changes the existing enforceable rights and obligations. Revenue related to a modification is not recognised until it is approved. Approval can be in writing, oral, or implied by customary business practices.

The Group treats the contract modification as a separate contract if it results in the addition of a separate performance obligation and the price reflects the standalone selling price of that performance obligation. Otherwise, a modification (including those that only affect the transaction price) is accounted for as an adjustment to the original contract, either prospectively or through a cumulative catch-up adjustment.

The Group accounts for a modification prospectively if the goods or services in the modification are distinct from those transferred before the modification. Conversely, the Group accounts for a modification through a cumulative catch-up adjustment if the goods or services in the modification are not distinct and are part of a single performance obligation that is only partially satisfied when the contract is modified.

Cost of obtainment and fulfillment
The Group capitalises incremental costs to obtain a contract with a customer except if the amortisation period for such costs is less than one year.

If the costs incurred in fulfilling a contract with a customer are not in the scope of other guidance - e.g. inventory, intangibles, or property, plant and equipment - then the Group recognises an asset only if the fulfillment costs meet the following criteria:

- Relate directly to an existing contract or specific anticipated contract;
- Generate or enhance resources that will be used to satisfy performance obligations in the future; and
- Are expected to be recovered.

If the costs incurred to fulfill a contract are in the scope of other guidance, then the Group accounts for such costs using the other guidance.
The Group amortises the asset recognised for the costs to obtain and/or fulfill a contract on a systematic basis, consistent with the pattern of transfer of the good or service to which the asset relates. In the case of an impairment, the Group recognises these losses to the extent that the carrying amount of the asset exceeds the recoverable amount.

Revenue from sale of goods
Sales are recognised when control of the products is transferred, being when the products are delivered to the customer, the customer has full discretion over the channel and price to sell the products, and there is no unfulfilled obligation that could affect the customer's acceptance of the products. Revenue from the sale is recognised in the statement of profit or loss on when the risks of obsolescence and loss have been transferred to the customer, and either the customer has accepted the products in accordance with the sales contract, the acceptance provisions have lapsed, or the Company has objective evidence that all criteria for acceptance have been satisfied.

Revenue from construction contracts
As regards the Contracting business lines, the Group has carried out in-depth analysis of a set of contracts that represent material transactions and contract types. The analysis confirms the following conclusions:

- Revenue generated from most construction and service contracts is recognised as a single performance obligation involving the gradual transfer of control. This approach remains consistent with IFRS 15.
- To measure a contract's percentage of completion, the Group uses either a cost-based method or a method based on the physical percentage of completion. For contracts in which the measurement method corresponds to the physical percentage of completion, the introduction of IFRS 15 is unlikely to lead to the recognition of any material adjustments to opening equity.
- Contracting business lines may receive advances, which are mainly intended to secure and limit non-recovery risks in relation to work done for the customer. As a result, analysis has shown that the primary objective of these advances is not to meet the funding requirements of Group subsidiaries. Lastly, advances received are consumed over relatively short timeframes. In conclusion, the Group has taken the view that the IFRS 15 provisions relating to the identification of a financial activity are not met.

In the Concessions business, the Group has not identified any impact on the method for recognising revenue from concession contracts based on the current IFRIC 12 model. Analysis confirms that there is only one performance obligation during the construction phase of the Group's concession contracts. The provisions of concession contracts have not led to the identification of any distinct performance obligation relating to infrastructure maintenance and renewal works. Those works will continue to be subject to specific provisions measured and recognised in accordance with IAS 37.

3.16 Government grants

An unconditional government grant related to an asset is recognized in profit or loss as 'Other income' when the grant becomes receivable. When the grant relates to an asset, it is recognized as income in equal amounts over the expected useful life of the related asset. Grants that compensate the Group for expenses incurred are recognized in profit or loss as 'Other income' on a systematic basis in the periods in which the expenses are recognized. Other government grants are recognized initially as deferred income at fair value when there is reasonable assurance that they will be received and the Group will comply with the conditions associated with the grant, and are then recognized in profit or loss as 'Other income' on a systematic basis over the useful life of the asset.

3.17 Leases

At inception of a contract, the Group assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, the Group assesses whether:

- the contract involves the use of an identified asset - this may be specified explicitly or implicitly, and should be physically distinct or represent substantially all of the capacity of a physically distinct asset. If the supplier has a substantive substitution right, then the asset is not identified;
- the Group has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- the Group has the right to direct the use of the asset. The Group has this right when it has the decision- making rights that are most relevant to changing how and for what purpose the asset is used. In rare cases where the decision about how and for what purpose the asset is used is predetermined, the Group has the right to direct the use of the asset if either:
- the Group has the right to operate the asset; or
- the Group designed the asset in a way that predetermines how and for what purpose it will be used.

The Group recognizes a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the Component's incremental borrowing rate.

Lease payments included in the measurement of the lease liability comprise the following:

- fixed payments, including in-substance fixed payments;
- variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- amounts expected to be payable under a residual value guarantee; and
- the exercise price under a purchase option that the Group is reasonably certain to exercise, lease payments in an optional renewal period if the Group is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless the Group is reasonably certain not to terminate early.

The lease liability is subsequently increased by the interest cost on the lease liability and decreased by lease payments made. It is remeasured when there is a change in future lease payments arising from a change in an index or rate, if there is a change in the Group's estimate of the amount expected to be payable under a residual value guarantee, or if the Group changes its assessment of whether it will exercise a purchase, extension or termination option.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

The Group presents right-of-use assets in 'property, plant and equipment' and lease liabilities in 'trade and other payables' in the statement of financial position.

Short-term leases and leases of low-value assets

The Group has elected not to recognize right-of-use assets and lease liabilities for short-term leases that have a lease term of 12 months or less and leases of low-value assets. The Group recognizes the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

3.18. Finance income and cost

Finance income comprises:

- interest income on funds invested;
- gains on the disposal of financial assets;
- fair value gains on financial assets at fair value through profit or loss;
- gains on the re-measurement to fair value of any pre-existing interest in an acquired business combination;
- gains on hedging instruments that are recognized in profit or loss and reclassifications of amounts previously recognized in other comprehensive income; and
- interest income is recognized as it accrues in profit or loss, using the effective interest method.

Dividend income is recognized in profit or loss on the date that the Group's right to receive payment is established, which in the case of quoted securities is normally the ex-dividend date.

Finance cost comprise:

- interest expense on borrowings;
- unwinding of the discount on provisions and contingent consideration;
- losses on disposal of financial assets;
- fair value losses on financial assets at fair value through profit or loss; and
- impairment losses recognized on financial assets (other than trade receivables).

Borrowing costs that are not directly attributable to the acquisition, construction or production of a qualifying asset are recognized in profit or loss are expensed as incurred.

Foreign currency gains and losses are recognized on a net basis as either finance income or finance cost depending on whether foreign currency movements are in a net gain or net loss position.

3.19. Employee benefits

Defined contribution plan

Certain Group subsidiaries provide 'pension plans', 'end of service remuneration plans' and 'long-term service benefits'. These pension plans qualify as defined contribution plans. Obligations for contributions to defined contribution plans are expensed as the related service is provided. Prepaid contributions are recognized as an asset to the extent that a cash refund or a reduction in future payments is available.

Short-term employee benefits

Short-term employee benefits are expensed as the related service is provided. A liability is recognized for the amount expected to be paid if the Group has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

Long-term employee benefits

The Group long-term employee benefits are recognized if the Group has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably to determine its present value. The discount rate is the yield at the balance sheet date on triple-A ('AAA') credit rated bonds that have maturity dates approximating to the terms of the Group's obligations. Re-measurements are recognized in profit or loss in the period in which they arise.

Termination benefits

Employee termination benefits are payable when employment is terminated before the normal retirement date, or whenever an employee accepts voluntary redundancy in exchange for these benefits. OC PLC recognizes termination benefits when OC PLC is demonstrably committed to either terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal, or when OC PLC is providing termination benefits as a result of an offer made to encourage voluntary redundancy. Benefits falling due more than 12 months after balance sheet date are discounted to present value.

Share based payments

The fair value of the amount payable to employees under Long-Term Incentive Plan (LTIP), which are settled in cash, is recognised as an expense with a corresponding increase in liabilities, over the period during which the employees become unconditionally entitled to payment. The liability is remeasured at each reporting date and at settlement date based on the fair value of the target awards. Any changes in the liability are recognised in profit or loss.

3.20. Income tax

Current tax

Current tax is the expected tax payable or receivable on the taxable income or loss for the year, using tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous years. Current tax payable also includes any tax liability arising from the declaration of dividends. Current income tax assets and liabilities are offset when there is a legally enforceable right to offset and when the current income tax relates to the same fiscal authority.

Deferred tax

Deferred income tax liabilities are recognized for all taxable temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements ('liability' method). Deferred income tax assets are recognized for all deductible temporary differences, unused carry forward losses and unused carry forward tax credits, to the extent that it is probable that future taxable profit will be available against which the deferred income tax assets can be utilized.

Deferred income tax is not recognized if it arises from initial recognition of an asset or liability in a transaction that is not a business combination and at the time of the transaction affects neither accounting nor taxable profit or loss. Also, no deferred income tax is recognized regarding the initial recognition of goodwill.

Deferred income tax is measured at the tax rates that are expected to apply to the period when the asset is realized or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at the balance sheet date. Deferred income tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against current tax liabilities and when the deferred income tax relates to the same fiscal authority.

3.21. Segment reporting

An operating segment is a component of an entity that engages in business activities for which it may earn revenues and incur expenses (including revenues and expenses relating to transactions with other components of the same entity), whose operating results are regularly reviewed by the entity's Chief Operating Decision Maker (CODM) to make decisions about resource allocation to the segment and to assess its performance and for which discrete financial information is available. The Group determines and presents operating segments on the basis of information that internally is provided to the CODM during the period.

3.22. Consolidated statement of cash flows

The consolidated statement of cash flows has been prepared using the 'indirect' method. Cash flows in foreign currencies have been translated applying average exchange rates. Currency translation differences are shown separately in the consolidated statement of cash flows. Cash flows from investing activities consist mostly of investments and divestments in property, plant and equipment, intangible assets, and acquisitions insofar as these are paid for in cash. Acquisitions or disposals of subsidiaries are presented as acquisition of subsidiary, net of cash, acquired. Cash flows relating to capitalized borrowing cost are presented as cash flows from investment activities similar as other cash flows to acquire the qualifying asset.

3.23. Earnings per share

Earnings per ordinary share are calculated by dividing the profit or loss (net) attributable to holders of ordinary shares by the weighted average number of ordinary shares outstanding during the year. In making this calculation the (ordinary) treasury shares are deducted from the number of ordinary shares outstanding. The calculation of the diluted earnings per share is based on the weighted average number of ordinary shares outstanding plus the potential increase as a result of the conversion of convertible bonds and the settlement of share-based compensation plans (share option plans). Anti-dilutive effects are not included in the calculation. With regard to the convertible notes it is assumed that these are converted in full. An adjustment is made to profit or loss (net) to eliminate interest charges, whilst allowing for effect of taxation. Regarding equity-settled share option plans it is assumed that all outstanding plans will vest. The potential increase arising from share option plans is based on a calculation of the value of the options outstanding. This is the number of options multiplied by the exercise price, divided by the average share price during the financial year. This potential increase is only applied if the option has intrinsic value.

3.24. Subsequent events

The Group assesses whether events occurring between the balance sheet date and the date of issues of the Consolidated Financial Statements have given rise to either adjusting events or non-adjusting events. Adjusting events are events that provide evidence of conditions that existed at the end of the reporting period and have to be recognized in the financial statements. Non-adjusting events are those events that are indicative of conditions that arose after the reporting period, these events are disclosed. Changes in estimates are only adjusted if the estimates contain errors.

4. New accounting standards and policies

On a regular basis, the IASB issues new accounting standards, amendments and revisions to existing standards and interpretations.

4.1. Standards, amendments, revisions and interpretations effective to the OC PLC in 2022

There are no significant effects with respect the adoption of any standards, amendments and revisions to existing standards and interpretations.

4.2. Standards, amendments, revisions and interpretations not yet effective to OC PLC

There are no significant new standards, amendments, revisions and interpretations that may have significant effects on the Group.

5. Critical accounting judgement, estimates and assumptions

The preparation of the financial statements in compliance with IFRS requires management to make judgements, estimates and assumptions that affect amounts reported in the consolidated financial statements. The estimates and assumptions are based on experience and various other factors that are believed to be reasonable under the circumstances and are used to judge the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the period in which the estimate is revised or in the revision period and future periods, if the changed estimates affect both current and future periods. The most critical accounting policies involving a higher degree of judgment and complexity in applying principles of valuation and for which changes in the assumptions and estimates could result in significantly different results than those recorded in the financial statements are the following:

Intangible assets

Intangible assets with finite useful lives are carried at cost less cumulative amortization and any impairment. Amortization is calculated using the 'straight-line' method based on the estimated useful lives. Management makes estimates regarding the useful lives and residual values and assutmes that amortization takes place on a 'straight-line' basis. The assets' useful lives are reviewed, and adjusted if appropriate, at each balance sheet date. For intangible assets with finite useful lives, OC PLC assesses annually or more frequently whether indicators exist that suggest the intangible asset might be impaired by comparing the recoverable amounts with their carrying amounts. In determining the recoverable amounts of intangible assets, OC PLC makes estimates and assumptions about future cash flows based on the value in use. In doing so, OC PLC also makes assumptions and estimates regarding the discount rates in order to calculate the net present value of the future cash flows.

OC PLC tests at least annually whether goodwill is impaired by comparing the recoverable amounts of cash-generating units with their carrying amounts. The recoverable amount is the higher of the fair value less cost to sell and the value in use. In determining the recoverable amount, OC PLC makes estimates and assumptions concerning future revenues, future costs, future working capital, future investments, Weighted Average Cost of Capital (WACC) and future inflation rates.

Property, plant and equipment

Depreciation is calculated using the 'straight-line' method based on the estimated useful lives, taking into account any residual values. Management makes estimates regarding the useful lives and residual values and assumes that depreciation takes place on a 'straight-line' basis. The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each balance sheet date. OC PLC assesses annually, or more frequently, whether indicators exist that suggest that an item of property, plant and equipment might be impaired by comparing the recoverable amounts with their carrying amounts. In determining the recoverable amounts of property, plant and equipment, OC PLC makes estimates and assumptions about future cash flows based on the value in use. In doing so OC PLC also makes assumptions and estimates regarding the discount rates to be used in order to calculate the net present value of the future cash flows.

Financial instruments (including trade receivables and contract assets)

The implementation of business model approach under IFRS 9 require judgement to ensure that financial assets of the Group are classified in to the appropriate category. Deciding whether the classified categories will require assessment of contractual provisions that do or may change the timing or amount of the contractual cash flows.

Impairment financial instruments (including trade receivables)

Objective evidence may exist in circumstances in which a counterparty has been placed in bankruptcy, or has failed on the repayments of principal and interest. In other circumstances OC PLC uses judgment in order to determine whether a financial asset may be impaired using ECL model. OC PLC uses judgement in order to determine whether an impairment can be reversed, an assumption in doing so might be an improvement in the debtor's credit rating or receipt of payments due. In addition, Group also make judgments in deciding whether the measurement of expected credit loss reflect reasonable and supportable information that is available without undue cost or effort that include historical, current and forecast information.

Inventories

In determining the net realisable value of inventories, OC PLC estimates the selling prices in the ordinary course of business, cost of completion and cost to sell. In doing so, OC PLC makes estimates and assumptions based on current market prices, historical usage of various product categories versus current inventory levels and specific identified obsolescence risks (e.g. end of life of specific goods and spare parts and the impact of new environmental legislation).

Provisions

Recognition of provisions include significant estimates, assumptions and judgements. IFRS requires only those provisions to be recognized if there is an expected outflow of resources in the near future and if the cost of these outflows can be estimated reliably. Accordingly, management exercises considerable judgment in determining whether there is a present obligation as a result of a past event at the end of the reporting period, whether it is probable that such a proceeding will result in an outflow of resources and whether the amount of the obligation can be reliably estimated. These judgements are subject to change as new information becomes available. The required amount of a provision may change in the future due to new developments in the particular matter. Revisions to estimates may significantly impact future profit or loss. Upon resolution, the Group may incur charges in excess of the recorded provisions for such matters.

The group uses past experiences to estimate the likelihood and cost of future warranties with respect to services provided and goods sold.

OC PLC recognizes a provision for restructuring regarding cost-saving restructuring measures. Provisions for restructuring include, amongst other, estimates and assumptions about severance payments and termination fees.

Provisions for asset retirement obligations, represent estimated costs of decommissioning. Due to the long time frame over which future cash outflows are expected to occur including the respective interest accretion require assumptions. Amongst others, the estimated cash outflows could alter significantly if, and when, political developments affect future laws and regulation with respect to asset retirements.

In case of contracts future loss the Group estimates the present value of the lower of the expected cost of terminating the contract and the expected net cost of continuing with the contract. In doing so, the Group has to estimate the future cash flows and the discount rates used. In addition to this the Group has to estimate any possible impairments.

With respect to legal cases, the Group has to estimate the outcome of the legal cases. Regulatory and legal proceedings as well as government investigations often involve complex legal issues and are subject to substantial uncertainties. The Group periodically reviews the status of these proceedings with both the internal and external legal counsels.

Revenue recognition on revenue contracts with client

The Group conducts a significant portion of its business under construction contracts with customers. The Group recognizes revenue from construction contracts over time using the input method as Group believes this method faithfully represent the transfer of goods or services to the customer over the period of construction contract. This method places considerable importance on accurate estimates of the extent of progress towards completion and may involve estimates on the scope of deliveries and services required for fulfilling the contractually defined obligations. In addition, in determining the transaction price, the Group make significant judgment as to whether any variable consideration to be included in the contract price. The significant estimates include total contract costs, remaining costs to completion, contract price, contract risks, including technical, political and regulatory risks, and other judgments. Management of the operating divisions continually review all estimates involved in such construction contracts, including commercial feasibility, and adjusts them as necessary.

Income taxes

OC PLC is subject to income taxes in numerous jurisdictions. Estimates are required in determining the worldwide provision for income taxes. There are some transactions and calculations for which the ultimate tax position is uncertain during the ordinary course of business. The Group recognizes provisions for anticipated tax audit issues based on estimates of whether additional taxes will be due. Where the final tax outcome of these matters is different from amounts that were initially recorded, such differences will impact the current income tax and deferred tax provisions in the period in which such determination is made. OC PLC recognizes deferred tax assets to the extent that it is probable that future taxable profits will be available for the deferred tax asset to be recovered. This is based on estimates of taxable future income by jurisdiction in which OC PLC operates and the period over which deferred tax assets are expected to be recoverable. In the event that actual results or new estimates differ from previous estimates and depending on the possible tax strategies that may be implemented, changes to the recognition of deferred tax assets could be required, which could impact the financial position and profit or loss.

Asset held for sale and discontinued operations

OC PLC used judgment in determining what a disposal group or a discontinued operation is and when it qualifies for reclassification according to IFRS 5 (management commitment, ready for sale / demerger, highly probable, completion within one year). In determining what is a disposal group or a discontinued operation, OC PLC judges whether the cash flows of the disposal group or a discontinued operation can be distinguished from the rest of the group, what determines a major line of operation and whether a single coordinated plan to dispose exists and at what date it was formally approved.

6. Financial risk and capital management

Overview

The Group has exposure to the following risks arising from financial instruments:

- Credit risk
- Liquidity risk
- Market risk

These risks arise from exposures that occur in the normal course of business and are managed on a consolidated company basis. This note presents information about the Group's exposure to each of the above risks, the Group's objectives, policies and processes for measuring and managing risk, and the Group's management of capital.

Risk management framework

Senior management has an overall responsibility for the establishment and oversight of the Group's risk management framework. The Board is responsible for developing and monitoring the Group's risk management policies.

The Group's risk management policies are established to identify and analyze the risks faced by the Group, to set appropriate risk limits and controls and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Group's activities. The Group through its training and management standards and procedures, aims to develop a disciplined and constructive control environment in which all employees understand their roles and obligations.

The Audit Committee oversees how management monitors compliance with the Group's risk management policies and procedures, and reviews the adequacy of the risk management framework in relation to the risks faced by the Group. The Audit Committee is assisted in its oversight role by the Internal Audit Department. The Internal Audit Department undertakes both regular and ad hoc reviews of risk management controls and procedures, the results of which are reported to the Audit Committee.

6.1. Exposure to credit risk

TThe Group establishes an allowance for impairment that represents its estimate of expected losses in respect of trade and other receivables. The main components of this allowance are a specific loss component that relates to individually significant exposures. The carrying amount of financial assets represents the maximum credit exposure. With respect to transactions with financial institutions, the group sets limits to the credit worthiness rating of the counterparty. The maximum credit risk is the carrying amount of financial instruments, for an overview reference is made to the tables of financial instruments by category.

The major exposure to credit risk at the reporting date was as follows:

$ millions	Note	31 December 2022	31 December 2021
Trade and other receivables (excluding prepayments and supplier advance payments)	(9)	1,164.9	1,213.4
Contract work in progress	(13)	742.5	1,099.5
Cash and cash equivalents (excluding cash on hand)	(14)	536.4	504.3
Total		**2,443.8**	**2,817.2**

The major exposure to credit risk for trade and other receivables by geographic region was as follows:

$ millions	31 December 2022	31 December 2021
Middle East and Africa	823.1	829.3
Asia and Oceania	95.5	136.3
Europe and United States	246.3	247.8
Total	**1,164.9**	**1,213.4**

6.2. Liquidity risk

Liquidity risk is the risk that the Group will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivering cash or another financial asset. The Group's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Group's reputation. This is also safeguarded by using multiple financial institutions in order the mitigate any concentration of liquidity risk.

The availability of cash is monitored internally at Group level, on an ongoing basis by the corporate treasury department. In addition management prepared at closing date a cash flow projection to assess the ability of the Group to meet its obligations.

The following are the contractual maturities of financial liabilities, including estimated interest payments and exclude the impact of netting arrangements.

At 31 December 2021 $ millions	Note	Carrying amount	Contractual cash flow	6 months or less	6–12 months	1–5 years
Financial liabilities						
Loans and borrowings	(18)	64.1	68.3	32.8	34.2	1.3
Trade and other payables (excluding lease obligation)	(19)	1,568.4	1,568.4	1,527.3	-	41.1
Lease obligation	(19)	12.6	19.5	2.7	2.5	14.3
Total		**1,645.1**	**1,656.2**	**1,562.8**	**36.7**	**56.7**

At 31 December 2022 $ millions	Note	Carrying amount	Contractual cash flow	6 months or less	6–12 months	1–5 years
Financial liabilities						
Loans and borrowings	(18)	212.0	227.3	111.1	116.2	-
Trade and other payables (excluding lease obligation)	(19)	1,461.1	1,461.1	1,434.0	-	27.1
Lease obligation	(19)	19.2	25.0	2.9	2.8	19.3
Total		**1,692.3**	**1,713.4**	**1,548.0**	**119.0**	**46.4**

The interest on floating rate loans and borrowings is based on forward interest rates at year-end. This interest rate may change as the market interest rate changes.

6.3. Market risk

Market risk is the risk that changes in market prices, such as foreign exchange rates, interest rates, commodity prices and equity prices will affect the Group's income or the value of its holdings of financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimizing the return.

The Group is exposed to foreign currency risk arising in separate ways:

Foreign exchange translation exposure

Due to the Group's international presence, OC PLC's Financial Statements are exposed to foreign exchange fluctuations as these affect the translation of the subsidiaries' assets and liabilities presented in foreign currencies to the US dollar (the Group's presentation currency). The currencies concerned are mainly Egyptian Pound, Algerian Dinar and Euro. Foreign exchange translation exposure is considered a part of doing business on an international level; this risk is not actively managed, nor is it hedged.

OC PLC is not exposed to Saudi Riyal, UAE Dirham and Qatar Riyal. These currencies are pegged to the US dollar.

Foreign exchange transaction exposure

The Group entities predominantly execute their activities in their respective functional currencies. Some Group subsidiaries are, however, exposed to foreign currency risks in connection with the scheduled payments in currencies that are not their functional currencies. In general this relates to foreign currency denominated supplier payables due to project procurement, capital expenditures and receivables. The Group monitors the exposure to foreign currency risk arising from operating activities.

The Group is exposed to foreign exchange transaction exposure to the extent that there is a mismatch between the currencies in which sales, purchases and borrowings are denominated and the respective functional currencies of Group companies. The functional currencies of Group companies are primarily Euro, US Dollar, Egyptian Pound, Saudi Riyal, Algerian Dinar and UAE Dirham.

The Group uses foreign exchange contracts to manage its foreign exchange transaction exposure. No hedge accounting is applied; therefore all fair value changes are recognised in profit and loss.

The summary of quantitative data about the Group's exposure to foreign exchange transaction exposure provided to management of the Group based on its risk management policy for the main currencies was as follows:

At 31 December 2021 $ millions	EUR	EGP
Cash and cash equivalents (including loans and borrowings)	74.4	192.8
Trade and other receivables	317.6	442.5
Trade and other payables	(123.4)	(814.4)

At 31 December 2022 $ millions	EUR	EGP
Cash and cash equivalents (including loans and borrowings)	98.1	(83.1)
Trade and other receivables	395.9	367.1
Trade and other payables	(23.9)	(896.0)

Significant rates

The following significant exchange rates applied during the year ended 31 December 2022:

	Average 2022	Closing 31 December 2022	Opening 1 January 2022
Egyptian pound	0.0527	0.0404	0.0636
Saudi riyal	0.2663	0.2661	0.2663
Arabic Emirates Dirham	0.2723	0.2723	0.2723
Euro	1.0581	1.0705	1.1370

The following tables demonstrate the sensitivity to a reasonably possible change in EUR and EGP exchange rates, with all other variables held constant. The impact on the Group's profit before tax is due to changes in the fair value of monetary assets and liabilities, including inter company positions. The Group's exposure to foreign currency changes for all other currencies is not material.

As of 31 December 2022, if the functional currencies had changed by 10 percent against the Euro and 10 percent against the Egyptian Pound with all other variables held constant, the translation of foreign currency receivables, cash and cash equivalents, payables and loans and borrowings that would have resulted in a change of USD 48.4 million of the profit / loss of the year ended 31 December 2022 (31 December 2021: USD 9.0 million).

31 December 2021 $ millions	Change in FX rate*	Effect on profit before tax	Effect on equity
EUR - USD	10%	26.9	26.9
EGP - USD	10%	(17.9)	(17.9)

31 December 2022 $ millions	Change in FX rate*	Effect on profit before tax	Effect on equity
EUR - USD	10%	47.0	47.0
EGP - USD	10%	1.4	(61.2)

** Determined based on the volatility of last year for the respective currencies.*

Interest rate risk

The Group's cash flow interest rate risks arise from the exposure to variability in future cash flows of floating rate financial instruments. The Group reviews its exposure in light of global interest rate environment after consulting with a consortium of global banks.

The Group calculates the impact on profit or loss of a defined interest rate shift. The same interest rate shift is used for all currencies. The following table demonstrates the sensitivity to a reasonably possible change in interest rates on that portion of borrowings affected. With all other variables held constant, the Group's profit before tax is affected through the impact on floating rate borrowings, as follows:

As of 31 December 2022, if the interest rate had strengthened/weakened by 10 percent with all other variables held constant, the interest cost that would have resulted in an increase/decrease of USD 4.0 million of the profit of the year ended 31 December 2022.

$ millions	Change in interest rate	31 December 2022	31 December 2021
Effect on profit before tax	10 % increase	(4.0)	(2.0)
	10 % decrease	4.0	2.0

Categories of financial instruments

$ millions	Note	31 December 2022 Financial assets / liabilities at amortized cost	31 December 2022 Derivatives at fair value	31 December 2021 Financial assets / liabilities at amortized cost	31 December 2021 Derivatives at fair value
Assets					
Trade and other receivables (excluding prepayments and supplier advance payments)	(9)	1,164.9	-	1,213.4	-
Contracts work in progress	(13)	742.5	-	1,099.5	-
Cash and cash equivalents	(14)	537.7	-	505.7	-
Total		**2,445.1**	**-**	**2,818.6**	**-**
Liabilities					
Loans and borrowings	(18)	212.0	-	64.1	-
Trade and other payables (excluding lease obligation)	(19)	1,461.1	-	1,568.4	-
Billing in excess of construction contracts	(13)	298.4	-	299.6	-
Total		**1,971.5**	**-**	**1,932.1**	**-**

6.4. Capital management

The Board's policy is to maintain a strong capital base so as to maintain investor, creditor and market confidence and to sustain future development of the business. Capital consists of ordinary shares, share premium, reserves, retained earnings and non-controlling interest of the Group. The Board of Directors monitors the return on capital as well as the level of dividends to ordinary shareholders. The Group's net debt to equity ratio at the reporting date was as follows:

$ millions	Note	31 December 2022	31 December 2021
Loans and borrowings	(18)	212.0	64.1
Less: cash and cash equivalents	(14)	537.7	505.7
Net debt		**(325.7)**	**(441.6)**
Total equity		691.3	688.6
Net debt to equity ratio		**(0.47)**	**(0.64)**

7. Property plant and equipment

$ millions	Land	Buildings	Equipment	Fixtures, and fittings	Under construction	Total
Cost as of 1 January 2021	13.8	102.4	280.3	143.7	4.7	544.9
Additions during the year	-	3.5	38.1	13.8	17.8	73.2
Disposals	-	(1.5)	(8.6)	(7.5)	-	(17.6)
Transfers	-	0.2	6.0	(2.2)	(4.1)	(0.1)
Effect of movement in exchange rates	-	(0.4)	(1.9)	(0.6)	-	(2.9)
Cost as of 31 December 2021	**13.8**	**104.2**	**313.9**	**147.2**	**18.4**	**597.5**
Accumulated Depreciation as of 1 January 2021	-	(40.7)	(211.5)	(115.5)	-	(367.7)
Depreciation	-	(6.7)	(26.7)	(14.7)	-	(48.1)
Disposals	-	0.8	7.3	6.6	-	14.7
Transfers	-	-	(2.2)	2.3	-	0.1
Effect of movement in exchange rates	-	0.5	2.0	0.2	-	2.7
Accumulated depreciation as of 31 December 2021	**-**	**(46.1)**	**(231.1)**	**(121.1)**	**-**	**(398.3)**
As of 31 December 2021	**13.8**	**58.1**	**82.8**	**26.1**	**18.4**	**199.2**

$ millions	Land	Buildings	Equip-ment	Fixtures, and fittings	Under construc-tion	Total
Cost as of 1 January 2022	13.8	104.2	313.9	147.2	18.4	597.5
Additions during the year	-	18.3	27.6	13.4	4.8	64.1
Disposals	-	(2.9)	(6.7)	(3.2)	-	(12.8)
Transfers	0.1	3.6	2.2	0.1	(15.8)	(9.8)
Acquisition of subsidiaries	3.8	1.6	1.4	1.5	-	8.3
Effect of movement in exchange rates	(6.0)	(25.2)	(91.3)	(43.7)	(3.4)	(169.6)
Cost as of 31 December 2022	**11.7**	**99.6**	**247.1**	**115.3**	**4.0**	**477.7**
Accumulated Depreciation as of 1 January 2022	-	(46.1)	(231.1)	(121.1)	-	(398.3)
Depreciation	-	(8.0)	(25.1)	(12.5)	-	(45.6)
Disposals	-	1.9	6.3	2.8	-	11.0
Transfers	-	0.1	(0.3)	0.3	-	0.1
Acquisition of subsidiaries	-	(0.7)	(0.7)	(1.2)	-	(2.6)
Effect of movement in exchange rates	-	7.2	61.9	35.1	-	104.2
Accumulated depreciation as of 31 December 2022	**-**	**(45.6)**	**(189.0)**	**(96.6)**	**-**	**(331.2)**
As of 31 December 2022	**11.7**	**54.0**	**58.1**	**18.7**	**4.0**	**146.5**

'Property, plant and equipment' comprise owned and leased assets:

$ millions	2022	2021
Owned assets	128.5	187.7
Right of use	18.0	11.5
At 31 December	**146.5**	**199.2**

The information about 'Right of use' for which assets of the Group is presented below:

$ millions	Buildings	Equipment	Total
Cost as of 1 January 2021	20.4	6.3	26.7
Additions during the year	1.2	1.2	2.4
Remeasurements	(1.4)	-	(1.4)
Effect of Movement in exchange rates	0.1	-	0.1
Cost at 31 December 2021	**20.3**	**7.5**	**27.8**
Accumulated Depreciation as of 1 January 2021	(7.6)	(4.1)	(11.7)
Depreciation	(3.2)	(2.1)	(5.3)
Remeasurements	0.7	-	0.7
Accumulated depreciation at 31 December 2021	**(10.1)**	**(6.2)**	**(16.3)**
As of 31 December 2021	**10.2**	**1.3**	**11.5**

$ millions	Buildings	Equipment	Total
Cost as of 1 January 2022	20.3	7.5	27.8
Additions during the year	12.7	2.1	14.8
Remeasurements	(2.8)	(0.7)	(3.5)
Effect of Movement in exchange rates	(0.4)	(0.1)	(0.5)
Cost at 31 December 2022	**29.8**	**8.8**	**38.6**
Accumulated Depreciation as of 1 January 2022	(10.1)	(6.2)	(16.3)
Depreciation	(5.2)	(1.9)	(7.1)
Remeasurements	2.0	0.7	2.7
Effect of Movement in exchange rates	-	0.1	0.1
Accumulated depreciation at 31 December 2022	**(13.3)**	**(7.3)**	**(20.6)**
As of 31 December 2022	**16.5**	**1.5**	**18.0**

8. Goodwill

$ millions	Goodwill
Cost	13.8
At 1 January 2022	**13.8**
Movements in the carrying amount:	
Acquisition through business combination	13.9
Impairment	-
At 31 December 2022	**13.9**
Cost	27.7
Impairment	-
At 31 December 2022	**27.7**

On 31 July 2012, the Group acquired the Weitz Company LLC, a United States general contractor based in Des Moines, Iowa, resulting in USD 12.4 million of goodwill. The transaction was completed on 12 December 2012. On 2 April 2015, the Group acquired Alico resulting in USD 1.4 million of goodwill.

On 2 January 2022, the Group acquired 100% of the total shares "Orascom Trading Company, Orascom Free Zone, National Equipment Company", resulting in USD 13.9 million of goodwill (Note 26).

Goodwill was tested for impairment in the 4th Quarter of 2022. No impairment was recorded in the year 2022. The impairment test is based on cash-flow projections of the five year plan. Key assumptions used in the projections are:

i. Revenue growth: based on expected growth in 2023 as a result of development in backlog and expected general market growth in the USA and Egypt.
ii. Margin development: based on actual experience and management's longer-term projections.

The terminal value was calculated using a long-term average market growth rate of 2.3%. The estimated cash flows are discounted to their present value using a weighted average cost of capital of 6.3% and 18.1% for USA and Egypt respectively. An increase or decrease of 100 basis points in the assumed WACC or the terminal growth rate would not have resulted in an impairment.

9. Trade and other receivables

$ millions	31 December 2022	31 December 2021
Trade receivables (gross)	695.4	663.7
Allowance for trade receivables	(12.3)	(10.6)
Trade receivables (net)	**683.1**	**653.1**
Trade receivables due from related parties (Note 28)	19.0	24.1
Prepayments	11.5	14.8
Other tax receivable	70.1	89.7
Supplier & Subcontractor advanced payments	142.2	281.0
Other investments	5.6	3.5
Retentions	265.2	305.9
Other receivables	121.9	137.1
Total	**1,318.6**	**1,509.2**
Non-current	24.6	46.8
Current	1,294.0	1,462.4
Total	**1,318.6**	**1,509.2**

The carrying amount of 'Trade and other receivables' as at 31 December 2022 approximates its fair value.

Prepayments relate for the largest part to the amounts prepaid to sub-contractors, retentions related for the largest part to amounts withheld by customers resulting from contractual clauses.

The aging of gross trade receivables at the reporting date were as follows:

$ millions	31 December 2022	31 December 2021
Neither past due nor impaired	411.1	366.9
Past due 1 - 30 days	60.7	46.3
Past due 31 - 90 days	67.1	52.3
Past due 91 - 360 days	94.9	93.6
More than 360 days	61.6	104.6
Total	**695.4**	**663.7**

Management believes that the unimpaired amounts that are past due by more than 30 days are collectible in full, based on historic payment behaviour and extensive analysis of customer credit risk, including underlying customers' credit ratings if they are available.

The movement in the allowance for impairment in respect of trade receivables during the year ended 31 December 2022 was as follows:

$ millions	2022	2021
At 1 January	(10.6)	(12.1)
Provision formed	(3.9)	(0.3)
Provision no longer required	0.2	1.6
Acquisition of subsidiary	(1.6)	-
Exchange rate differences and other	3.6	0.2
At 31 December	**(12.3)**	**(10.6)**

10. Equity accounted investees

The following table shows the movement in the carrying amount of the Group's associates and joint ventures:

$ millions	2022	2021
At 1 January	426.4	419.4
Share in results	35.2	27.8
Dividends	(9.2)	(1.9)
Disposal of investment	-	(5.1)
Effect of movement in exchange rates	10.1	(13.8)
At 31 December	**462.5**	**426.4**

The entity disclosed under 'Equity accounted investees' that is significant to the Group is BESIX.

BESIX Group (BESIX)

Established in 1909 in Belgium, BESIX is a global multi-service group offering engineering, procurement and construction (EPC) services. BESIX operates in the construction, real estate and concession sectors in 15 countries focusing on Europe, Africa, the Middle East and Australia. Their core construction competencies include buildings, infrastructure and environmental projects, industrial civil engineering, maritime and port works and real estate development. In addition to EPC services, BESIX is active in real estate development and holds concessions in several Public Private Partnerships (PPP) and design, build, finance, and maintain/operate (DBFM) contracts, through which it develops, operates and maintains projects.

The below table summarizes the financial information of BESIX based on the percentage of interest the Group has in it:

BESIX Group 50% $ millions	2022	2021
Non-current asset	427.9	419.4
Current asset	1,389.8	1,449.1
Non-current liabilities	(387.0)	(307.0)
Current liabilities	(1,014.2)	(1,172.6)
Net assets at 31 December	**416.5**	**388.9**
Construction revenue	1,812.3	1,787.8
Construction cost	(1,792.4)	(1,772.1)
Net profit for the year ended 31 December	**19.9**	**15.7**

The Group has interests in a number of equity accounted investees including the following:

Name	Parent	Country	Participation %
BESIX Group	OC IHC3 B.V.	Belgium	50.0
Medrail Ltd.	Orascom Construction Holding Cyprus	UAE	50.0
Sidra Medical Center (see note 27)	Contrack Cyprus	Qatar	45.0
Ras Ghareb Wind Energy	Orascom Egypt Wind BV	Egypt	20.0
Clark,Weitz, and Clarkson	The Weitz Group	USA	30.0
Watts - Webcor Obayashi	Contrack Watts Inc	USA	34.0
National Pipe Company	OCI Construction Egypt Orascom Construction SAE	Egypt	40.0
El Yamama	OCI Egypt	KSA	50.0
Orasqualia, Orasqualia for Construction S.A.E. and Orasqualia for Maintenance	Orascom Construction SAE	Egypt	50.0

The following table summarizes the financial information of the Orascom Construction Group's share on equity accounted investees including BESIX, El Yamama, National Pipe Company, all of Weitz's associates and Sidra Medical Centre:

$ millions	2022	2021
Non-current asset	507.7	508.4
Current asset	1,442.3	1,496.2
Non-current liabilities	(450.0)	(383.9)
Current liabilities	(1,037.5)	(1,194.3)
Net assets at 31 December	**462.5**	**426.4**
Income	1,857.2	1,828.6
Expense	(1,822.0)	(1,800.8)
Net profit for the year ended 31 December	**35.2**	**27.8**

Transaction between Group entities and associates / joint ventures

There are no significant transactions between entities of the group and the associates / joint ventures, except for the investments in and the dividends received from these associates and joint ventures.

11. Income taxes

11.1. Income tax in the statement of profit or loss

The income tax on profit before income tax amounts to USD 37.6 million (31 December 2021: USD 42.5 million) and can be summarized as follows:

$ millions	31 December 2022	31 December 2021
Current tax	42.3	44.5
Deferred tax	(4.7)	(2.0)
Total income tax in profit or loss	**37.6**	**42.5**

11.2. Reconciliation of effective tax rate

OC PLC's operations are subject to income taxes in various foreign jurisdictions, the statutory income tax rates vary from 0.0% to 28.0%.

Reconciliation of the effective tax rate can be summarized as follows:

$ millions	31 December 2022	%	31 December 2021	%
Profit before income tax	171.9		167.8	
Tax calculated at weighted average group tax rate	(49.5)	28.8	(45.9)	27.3
Utilization of deferred tax asset	**(4.7)**	**2.7**	**2.0**	**(1.2)**
Other	16.6	(9.7)	1.4	(0.8)
Total income tax in profit or loss	**37.6**	**21.8**	**42.5**	**25.3**

11.3. Deferred income tax assets and liabilities

The majority of the deferred tax assets of USD 47.4 million (31 December 2021: USD 41.1 million) relate to carried forward tax losses. The deferred tax assets recognized in the statement of financial position is expected to be utilized in the period 2023-2027.

12. Inventories

$ millions	31 December 2022	31 December 2021
Finished goods	20.0	3.3
Raw materials and consumables	209.6	271.3
Fuels and others	5.2	6.2
Real estate	12.8	26.5
Total	**247.6**	**307.3**

As at 31 December 2022, the total write-downs amount to USD 9.9 million (31 December 2021: USD 10.2 million), of which USD 8.4 million related to raw materials & 1.5 related to finished goods.

The real estate relates to the land owned by Orascom Industrial Parks Company in Egypt.

13. Contracts work in progress / billing in excess of construction contracts

$ millions	31 December 2022	31 December 2021
Costs incurred on contracts (including estimated earnings)	23,775.1	27,342.3
Less: billings to date (Net)	(23,331.0)	(26,542.4)
Total	**444.1**	**799.9**
Presented in the consolidated statements of financial position as follows:		
Construction work in progress - current assets	742.5	1,099.5
Billing in excess of construction contracts - current liabilities	(298.4)	(299.6)
Total	**444.1**	**799.9**

14. Cash and cash equivalents

$ millions	31 December 2022	31 December 2021
Cash on hand	1.3	1.4
Bank balances	510.3	498.9
Restricted funds	1.7	1.6
Restricted cash	24.4	3.8
Total	**537.7**	**505.7**

Restricted funds

The restricted amounts mostly relate to letters of guarantee for United Holding Company (USD 0.7 million), Orascom Trading Company (USD 0.5 million), Orascom Free Zone Company (USD 0.3 million), and letter of credit for Alico (USD 0.1 million).

Restricted cash

Restricted cash relates to amounts withheld in relation to amounts restricted for use for an amount of USD 24.4 million as collateral against certain loans and trade finance.

15. Share capital

The movements in the number of shares (nominal value USD 1 per share) can be summarized as follows:

	2022	2021
At 1 January - fully paid	116,761,379	116,761,379
At 31 December - fully paid	116,761,379	116,761,379
At 31 December (in millions of USD)	**116.8**	**116.8**

16. Reserves

$ millions	2022	2021
At 1 January	(305.4)	(289.7)
Currency translation differences	(72.1)	(15.7)
At 31 December	**(377.5)**	**(305.4)**

17. Non-controlling interest

31 December 2021 $ million	United Holding Company	Orascom Saudi	Orascom Industrial Parks	Other individual insignificant entities	Total
Non-controlling interest percentage	43.5%	40.0%	39.5%		
Non-current assets	5.7	-	6.9	1.7	14.3
Current assets	42.7	99.4	21.5	4.7	168.3
Non-current liabilities	-	(0.4)	(11.1)	(0.1)	(11.6)
Current liabilities	(16.5)	(96.2)	(4.5)	(3.7)	(120.9)
Net assets	**31.9**	**2.8**	**12.8**	**2.6**	**50.1**
Revenue	46.7	3.4	4.2	7.4	61.7
Profit	11.4	(1.6)	0.9	1.2	11.9
Other comprehensive loss	(0.9)	-	-	-	(0.9)
Total comprehensive income	**10.5**	**(1.6)**	**0.9**	**1.2**	**11.0**

31 December 2022 $ million	United Holding Company	Orascom Saudi	Orascom Industrial Parks	Other individual insignifi-cant entities	Total
Non-controlling interest percentage	43.5%	40.0%	39.5%		
Non-current assets	4.2	-	10.3	3.2	17.7
Current assets	39.5	98.1	15.2	4.2	157.0
Non-current liabilities	-	(0.4)	(5.6)	(0.1)	(6.1)
Current liabilities	(20.6)	(96.7)	(7.7)	(4.0)	(129.0)
Net assets	**23.1**	**1.0**	**12.2**	**3.3**	**39.6**
Revenue	50.5	2.6	12.9	7.8	73.8
Profit	14.2	(1.8)	5.9	2.5	20.8
Other comprehensive loss	(12.3)	-	(5.9)	(0.9)	(19.1)
Total comprehensive income	**1.9**	**(1.8)**	**-**	**1.6**	**1.7**

18. Loans and borrowings

Borrowing Company $ million	Interest rate	Date of maturity	Long term portion	Short term portion	Bank facilities	Total
Orascom Construction SAE	Multiple rates	Annual	-	18.6	13.6	32.2
Orascom Construction Industries- Algeria	1 Month TB + 6.0%	5/2022	-	1.6	-	1.6
The Weitz Group, LLC	Multiple rates	Multiple	1.2	12.7	-	13.9
Other	Multiple rates	-	-	5.8	10.6	16.4
Total as of 31 December 2021			**1.2**	**38.7**	**24.2**	**64.1**

Borrowing Company $ million	Interest rate	Date of maturity	Long term portion	Short term portion	Bank facilities	Total
Orascom Construction SAE	Multiple rates	Annual	-	-	174.5	174.5
The Weitz Group, LLC	Multiple rates	Multiple	-	1.2	-	1.2
Contrack Watts	Multiple rates	Multiple	-	15.0	-	15.0
Other	Multiple rates	-	-	2.0	19.3	21.3
Total as of 31 December 2022			**-**	**18.2**	**193.8**	**212.0**

Information about the Group's exposure to interest rate, foreign currency and liquidity risk is disclosed in the financial risk and capital management paragraph in Note 6. The fair value of loans and borrowings approximates the carrying amount as at the reporting date.

Certain covenants apply to the aforementioned borrowings.

19. Trade and other payables

$ millions	31 December 2022	31 December 2021
Trade payables	612.5	521.0
Trade payables due to related party (Note 28)	4.9	7.1
Other payables	212.1	313.6
Accrued expenses	448.3	545.5
Deferred revenues	5.0	6.7
Other tax payables	7.0	11.3
Lease obligation	19.2	12.6
Retentions payables	167.6	159.5
Employee benefit payables	3.7	3.7
Total	**1,480.3**	**1,581.0**
Non-current	41.9	49.9
Current	1,438.4	1,531.1
Total	**1,480.3**	**1,581.0**

Information about the Group's exposure to currency and liquidity risk is included in Note 6. The carrying amount of 'Trade and other payables' approximated the fair value as ay the reporting date.

Retentions payable relate to amounts withheld from sub-contractors.

19.1. Lease obligations

$ millions	Non-Current lease obliga-tions	Current lease obliga-tions	Total
At 1 January 2021	10.9	5.0	15.9
Movements in the carrying amount:			
Payments	-	(5.5)	(5.5)
Accretion of interest	-	0.6	0.6
Additions	1.6	-	1.6
Transfers	(3.7)	3.7	-
As of 31 December 2021	**8.8**	**3.8**	**12.6**

$ millions	Non-Current lease obliga-tions	Current lease obliga-tions	Total
At 1 January 2022	8.8	3.8	12.6
Movements in the carrying amount:			
Payments	-	(5.7)	(5.7)
Accretion of interest	-	0.9	0.9
Additions	9.6	1.8	11.4
Transfers	(3.6)	3.6	-
As of 31 December 2022	**14.8**	**4.4**	**19.2**

20. Provisions

$ millions	Warranties	Onerous contracts	Other (including claims)	Total
At 1 January 2021	7.5	7.4	39.8	54.7
Provision formed	-	0.2	10.5	10.7
Provision used	-	(0.1)	(2.3)	(2.4)
Provision no longer required	(0.7)	(1.6)	(1.6)	(3.9)
Others	0.9	-	(0.6)	0.3
Effect of movement in exchange rates	-	-	(0.3)	(0.3)
At 31 December 2021	**7.7**	**5.9**	**45.5**	**59.1**

$ millions	Warranties	Onerous contracts	Other (including claims)	Total
At 1 January 2022	7.7	5.9	45.5	59.1
Provision formed	0.1	4.3	8.3	12.7
Provision used	-	-	(5.6)	(5.6)
Provision no longer required	(2.7)	(4.9)	(23.4)	(31.0)
Others	-	-	2.6	2.6
Effect of movement in exchange rates	(1.8)	(1.4)	(6.6)	(9.8)
Acquisition of subsidiaries	-	-	3.5	3.5
At 31 December 2022	**3.3**	**3.9**	**24.3**	**31.5**

Warranties

The warranties are based on historical warranty data and a weighting of possible outcomes against their associated probabilities.

Other (including claims)

The Group is involved in various litigations and project related disputes. In cases where it is probable that the outcome of the proceedings will be unfavorable, and the financial outcome can be measured reliably, a provision has been recognized. Reference is made to Note 27 for detailed information with respect to major ongoing litigations and claims.

21. Cost of sales and selling, general and administrative expenses

i. Expenses by nature

$ millions	31 December 2022	31 December 2021
Changes in raw materials and consumables, finished goods and work in progress	3,274.5	2,642.4
Employee benefit expenses (ii)	578.5	578.1
Depreciation and amortization	45.5	48.1
Maintenance and repairs	42.0	53.6
Consultancy expenses	31.6	17.3
Other	55.6	49.4
Total	**4,027.7**	**3,388.9**

The expenses by nature comprise 'cost of sales' and 'selling, general and administrative expenses'.

ii. Employee benefit expenses

$ millions	31 December 2022	31 December 2021
Wages and salaries	472.0	466.0
Social securities	1.8	4.4
Employee profit sharing	8.6	1.8
Pension cost	7.9	6.9
Other employee expenses	88.2	99.0
Total	**578.5**	**578.1**

During the year ended 31 December 2022, the average number of staff employed in the Group converted into full-time equivalents amounted to 23,188 permanent and 36,488 temporary employees.

A Long-Term Incentive Plan ("LTIP") to attract, motivate and retain key employees in the organization by providing market competitive compensation packages has been put in place in June 2016. Under the plan target awards will be granted annually to executives and senior management and employees in critical positions or high performers. These awards will carry a 3-year vesting period. They will be focused on EBITDA, cash flow from operations and share performance. The plan is cash-settled; no transfer of equity instruments will take place under this plan.

Some of the Group's subsidiaries in the United States of America contribute to multi-employer defined benefit plans administered by unions that provide pension and post-retirement health and welfare benefits to employees, based on a defined dollar amount per hour. The Group has availed the exemption of IAS 19, para 34, to account for the contributions to these multiemployer defined benefit plans as defined contribution plans, as sufficient financial information is not publicly available with regards to these plans. The contribution to these plans for the financial year 2022 is USD 6.1 million and the expected contribution to these plans for the financial year 2023 is USD 6.3 million. The average contribution by Group's subsidiaries to multiemployer benefit plans is assessed to be less than 5% of the total contributions of the respective plans.

22. Other income

$ millions	31 December 2022	31 December 2021
Net gain on sale of property, plant and equipment	1.0	3.4
Other income	7.8	0.7
Other expenses	(3.7)	(1.8)
Total	**5.1**	**2.3**

23. Net finance cost

$ millions	31 December 2022	31 December 2021
Interest income on financial assets measured at amortized cost	7.6	8.4
Foreign exchange gain	69.3	3.2
Finance income	**76.9**	**11.6**
Interest expense on financial liabilities measured at amortized cost	(40.3)	(20.6)
Foreign exchange loss	(54.6)	(7.3)
Finance cost	**(94.9)**	**(27.9)**
Net finance cost recognized in profit or loss	**(18.0)**	**(16.3)**

The above finance income and finance cost include the following interest income and expense in respect of assets (liabilities) not measured at fair value through profit or loss:

$ millions	31 December 2022	31 December 2021
Total interest income on financial assets	7.6	8.4
Total interest expense on financial liabilities	(40.3)	(20.6)

24. Earnings per share

i. Basic

	31 December 2022	31 December 2021
Net Profit attributable to shareholders (million USD)	113.5	113.4
Number of ordinary share (million)	116.8	116.8
Basic earnings per ordinary share (USD)	**0.97**	**0.97**

25. Segment reporting

The Group determines and presents operating segments on the information that internally is provided to the Chief Executive Officer during the period. The Group has three reportable segments, as described below. Each of the segments is managed separately because they require different operating strategies and use their own assets and employees. Factors used to identify the Group's reportable segments, are a combination of factors and whether operating segments have been aggregated and types of products and services from which each reportable segment derives its revenues.

Business information for 31 December 2021

$ millions	MENA	USA	Besix	Total
Total revenue	**2,492.8**	**1,050.1**	**-**	**3,542.9**
Share in income of equity accounted investees	6.8	5.3	15.7	27.8
Depreciation and amortization	(41.1)	(7.0)	-	(48.1)
Interest income	8.4	-	-	8.4
Interest expense	(18.8)	(1.8)	-	(20.6)
Profit before tax	**135.7**	**16.4**	**15.7**	**167.8**
Investment in PP&E (Including right of use asset)	66.8	6.4	-	73.2
Non-current assets	262.5	75.9	388.9	727.3
Total assets	**3,270.6**	**442.9**	**388.9**	**4,102.4**
Total liabilities	**3,045.0**	**368.8**	**-**	**3,413.8**

Business information for 31 December 2022

$ millions	MENA	USA	Besix	Total
Total revenue	**2,812.9**	**1,364.4**	**-**	**4,177.3**
Share in income of equity accounted investees	10.8	4.5	19.9	35.2
Depreciation and amortization	(38.0)	(7.6)	-	(45.6)
Interest income.	7.1	0.5	-	7.6
Interest expense	(38.4)	(1.9)	-	(40.3)
Profit before tax	**130.9**	**21.1**	**19.9**	**171.9**
Investment in PP&E (Including right of use asset)	48.7	15.4	-	64.1
Non-current assets	192.9	99.3	416.5	708.7
Total assets	**2,577.4**	**537.5**	**416.5**	**3,531.4**
Total liabilities	**2,392.9**	**447.2**	**-**	**2,840.1**

Segment revenues have been presented based on the location of the entity which is managing the contracts.

BESIX is presented as part of ‘equity accounted investees’, therefore in the above schedule only the income from equity accounted investees and the asset value are reflected. For further information with respect to liabilities, revenues and cost, reference is made to note 10.

The geographic information above analyses the Group’s revenue and non-current assets by the Company where the activities are being operated. The Orascom Construction Group has customers that represent 10 percent or more of revenues:

Percentage	31 December 2022	31 December 2021
Egyptian Government	**50.2%**	**56.8%**

26. Acquisition of Subsidiaries

On 2 January 2022, the Group acquired 100% of the total shares of Orascom Trading (S.A.E), National Equipment Company (S.A.E) and Orascom Free Zone - Onsi Sawiris and Partners (Limited Partnership Company) , together referred as “Orascom Services” , as approved in the Extraordinary General Meeting held on 27 December 2021, obtaining control of Orascom Services, for a total gross cash consideration equivalent to USD 35,000,000 (United States Dollars thirty-five million).

Orascom Services, which operate as one business, is a leading equipment importation,distribution and services business in Egypt in the field of commercial agencies.

As of 31 December 2022, Orascom Services contributed revenue of USD 35.7 million and net profit of USD 6.1 million to the Group’s results.

26.1. Identifiable assets acquired and liabilities assumed

The following table summarizes the recognized amounts of assets acquired and liabilities assumed at the date of acquisition.

	$ millions
Property, plant and equipment	5.7
Inventories	11.9
Trade and other receivables	16.1
Cash and cash equivalent	6.2
Loans and borrowings	(4.4)
Trade and other payables	(16.7)
Total identifiable net assets acquired	**18.8**

26.2. Goodwill

Goodwill arising from acquisition has been recognized as follows:

	$ millions
Total consideration	35.0
Contingent consideration	(0.4)
Fair value of identifable net assets	(20.7)
Goodwill (Note 8)	**13.9**

The goodwill is mainly attributable to the synergies expected to be achieved from integrating Orascom Services into the Group’s existing business.

26.3. Consideration Paid

	$ millions
Consideration paid *	34.7
Less: Existing cash balance in Orascom Services at date of acquisition	(6.2)
Acquisition of subsidiary, net of cash acquired	**28.5**

** An amount of USD 0.3 million is payable to shareholders.*

27. Contingencies

27.1. Contingent liabilities

27.1.1. Letters of guarantee / letters of credit

Letters of guarantee issued by banks in favor of Group as at 31 December 2022 amount to USD 1,715.3 million (31 December 2021: USD 2,126.0 million). Outstanding letters of credit as at 31 December 2022 (uncovered portion) amount to USD 112.5 million (31 December 2021: USD 91.9 million).

Some of our sub-holdings have provided general performance guarantees for the execution of major projects by our subsidiaries.

As of 31 December 2022, mechanic liens have been received in respect of our US projects for a total of USD 5.2 million (31 December 2021:USD 7.3 million).

27.1.2. Litigations and claims

In the ordinary course of business, the Group entities and joint ventures are involved in some arbitration or court cases as defendants or claimants. These litigations are carefully monitored by the entities' management and legal counsels, and are regularly assessed with due consideration for possible insurance coverage and recourse rights on third parties. In cases where it is probable that the outcome of the proceedings will be unfavourable, and the financial outcome can be measured reliably, a provision has been recognized in the financial statements which is disclosed in note 20 'Provisions'. It should be understood that, in light of possible future developments, such as: (a) potential additional lawsuits, (b) possible future settlements, and (c) rulings or judgments in pending lawsuits, certain cases may result in additional liabilities and related costs. At this point in time, OC PLC cannot estimate any additional amount of loss or range of loss in excess of the recorded amounts with sufficient certainty to allow such amount or range of amounts to be meaningful. While the outcome of said the cases, claims and disputes cannot be predicted reliably, we believe, based upon legal advice and information received, that the final outcome will not materially affect our consolidated financial position as at 31 December 2022 but could be material to our results of operations or cash flows in any one accounting period.

The Group is also a party to certain potential claims from customer and, where necessary, makes adequate provisions against any potential claims. Such provisions are reassessed regularly to include significant claims and instances of potential litigations. Based on the review of opinion provided by the legal advisors / internal legal team, management is of the opinion that no material cash outflow in respect of these claims is expected to be paid by the Group over and above the existing provision recognized as of the reporting date. The Group has elected not to present the complete disclosures as required by IAS 37 "Provision and Contingent Liabilities and Contingent Assets" as management is of the view that since legal claims are sub-judice and are disputed; therefore this information may be prejudicial to their position on these matters.

Certain other contingent liabilities may arise during the normal course of business, which based on the information presently available, either cannot be quantified at this stage or in the opinion of the management is without any merit. However, in the opinion of management, these contingent liabilities are not likely to result in any cash outflows for the Group.

27.1.3. Sidra Medical Center

The contract for the design and build of the Sidra Medical and Research Centre in Doha, Qatar, was awarded by the Qatar Foundation for Education, Science & Community Development (the "Foundation") in February 2008 to the associate owned by Obrascón Huarte Lain (55%) and Contrack Cyprus Limited (45%), for a total contract value of approximately USD 2.4 billion. The project was more than 95% complete and is not part of the Construction Group's backlog as the project is accounted for under the equity method.

In July 2014, the consortium received a Notice of Termination from the Foundation. On 23 July 2014, the Foundation commenced arbitration proceedings against the associate by serving a Request for Arbitration with the ICC (seat in London) dated 23 July 2014. Since 2014, several hearings and expert meetings took place and partial awards have been issued by the tribunal. The most recent hearings were held from 7 March to 28 April 2022, and from 4 to 8 July 2022.

In August 2017, the Foundation again served a Request for Arbitration, this time in parallel proceedings against OCI SAE with the ICC (seat in London). The claims made by the Foundation in this new arbitration arise in connection with a Parent Company Guarantee (the "PCG") issued by OCI SAE on 7 February 2008. The Foundation alleged that the terms of the PCG protect it in respect of liabilities and obligations of Contrack (Cyprus) Limited on the Project. This arbitration is on hold since March 2020 pending decision in the main arbitration in the paragraph above. If claims are awarded against Contrack (Cyprus) Limited in that arbitration, the Tribunal will have to consider its implications on OCI SAE in this arbitration.

27.1.4. ERC Refinery Project

In November 2014, Orascom Construction SAE (OC) and GS Engineering and Construction Corp. "Egypt" ("GS"), the main contractor appointed by the owner Egyptian Refining Company (Takrir) SAE, entered into a subcontract agreement and three subsequent amendments for the Civil Works and Structural, Mechanical and Piping works in relation to Areas 1 and 3 of ERC Refinery Plant in Mostorod Egypt.The works were fundamentally delayed and disrupted by GS resulting in OC submitting several Extension of Time and costs claims. In February 2019, GS instructed OC to demobilize and "step-back" from all remaining Works.

In March 2019, OC filed the Request for Arbitration against GS before the ICC (London). In May 2019, GS filed an Answer and Counterclaim. On 11 July 2019, the Tribunal was constituted. In January 2020, OC submitted its Statement of Case ("SoC"), and GS submitted its Statement of Counterclaim ("SoCC"). In June 2020, OC and GS filed their Statements of Defense to Counterclaims, and in August 2020, OC and GS filed their Replies to Statement of Defense to Counterclaim. Expert Reports on Quantum and Delay were submitted in March 2021.

The hearing took place in May 2021. and the Tribunal subsequently issued a partial award in which OC was the net winner. Further, OC prolongation/disruption costs were to be quantified and decided by the Tribunal in a separate and final award.

On 19 September 2022, the Parties signed a Settlement Agreement for the full and final settlement of all claims concerning the ERC project. The arbitration has been terminated accordingly.

27.1.5. King Abdul-Aziz Airport Development Project

Saudi Binladin Group ("SBG") entered into an EPC contract with the General Authority of Civil Aviation of the Kingdom of Saudi Arabia, for the King Abdul-Aziz Airport Development Project - Phase 1 (the "Project"). Orascom Saudi Limited ("OS"), a company which OCI Construction Limited (Cyprus) has a participation of 60%, entered into a series of five subcontracts (the "Subcontracts") with SBG to carry out works related to the project throughout 2011 to 2015. Under the Subcontractors, OS encountered several delays in the commencement, performance and completion of the works against the originally contemplated time schedule resulting in time and cost damages to OS.

On 25 June 2019, OS commenced arbitration proceedings by filing a Request for Arbitration before the ICC Court of Arbitration (seat in Cairo) claiming its entitlement to extensions of time and additional costs. On 8 September 2019, SBG filed its Answer to the Request for Arbitration, counterclaiming that OS was overpaid and seeking recovery of the amount. On 19 September 2019, the Arbitral Tribunal was constituted. In August 2020, OS submitted its Statement of Claim, followed by SGB filing its Statement of Defence and Counterclaim in May 2021. During the months of May through to December 2021, the Parties were engaged in a document production phase, together with the exchange or written submissions on the claims and counterclaims.

During March 2022, the main hearing was held by virtual conference. A second hearing was held in Cairo on 17, 18 and 20 October 2022. The final award is expected in 2023.

28. Related party transactions

The following is a list of significant related party transactions and outstanding amounts

Related party $ million	Relation	Revenue transactions during the year	AR and loan outstanding at year end	Purchases transactions during the year	AP and advances outstanding at year end
Medrail	Equity accounted investee	-	5.4	-	-
Ras Ghareb Wind Energy	Equity accounted investee	-	4.3	-	-
Iowa fertilizer Company	Related via Key Management personnel	-	0.8	-	-
Natgasoline	Related via Key Management personnel	1.0	0.1	-	-
OCI SAE "fertilizer"	Related via Key Management personnel	-	6.4	-	1.3
Other		-	7.1	-	5.8
Total as at 31 December 2021		**1.0**	**24.1**	**-**	**7.1**

Related party $ million	Relation	Revenue transactions during the year	AR and loan outstanding at year end	Purchases transactions during the year	AP and advances outstanding at year end
Medrail	Equity accounted investee	-	-	-	-
Ras Ghareb Wind Energy	Equity accounted investee	-	4.5	-	-
Iowa fertilizer Company	Related via Key Management personnel	-	0.8	-	-
Natgasoline	Related via Key Management personnel	-	-	-	-
OCI SAE "fertilizer"	Related via Key Management personnel	-	5.4	-	-
Other		-	8.3	-	4.9
Total as at 31 December 2022		**-**	**19.0**	**-**	**4.9**

In addition to the related party transactions in the table above, the company incurs certain operating expenses for immaterial amounts in relation to services provided by related parties.

28.1. Demerger of Construction and Engineering business

28.1.1. General

The demerger from OCI N.V. was completed successfully in March 2015, with the listing of shares on Nasdaq Dubai as of 9 March 2015 and a secondary listing on the Egyptian Exchange as of 11 March 2015.

After the demerger, OCI N.V. and OC PLC each operate as separately listed companies. There are no cross-directorships, other than Jérôme Guiraud who is a non-executive director in both. The senior management teams of OCI N.V. and OC PLC are different and all agreements between the two companies are executed based on agreed terms.

Services between OCI N.V. and OC PLC Group entities in the areas of accounting, treasury, information technology, etc, are payable on a cost-plus basis.

OC PLC and OCI N.V. are party to continuing commercial arrangements. The existing commercial arrangements were entered into on agreed terms and are not materially different from the terms on which OC PLC has contracted with other customers. The most relevent are listed below:

28.1.2. Conditional sale agreement

On 5 February 2015, OC IHC 4 B.V. (a subsidiary of OC PLC) and OCI MENA B.V. (a subsidiary of OCI N.V.) entered into an Agreement for the Conditional Sale and Purchase of the Share Capital of Construction Egypt. Under the Conditional Sale Agreement, OCI MENA B.V. has agreed to sell to OC IHC 4 B.V. all of the shares it will receive as a result of the Egypt Demerger. These shares (the Construction Egypt Shares) will be shares in an Egyptian joint stock company (Construction Egypt) which, as a result of the Egypt Demerger, will hold the construction projects and construction business of Orascom Construction Industries S.A.E in the Middle East and North Africa which, in order to comply with local law and regulation, cannot be transferred to OC PLC prior to completion of the Demerger. The transfer of the Construction Egypt Shares will be conditional on the completion of the Egypt Demerger, the approval of Egyptian Financial Supervisory Authority ("EFSA") regarding the issue of the Construction Egypt shares to OCI MENA B.V. and incorporation of Construction Egypt. In addition, OCI MENA B.V. commits to appoint management personnel in the construction operations, such personnel to be nominated by OC IHC 4 B.V.; to appoint accounting personnel responsible for the preparation of the carve out financials of the construction operations, such personnel to be nominated by OC IHC 4 B.V., and to vote on the board of directors of Orascom Construction Industries S.A.E. in matters related to the construction operations based on the recommendation of OC IHC 4 B.V. The Conditional Sale Agreement also provides for the economic benefits/liabilities of the Construction Egypt Shares including the underlying Relevant Construction Projects (together with the right to any dividends) to pass from OCI MENA B.V. to OC IHC 4 B.V. with effect from the date of the Conditional Sale Agreement as if such shares had been in existence since 30 September 2014. This transfer of economic benefit will remain in force until the earlier of completion of the Egypt Demerger and transfer of the Construction Egypt Shares to the Company and completion of all of the Relevant Construction Projects, while any new awards are sought through wholly-owned subsidiaries of OC PLC.

28.1.3. Tax indemnity agreement

On 6 February 2015, OC PLC and Orascom Construction Industries S.A.E. (a subsidiary of OCI N.V.) entered into a tax indemnity agreement which sets out the obligations of the parties in respect of the tax claim lodged by the tax authorities in Egypt relating to the sale of the Orascom Construction Industries S.A.E.'s cement business to Lafarge SA in 2007. The parties have agreed that, to the extent that any liability is incurred by Orascom Construction Industries S.A.E. in relation to the Tax Claim (including the costs of dealing with the Tax Claim), this will be shared between the parties on a 50%/50% basis. In addition, to the extent that any recoveries, including interests, are made in relation to the Tax Claim, these will be shared between the parties on a 50%/50% basis (excluding the amount of EGP 2.5 billion for which it was announced that the rights will be transferred to Tahya Misr social fund in Egypt).

28.2. OCI Foundation and Sawiris Foundation

The OCI Foundation invests company resources in educational programs that improve the communities in which the company operates. OCI has cultivated strong ties with several leading universities, including the University of Chicago (Onsi Sawiris Scholars Exchange Program), Stanford (The American Middle Eastern Network Dialogue) and Yale (Master of Advanced Management program and Global Network for Advanced Management program).

Furthermore, the Sawiris Foundation for Social Development also provides grants to fund projects implemented by charitable organizations, educational institutions, local government and private business.

29. Remuneration of the Board of Directors (Key management personnel)

During the year ended 31 December 2022, we considered the members of the Board of Directors (Executive and Non-executive) and the senior management to be the key management personnel as defined in IAS 24 'Related parties'. The total remuneration of the key-management personnel for the year ended 31 December 2022 amount to approximately USD 14.5 million. (2021: USD 13.0 million).

30. List of principal subsidiaries, associates and joint ventures

Companies	Country	Percentage of interest	Consolidation method
Cementech Limited	BVI	100.00	Full
Orascom Construction Industries Algeria Spa	Algeria	99.90	Full
IMAGRO Construction SRL	Italy	49.90	Full
BESIX Group SA	Belgium	50.00	Equity
Aluminium & Light Industries Co Ltd	Egypt	100.00	Full
OCI Construction Limited	Cyprus	100.00	Full
Orascom Construction	Egypt	100.00	Full
Orascom Road Construction	Egypt	99.98	Full
Orasqualia for the Development of the Wastewater Treatment Plant	Egypt	50.00	Equity
National Steel Fabrication	Egypt	99.90	Full
Orascom Industrial Parks	Egypt	60.50	Full
Orascom Saudi Company	Kingdom of Saudi Arabia	60.00	Full
Contrack Watts Inc	USA	100.00	Full
Orascom E&C USA	USA	100.00	Full
Orascom Construction USA Inc	USA	100.00	Full
Orascom Investments	Netherlands	100.00	Full
The Weitz Group LLC	USA	100.00	Full
Orascom For Wind Energy	Egypt	100.00	Full
Orascom Trading Company	Egypt	100.00	Full
Orascom Free Zone	Egypt	100.00	Full
National Equipment Company	Egypt	100.00	Full

Furthermore, OC PLC has various holding companies in the Netherlands and the countries it operates in.

The Board of Directors and shareholders approved a dividend amounting to USD 27,006,907 (31 December 2021: USD 53,732,158). The dividends declared during the current period were paid to shareholders in August 2022.

On 24 January 2023 the board of directors' has approved an interim dividend of USD 0.1850 per share amounting to USD 21.6 million which has been paid on 9 February 2023.

31. Impact of COVID-19

The coronavirus outbreak since early 2020 has brought additional uncertainties in the Group's operating environment and continue to impact the Group's operations in the areas we operate in, with our main activities in Egypt and USA. The Group has formed a Crisis Management Committee to ensure the safe and stable continuation of its business operations which include measures to address and mitigate any identified key operational and financial issues. These contingency measures include amongst others communication plans with our clients, mitigation plans at project level to minimize the impact of possible slowdowns, if any, and measures to safeguard the welfare of our employees and subcontractor staff at our project sites and offices.

Our major projects in Egypt and USA have remained operational throughout the period with minimum disruption based on the initiatives implemented by the Group and supported by the mandates issued by the respective governments. We have also put in place effective business continuity and remote working plans enabled by the right technologies and systems to ensure uninterrupted operations across the Group.

Based on our assessment of the COVID-19 impact, there are no significant impact in the financial position and performance as at and for the year ended 31 December 2022. Further, we concluded that significant changes are not required as of 31 December 2022 in its key accounting judgements and estimates from those applied in the last annual consolidated financial statements as of 31 December 2021.

Furthermore, we continue to assess the level of future credit-lines and whether additional lines need to be made available to manage our liquidity. The Group will keep these contingency measures under review as the situation is fast evolving, the effect of the outbreak is by nature subject to certain degree of uncertainty.

Dubai, UAE, 22 March 2023

The Orascom Construction PLC Board of Directors,

Jérôme Guiraud	**Chairman**
Osama Bishai	**Chief Executive Officer**
Sami Haddad	**Member**
Johan Beerlandt	**Member**
Wiktor Sliwinski	**Member**
Nada Shousha	**Member**
Renad Younes	**Member**

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This annual report is available online at
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