MIDYEAR BOARD REVIEW

Gulf Ridge Contracting

H1 2026 performance, project status, HSE and temporary works, risks and the plan for H2.

Period: 1 Jan to 30 Jun 2026 · Board pack · Confidential (SAMPLE)

PERIOD KPIs

H1 results against the board plan

KPI	Plan	Actual	Variance	Note
Revenue (AED m)	42.0	39.6	**-5.7%**	Two awards slipped to Jul
Gross margin %	18.0	17.4	**-0.6 pp**	Steel buy-out lag
On-time handover %	95	96	**+1 pp**	Handover pack discipline
LTI-free days	180	182	**+2**	No LTI in H1
Cash collected (AED m)	36.0	34.1	**-5.3%**	Client cert cycle +12 days

All figures on this slide are fictional and shown for layout only.

PROJECT STATUS

Live jobs at 30 Jun 2026

Al Furjan Logistics Hub

Stage: Structure

68% — On plan

Jebel Ali Cold Store

Stage: MEP / fit-out

41% — Watch

RAK Coastal Villa Block

Stage: Handover

92% — On plan

Sharjah Light Rail Yard

Stage: Piling / TW

22% — Behind

HSE AND TEMPORARY WORKS

Safety and TW controls this period

0	14	96%	3
Lost-time injuries	Near-miss reports closed	TW inspections on time	Open TW design queries

Focus items for the board

- Sharjah Light Rail Yard: falsework redesign after client sequence change; TW check pack due 8 Jul (written).
- Jebel Ali Cold Store: weekly PTW audit score dipped to 88%; recovery plan issued on 18 Jun.
- All sites: scaffold tag and handover-gate checklist now one form; sample pack in the board appendix (fictional).

RISKS AND ACTIONS

What the board needs to watch

Risk	Owner	Action	Due
Client cert cycle delaying cash	Commercial	Escalate two overdue certificates; weekly ageing to board	15 Jul
Steel price lag on Jebel Ali	Procurement	Lock remaining buy-out; report variance vs plan	22 Jul
Sharjah TW redesign slippage	TW Lead	Issue revised falsework pack; hold pour until written clearance	8 Jul
Key PM leave Aug to Sep	Ops Dir	Name deputy and handover log before leave	31 Jul

No engineering approval is claimed. All actions are planning and paperwork only.

NEXT PERIOD

H2 2026 priorities

1. **Close cash gap**
   Collect AED 8.2 m of aged certificates by 30 Sep; weekly board cash flash.

2. **Recover Sharjah yard**
   Revised TW pack, catch-up programme, and written client agreement on sequence.

3. **Bid pipeline**
   Submit three prequal packs (logistics, industrial, coastal) already in draft.

4. **People**
   Name deputies for two PMs on leave; keep one written handover log per job.

CLOSE

Board asks for H2

- Note the H1 variance and the cash recovery plan.
- Endorse the Sharjah TW recovery dates.
- Receive the next flash report on 15 Aug 2026.