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BUSINESS OVERVIEW
QUICK FACTS ABOUT THE GROUP

- **Crude steel production capacity:** 3.5 mtpa
- **Steel assets utilizing latest DRI technology, 15 years old**
- **Revenue split:**
  - 90% Steel
  - 10% Building materials
- **Cement production capacity:** 4.6 mtpa
- **Cement plant using gas for power generation, 10 years old**
- **FY22**
  - Revenue of AED 9.5 bn
  - EBITDA of AED 1.2 bn
- **EMSTEEL is among the top 30% cheapest steel mills on the global cost curve**
- **Steel rebar production costs $/t (2021 data)**
- **ADX: EMSTEEL**
  - MCAP: AED 10bn* // Daily Volume: AED 20m**
- **Ownership structure**

*Market CAP as of 27.04.2023
**Daily trading Volume is calculated as an average over 2022
GEOGRAPHIC FOOTPRINT

Steel sales, FY22:

61% Domestic sales volume
39% Export sales volume

The Group exports steel products to more than 70 countries.

UAE steel market share:
60% of rebar and wire rod
80% of heavy sections and sheet piles.
OUR PRODUCT LINES

A leading producer of high-quality rebar with a production capacity of 2 million tonnes annually.

A prominent wire rod producer in the GCC with a production capacity of 550,000 tonnes annually.

The largest producer of heavy and jumbo sections in the GCC with a production capacity of 1 million tonnes annually.

The only producer of hot rolled sheet piles in the MENA region.

Rebar in Coils provides greater efficiencies and cost savings.

Steel billets are processed into rebar, wire rod or coil in the Group’s rolling mills.

High-quality cement with a production capacity of 4.6 million tonnes and clinker with a production capacity of 3.1 million tonnes annually.

Concrete blocks with a production capacity of 85 million blocks annually and dry mortar used in local construction.

GRP and PVC Pipes largest centrifugal casting pipe factory in the world with 33 thousand tonnes annual capacity.

Bags with a production capacity of 62 million sacks annually.
OUR STEEL DIVISION

Plants, Production Process and Products

01 DIRECT REDUCTION PROCESS
Three Direct Reduction Plants with a capacity of 4.2 MTPA

02 STEEL MAKING
Three Steel Making Plants with a capacity of 3.6 MTPA

03 ROLLING
Heavy Section Mill, Three Rebar Mills and a Wire Rod Mill

04 FINISHED PRODUCTS
Rebar, Wire Rod, Sheet Piles and Heavy Sections

- Steel Billets
- Beam Blanks
- Heavy Section Mill
- Three Rebar Mills
- Wire Rod Mill
- Sheet Piles
- Heavy Sections
- Rebar
- Rebar in Coils
- Wire Rod
OUR CEMENT DIVISION
Al Ain Cement Factory

1. EXTRACTION:
The raw materials used to manufacture cement (limestone and clay).

2. TRANSPORT:
The raw materials are loaded into a dumper.

3. CRUSHING AND TRANSPORTATION:
The raw materials, after crushing, are transported to the plant by conveyor.

RAW GRINDING & BURNING

1. RAW GRINDING:
The raw materials are very finely ground to produce the raw mix.

2. BURNING:
The raw mix is preheated before it goes into the kiln. The raw mix burns at 1500 °C producing clinker.

GRINDING, STORAGE, PACKING, DISPATCH

1. GRINDING:
The clinker and the gypsum are very finely ground giving a “pure cement”.

2. STORAGE, PACKING, DISPATCH:
The cement is stored in silos before being dispatched, either in bulk or in bags.
KEY ESG CREDENTIALS
EMSTEEL IS WELL POSITIONED FOR CO2-CONSCIOUS MARKET

On the demand side, there is growing momentum in CO2-related initiatives led by steel buyer coalitions, such as SteelZero in EU.

- SteelZero members commit to **procure 100% net zero steel by 2050**; Interim commitment - 50% responsibly produced steel by 2030.
- This sends a strong signal to steelmakers that there’s an immediate commercial appetite for decarbonized steel products.

There is a regulatory trend to report and price GHG emissions at the border of large economic regions – main example CBAM

<table>
<thead>
<tr>
<th>Objective</th>
<th>Mirror EU carbon tax (EU ETS) to avoid the risk of carbon leakage (i.e. European companies moving production to countries with no climate policies)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operation</td>
<td>Companies importing goods to the EU will have to purchase CBAM certificates to cover emissions (Scope 1 &amp; 2) embedded in products</td>
</tr>
<tr>
<td>Timeline</td>
<td>2023 - 2026: Reporting obligation but no financial adjustment → Starting 2026: CBAM is gradually phased in</td>
</tr>
<tr>
<td>Price</td>
<td>Estimated equivalent carbon price for domestic and imported production (i.e. CBAM price = EU ETS price): Until 2030: €60 to €100/tCO2 / By 2050: up to €200/tCO2*</td>
</tr>
</tbody>
</table>

*According to various institutions (European Commission, International Energy Agency; Bloomberg, etc.)

**Peer Group includes: Posco, ThyssenKrupp, Tata Steel, Arcelor Mittal, SSAB and Qatar Steel; Sources: peer group assessment from the companies’ CDP Climate change 2020 and companies’ reports 2019-2020

EMSTEEL is operating state-of-art, low-carbon-footprint production facilities based on direct-reduced iron (DRI)

EMSTEEL’s corporate carbon intensity is approximately **40%** lower than benchmark average, and **44%** below World Steel Association average

Sum of Scope 1 & 2 carbon emissions for steel making activities **tCO2e/tonne of crude steel**

Low CO₂ footprint is a competitive advantage and can drive growth of EMSTEEL profitability
... ACTIVELY IMPLEMENTING INDUSTRY-LEADING SUSTAINABILITY PROGRAM

EMSTEEL is the world’s first steel company to capture its CO2 emissions.

Partnership with ADNOC and Masdar allows us to accumulate up to 800 kt of CO2/year as part of Carbon Capture Utilization and Storage (CCUS).

This way around 30% of CO2 generated from Direct Reduction Plants was captured in 2022.

EMSTEEL is constantly working to deliver on its sustainability commitment. In 2022 it has reduced Scope 1&2 emissions from steel business by 35% YoY.

This was partially driven by purchase of clean energy certificate for solar and nuclear energy totalling 2 million MWH.

This represents more than 80% of EMSTEEL electricity consumption, contributing to the overall emissions reduction from our operations.
... AND FIRMLY SET TO FURTHER IMPROVE ITS CO₂ FOOTPRINT IN FUTURE

EMSTEEL has joined the UAE Climate-Responsible Companies Pledge, an initiative by the Ministry of Climate Change and the Environment, which aims to drive the engagement of the private sector in advancing national decarbonization efforts to support the UAE Net Zero 2050 Strategic Initiative.

In 2022, our CEO signed the pledge which forms the basis of future collaboration between the private sector, NGOs and international organizations, in association with strategic partner, the World Wildlife Fund (WWF).

EMSTEEL has signed an MOU with TAQA, to develop a large-scale green hydrogen project enabling the first green steel produced in the MENA region. Emirates Steel and TAQA will consider utilizing green hydrogen to optimize clean steel production. The hydrogen will enable green and low carbon steel manufacturing, saving energy while creating a sustainable and clean manufacturing process.

1st Green Steel Project in MENA region

In 2022, EMSTEEL appointed ENGIE Impact. It is a global advisory firm dedicated to accelerating the sustainability transformation of companies.

Successful completion of ENGIE’s project, followed by setup of precise framework of the Group’s low-carbon vision, will allow EMSTEEL to publish in 2023 a detailed decarbonization roadmap for the next 10-15 years.
FOCUS ON PEOPLE – THE BEDROCK OF EMSTEEL

We also cooperate with renowned educational institutions such as Khalifa University, Abu Dhabi University, ACTVET, for scholarship, R&D, Internships, etc.

EMSTEEL offers training and coaching programs such as Future Leaders and Masar.

We established Emirates Steel Youth Council and Women’s Empowerment Committee.

We have launched Career Aspiration Program (CAP) to attract Emirati fresh graduates and prepare them to join the steel industry’s workforce.

EMSTEEL believes that health and safety of employees is one of the key indicators of a successful and balanced ESG program.

In 2022 Lost Time Injury Rate remained at a record level of 0.05, significantly lower than World Steel Association average of 0.81.
GROWTH STRATEGY
EMSTEEL STRATEGY: VISION AND VALUE PILLARS

Vision:
➢ To be the region's steel and building materials champion
➢ To deliver value to our shareholders
➢ To invest in innovation enhancing customers possibilities
➢ To lead from the front towards a sustainable and circular economy

Maximize Current Business Value
Diversify product portfolio
Integrated Iron ore Value Chain

Develop and leverage Green Steel footprint
STRATEGY: MAXIMIZE CURRENT BUSINESS VALUE

Vivid example of this Value Pillar is the Namaa’ project:

- Namaa’ project is part of business transformation process which consolidates all of company’s business improvement ideas (operational and commercial) into one platform that can be controlled and monitored.
- This initiative, which is driven by suggestions and proposals from workforce, is adding real value to business, creating clearly documented and monitored links between the concerned departments to ultimately deliver commercial benefits.
- The objective of this project is to increase EMSTEEL’s competitiveness by delivering a sustainable USD 200 million annual EBITDA uplift for the Emirates Steel and USD 25 million for the Building Materials Businesses; targets which will be delivered by transforming key business processes to enhance sustainability. The stage gate process followed is defined below:

Case study: Namaa’ Sustainability projects in 2022

In 2022, 23 initiatives were related to sustainability with an estimated savings of USD 27 million at stages L3, L4 and L5 of the stage gate process. Examples:

L4: Electrode Coating System to reduce the consumption of Graphite Electrodes and enhance productivity
L5: Partial replacement (20-25%) of Fe-Si-Mn bulk material with Fe-Si-Mn to reduce the conversion costs in our steel melt-shops.

“Namaa” cost reduction and transformation program, launched in 2021, contributed around AED 400 million to the Group’s EBITDA in FY 2022

2022 EBITDA
AED 1.2bn +51% YoY
EMSTEEL has partnered with ITOCHU and JFE Steel to carry out feasibility studies to consider the construction of a ferrous raw material production facility in Abu Dhabi.

**Strategic Partnerships**

**ITOCHU**: sourcing high-grade iron ore through established trading network

**EMSTEEL**: production of ferrous raw material, capitalizing on vast DRI and CCUS experience (potential future transition from gas to hydrogen)

**JFE Steel**: conversion of the ferrous raw material into steel in Japan

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**High-grade iron ore**

Production start: **2H 2025 (estimated)**

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**Ferrous raw material**

**UAE**

**Japan**
BOARD AND EXECUTIVE COMMITTEE
Hamad Abdulla Mohamed AlSharafa Alhammadi

CHAIRMAN

- Alhammadi brings a wealth of expertise in the energy, utilities, and industrial sectors to the Group.
- At ADQ, he manages a $70bn portfolio, including flagship companies such as TAQA and ENEC.
- Prior to this, Alhammadi managed a $220bn portfolio of more than 90 companies at Mubadala.

Jamal Salem Al Dhaheri

VICE CHAIRMAN

- Al Dhaheri has more than 25 years of experience in management positions across key economic sectors.
- He currently sits as the CEO of Abu Dhabi Airports.

Eng. Saeed Ghumran Alremeithi

BOARD MEMBER

GROUP CEO

- Alremeithi has extensive experience spanning over 20 years in the steel manufacturing sector.
- He has been instrumental in growing EMSTEEL’s manufacturing capability & product range, expanding exports to 60+ global markets.
- Alremeithi started his career at SENAAT before joining Emirates Steel in 2002.

Nabeel Qadir

BOARD MEMBER

- Qadir is a seasoned investment professional with 19 years of buy-side and sell-side experience in portfolio management.
- He has further been involved in M&A and equity research across North America, Europe, MENA & Asia.

Abdulaziz Abdulla Ismail Mohamed Alhajri

BOARD MEMBER

- Alhajri has over 33 years of experience with ADNOC and its group of companies.
- Alhajri also currently serves as a board member at ADNOC Distribution, Adnoc Refining and Borouge.

Fatima Abdulla Mohamed Sharif Abdulla Alfahim

BOARD MEMBER

- Alfahim has an extensive experience within the metals and mining sector.
- She is currently the senior vice president within the industrials team at the Mubadala Investment Company.

Farah Abdulla Mohamed Ali Almazrui

BOARD MEMBER

- Almazrui is currently the Head of Investments for Aliph Capital, where she is focused on helping traditional businesses transition to a tech enabled future.
- She has over a decade of experience in the asset management industry at several leading investment institutions.
Eng. Saeed Ghumran Alremeithi

GROUP CEO

- Alremeithi has a vast experience spanning over 20 years in the steel manufacturing sector.
- He has been instrumental in growing EMSTEEL’s manufacturing capability and product range and expanding its exports to 50+ global markets.
- Alremeithi started his career at SENAAT before joining Emirates Steel in 2002.

Eng. Saeed Khalfan Al Ghafri

CHIEF COMMERCIAL OFFICER

- Al Ghafri brings to his role more than 17 years of industry and executive managerial experience.
- Prior to this, Al Ghafri was Chief Supply Chain & Planning Officer where he was responsible for managing the company’s procurement, logistics and warehouse management.

Stephen J Pope

CHIEF FINANCIAL OFFICER

- Pope brings a wealth of experience spanning 37 years in the professional services and industrial sectors.
- Prior to joining Emirates Steel, he was a partner at KPMG’s Abu Dhabi office, managing audit and corporate finance engagements for clients in the industrial, oil and gas and financial services sectors.

Josem Mohamed Al Khateri

CHIEF HUMAN CAPITAL OFFICER

- Al Khateri brings 21 years of professional experience to his role and holds notable expertise in strategic planning management.
- Prior to joining Emirates Steel, he served as Director of Human Resources at the Department of Economic Development in Abu Dhabi.

Eng. Medhat Hashem

ACTING CHIEF OPERATING OFFICER

- Hashem brings to his role a wealth of experience spanning 25 years in steel industry and holds proven expertise in production and operations.
- Prior to joining Emirates Steel, he worked for 10 years at Al-Ezz Steel Rebar Company in Egypt.

Eng. Hassan Salim Shashaa

CHIEF STRATEGY & TRANSFORMATION OFFICER

- Shashaa brings 40 years in the heavy industry sector experience and holds proven expertise in leading production related functions.
- He is an expert in building teams to achieve set targets and ensure sustainability.
FINANCIAL AND OPERATIONAL RESULTS FY22
OVERVIEW OF FY 2022 RESULTS

Revenue
AED 9.5bn
+10% YoY

The growth of Group’s Revenue was supported by efforts to diversify sources of income, driven by an expansion of Company’s international footprint to 70 countries from 56 in 2021, a 25% increase

EBITDA
AED 1.2bn
+51% YoY

“Namaa” cost reduction and transformation program, launched in 2021, contributed some AED 400 million to the Group’s EBITDA in FY22

Net Profit
AED 508m
vs AED 637m
FY21 Net Loss

In 2022 significant turnaround in profitability was driven by:
• Higher steel, cement and clinker selling prices;
• A tighter control on costs and enhancements in operational efficiencies;
• Low comparison base due to impairment loss of AED 750m in FY 2021

Net Debt
AED 1.1bn
-52% YoY

Increased profitability and strict working capital control allowed a significant Net Debt reduction

LTIFR
0.05, unchanged YoY
vs. WSA* average of 0.81

*WSA = World Steel Association
FY 2022 OPERATIONAL & FINANCIAL RESULTS

### STEEL

**Production, kt**
- 2020: 2,722
- 2021: 3,021
- 2022: 3,211

**Sales, kt**
- 2020: 2,325
- 2021: 2,477
- 2022: 2,712

### CEMENT & CLINKER

**Production, kt**
- 2020: 2,653
- 2021: 2,894
- 2022: 3,244

**Sales, kt**
- 2020: 982
- 2021: 1,476
- 2022: 1,764

### FINANCIAL RESULTS

**Revenue, AED bn**
- 2020: 5.8
- 2021: 8.6
- 2022: 9.5

**EBITDA (AED mn) & EBITDA Margin**
- 2020: 0.2, 3.4%
- 2021: 0.8, 9.3%
- 2022: 1.2, 12.6%

**Net Debt, AED bn**
- 2020: 2.4
- 2021: 2.3
- 2022: 1.1

Net Debt/EBITDA FY2022: 0.9
# CONSOLIDATED STATEMENT OF FINANCIAL POSITION

## Assets, AED mn

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Non-current assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PPE</td>
<td>6,904</td>
<td>7,239</td>
</tr>
<tr>
<td>Goodwill</td>
<td>-</td>
<td>14</td>
</tr>
<tr>
<td>Right-of-use assets</td>
<td>381</td>
<td>451</td>
</tr>
<tr>
<td>Other non-current assets</td>
<td>107</td>
<td>99</td>
</tr>
<tr>
<td><strong>Total non-current assets</strong></td>
<td>7,392</td>
<td>7,802</td>
</tr>
<tr>
<td><strong>Current assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inventories</td>
<td>2,067</td>
<td>2,289</td>
</tr>
<tr>
<td>Trade and other receivables</td>
<td>1,656</td>
<td>1,637</td>
</tr>
<tr>
<td>Amounts due from related parties</td>
<td>-</td>
<td>0</td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>357</td>
<td>336</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td>4,080</td>
<td>4,261</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>11,471</td>
<td>12,064</td>
</tr>
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</table>

## Equity and Liabilities, AED mn

<table>
<thead>
<tr>
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<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net equity</strong></td>
<td>7,728</td>
<td>7,179</td>
</tr>
<tr>
<td><strong>Non-current liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lease liabilities</td>
<td>461</td>
<td>480</td>
</tr>
<tr>
<td>Provision for employees' end of service benefits</td>
<td>189</td>
<td>217</td>
</tr>
<tr>
<td>Bank borrowings</td>
<td>135</td>
<td>270</td>
</tr>
<tr>
<td><strong>Total non-current liabilities</strong></td>
<td>785</td>
<td>967</td>
</tr>
<tr>
<td><strong>Current liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bank borrowings</td>
<td>1,316</td>
<td>2,354</td>
</tr>
<tr>
<td>Trade and other payables</td>
<td>1,610</td>
<td>1,515</td>
</tr>
<tr>
<td>Loan from a related party</td>
<td>18</td>
<td>18</td>
</tr>
<tr>
<td>Lease liabilities</td>
<td>14</td>
<td>31</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td>2,958</td>
<td>3,918</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td>3,743</td>
<td>4,885</td>
</tr>
<tr>
<td><strong>Total equity and liabilities</strong></td>
<td>11,471</td>
<td>12,064</td>
</tr>
<tr>
<td>AED mn</td>
<td>2022</td>
<td>2021</td>
</tr>
<tr>
<td>--------------------------------</td>
<td>--------</td>
<td>--------</td>
</tr>
<tr>
<td>Revenue</td>
<td>9,453</td>
<td>3,022</td>
</tr>
<tr>
<td>Cost of sales</td>
<td>(8,483)</td>
<td>(2,745)</td>
</tr>
<tr>
<td><strong>Gross profit</strong></td>
<td>969</td>
<td>277</td>
</tr>
<tr>
<td>Selling and distribution expenses</td>
<td>(53)</td>
<td>(51)</td>
</tr>
<tr>
<td>General and administrative expenses</td>
<td>(358)</td>
<td>(163)</td>
</tr>
<tr>
<td>Other income</td>
<td>28</td>
<td>8</td>
</tr>
<tr>
<td>Share of profit/(loss) of associates</td>
<td>8</td>
<td>(23)</td>
</tr>
<tr>
<td>Impairment of losses on non-financial assets (net)</td>
<td>0</td>
<td>(750)</td>
</tr>
<tr>
<td>Finance income</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>Finance cost</td>
<td>(90)</td>
<td>(42)</td>
</tr>
<tr>
<td><strong>Profit/(loss) for the year</strong></td>
<td>510</td>
<td>(745)</td>
</tr>
<tr>
<td>Basic and diluted profit/(loss) per share (AED)</td>
<td>0.074</td>
<td>(0.245)</td>
</tr>
</tbody>
</table>
## CONSOLIDATED STATEMENT OF CASH FLOWS

<table>
<thead>
<tr>
<th>AED mn</th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash flows from operating activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating cash flows before movements in working capital</td>
<td>1,179</td>
<td>316</td>
</tr>
<tr>
<td>Net movements in working capital</td>
<td>303</td>
<td>513</td>
</tr>
<tr>
<td>Cash generated from operations</td>
<td>1,482</td>
<td>829</td>
</tr>
<tr>
<td>Employees’ end of service benefit paid</td>
<td>(12)</td>
<td>(6)</td>
</tr>
<tr>
<td>Net cash generated from operating activities</td>
<td>1,470</td>
<td>823</td>
</tr>
<tr>
<td>Net cash used in investing activities</td>
<td>(157)</td>
<td>(67)</td>
</tr>
<tr>
<td>Net cash used in financing activities</td>
<td>(1,292)</td>
<td>(752)</td>
</tr>
<tr>
<td><strong>Net increase in cash and cash equivalents</strong></td>
<td>21</td>
<td>4</td>
</tr>
</tbody>
</table>
APPENDIX
In October 2021, Emirates Steel and Arkan merged to create the UAE’s largest listed steel and building materials group with potential for growth internationally.

The Group leverages cutting-edge rolling mill technologies to supply the domestic and international markets with high quality finished steel products including wire rods, rebars, heavy sections and sheet piles.

Additionally, the Group produces premium cement, blocks, pipes, and dry mortar, creating a one-stop shop for the manufacturing and construction sectors.

TODAY, THE REVENUE SPLIT OF THE GROUP IS 90% STEEL AND 10% BUILDING MATERIALS.
MERGER RECAP: KEY MILESTONES

From the time of the announcement of the merger to its completion, shares of ESA increased 75% to AED 1.4 from AED 0.8.

*EISF = Emirates Iron & Steel Factory
*ACF = Al Ain Cement Factory
SOME OF THE PROJECTS WE ARE PROUD OF

- Burj Khalifa
- Sheikh Zayed Bridge
- Dubai Metro
- Khalifa Port
- Suez Canal
- Fulham Football Ground
- Louvre Abu Dhabi
- Yas Island
- Emirates Palace
- Ferrari World
- AD International Airport
- Guggenheim Museum