MANAGEMENT REPORT

For the period ended 30 June 2026 - Investor Relations

MESSAGE FROM THE CHAIRMAN

H.E Matar Suhail Ali Al Yabhouni Al Dhaheri

ESG Emirates Stallions Group sustained **its positive momentum** during the second quarter of 2026, delivering solid **revenue performance and growth in both operating and net profit** amid evolving market conditions.

During the quarter, the Group continued to advance its strategic priorities and strengthen the foundations for **sustainable growth and long-term value creation.** This progress demonstrates ESG's ability to navigate evolving market conditions while maintaining a clear focus on governance, financial discipline, and the interests of its shareholders.

The Group also continued to strengthen its financial position during the quarter, providing a solid foundation to pursue future opportunities and support sustainable growth across its platform. As we enter the second half of the year, our priority remains to **build a resilient and future-ready organization** capable of delivering consistent performance and sustainable long-term value for our shareholders.

I extend my sincere **appreciation to our shareholders** for their continued trust, and to our leadership team and employees for their dedication and valuable contribution to the Group's progress.

MESSAGE FROM THE GROUP CEO

Kayed Ali Khorma

ESG Emirates Stallions Group delivered strong results during the second quarter of 2026, maintaining **positive business momentum and recording growth** in revenue and in both operating and net profit. These results reflect the resilience and effectiveness of the Group's diversified operating model, together with the continued focus of its teams on disciplined execution and operational performance.

Performance during the quarter was **supported primarily by the Real Estate and Manpower verticals**, which continued to make positive contributions to the Group's results. At the same time, ESG advanced its real estate development pipeline, further strengthening a key platform for future growth and reinforcing the Group's ability to translate its strategic priorities into tangible progress.

Throughout the quarter, management remained **focused on enhancing operational efficiency, strengthening performance across the Group's key businesses**, and maintaining disciplined execution across its platform. The complementary nature of ESG's portfolio continues to enhance its resilience, enabling the Group to capture opportunities across its operating segments while **responding effectively to evolving market conditions.**

The Group's financial position also strengthened during the period, supported **by growth in assets, equity, and book value per share.** These improvements provide greater financial flexibility to support our strategic priorities, pursue carefully selected opportunities, and allocate capital in a disciplined and responsible manner.

As we enter the second half of 2026, our focus remains on maintaining operational discipline, advancing our development pipeline, strengthening performance across our verticals, and **delivering sustainable long-term value for our shareholders**.

I would like to express my **sincere appreciation to our employees for their continued dedication, professionalism, and valuable contributions.** Their collective efforts remain fundamental to the successful execution of our strategy and the Group's continued progress.

Financial Highlights

For the six months period ended 30 June 2026

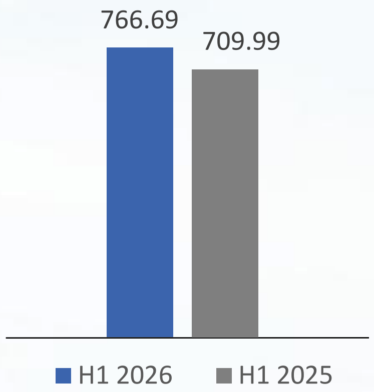
ESG is pleased to present its **report on the performance** of the Group for the six months period ended 30 June 2026.

This report should be read in conjunction with the **interim condensed consolidated financial statements** for the six months period ended 30 June 2026.

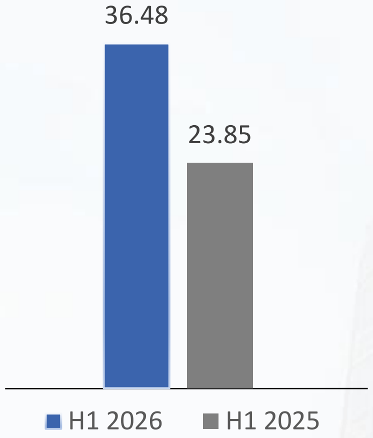
- The Group has achieved a revenue of AED 766.69 million for the six months period ended 30 June 2026, compared to AED 709.99 million for the same period 2025.
- Operational profit before tax for the six months period ended 30 June 2026 amounted to AED 193.48 million vs AED 131.77 million for the same period 2025.

H1 2026	H1 2025
Revenue AED 766.69 million Growth +8 %	**Revenue** AED 709.99 million
Operational Profit (Before Tax) AED 193.48 million Growth +47 %	**Operational Profit (Before Tax)** AED 131.77 million
Total Equity AED 3.203 billion Growth +10%	**Total Equity (31 Dec 2025)** AED 2.921 billion

Profit & Loss Analysis for the six months period ended 30 June 2026



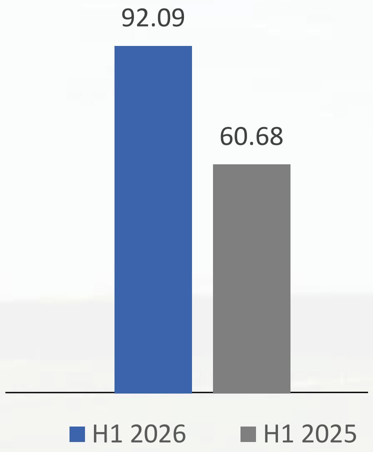
A.



B.

A. **Revenue** for the six months period ended 30 June 2026 amounted to AED 766.69 million vs AED 709.99 million for the same period of 2025.

B. **Share of profit** from investment in associate and joint ventures amounted to AED 36.48 million vs AED 23.85 million for the same period of 2025.



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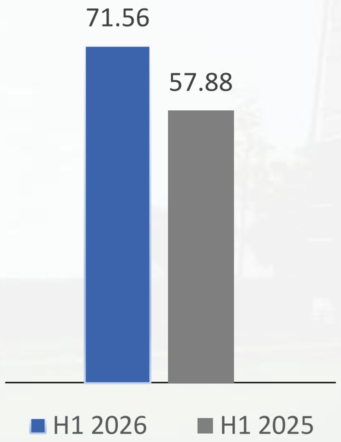
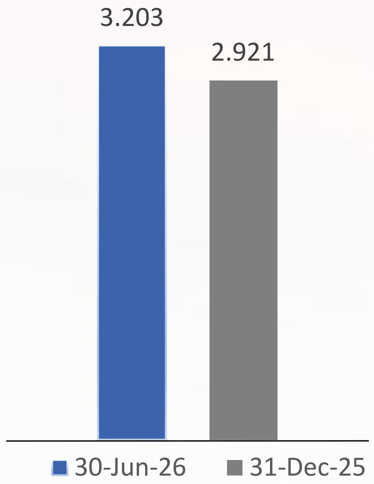


D.

C. **General & administration expenses** amounted to AED 92.09 million compared to AED 60.68 million for the same period of 2025.

D. **Selling & Distribution** expenses amounted to AED 71.56 million compared to 57.88 million for the same period of 2025.

Financial Position Analysis for the six months period ended 30 June 2026



E.

E. Total Equity amounted to AED 3.203 billion on 30 June 2026 compared to AED 2.921 billion as of 31 of December 2025.

Balance Sheet Summary (AED'Mn)	30 June 2026	31 Dec 2025	YOY%
Current assets	2,481.57	2,035.51	22%
Non current Assets	2,306.93	2,288.71	1%
Total assets	4,788.49	4,324.22	11%
Current liabilities	1,291.29	1,169.96	10%
Non current Liabilities	294.68	233.75	26%
Total liabilities	1,585.97	1,403.70	13%
Total Equity	3,202.53	2,920.51	10%

ESG's management reaffirms its shareholders of its commitment to enhance the pace of development of the Group's business and activities to attain sustainable growth.

KAYED ALI KHORMA – GROUP CEO

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An IHC Company
ESG EMIRATES STALLIONS GROUP P.J.S.C

Group Overview

About ESG

Operating across +50 Subsidiaries & 4 Industries.

ESG Emirates Stallions Group is a UAE leading provider of Manpower Solutions, Real Estate Development, Design & Interiors Manufacturing to Agriculture & Landscaping, and a subsidiary of International Holding Company (IHC). With this holistic approach, ESG provides public and private entities as well as investors with comprehensive solutions at every phase of the project.

Since it was established in 2008, the Abu Dhabi-based ESG has witnessed remarkable growth and expanded its activities to global markets across more than 15 countries in the Middle East, Asia, Africa, Europe, and the Americas. True to its vision to be a leading force in building a resilient future, ESG has placed itself at the center of the UAE's economic boom, stressing its core values of integrating for impact, creativity, adaptability, and driving client success.

+50
Subsidiaries

Presence in
+15
Countries

04
Industries

+20,000
Employees

Verticals

ESG Emirates Stallions Group maintains a diversified portfolio spanning the manpower and accommodation solutions, real estate and development services, landscaping & agriculture, in addition to retail, interior decoration and manufacturing sectors.

+50
Subsidiaries

+4
Sectors

+40
Services

1. MANPOWER & ACCOMMODATION SOLUTIONS

SAWAEED HOLDING
AN ESG COMPANY

UNITED INTERNATIONAL GROUP FOR MANPOWER SERVICES
AN ESG COMPANY

CAREER LINE FOR EMPLOYMENT
AN ESG COMPANY

HOWDRA EMPLOYMENT SERVICES
AN ESG COMPANY

CENTURY VILLAGE REAL ESTATE INVESTMENTS
AN ESG COMPANY

Sdeira Group
Investment

SOLUTIONS INVESTMENTS SERVICES
AN ESG COMPANY

SAWAEED EMPLOYMENT
AN ESG COMPANY

SAWAEED INVESTMENT
AN ESG COMPANY

2. REAL ESTATE & DEVELOPMENT SERVICES

ROYAL DEVELOPMENT HOLDING
AN ESG COMPANY

ROYAL DEVELOPMENT COMPANY
A ROYAL DEVELOPMENT HOLDING COMPANY

ROYAL ARCHITECT PROJECT MANAGEMENT
A ROYAL DEVELOPMENT HOLDING COMPANY

ROYAL LUXURY HOTEL MANAGEMENT
A ROYAL DEVELOPMENT HOLDING COMPANY

ABU DHABI LAND GENERAL CONTRACTING
A ROYAL DEVELOPMENT HOLDING COMPANY

MANGROVE LIVING REAL ESTATE
A ROYAL DEVELOPMENT HOLDING COMPANY

ROYAL DUNES REAL ESTATE DEVELOPMENT
A ROYAL DEVELOPMENT HOLDING COMPANY

3. LANDSCAPING & AGRICULTURE

ESG Agriculture Services & Landscaping Holding
AN ESG COMPANY

GULF DUNES LANDSCAPING & AGRICULTURAL SERVICES
AN ESG COMPANY

ESGAGRO
AN ESG COMPANY

4. RETAIL, INTERIOR DECORATION & MANUFACTURING

ESG INTERIORS
AN ESG COMPANY

DECOVISION
AN ESG COMPANY

VISION FURNITURE & DECORATION FACTORY
AN ESG COMPANY

CEDAR GATE INDUSTRY
AN ESG COMPANY

VISION MARBLE INDUSTRIES
AN ESG COMPANY

VISION INTERIORS
AN ESG COMPANY

AFKAR FINANCIAL & PROPERTY INVESTMENTS
AN ESG COMPANY

2XL HOME
AN ESG COMPANY

OC HOME
AN ESG COMPANY

IMAGINE MARKETING
AN ESG COMPANY

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