An Energy Transition Success Story

AREF BOUALWAN

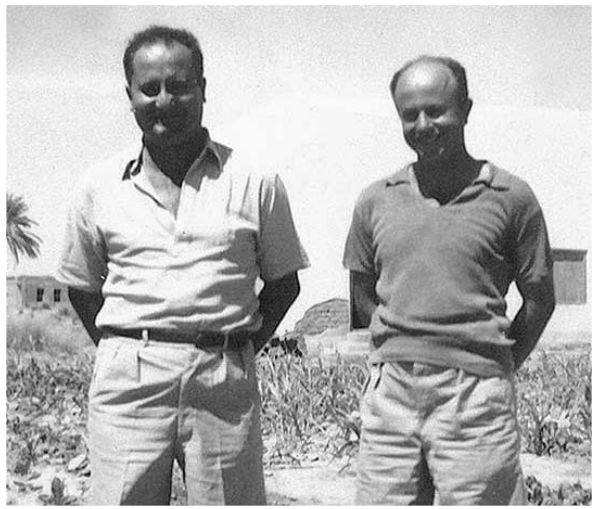
Chief Initiatives and Startups Officer

OUR HISTORY 1 / 2

1950

Modest Beginnings

- Established as the 1st Middle Eastern construction company
- Awarded multiple projects in the Middle East
- Built our first project, Aden Refinery and Oil Harbor, Yemen



1960

A Concrete Base

- Became a major general contractor
- Entered the North African market (Libya)

1970

New Sectors

- Expanded into the Infrastructure & Power markets
- Formed National Petroleum Construction Company (NPCC) & CCC Underwater Engineering

1980

Market Diversification

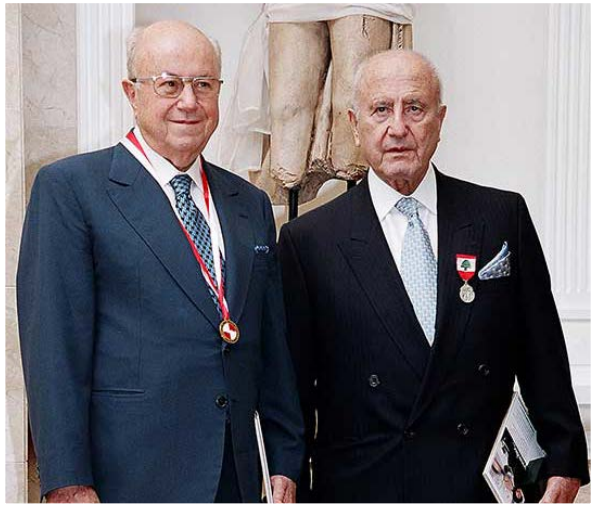
- Entered EPC market
- Awarded our 1st project in Sub-Saharan Africa
- Acquired Morganti (USA) & ACWA (UK)

OUR HISTORY 2 / 2

Complete Development

- Entered the CIS market
- Acquired SICON Oil & Gas (Italy)
- Awarded multiple mega Oil & Gas Projects

1990



2000

Into the Millennium

- Became the Largest Construction Company in the Middle East & the "Contractor of Choice" for major clients
- Period of gigantic projects
- Achieved exponential growth
- Became ISO & OHSAS certified in 2001
- Entered Oceania / South East Asian markets
- Reached US$ 6 Billion annual revenue

Global Solution Provider

- Strengthened our position across multiple industries and markets
- Management of 180,000 employees
- Owned more than US$ 1 Billion worth of construction equipment
- Annual revenue US$ 5.6 Billion averaged over 10 years

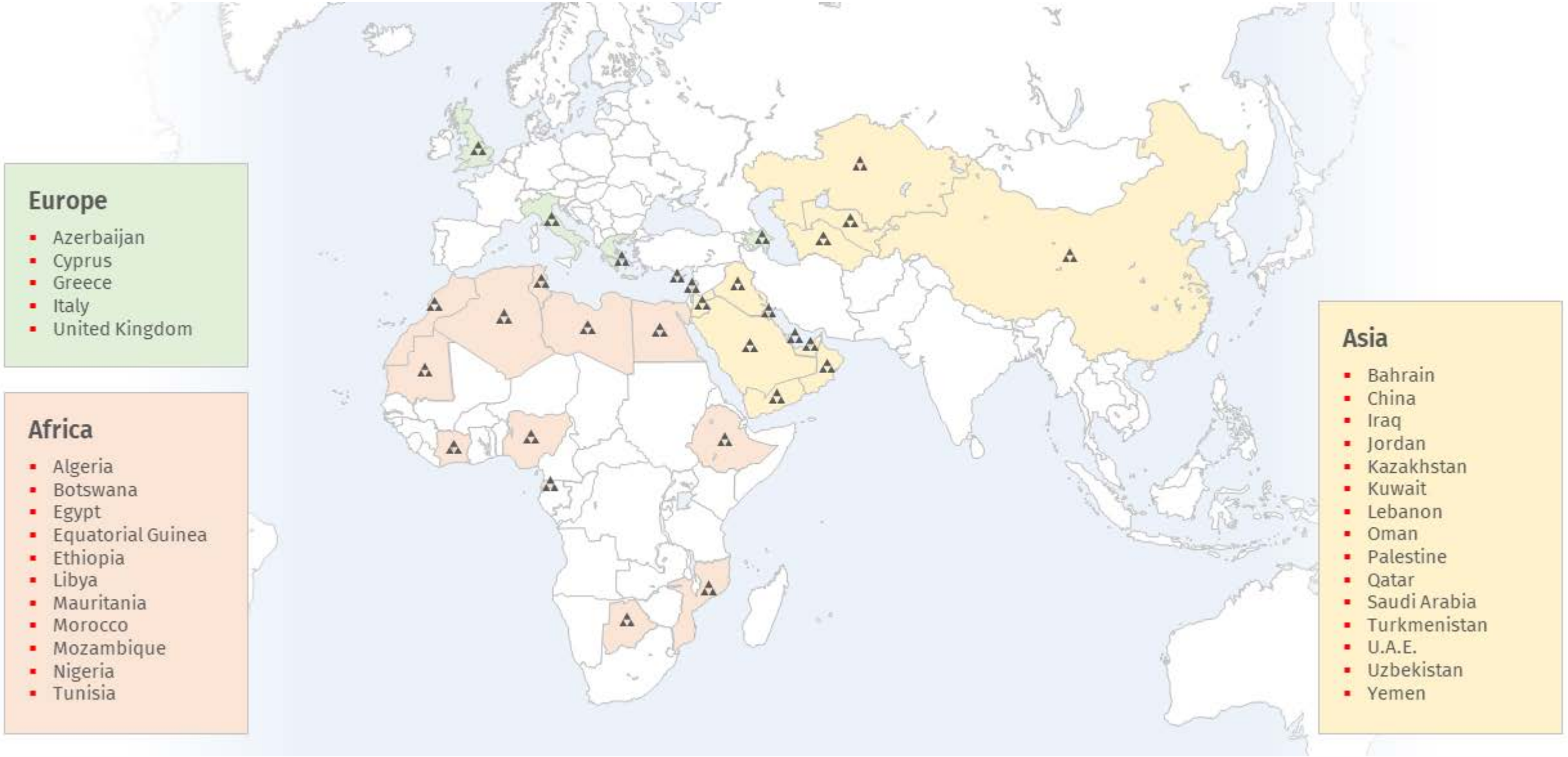
2010

2020

Into a New Era

- Continue to be a market leader
- Moving towards a Zero Carbon footprint
- Investing in innovation: Shaping the future of construction

CCC OFFICES AROUND THE WORLD



Europe

- Azerbaijan
- Cyprus
- Greece
- Italy
- United Kingdom

Africa

- Algeria
- Botswana
- Egypt
- Equatorial Guinea
- Ethiopia
- Libya
- Mauritania
- Morocco
- Mozambique
- Nigeria
- Tunisia

Asia

- Bahrain
- China
- Iraq
- Jordan
- Kazakhstan
- Kuwait
- Lebanon
- Oman
- Palestine
- Qatar
- Saudi Arabia
- Turkmenistan
- U.A.E.
- Uzbekistan
- Yemen

To Succeed, We Must Avoid

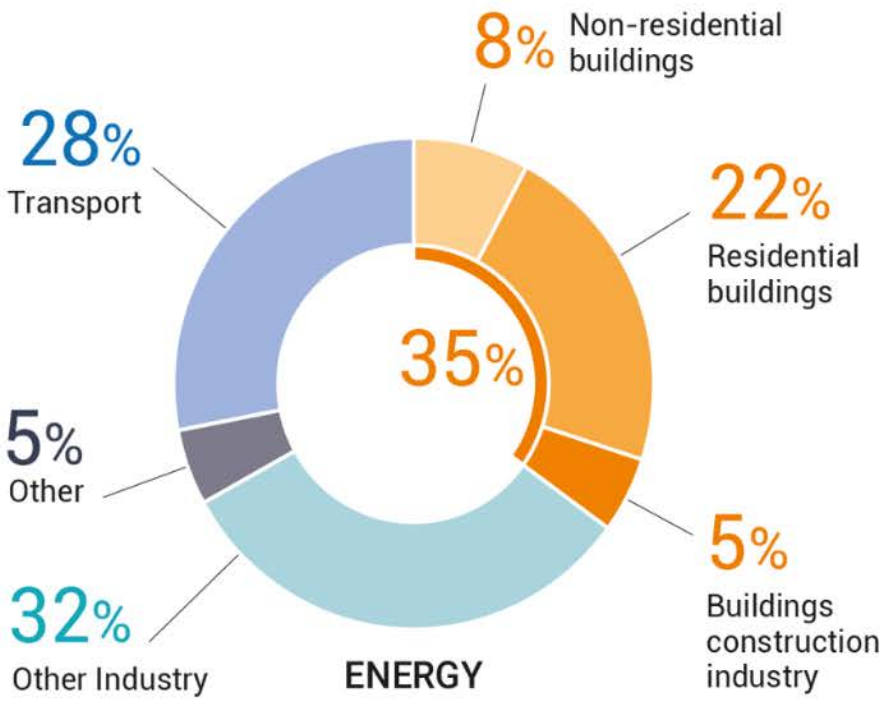
20th Century Solutions for 21st Century Problems!

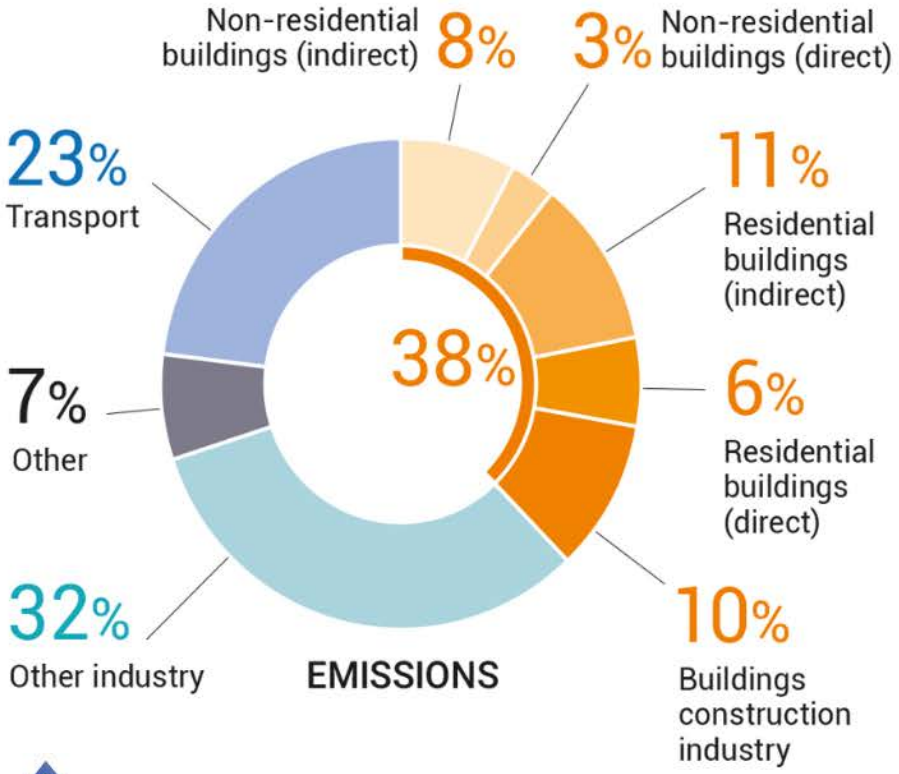
How Do We Successfully Navigate the Energy Transition?

1. **Internal Decarbonization Strategy**
2. **Alignment with Net Zero Carbon Cities Vision**
3. **Adoption of 4IR Solutions**
4. **Fostering Global Partnership & Cross-Sector Collaboration**
5. **Modernizing the Energy Industry for a Sustainable Future**

Global Status Report for Buildings and Construction

Energy & Emissions Demands





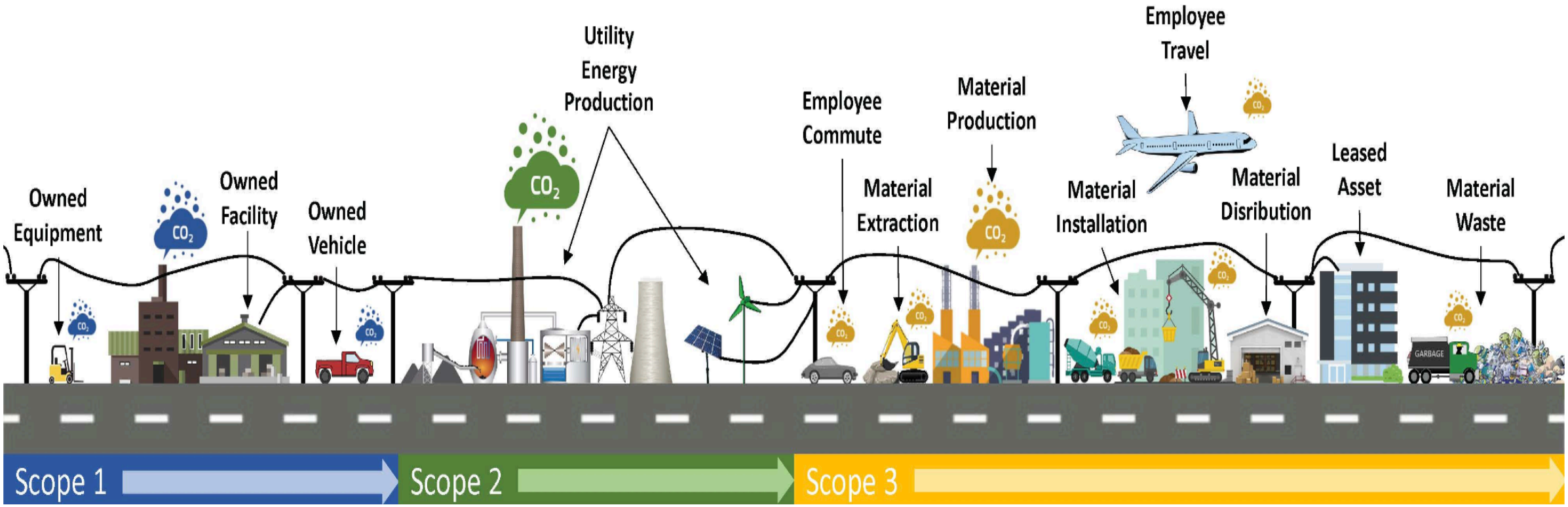
UN environment programme

Global Alliance for Buildings and Construction

Source: GLOBAL STATUS REPORT FOR BUILDINGS AND CONSTRUCTION

1. Internal Decarbonization Strategy

Net Zero Carbon Strategy for Construction Operations



2. Alignment with Net Zero Carbon Cities Vision

Net Zero Carbon Cities; an Integrated Approach!

1) Ultra-efficient buildings

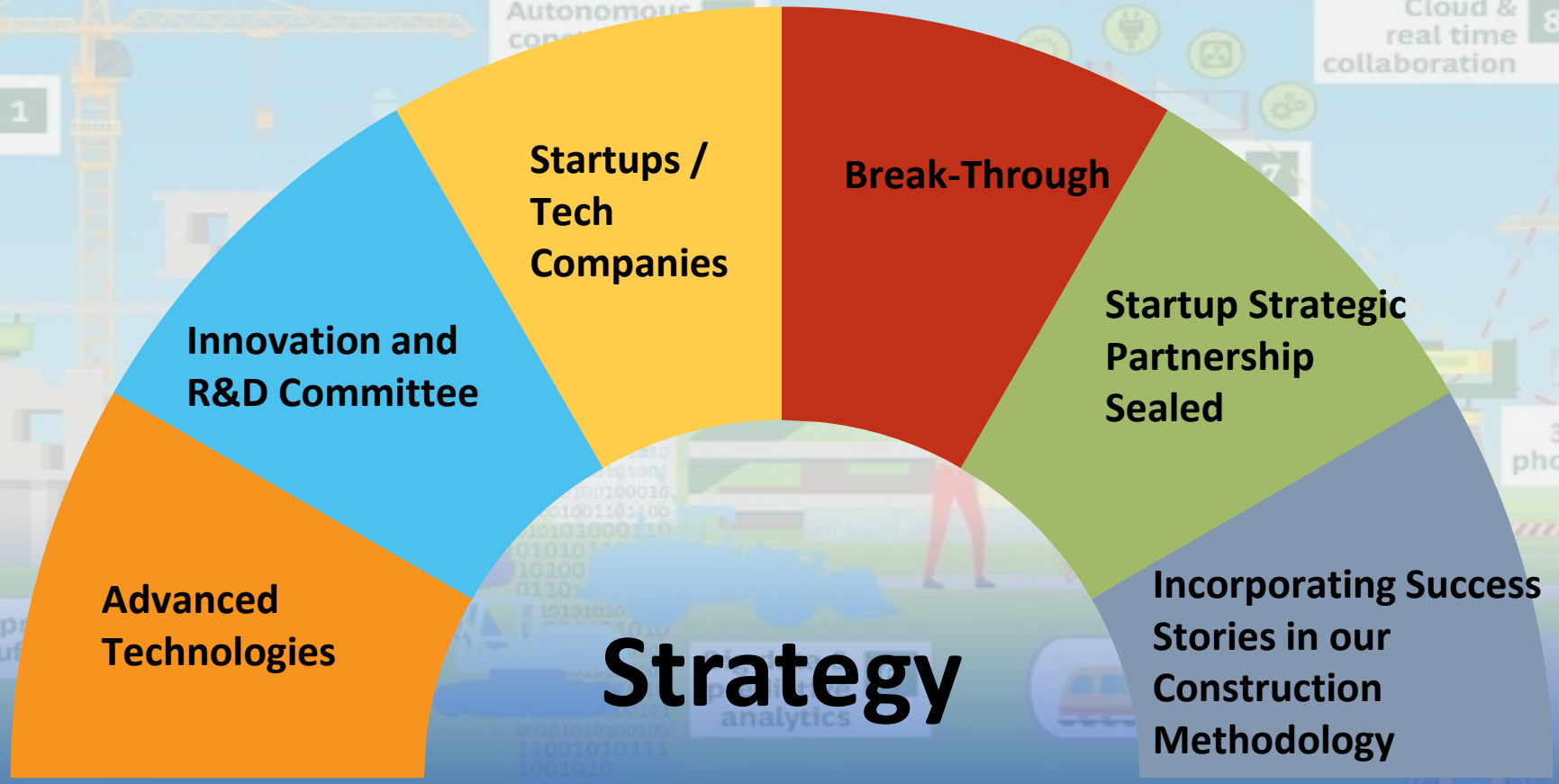
2) Smart energy infrastructure

4) Affordable Resilient Infrastructure

3) Clean Electrification

3. Adoption of 4IR Solutions

Building Business Through Innovation



3. Adoption of 4IR Solutions

Innovative Construction Methodologies

3D Printing & AM

Drones

IoT

AR / VR

R.E & Sustainability

AI

BIM

Healthcare

Digitalization & Upskilling

4. Fostering Global Partnership & Cross-Sector Collaboration

UN environment programme
Global Alliance for Buildings and Construction

OECD
BLUE DOT network

First Movers Coalition

THE GROUP G20 OF TWENTY
Global Infrastructure Hub

UN GLOBAL COMPACT
United Nations Global Compact

WBCSD World Business Council for Sustainable Development
GOUVERNEMENT Liberté Égalité Fraternité
FORUM MONDIAL BÂTIMENTS ET CLIMAT BUILDINGS AND CLIMATE GLOBAL FORUM

WORLD ECONOMIC FORUM

5. Modernizing the Energy Industry for a Sustainable Future

Renewables (Solar and Wind)

- Successfully entered the PV solar power sector by developing in-house EPC capabilities and by expanding existing partnerships.

Hydrogen (Blue & Green)

- Developing capability by working with major EPC contractors on mega green H2 projects.
- Collaborating with traditional EPC partners to build blue hydrogen plants.
- Partnering with new technology providers with promising green H2 technologies to develop pilot plants and progressively expand.

LNG

Building on our LNG construction expertise - a clean, efficient and economical energy product.
- By end of 2027, CCC will have been involved in the construction of 28% of the Total Global LNG Production Capacity.

Small Modular Reactors (SMR)

Working with partners to develop capabilities for the construction of SMR's.

5. Modernizing the Energy Industry for a Sustainable Future

Carbon Capture (CCUS)
Setting the stage for a leading role in the CCUS market, both in new plants and retrofitting of existing production facilities.

Green Buildings
Further penetration into the construction of sustainable buildings.

Desalination
Key Projects in Sustainable Water Production

Thank You

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