RAWABI

RAWABI CONTRACTING SUSTAINABILITY REPORT

2023 - 2024



روابي للمقاولات
RAWABI CONTRACTING



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ABOUT THIS REPORT

This is the first standalone Sustainability Report published by Rawabi Contracting, marking an important step in our journey to position ourselves not just as a contracting service provider, but as a responsible partner in the Kingdom's sustainable development.

While this is our inaugural report, it builds upon the ESG momentum initiated under the Rawabi brand particularly through the 2021–2022 Sustainability Report published by Rawabi Energy, which laid the initial foundation for transparent ESG disclosure within the Group. This continuity reflects our shared vision under Rawabi Holding to embed sustainability into every business line.

Aligned with Rawabi Group's broader sustainability strategy, this report showcases our commitment to safety, compliance, innovation, and stakeholder impact across our diverse service portfolio.

It covers the period from 1st January 2023 to 31st December 2024, and includes ESG performance data and qualitative insights from our key subsidiaries — Rawabi Specialized Contracting (RSC) and Rawabi Industrial Services (RISAL). These business units operate across EPC, industrial services, maintenance, marine construction, and infrastructure — all sectors with substantial influence on environmental and social outcomes.

Our reporting approach is voluntary, forward-looking, and based on globally accepted ESG frameworks, with a focus on materiality and sector relevance. The key performance areas that are highlighted in our report are central to our operational and strategic agenda including occupational health and safety, emissions from operations, hazardous waste handling, ethical supply chain practices, and community engagement, all of which are central to our operational and strategic agenda.

Rawabi Contracting believes that being a specialized and trusted partner requires more than service excellence; it requires leadership in sustainability, safety in addition to service excellence.

Through this report, we aim to initiate a culture of data-driven ESG management, create visibility into our impact, and build the foundation for more robust and comprehensive disclosures in the future.

We welcome constructive input from our stakeholders and reaffirm our commitment to enhancing value creation for our clients, employees, communities, and the environment through responsible and transparent business conduct.

This Sustainability Report was developed entirely by the Rawabi team. Future reports may consider third-party assurance as our ESG maturity advances in its preparation, ensuring full ownership and accountability for the content presented.

MESSAGE FROM THE MANAGING DIRECTOR



As the Managing Director of Rawabi Contracting, it is a pleasure to introduce our first standalone Sustainability Report: a milestone that reflects our commitment to becoming a leader in specialized contracting services, including EPC of General Contracting, Marine Construction, industrial services, and more.

While this is the first ESG disclosure from Rawabi Contracting, we are proud to continue the momentum established under the Rawabi brand, following the 2021–2022 Sustainability Report published by Rawabi Energy. That earlier effort laid the foundation for our Group-wide ESG vision and now inspires each subsidiary to take ownership of its sustainability journey.

Under our key business lines RSC and RISAL, we have begun deploying ESG indicator frameworks that raise the bar on safety, resource efficiency, project delivery, and environmental responsibility. This report marks our transition from basic compliance to specialized ESG leadership through systematic monitoring of emissions, waste, water usage, and community engagement.

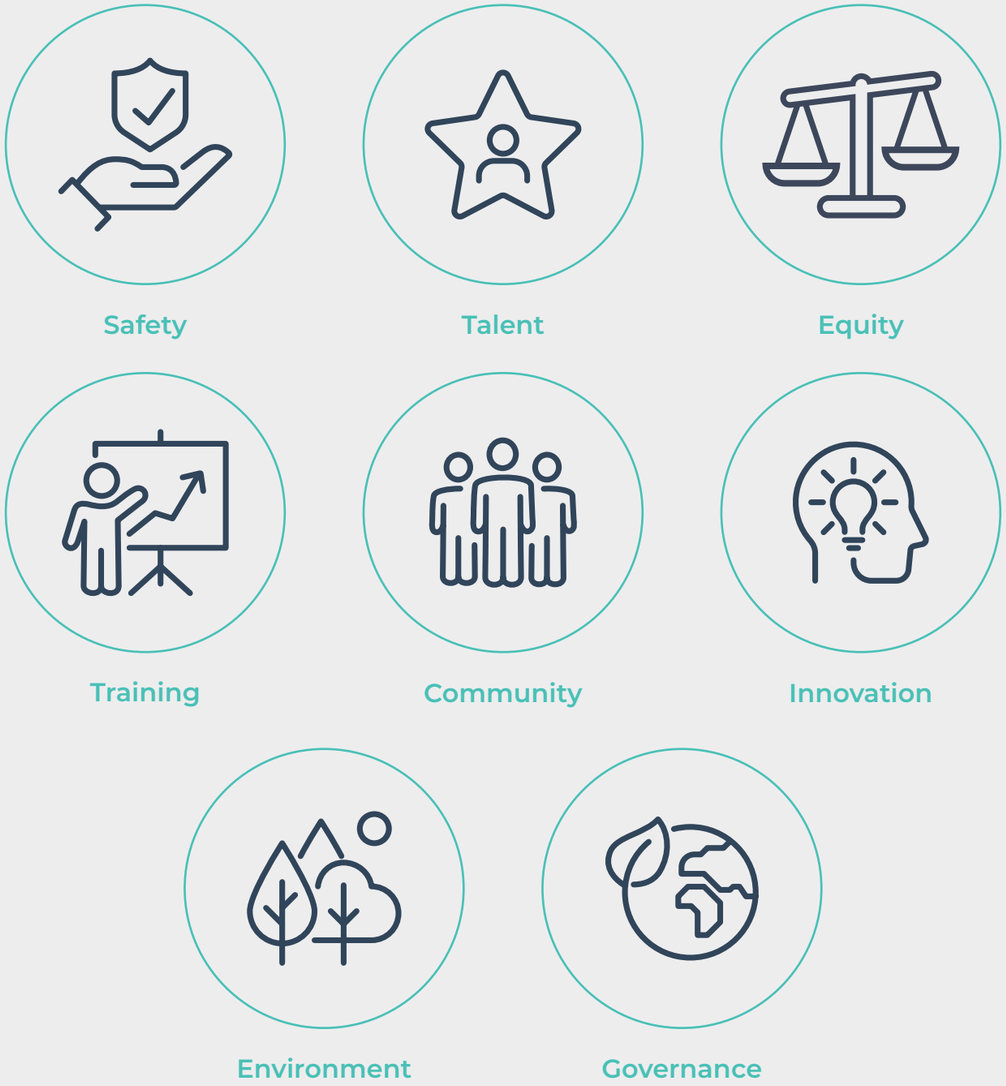
We remain firmly aligned with the Rawabi Holding sustainability vision, which encourages proactive ESG adoption and responsible growth across the Group.

As we continue developing our ESG capabilities, we believe this approach will enhance our differentiation and help us become the preferred, trusted partner offering not just services, but sustainable value to our clients.

With this report we position ourselves as a specialist vendor of choice by embedding safe, green and efficient methodologies across all of our operations.

Abdullah AlSayed
Managing Director, Rawabi Contracting

OUR SUSTAINABILITY COMMITMENTS:



OUR SUSTAINABILITY COMMITMENTS:

61+
Nationalities across our workforce

150+
Interns & Future Skills beneficiaries

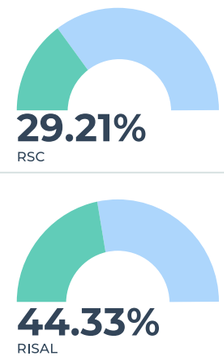
40+ Years
Of Contracting & Industrial Excellence

1500+
Ramadan Supplies Campaign

8
Shadow Board of Directors

300+
Blood Donation Beneficiaries

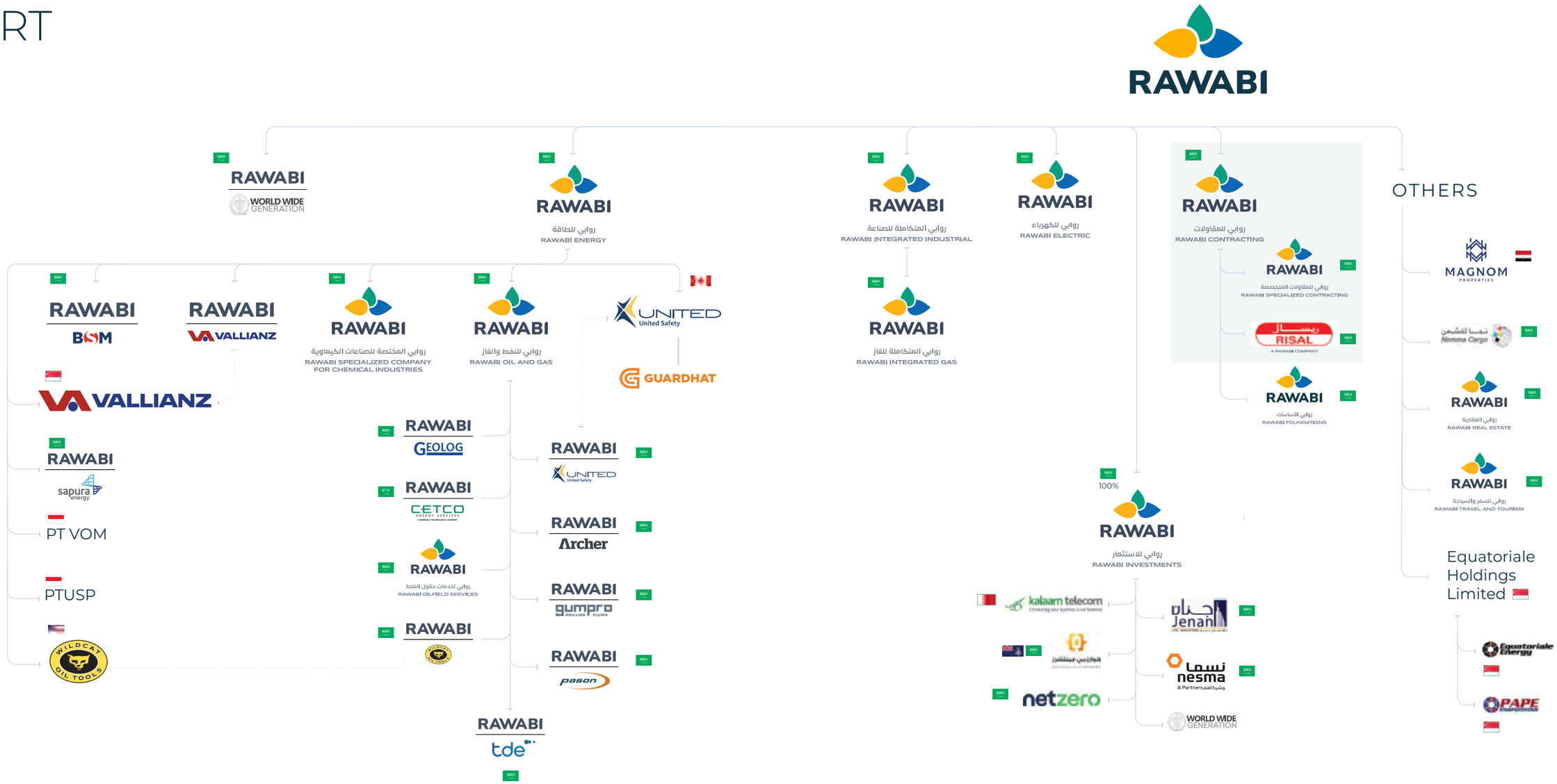
Local Content Score



Certifications Across Major Operations

ISO 9001 : 2015
ISO 45001 : 2018
ISO 14001 : 2015

RAWABI GROUP ORGANIZATION CHART



Note:
This organizational chart is presented for illustrative purposes only to reflect the overall structure of Rawabi Group and its affiliated entities. It is intended to provide a high-level overview and does not imply reporting lines, legal relationships, or operational responsibilities beyond the scope of this report.

OUR PROMISE

MISSION

Create positive value and impact across industries and communities through technical excellence, empowered people, and progressive thinking.

VISION

Pioneering the future, setting the standard.



VALUES

HUMAN- CENTRIC

People are the backbone of Rawabi Holding. Along with industry knowledge and strong technical expertise, being powered by people is our uniqueness.

ALWAYS INNOVATING

Trailblazers even during hard times, we overcome every obstacle with our commitment to deliver. We do not back away from challenges and always find solutions to clients' challenges.

VALUE CREATORS

As a one-stop shop with an unmatched portfolio, we are attentive and dedicated to maximizing our clients' potential since day one.

RAWABI GROUP'S JOURNEY THROUGH THE YEARS

1980
RAWABI OIL & GAS
(FORMERLY RAWABI TRADING & CONTRACTING)

1982
RAWABI ELECTRIC
(FORMERLY REMAL ELECTRIC)

1990
RAWABI SPECIALIZED CONTRACTING
(FORMERLY ABACORP)

1999
RAWABI HOLDING

2003
RAWABI UNITED SAFETY SERVICES

2007
RAWABI VALLIANZ OFFSHORE SERVICES
(FORMERLY RAWABI SWIBER OFFSHORE SERVICES)

2009
RAWABI ARCHER

2013
RAWABI TRAVEL & TOURISM

2015
RAWABI PASON

2016
RAWABI CETCO

2017
RAWABI OILFELD SERVICES

2018
RAWABI INTEGRATED GAS
RAWABI GEOLOG

2020
RAWABI ENERGY

2021
RAWABI GUMPRO
RAWABI CONTRACTING
RAWABI INVESTMENT
MAGNOM PROPERTIES
RAWABI REAL ESTATE

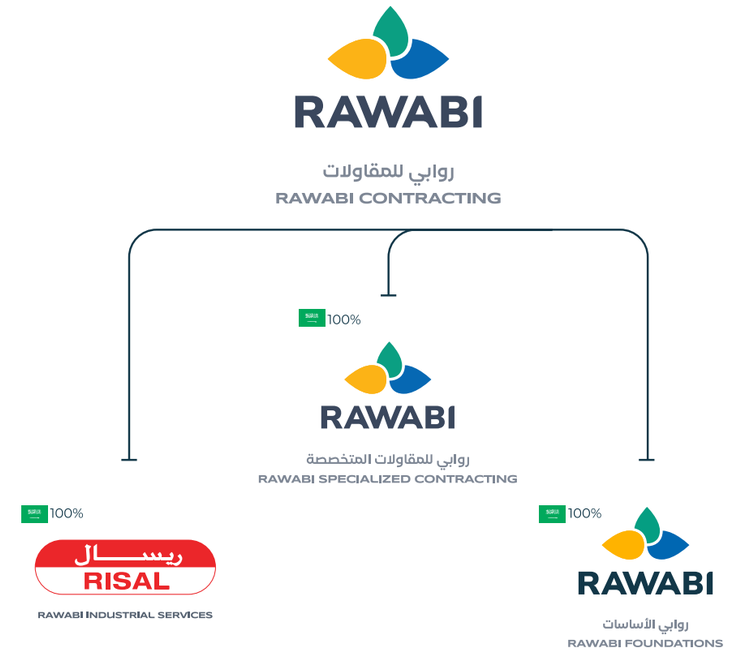
2022
RAWABI INTEGRATED INDUSTRY
RAWABI SCHULTE
RAWABI SAPURA
RAWABI WILDCAT:
100% ACQUISITION OF RISAL (RAWBI INDUSTRIAL SERVICES COMPANY)

2023
RAWABI SPECIALIZED COMPANY FOR CHEMICAL INDUSTRIES

2024
RAWABI WORLDWIDE GENERATION
RAWABI FOUNDATION

RAWABI CONTRACTING AT A GLANCE

Rawabi Holding's Contracting arm plays a vital role in supporting the region's infrastructure growth and industrial transformation. By delivering high-quality, cost-efficient, and timely services, our contracting subsidiaries contribute directly to national development goals and regional economic growth. With strict adherence to safety, quality, and sustainability standards, we deliver projects that range from general construction to highly specialized industrial services.



Note:
The organizational chart illustrated above is intended solely to provide an overview of the overall structure. The inclusion of RAWABI FOUNDATION is for context and visual completeness only. These entities are not part of the scope of this report and should not be referenced or analyzed within its content.

RAWABI

روابي للمقاولات المتخصصة
RAWABI SPECIALIZED CONTRACTING

Rawabi Specialized Contracting provides value-creating construction services to both the public and private sectors across Saudi Arabia and the GCC region. Through the joint expertise of our teams and specialists, we continuously explore innovative approaches to deliver industry-leading construction solutions. The company focuses on quality, cost efficiency, and timely delivery across diverse areas.



OUR SERVICES

1. General Contracting
Civil, architectural, electrical, and mechanical works for various sectors:
- Industrial
- Governmental
- Commercial and private

2. Marine Civil Constructions
- EPC Marinas
- EPC for industrial and Commercial
- Quay walls
- Jetties
- Offshore piling
- Breakwaters
- Revetments, Shore Protection Beaches

3. Offshore Utilities
- Offshore pipelines
- Offshore intake and outfall structure
- Offshore HV/MV Cables
- Offshore FOC Cables

4. Dredging and Reclamation
- Basins
- Navigation Channels
- Pipelines Trenches
- Reclamation including soil improvement

5. Infrastructure
- Sewer networks including lift stations
- Water networks including tanks and pump stations
- Storm water networks including lift stations
- Irrigation networks including pump
- stations and house connections

6.Waterproofing / Fireproofing
- Substructure External Waterproofing
- Superstructure External Waterproofing
- Internal Waterproofing
- Specialized Waterproofing
- Epoxy Coating Services
- Fireproofing and Protective Coatings Shotcrete and Concrete Injection Services

7. Industrial Maintenance
- Plant maintenance services in civil, mechanical, electrical, instrumentation and other related fields during normal operations and turnarounds Industrial coating and flooring using modern technologies and improved protective coating Concrete repair

RAWABI INDUSTRIAL SERVICES

روابي للخدمات الصناعية
RAWABI INDUSTRIAL SERVICES

RISAL was founded in 1976 in the Kingdom of Saudi Arabia, to provide, Tank Cleaning, Hydro Jetting, Waste Management Services. From a successful start, RISAL rapidly included additional diversified service offerings to meet the growing requirements for the primary Oil, Gas, Petrochemical, Power and other related sectors. Currently RISAL is one of the most experienced Industrial, Pre-Commissioning and Decontamination service provider in the region.

With over 49 years of experience utilizing a diverse multi skilled workforce, specialized equipment and services, RISAL offers full shutdown and turnaround services under a single umbrella. Our teams of experienced engineers and planners work in partnership with the client from planning through to execution following the key shutdown drivers of Safety, Quality and Schedule.

RISAL has embraced the latest technology in professionally engineered and executed steam blowing and production services available internationally. Offering a fully engineered service. RISAL specialists model the fluid mechanics on the latest software to ensure the most effective and safe conditions are met.

RISAL also offers a wide scope of Inspection Services that covers conventional NDT, advanced NDT, cathodic protection, heat treatment and third-party visual inspection services in addition to our established core businesses of shutdown and maintenance, pre-commissioning, Waste management, NORM decontamination and pipeline services.

RISAL's market strategy has included entering to strategic alliances with specialized European and American companies which complement and strengthen our resources and capabilities, leading to being able to offer new technologies.

RISAL delivers innovative industrial solutions designed to meet the complex needs of Oil & Gas, petrochemical, and power industries. With a customer-centric approach and a strong focus on operational efficiency and environmental safety, RISAL is a leader in transformative industrial services.

OUR SERVICES

Steam Generation Services
- Steam Blowing
- Steam Production

Industrial Services
- Shutdown
- High-Pressure Water Jetting
- Hydro milling
- Catalyst Handling
- Mercury & Norm Decontamination
- Fin Fan Cleaning
- Dipeline Services
- Automated Tank Cleaning

Chemical Cleaning Services
- Pre-commissioning
- Routine Maintenance
- Boilers & Furnaces
- Heat Exchangers
- High Velocity Lube Oil Flushing and Filtration Services
- Hydrocarbon Decontamination
- Ultrasonic Cleaning

Environmental & Dewatering Services
- Hazardous & Non-Hazardous Waste Collection
- Dry Waste Collection
- Liquid Waste Collection
- Portable Toilets
- Dewatering Services
- Well-Pointing
- Deep-Well System
- Pump Rentals

Inspection Services
- Conventional Testing
- Advance NDT
- Heat Treatment Services
- Level III Services
- Corrosion Technology





RAWABI CONTRACTING CLIENTS

SWCC – Saline Water Conversion Corporation

NEOM – NEOM Company

Halliburton – Halliburton Company

Shell – Shell plc

Schlumberger – Schlumberger Limited (SLB)

NOVA Chemicals – NOVA Chemicals Corporation

Suncor Energy – Suncor Energy Inc.

Lucid – Lucid Motors (Lucid Group, Inc.)

Chevron – Chevron Corporation

SABIC – Saudi Basic Industries Corporation

Saudi Electricity Company (SEC) – The Saudi Electricity Company

Nesma & Partners – Nesma & Partners Contracting Company Ltd

Sadara – Sadara Chemical Company

ExxonMobil – Exxon Mobil Corporation

KAUST – King Abdullah University of Science and Technology

Shomoul – Shomoul Holding Company

MAWANI – Saudi Ports Authority (MAWANI)

Ministry of National Guard – Ministry of National Guard, Kingdom of Saudi Arabia

Emaar – Emaar Properties PJSC

Ma'aden – Saudi Arabian Mining Company (Ma'aden)

ConocoPhillips – ConocoPhillips Company

Samref – Saudi Aramco Mobil Refinery Company Ltd

Imperial – Imperial Oil Limited

EXPRO – Expro Group Holdings N.V

Baker Hughes – Baker Hughes Company

Pioneer Natural Resources – Pioneer Natural Resources Company

Petro Rabigh – Rabigh Refining and Petrochemical Company

Ministry of Interior – Ministry of Interior, Kingdom of Saudi Arabia

OXY – Occidental Petroleum Corporation

Red Sea Global – The Red Sea Global Company

Saudi Aramco – Saudi Arabian Oil Company

Canadian Natural – Canadian Natural Resources Limited (CNRL)

TR – Tecnicas Reunidas (TR)

Orascom – Orascom Construction

RCJY - Royal Commission for Jubail and Yanbu

REWARDS

RSC

- EItizam certificate of achievement – NEOM – 2023
- Best Contractor of the Month – NEOM - 2023
- Top 10 Quality Club – RC – 2023
- ES&H excellence – RC – 2023
- RSG Environmental Reward – RSG - 2024
- Environmental Excellence – ARAMCO – 2024
- Commitments and good ES&H Practice – RC – 2024
- ROSPA Silver Award – 2024
- Guinness World Records – 2024

RISAL

- ZERO incident objectives – ARAMCO – 2024
- RTR 2024 Mega T&I Path to Success – ARAMCO – 2024
- Samref's 2023 Turnaround – Samref – 2023
- SNGL Turnaround – ARAMCO – 2023
- Safe Performance – ARAMCO – 2023
- The 8 M Milestone – Samref - 2023
- Outstanding Dedication and commitment – Aramco – 2023

CERTIFICATIONS

RSC BROKE GUINNESS WORLD RECORDS

Rawabi Specialized Contracting (RSC) broke records with the Guinness World Records for the world's "Longest Underwater Power Cable (Pulled)" for the NEOM project. The cable extends at a length of 2,830 meters, from Um Al Hasani (UAH) in Tabuk, Saudi Arabia to the Sindalah Island, Neom, Saudi Arabia.

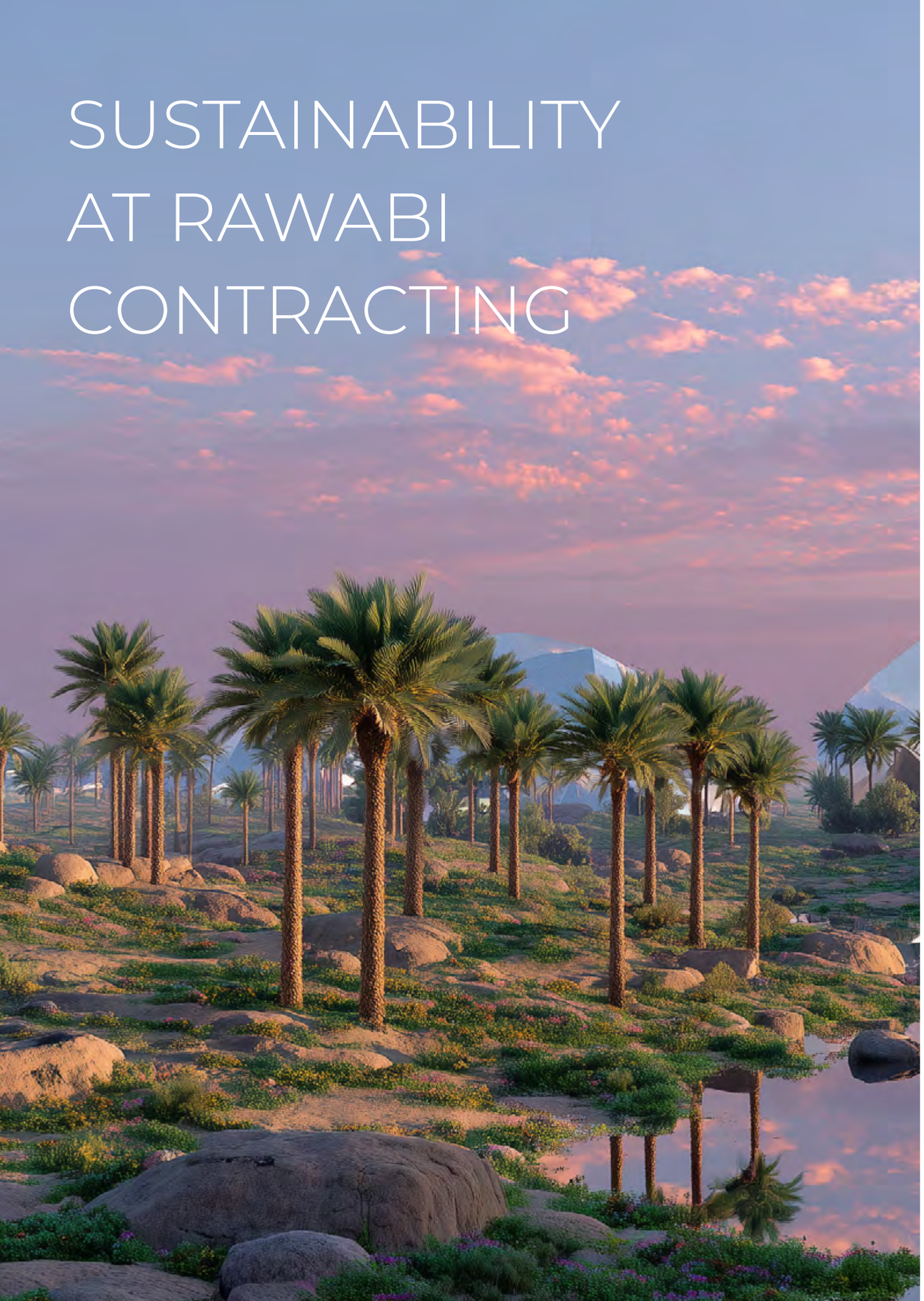
ISO 9001 : 2015 | ISO 14001 : 2015 | ISO 45001 : 2018

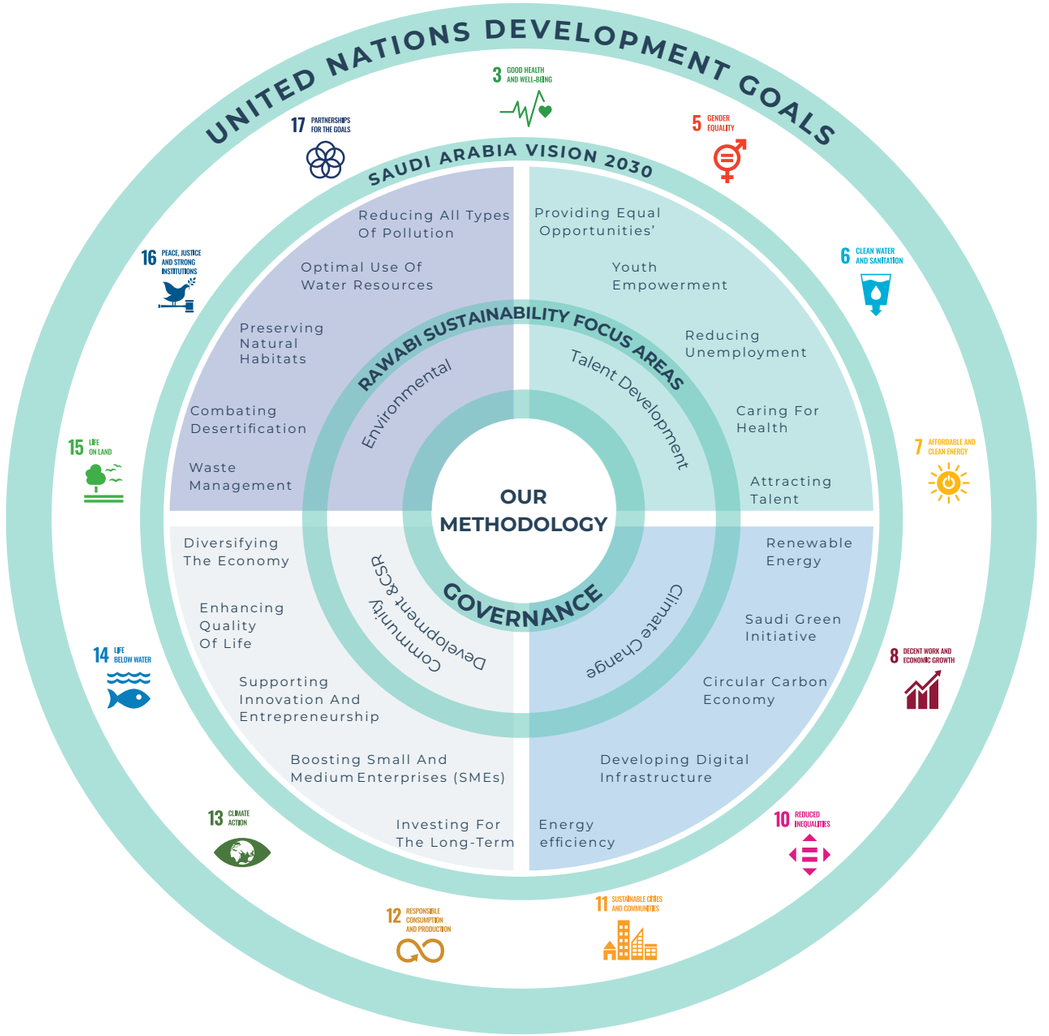
هيئة المحتوى المحلي والمشتريات الحكومية
Local Content & Government Procurement Authority

LOCAL CONTENT SCORE

RSC	RISAL
29.21%	44.33%

SUSTAINABILITY AT RAWABI CONTRACTING





Sustainability at Rawabi is more than an initiative, it is a strategic imperative embedded across our operations, driven centrally and implemented collaboratively. In recognition of the increasing importance of Environmental, Social, and Governance (ESG) performance, a dedicated Corporate Sustainability Department was established in the last quarter of the reporting period, under the direct leadership of our Deputy CEO, Operations. Prior to this, sustainability-related activities were managed as part of the Corporate Communications and CSR function. The creation of a standalone department in 2025 marks a significant milestone in elevating sustainability from a support activity to a core business driver.

The Corporate Sustainability Department is based at Rawabi Headquarters, operating under a group-wide mandate. It is responsible for the development and oversight of our sustainability strategy, policies, procedures, and roadmap, ensuring alignment with national priorities such as Saudi Vision 2030, stakeholder expectations, and global best practices.

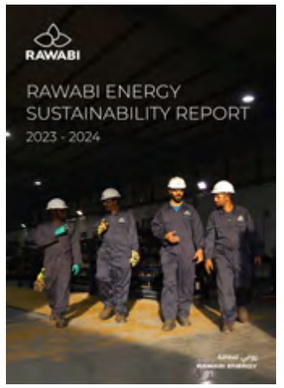
> “THE CREATION OF A STANDALONE SUSTAINABILITY DEPARTMENT MARKS A SIGNIFICANT MILESTONE IN ELEVATING SUSTAINABILITY FROM A SUPPORT ACTIVITY TO A CORE BUSINESS DRIVER”

GROUP-WIDE IMPLEMENTATION MODEL

Rawabi’s sustainability approach follows a hub-and-spoke model. While corporate-level direction and frameworks are developed centrally, implementation is cascaded across all business units, including:



Rawabi Holding, including Rawabi Electric & Rawabi Integrated Gas



Rawabi Energy and its subsidiaries



Rawabi Contracting and its subsidiaries

Click the cover to read the report.

To facilitate execution, we have developed a network of Sustainability Champions across each subsidiary and central function.

These champions serve as critical enablers for local adoption, cultural alignment, data ownership, and continuous engagement. A dotted-line reporting relationship exists between these champions and the Corporate Sustainability Department, ensuring two-way collaboration and feedback.

CENTRALIZED ESG REPORTING WITH LOCAL ACCOUNTABILITY

The Corporate Sustainability Department leads group-wide ESG performance reporting, including data collection, validation, consolidation, and analysis. Sustainability Champions play a key role in gathering high-quality, auditable data from their respective entities, thereby supporting transparency and integrity in disclosures.

This centralized-decentralized governance model has already demonstrated clear advantages:

- Efficiency in designing standardized reporting and policy frameworks
- Consistency in ESG messaging and disclosures
- Ownership and cultural alignment at the operational level
- Faster rollout of group-wide sustainability initiatives
- Improved decision-making through high-quality ESG data

STRATEGIC IMPORTANCE AND BENEFITS

The establishment of this model reflects Rawabi's belief that sustainability is a shared commitment across all levels and entities. By institutionalizing sustainability governance, we aim to:

- Enhance resilience and long-term value creation
- Meet client expectations for ESG-aligned partnerships (especially Scope 3 readiness)
- Improve resource efficiency, risk management, and employee engagement
- Strengthen our position as a preferred vendor and responsible employer

INTEGRATING SUSTAINABILITY INTO OUR CORE BUSINESS STRATEGY

OUR OBJECTIVE

Our goal is to improve the lives of our stakeholders and value their work and contributions justly by implementing transparent policies. We aim to accomplish this mission through innovation and continuous investment in community and environmentally- conscious initiatives.

OUR APPROACH

Our Sustainability and CSR approach involves actively contributing to our communities' sustainable and economic development, focusing on stakeholder engagement, addressing key development needs, and operating within a transparent, ethical framework aligned with global best practices.

SUSTAINABILITY & ESG-RELATED POLICIES AND POSITION STATEMENTS

- Anti-Corruption and Anti Bribery Policy
- Information Technology Policy
- Anti-money laundering policy
- Whistleblowing Policy
- Anti-Harassment and Anti-Discrimination Policy
- Anti-Human Trafficking and Anti-Slavery Policy
- Confidentiality Policy
- Conflict of Interest Declaration
- Code of Business Conduct
- Environmental Policy
- Energy Management Policy
- Quality Policy
- Health & Safety Policy
- Sustainability Policy

MATERIALITY ASSESSMENT

At Rawabi Group, materiality is the cornerstone of our sustainability strategy. It helps us identify, prioritize, and manage Environmental, Social, and Governance (ESG) topics that have the most significant impact on our long-term business performance, stakeholder trust, and alignment with national and global imperatives.

In 2024, Rawabi conducted its first formal materiality assessment using the G17Eco Materiality Tracker, a globally benchmarked, data-driven platform that integrates key sustainability frameworks, investor expectations, and regional mandates. This exercise marks a pivotal step in institutionalizing our ESG agenda and embedding sustainability into our core decision-making processes.

OUR APPROACH

The materiality assessment applied a financial materiality lens in addition to Environmental Social & Governance, in line with evolving global standards such as those issued by the International Sustainability Standards Board (ISSB) and SASB. The objective was to identify ESG topics that are most likely to affect Rawabi's enterprise value, operational resilience, and investor perceptions.

To achieve this, the following globally recognized frameworks were referenced and harmonized through the G17Eco platform:

GRI (Global Reporting Initiative): Provided the foundational scope of relevant ESG topics.

SASB: Helped ensure sector-specific relevance and investor alignment.

CSRD (Corporate Sustainability Reporting Directive): Supported early alignment with double materiality concepts.

UN SDGs (Sustainable Development Goals): Linked our priorities with global development goals.

ISSB (IFRS S1 & S2): Provided a robust structure for financially material sustainability disclosures.

These frameworks were synthesized into the 5Ps structure of the G17Eco methodology, ensuring a well-rounded coverage of topics across:

People – Human capital, safety, well-being, and inclusion

Planet – Emissions, waste, energy, water, and environmental impact

Principle – Governance, compliance, ethics, and cybersecurity

Partnership – Supply chain responsibility and stakeholder engagement

Prosperity – Innovation, operational efficiency, and long-term business value

STAKEHOLDER ENGAGEMENT

The materiality assessment engaged a broad cross-section of internal stakeholders across the following departments:

- Human Capital
- Legal and Compliance
- Finance
- Product & Technology
- Operations
- Marketing & Customer Service
- Supply Chain & Logistics
- Public Relations
- Governance & Strategy
- Business Development

Participants were selected based on their strategic influence and proximity to ESG risks, opportunities, and external stakeholders. Their inputs were collected through structured surveys and workshops, using a standardized scoring methodology to rate ESG topics based on current and emerging financial relevance.

While external stakeholders were not directly surveyed in this initial phase, their perspectives were reflected indirectly through internal experts who regularly interact with regulators, clients, suppliers, and communities. This was complemented by external benchmarking, policy reviews, and market trend analysis, particularly in relation to Saudi Vision 2030.

ALIGNMENT WITH SAUDI VISION 2030 AND GLOBAL PEERS

Our materiality outcomes closely align with national goals outlined in Saudi Vision 2030, particularly regarding:



When benchmarked globally, Rawabi's materiality results are consistent with diversified industrial and infrastructure peers, especially on topics such as health and safety (9.6), risk management (9.4), ethical supply chain (8.2), and environmental mitigation (8.1). Moreover, Rawabi demonstrates strong alignment, talent development, and ethical governance, areas of rising importance in the GCC.

ORGANIZATIONAL BOUNDARIES

Material topics were assessed across business functions and subsidiaries where Rawabi Group exercises financial control or operational influence, ensuring that the materiality outcomes reflect both strategic and operational realities. The 2024 assessment covered selected subsidiaries based on data availability and relevance.

MATERIAL TOPICS IDENTIFIED

The following key topics were identified as ESG and financially material to Rawabi Holding Group's sustainability performance:

- Corporate Governance and Ethical Practices Framework, Ethical Business Conduct & Anti-Corruption Measures, Regulatory Compliance and Adaptation
- Ethical and Transparent Supply Chain Management, Responsible Sourcing and Ethical Procurement
- Environmental Impact Assessment and Mitigation
- Corporate Social Responsibility and Community Engagement
- Comprehensive Health, Safety, and Well-being Management Across Stakeholders and Operations
- Talent Acquisition, Development, and Retention.
- Risk Management Practices and Mitigation

Each of these topics will inform our ESG strategy, performance monitoring, and disclosures in future reports. The insights gained through this assessment are now being used to align KPIs, governance mechanisms, and strategic roadmaps across the Group and its subsidiaries.

LOOKING AHEAD

Rawabi Group views this materiality assessment as a living process, one that will evolve with stakeholder expectations, regulatory changes, and business realities. As we mature our sustainability reporting, we plan to expand the scope to include double materiality, deepen engagement with external stakeholders, and establish regular cycles of review and validation.

This foundational effort reinforces our commitment to transparent, responsible, and performance-driven sustainability practices, building long-term value for our business and all those we serve.

2023 AND 2024 REPRESENT THE BASELINE YEARS FOR RAWABI'S SUSTAINABILITY JOURNEY.



SUBSTANTIALITY DATA GOVERNANCE

BASELINE YEARS AND DATA CONTEXT (2023–2024)

We are separating baseline transparency from managed impact — formal sustainability governance begins in 2025.

Rawabi's sustainability journey formally commenced with the establishment of a dedicated Sustainability team in 2025. Accordingly, the data disclosed for 2023 and 2024 represents baseline performance, prior to the implementation of structured sustainability strategies, targets, or initiatives.

Variations observed across certain environmental and social indicators during these years including both improvements and declines, are therefore not attributed to specific sustainability initiatives. Instead, they primarily reflect underlying operational factors such as changes in business activity levels, project mix, workforce dynamics, and evolving data coverage.

At this stage, Rawabi has intentionally avoided the use of intensity metrics (e.g., per production, per employee, or per revenue), in order to maintain a clear focus on absolute performance tracking. These baseline disclosures are intended to establish a transparent reference point, enabling meaningful year-on-year comparisons as governance structures, data systems, and sustainability initiatives mature from 2025 onward.

Where improvements are observed in certain indicators between 2023 and 2024, these are considered outcomes of operational variability rather than deliberate sustainability interventions, and are therefore not claimed as managed performance improvements. Similarly, increases or declines during the baseline period should be interpreted in the context of evolving business operations and improved data availability, rather than as a reflection of sustainability performance management.

From 2025 onwards, Rawabi has established formal sustainability governance, including a dedicated team, defined roles and responsibilities, and a structured sustainability roadmap. Future reports will therefore increasingly link performance trends to specific initiatives, targets, and management actions.

ENVIRONMENT



COMMIT
CARE
CONSERVE
GREENER FUTURE
SUSTAINING
MEASURE
REDUCE
RENEW
TRACK
IMPROVE
SUSTAIN
CONSERVE CARE
TOMORROW
CLEANER TODAY
RESPONSIBILITY
ACTION
PROGRESS



At Rawabi, we recognize that environmental responsibility is not only a global priority but also central to Saudi Vision 2030 and the Kingdom's transition toward a sustainable economy.

Measuring and managing our environmental performance is therefore a critical step in aligning our business with these aspirations. We have established 2023 as our environmental baseline, using spend-based data, to provide a clear reference point for all future initiatives. This decision gives us a solid foundation to track progress while acknowledging the areas where data collection and quality need further strengthening.

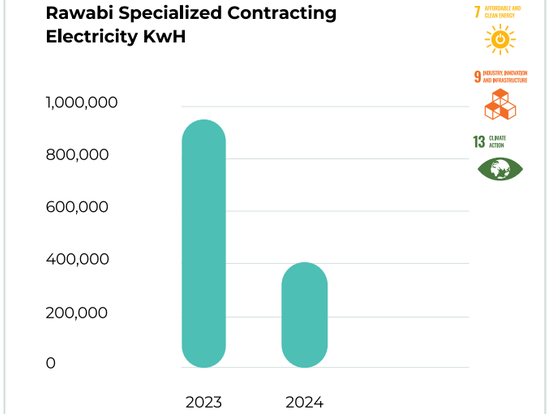
While most of our greenhouse gas (GHG) data is currently derived from spend-based methodologies and only a limited portion from actual consumption, we are actively working to improve accuracy. Data gaps remain, and our 2024 figures are still under validation, but we have already begun implementing new processes and systems to capture more precise, consumption-based information. These efforts represent not just compliance, but a conscious commitment to build an environmental management framework that will withstand the expectations of global best practices and evolving stakeholder requirements.

We also recognize that sustainability awareness across our organization is still developing. To address this, Rawabi has initiated dedicated awareness and training sessions to embed a culture of shared responsibility among employees. Our approach prioritizes substance over optics, ensuring continuous improvement, transparency, and concrete actions that will deliver lasting value for our business, the environment, and society. This mindset positions us to move steadily toward greater accountability, resilience, and contribution to Saudi Arabia's sustainable future.

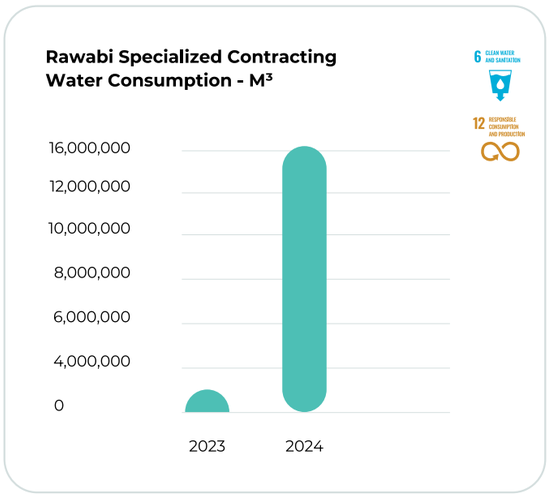


RAWABI SPECIALIZED CONTRACTING

INDICATOR	UNIT	2023	2024
Electricity	kWh	951,292	404,813
Diesel	L	6,638,859	10,897,557
Water Consumption	m^3	174,027	16,335,251
Waste Generated	kg	147,100	23,235,651
Waste Disposed	kg	147,100	23,235,651





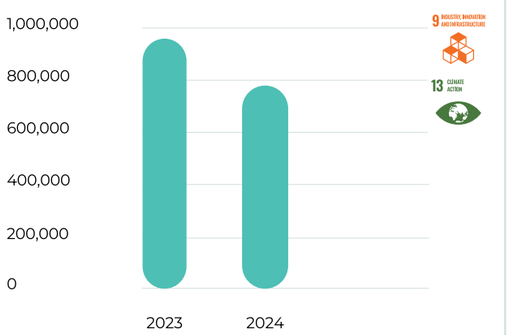




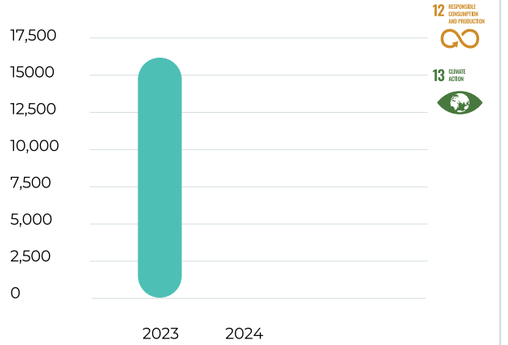
RISAL

INDICATOR	UNIT	2023	2024
Electricity	kWh	963,046	786,171
Gasoline	L	16,445	0
Diesel	L	2,555,887	2,215,354
Water Consumption	m^3	72,300	120,544
Waste Generated	kg	39,619,861	39,619,861
Waste Disposed	kg	39,619,861	39,619,861

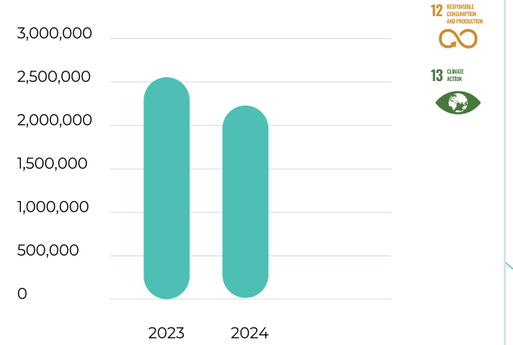
RISAL
Electricity KwH



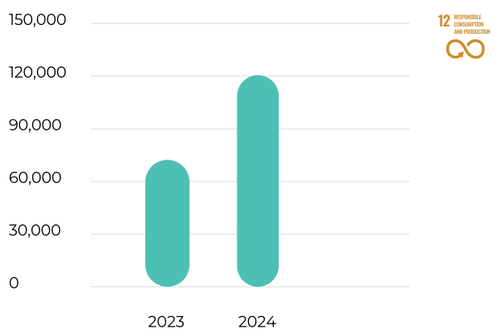
RISAL
Gasoline - L



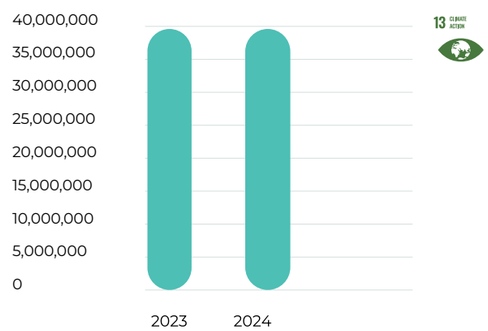
RISAL
Diesel - L



RISAL
Water Consumption - M^3

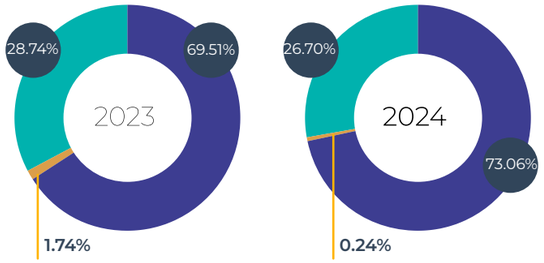


RISAL
Waste Generated - Disposed - Kg



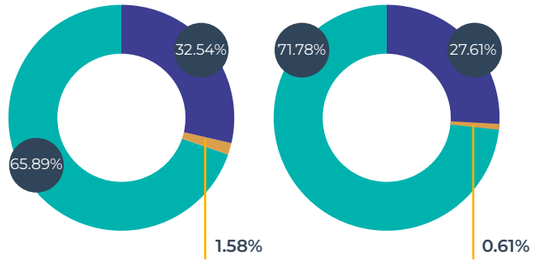
GHG tCO2e

RAWABI SPECIALIZED CONTRACTING



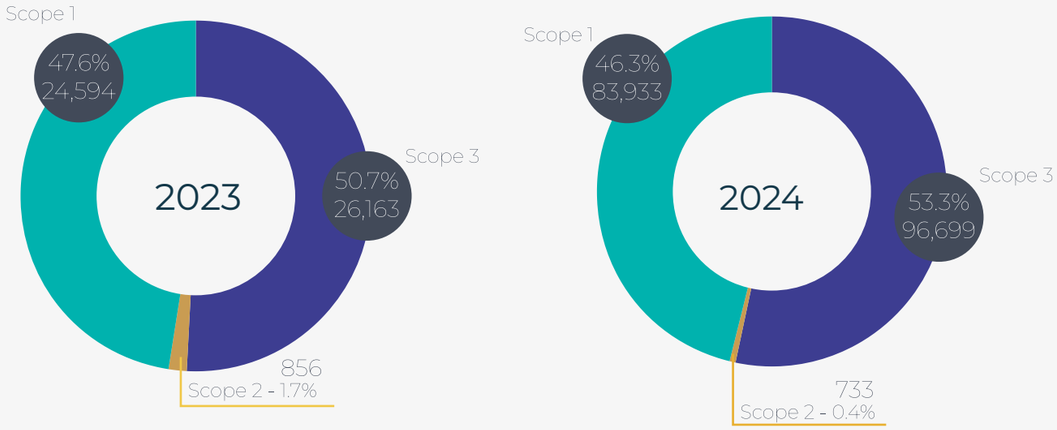
TCO2E	SCOPE 1	SCOPE 2	SCOPE 3	TOTAL
2023	7,282	442	17,614	25,338
2024	27,374	249	74,936	102,559

RISAL

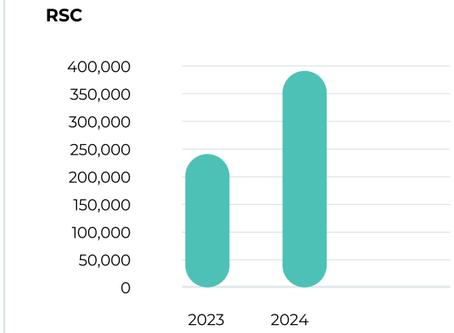


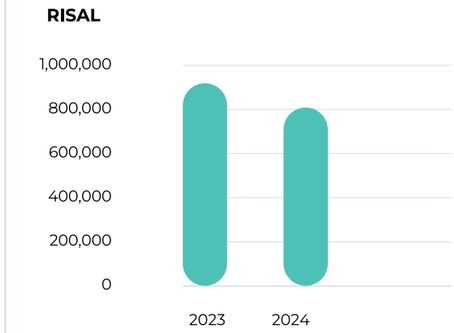
TCO2E	SCOPE 1	SCOPE 2	SCOPE 3	TOTAL
2023	17,312	414	8,549	26,275
2024	56,559	484	21,763	78,806

TOTAL



Energy Consumption in GJ





Rawabi Contracting	2023	2024
RSC	241,096	391,579
RISAL	918,990	808,880

SOCIAL



NURTURE
PROTECT
EMPOWER

PEOPLE FIRST

PROGRESS

WORKFORCE
TALENT
CARE
COMMUNITY

SAFETY
GROWTH
IMPACT

WELL-BEING

FUT-
URE **ALWAYS**

POWERED BY **PEOPLE**





At Rawabi, we believe we are truly

Powered by **PEOPLE**

Our employees, partners, and the communities we serve are the foundation of our growth and resilience. In line with global ESG priorities and Saudi Vision 2030,

We place strong emphasis on nurturing human capital, ensuring workplace safety, and creating meaningful impact in society.

We recognize that our success as a business is inseparable from the well-being of the people around us.

Based on our materiality assessment, we have identified three focus areas within the social pillar:

Talent Acquisition, Development & Retention.

Health & Safety.

Commitment to Social Responsibility & Community Development.

To ensure accountability, we are reporting on a set of practical and measurable indicators, such as Lost Time Injuries (LTIs), fatalities, hours of Health & Safety training delivered, CSR projects and beneficiaries, as well as workforce composition including new joiners, gender diversity, and Saudi national representation across all levels of the organization.

We acknowledge that certain areas, such as detailed training records and more granular workforce breakdowns are still developing. To address this, we have initiated processes to strengthen data collection and accuracy, ensuring that future reports provide greater transparency and insight. While data maturity continues to evolve, we have chosen to begin with what is available and keep improving year by year.

For us, social sustainability is about building genuine impact through actions, culture, and responsibility. By investing in people, protecting their safety, and uplifting our communities, we are not just fulfilling reporting requirements, but shaping Rawabi into a place where people thrive and where our collective strength drives progress.



Tree Planting Initiative 2024

CORPORATE SOCIAL RESPONSIBILITY (CSR)

Rawabi's CSR framework is built on three pillars: Youth Empowerment, Community Investment, and Community Service. Youth programs such as the Internship Program and Future Skills Camp prepare the next generation of leaders, directly aligning with Vision 2030's human capital development objectives. Community investment and service programs, such as Ramadan Supplies, Blood Donation, and Tree Planting demonstrate our responsibility to support society's immediate needs while driving long-term sustainability.

Our efforts are strengthened through partnerships with multiple organizations, which help scale impact, extend outreach, and ensure program effectiveness. Whether through educational institutions, healthcare providers, or environmental NGOs, collaboration remains central to Rawabi's CSR philosophy.

Together, these programs reflect our ethos that business success and societal well-being go hand in hand,w an approach that ensures Rawabi lives up to its promise of being 'Powered by People' through empowering people and communities for a sustainable future.

RAWABI VOLUNTEER CLUB

نادي روابي التطوعي
RAWABI VOLUNTEER CLUB

Rawabi Volunteer Club supports the non-profit sectors goals in alignment with the National Volunteer Platform.

المنصة الوطنية للعمل التطوعي
الموارد البشرية والتنمية الاجتماعية

The club includes **51 volunteers*** from different companies in the group

who participated **12 events*** to serve the community

with a number of hours exceeding **150 hours*** volunteering Hours

*Note: CSR data presented in this report reflects the combined results for 2023 and 2024.

RAWABI YOUTH EMPOWERMENT PROGRAM

In 2011, Rawabi Group's CSR Department launched an initiative aimed at empowering youth to make better choices about their education and career paths. With young people representing a large portion of Saudi Arabia's population, many face uncertainty when planning their futures. The initiative was created to help guide and support them during this important stage of their lives.

The program targets youth between the ages of 16 and 24, helping them discover their strengths, build their skills, and direct their energy toward a successful future. Through a journey of self-discovery, participants are encouraged to explore their talents and better understand their potential through several programs, including:

RAWABI FUTURE SKILLS BOOTCAMP

RAWABI CAREER GUIDANCE PROGRAM

ColorQ
COLOR Q PERSONALITY TEST

RAWABI INTERNSHIP PROGRAM

ACHIEVEMENTS

RAWABI INTERNSHIP PROGRAM

154 Interns*

84 Mentors*

RAWABI FUTURE SKILLS BOOTCAMP

63 Students*

6 Days*

RAWABI CAREER GUIDANCE PROGRAM

193 Students*

COLOR Q PERSONALITY TEST

ColorQ **193** Students*

COMMUNITY INVESTMENT PROGRAM

Rawabi believes in the importance of investing in the community by supporting local and international institutions and organizations, in addition to encouraging sustainable individual efforts to contribute to the development of the local community in various sectors, including:

EDUCATION **CULTURE** **ORPHAN CARE** **EMPLOYMENT AND SKILL DEVELOPMENT**

HEALTH **SOCIAL** **SPECIAL NEEDS** **TECHNOLOGY AND INNOVATION**

Rawabi also sponsors several charitable organizations and educational institutes with the aim of improving the quality of life by supporting students, developing and enhancing curricula via academy board seats, establishing and sponsoring research chairs, disadvantaged groups and development initiatives. Community investment contributions include several pioneering associations and initiatives that work to make a positive and sustainable impact.

ACHIEVEMENTS

70+ **EVENTS***

12 for Health*

8 for Education*

11 for Culture*

3 for Technology*

12 for Social Activities*

7 for Orphan Care*

4 for People with Special Needs*

4 for Employment and Skill Development*

6 for Women Empowerment*











RAWABI COMMUNITY SERVICE PROGRAM

Rawabi provides its employees with opportunities to participate in community volunteering activities tailored to their suggestions and interests. These initiatives address diverse social issues aligned with employees' commitments, aiming to create a positive impact within the community.

Rawabi's Community Service Program includes:

- Volunteering at the Doctors Diwaniya
- Blood donation campaigns
- Planting and gardening activities in public parks in need
- Beach cleanup activities
- Preparing Ramadan food baskets
- Distributing Iftar meals
- Visiting and greeting hospital patients during holidays
- Volunteering with charitable organizations

ACHIEVEMENTS

Warmth of Giving Campaign:

Distribution of 437 winter kits*

Rawabi Seasonal Flu Vaccination Campaign: **Vaccinated 302*** employees and their families

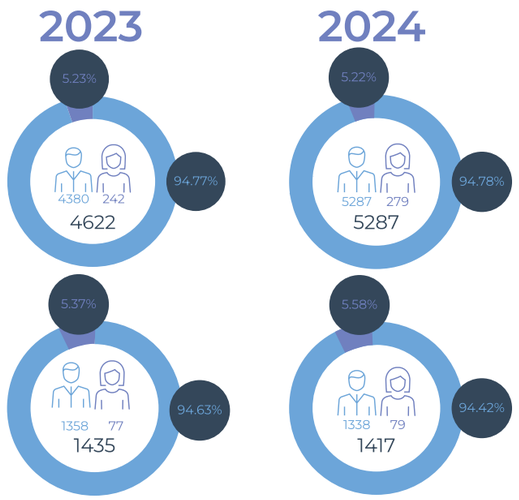
Ramadan Food Supply Campaign:

Distribution of 467 Ramadan baskets*

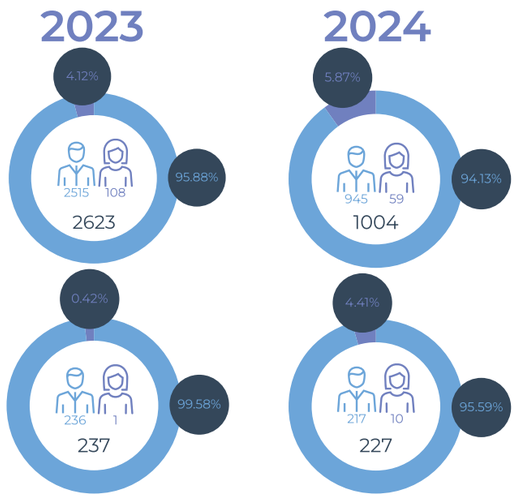
Rawabi Blood Donation Campaign:

Participation of 298 blood donors*

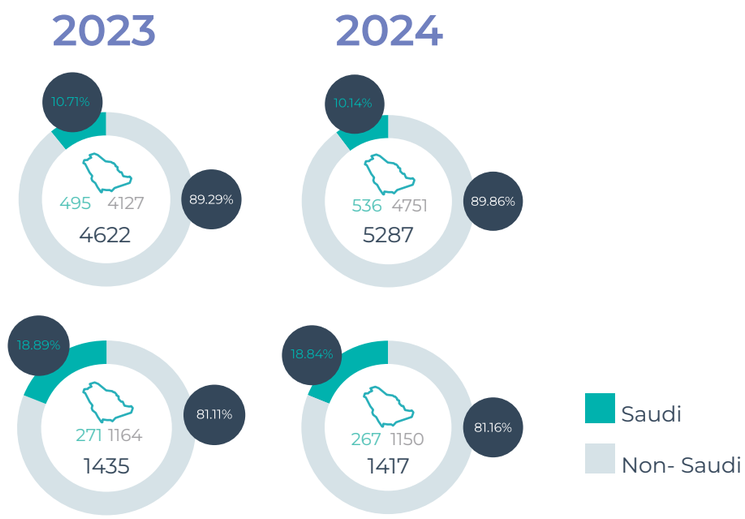
TOTAL EMPLOYEES



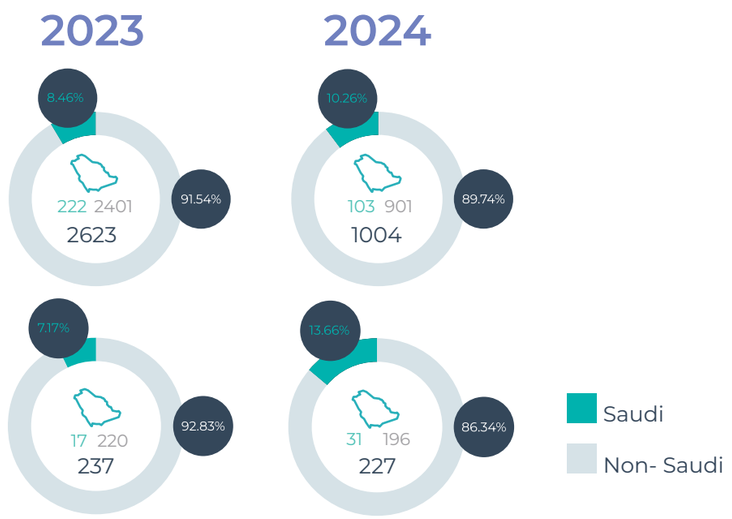
NEW HIRES



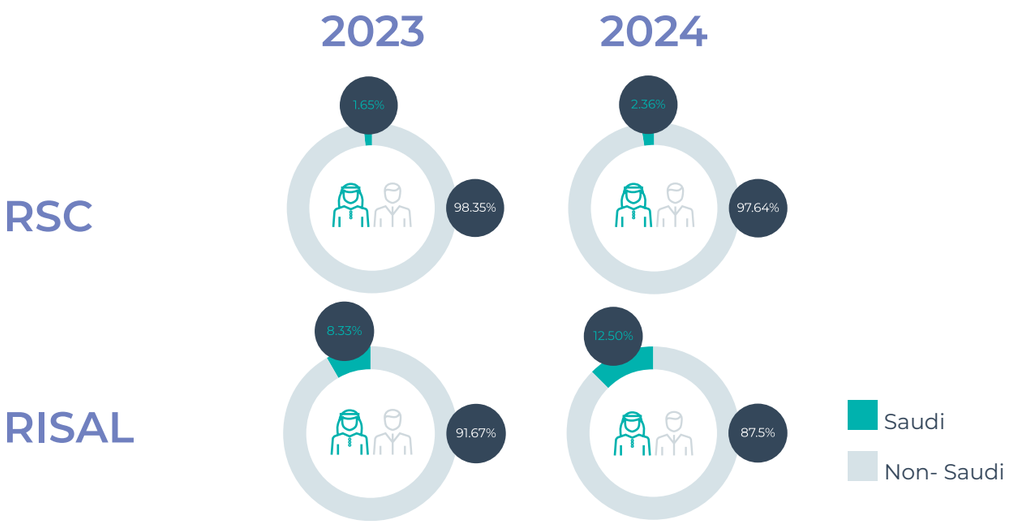
SAUDI EMPLOYEES



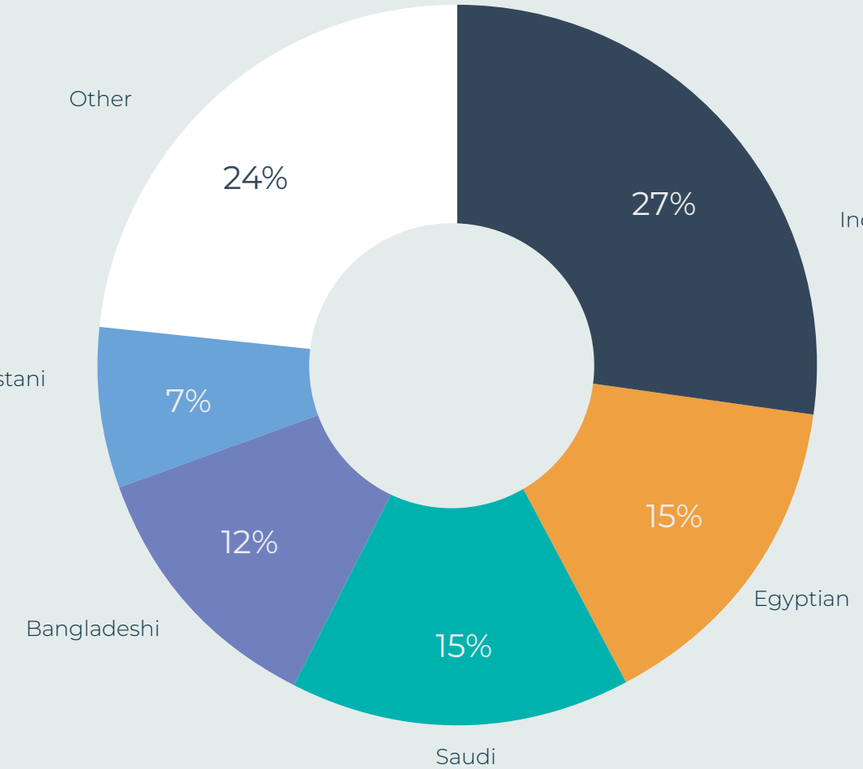
SAUDI NEW HIRES



SAUDI MANAGERS



REPRESENTED NATIONALITIES



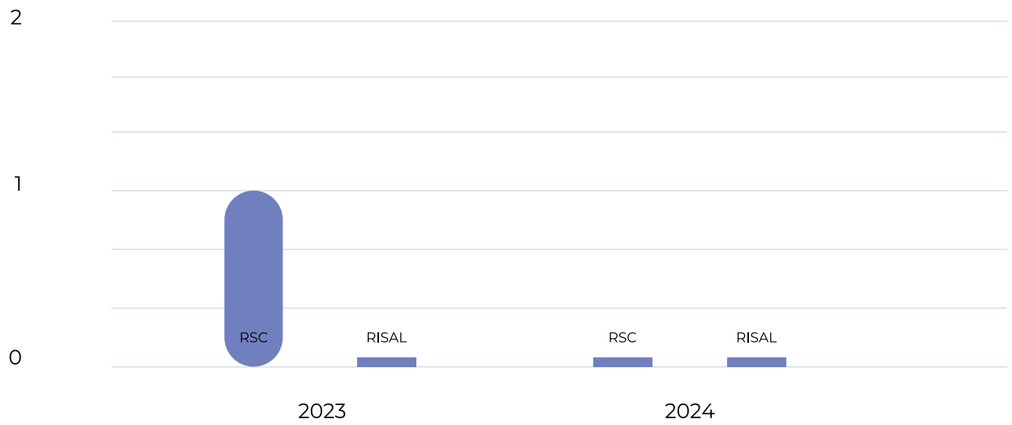
Total Nationalities: 61+

HEALTH & SAFETY

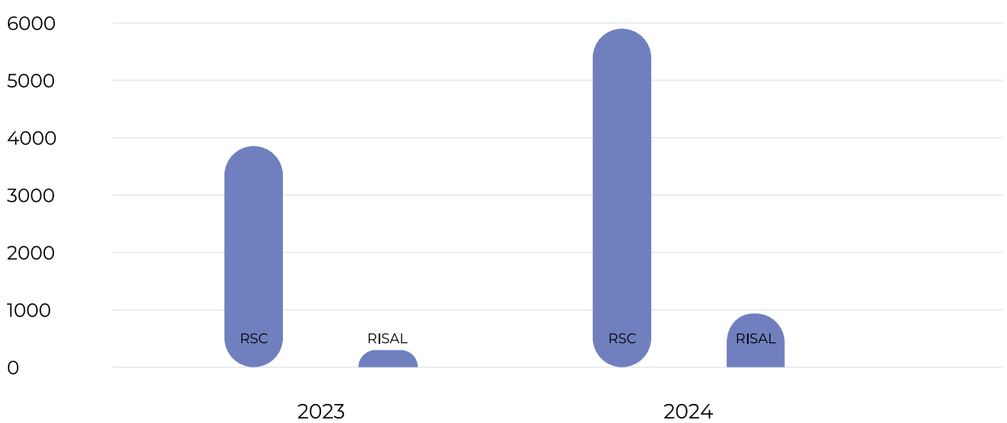
LOST TIME INJURY
In line with our commitment to proactive Health & Safety management, Rawabi Contracting has significantly focused on leading indicators such as training hours to prevent lagging indicators like Lost Time Injuries (LTIs) and fatalities. Across 2023 and 2024, we delivered extensive Health & Safety training, RSC increased from 298.5 to 936 hours, and RISAL from 3,853 to 5,900 hours, demonstrating a strong emphasis on workforce awareness and competency. This investment correlates with improved safety performance: LTIs reduced for RSC and remained minimal for other entities, while fatalities were avoided entirely in 2024. By prioritizing training and hazard identification, we are embedding a culture of prevention, ensuring safer operations and protecting our people and stakeholders.

10,980+ Hrs. Total hours of Health & Safety training provided

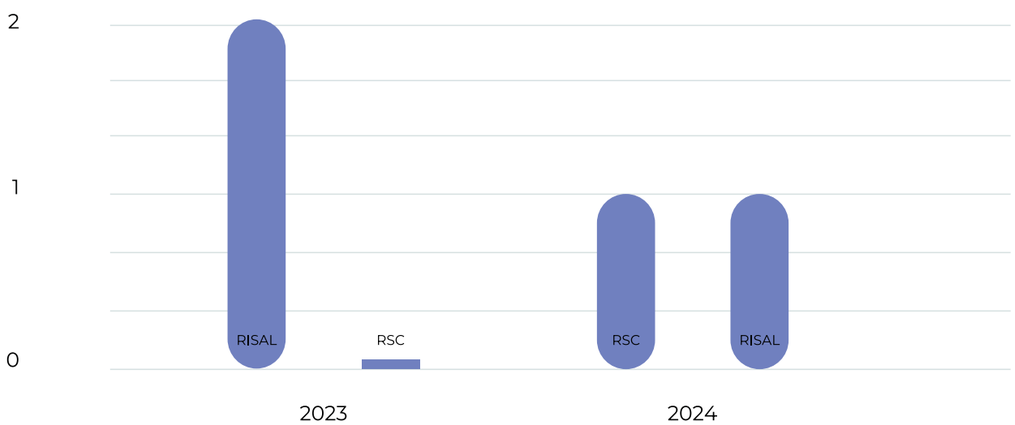
Total number of fatalities



Total hours of H&S training provided



Total number of LTI
Lost Time Injury



RAWABI SHADOW BOARD OF DIRECTORS

Empowering the Next Generation of Leaders

At Rawabi, leadership is not confined to boardrooms, it's cultivated across every level of our organization. The Shadow Board of Directors (SBD) embodies this belief, serving as a dynamic platform for young leaders to voice perspectives, propose initiatives, and contribute directly to strategic decision-making.

With eight members carefully selected from across subsidiaries and functions, SBD represents Rawabi's commitment to youth empowerment, innovation, and inclusivity. Gender balance is a cornerstone of its composition, reflecting our conviction that diverse perspectives drive stronger outcomes. Members serve for a two-year term, with the option for renewal, ensuring both continuity and fresh thinking.

Why It Matters

- Future-proofing Rawabi: Preparing young talent to shape tomorrow's leadership.
- Diverse perspectives: Bringing voices from different business lines, cultures, and geographies.
- Engagement & Innovation: Encouraging employees to see themselves as co-creators of Rawabi's success.
- Direct influence: Recommendations flow straight to Vice Chairman & Group CEO, amplifying employee impact.



Current SBD Members (2025–2027)

Selection & Representation

The selection process is rigorous yet inclusive. Candidates under the age of 40, with at least one year of service, are invited to apply by submitting a vision statement, CV, and recommendations. Shortlisted candidates undergo interviews and deliver a 10-minute elevator pitch to a panel including senior leadership.

The Nomination and Remuneration Committee (NRC) ensures candidates are aligned with Rawabi's values of integrity, collaboration, and growth. The current cohort, appointed in March 2025, reflects our diverse talent pool, spanning legal, engineering, HR, operations, and project management.

Impact of SBD

While the newly appointed SBD is still formulating its initiatives, previous cohorts have already left a strong legacy, with projects that continue to add value:

- Knowledge Sharing Culture – Platforms for systematic knowledge transfer.
- Entertainment Calendar – Quarterly events enhancing morale and culture.
- Enhanced Onboarding – Structured, values-driven integration for new hires.
- Rawabi Health Program – Company-wide health and wellness initiatives.
- School Tuition Support – A now-permanent benefit supporting employee families.

These initiatives demonstrate that SBD is not symbolic, but a driver of tangible change.

Benefits at a Glance

- Nurtures future leaders and succession pipelines
- Boosts employee engagement and sense of belonging
- Infuses innovation and agility into governance
- Strengthens Rawabi's "Powered by People" culture

LONG-SERVING EMPLOYEES AT RAWABI

At Rawabi, our greatest strength has always been our people. Many of our colleagues have been with us for decades, a true testament to the culture of trust, respect, and growth that defines our organization. Their journeys embody what it means to be “Powered by People,” proving that sustainability is built not only on systems and processes but also on commitment, empowerment, and shared values.

The reflections of our long-serving employees reveal a common thread: Rawabi is more than just a workplace. For some, it has been the foundation of a lifelong career, from entry-level positions to senior leadership roles. For others, it has been a place where work-life balance, personal growth, and family life could thrive together. Their words highlight the opportunities for professional development, the spirit of inclusivity and diversity, and the unwavering support of leadership that have shaped their experiences.

From pioneering Saudi women who found empowerment and career paths when opportunities were scarce, to expatriates who have made Rawabi their second home, these stories showcase a culture that values people above all else. Employees speak of being trusted with responsibility, encouraged to innovate, mentored through challenges, and supported at every stage of their careers. The consistency of these themes across nationalities, genders, and roles reflects Rawabi’s deep commitment to building a sustainable organization where people can flourish.

The following testimonies, shared in their own words, celebrate the long service, dedication, and impact of our people. They stand as living proof that Rawabi’s progress and sustainability journey are truly powered by its people.





“Joining Rawabi more than a decade ago was one of the best decisions of my career. Working at Rawabi has allowed me to grow technically and personally within an environment that truly feels like family. Every day, I see how teamwork, safety, and mutual respect define our success. Rawabi invests in its people, provides stability, and recognizes those who go the extra mile, this is why so many of us choose to stay and keep giving our best.”

Hamdy Abdullah
Operations Director, Rawabi Contracting



“Looking back on my journey, I feel truly grateful. I began as a fresh graduate engineer with big dreams, started as a trainee technician, and later became an officer. Over the years, I progressed to engineer and eventually to QHSE Unit Head. Along the way, I was provided with opportunities to learn, advance, and contribute meaningfully, which enriched my growth both professionally and personally. What makes Rawabi exceptional is not only the career opportunities it provides, but also its genuine culture of caring for its people.”

Julius Sabangan
QHSE Unit Head, RISAL



“For sixteen years at Rawabi Contracting, I’ve witnessed a remarkable transformation driven by focused leadership and a culture built on discipline, integrity, and continuous improvement.

In Rawabi Contracting, every success feels personal, because we are not just observers of progress ... we are part of it.

I am proud of this journey, and proud to contribute to a workplace that listens, evolves, and empowers its people every step of the way.”

Saleh Towailib
Senior Human Capital Business Partner, Rawabi Contracting.



ACCOUNTABILITY

ETHICAL STANDARDS

INTEGRITY

LEADERSHIP
TRUST
RESILIENCE

OVERSIGHT
FAIRNESS

COMPLIANCE

TRANSPARENCY

3 GOOD HEALTH AND WELL-BEING

8 DECENT WORK AND ECONOMIC GROWTH

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

17 PARTNERSHIPS FOR THE GOALS



At Rawabi, we recognize that sound governance is the compass that guides sustainable growth. Globally, governance is increasingly acknowledged as the foundation of corporate credibility, ensuring that organizations act with integrity, transparency, and accountability.

In line with Saudi Vision 2030, strengthening governance is not just a compliance requirement but a pathway to building trust, fostering resilience, and enabling long-term success.

Our identified material topics for the Governance pillar include:

- Risk management practices and mitigation
- Ethical and transparent supply chain management, responsible sourcing, and ethical procurement
- Corporate governance and ethical practices framework
- Ethical business conduct and anti-corruption measures
- Regulatory compliance and adaptation

For this reporting cycle, we are presenting data on key governance indicators such as female representation on the Board, independent directors, number of Board committees, whistleblowing and anti-bribery cases reported, regulatory/legal cases related to corruption, employees trained in the Code of Conduct, and conflict-of-interest declarations. These measures reflect our dedication to accountability and fairness.

We are transparent in acknowledging that areas such as responsible procurement and ESG risk management are not yet embedded in our processes, and that certain data is not currently available at the desired level of detail. Rather than treating this as a limitation, we see it as a direction for growth. We have already initiated steps to formalize ESG risk management and enhance governance data systems, ensuring stronger reporting in the future.

Our journey is not about projecting perfection, but about building credibility, steadily, improving our systems, ensuring ethical consistency, and embedding governance practices that create lasting value for stakeholders. By focusing on substance over slogans, Rawabi is shaping governance that is both resilient and responsible.

SUSTAINABILITY COMMITTEE
(CONSTITUTED IN 2025 — DISCLOSED FOR GOVERNANCE CONTINUITY)

In 2025, Rawabi Holding formally constituted the board to strengthen group-wide ESG oversight and execution.

Although established after the close of this reporting period (FY2023–2024), we disclose it here to reflect governance enhancements already in place for the next cycle.

The Committee comprises:


Dr. Hanaa AlMoaibed


Noaf AlTurki


Farah AlGhamdi


Mandar Sathe (Secretary)

Reporting to the Rawabi Holding Board of Directors via Sustainability Committee Chairperson.

The Committee's remit includes:

ESG strategy and policy stewardship; materiality oversight; data quality and controls (GRI and IFRS S1/S2 readiness); integration of ESG risks into ERM; stakeholder engagement; and review of sustainability disclosures and assurance readiness across Rawabi Holding, Rawabi Energy, and Rawabi Contracting.

The Committee will meet quarterly and issues action tracking and progress updates to management and the Board.

HIGHLIGHTS OF THE CODE OF BUSINESS CONDUCT

Whistleblowing

Rawabi is committed to integrity, transparency, and accountability, and maintains a formal Whistleblowing Policy that enables employees and stakeholders to report suspected illegal, unethical, unsafe, or improper conduct without fear of retaliation. Whistleblowing concerns such as fraud, violations of law or policy, misuse of authority, or unsafe practices can be raised confidentially through designated channels, and all reports are reviewed promptly and fairly by the Compliance Committee. Rawabi strictly prohibits any form of retaliation and safeguards the identity of individuals who report concerns in good faith. Investigations are conducted objectively, actions are taken when violations are confirmed, and malicious or unfounded reporting is also addressed. The Policy reinforces a culture of speaking up and strengthens governance across Rawabi and its subsidiaries.

Anti-Harassment & Anti-Discrimination

Rawabi ensures a workplace grounded in dignity, respect, and equal opportunity by enforcing a zero-tolerance policy for harassment, discrimination, and abuse of authority. Employment decisions are based solely on merit, and any behavior verbal, physical, written, or visual that creates a hostile or offensive environment is strictly prohibited, including sexual harassment, bullying, intimidation, and stereotyping. Complaints are handled confidentially and impartially through the Compliance Committee using the Whistleblowing channels, and retaliation against individuals who report concerns in good faith is strictly forbidden. Violations may lead to disciplinary action up to termination, while malicious reporting is also addressed. By upholding these standards, Rawabi fosters a professional, inclusive, and respectful work environment across all entities.

Anti-Human Trafficking & Anti-Slavery Policy

Rawabi enforces a zero-tolerance commitment to human trafficking, forced labor, and modern slavery across its operations, supply chains, and partnerships. The Policy requires voluntary employment practices, lawful wages, transparent contracts, freedom of movement, and the use of ethical, licensed recruitment channels with no worker-paid fees or retention of identity documents. Suppliers and contractors must meet equivalent standards and cooperate with audits and investigations. Suspected violations must be reported through Whistleblowing channels and are handled confidentially with full protection against retaliation. Confirmed cases may result in disciplinary action, remediation for affected workers, and suspension or termination of supplier relationships, with full cooperation under Saudi Anti-Human Trafficking Law. The Policy is reviewed periodically to strengthen controls and uphold responsible labor practices.

Anti–Money Laundering (AML) Policy

Rawabi upholds a strict zero-tolerance approach to money laundering and terrorism financing, ensuring full compliance with Saudi regulatory requirements and global AML standards. The Policy mandates robust controls including risk-based assessments, customer due diligence, sanctions screening, transaction monitoring, proper recordkeeping, and immediate escalation of suspicious activities without tipping off involved parties. Employees and third parties must avoid any dealings with unverified entities, use only approved banking channels, and complete mandatory AML training. Violations may result in severe legal penalties, including imprisonment and fines, as well as internal disciplinary action. Through strong governance, audits, and continuous improvement, Rawabi protects its operations from being misused for illicit financial activities.

Confidentiality Policy

Rawabi safeguards all confidential information, technical, commercial, operational, financial, legal, HR, and IT/OT data to protect corporate performance, reputation, and stakeholder trust. This Policy applies to employees, contractors, and all affiliated parties who must access and share confidential information strictly on a need-to-know basis and only with authorized approval. Unauthorized disclosure, misuse, or removal of confidential materials is prohibited, and all individuals must comply with NDAs and report any suspected breaches immediately. Confidentiality obligations continue even after employment ends, and violations may lead to disciplinary action, contract termination, and legal consequences. The Policy supports compliance with Saudi law and ensures responsible information management across Rawabi's operations.

Worker Non-Compete & Conflict of Interest Declaration

Rawabi requires all employees in sensitive, managerial, or decision-making roles to avoid conflicts of interest and uphold lawful non-compete obligations to protect the company's legitimate business interests and confidential information. Employees must annually disclose any personal, financial, or relational interests that could improperly influence their duties and must update declarations within 14 days of any change. Conflicts such as financial ties to suppliers, outside employment with related entities, steering opportunities, or misuse of confidential information must be disclosed, and individuals must abstain from related decisions until reviewed by the Compliance Committee. Violations may lead to disciplinary action, contract cancellation, recovery of losses, and referral to authorities. The Policy ensures impartial decision-making, ethical conduct, and compliance with Saudi law.

Social Media Governance Policy

Rawabi regulates the use of social media to protect corporate reputation, confidential information, and stakeholder trust while enabling constructive online engagement. The Corporate Communications Department exclusively manages official accounts and approves all content, ensuring secure access, proper oversight, and compliance with Rawabi's Code of Business Conduct and information-security requirements. Employees must communicate responsibly, avoid posting confidential or inappropriate content, and refrain from representing the company without authorization. Improper online conduct such as defamation, data disclosure, or policy breaches may result in disciplinary or legal action. Concerns can be reported confidentially through Whistleblowing channels, and Rawabi provides ongoing awareness to ensure safe, compliant, and professional digital behavior across the organization.

Anti-Corruption & Anti-Bribery Policy

Rawabi enforces a zero-tolerance stance toward bribery and corruption, requiring all employees and third parties to conduct business ethically, transparently, and in full compliance with Saudi law and global standards. The Policy prohibits offering, giving, soliciting, or accepting any bribe, including facilitation payments, improper gifts, or preferential treatment, especially in dealings with public officials. Employees must maintain accurate records, conduct due diligence, escalate red flags, and report suspected violations confidentially through Whistleblowing channels without fear of retaliation. Violations may lead to termination, recovery of losses, contract cancellation, and legal action. Through strong internal controls, training, and continuous oversight, the Policy protects Rawabi against fraud, conflicts of interest, and reputational harm.

Information Technology (IT) Policy

Rawabi's IT Policy establishes secure and responsible use of digital systems, networks, data, and devices to protect information assets and ensure reliable operations across the organization. Employees must handle classified data appropriately, safeguard credentials, use approved platforms, and maintain professionalism in all digital communications. All systems are monitored for security and compliance, and employees must promptly report cyber incidents, phishing attempts, unauthorized access, or data loss. Remote access and third-party involvement require strict controls such as MFA, VPN, and approved devices. Violations may result in disciplinary action or loss of system privileges. The Policy reinforces Rawabi's commitment to cybersecurity, data protection, and operational resilience.

ESG RISK MANAGEMENT



Risk management at Rawabi is undergoing a pivotal transformation to include Environmental, Social, and Governance (ESG) dimensions as part of our strategic evolution. While traditional operational and financial risks have long been addressed through established enterprise risk protocols, the inclusion of ESG risks marks a necessary and timely expansion.

We acknowledge that, as of today, Rawabi has not yet established a formal ESG risk assessment framework across all subsidiaries.

However, we view this as an opportunity rather than a gap, an opportunity to integrate sustainability risks into decision-making, enhance resilience, and build long-term stakeholder trust.

Our current efforts are focused on developing a comprehensive ESG strategy that includes mapping and prioritizing material ESG risks, creating internal awareness, and gradually embedding these considerations into our risk governance processes.

To initiate this journey, we have identified a set of ESG risk categories that reflect the breadth of potential sustainability-related impacts and opportunities relevant to our business. These include:

ESG Risk Categories	Example
Climate Change	Physical risks (floods, heatwaves), transition risks (carbon regulations, carbon pricing)
GHG Emissions	Fines or exclusion from client supply chains due to high Scope 1, 2, 3 emissions
Resource Scarcity	Water shortage, raw material depletion
Pollution	Air, water, or soil contamination from operations
Waste Management	Improper handling of hazardous waste or construction debris
Biodiversity Impact	Damage to marine or terrestrial ecosystems (e.g., dredging, dewatering, infrastructure projects)
Environmental Non-Compliance	Penalties, shutdowns, reputational damage due to regulatory breaches (e.g., failure in EIAs, audits)
Energy Inefficiency	Higher operating costs, loss of competitiveness, poor ESG ratings
Product Lifecycle Impact	Lack of product carbon footprint or LCA (Life Cycle Assessment) transparency
Supply Chain Scope 3 Risk	Clients offboarding, if suppliers lack ESG controls
Climate Litigation	Legal exposure due to pollution, worker safety, or ecological damage
Occupational Health & Safety (HSE)	Workplace injuries, fatalities, contractor safety lapses
Labor Practices	Discrimination, forced labor, unpaid wages, poor working conditions (especially for migrant labor)
Community Relations	Resistance from local communities, poor grievance redressal, lack of engagement
Human Rights Violations	In supply chain or JV partners — e.g., confined space work, poor condition in labor camps

Lack of Diversity & Inclusion	Reputation damage, poor employee engagement, misalignment with global client values
Employee Well-being	Mental health issues, burnout, low morale due to lack of support or inclusion
Training Deficiencies	Poor upskilling, lack of ESG/HSE competency, accidents or non-compliance risks
Client Trust Erosion	Failure to meet client sustainability expectations (e.g., Aramco IKTVA or Scope 3 standards)
Contractor Management Risk	Subcontractors violating safety or ESG norms, leading to liability for Rawabi
ESG Skill Gaps	Leadership or workforce not ESG-trained → compliance & reputation risk
Ethical Violations	Bribery, corruption, conflicts of interest
Regulatory Non-Compliance	Failure to comply with ESG, HSE, or labor laws (local & international)
Board & ESG Governance Weakness	Lack of ESG oversight, unstructured reporting, absence of sustainability-linked KPIs
Data Inaccuracy or Greenwashing	Falsified ESG reports or unverifiable claims
Cybersecurity & Data Privacy	Breaches affecting client trust or ESG disclosures
Lack of Transparency	In ESG data, supplier ESG risks, carbon disclosures
Vendor ESG Violations	Contractors or suppliers violating ESG expectations of clients like Aramco, NEOM, SABIC
Inadequate Whistleblower Mechanisms	Ethical misconduct unreported or mismanaged
Executive Misalignment with ESG	Leadership not walking the talk → ESG initiatives fail or stall
ESG Ratings & Finance	Downgrades due to poor ESG practices, affecting green bond eligibility

These risk areas are not just theoretical; they have real implications for our operations, reputation, client relationships, and long-term financial performance. As such, we are initiating steps to integrate these risks into our Enterprise Risk Management (ERM) framework, in close alignment with our developing ESG strategy.

In the coming year, we plan to:

- Conduct ESG risk assessments across key subsidiaries and projects.
- Develop mitigation strategies linked to our material topics.
- Establish cross-functional accountability mechanisms.
- Enhance our ESG data systems to support risk tracking and early warning.

We are committed to reporting progress transparently, including challenges, constraints, and next steps. Our intention is not to present a picture of perfection, but one of commitment, awareness, and action.

RESPONSIBLE PROCUREMENT AND ETHICAL SUPPLY CHAIN MANAGEMENT

At Rawabi, we recognize that our sustainability impact extends far beyond our direct operations, reaching deep into our supply chains, vendor partnerships, and sourcing practices. As a diversified group serving critical sectors like energy, contracting, manufacturing, and industrial services, the integrity and sustainability of our supply chain are increasingly vital to long-term value creation.

Today, our procurement assessments primarily focus on product / service quality, pricing, and delivery performance. While we include basic contractual clauses related to business ethics and anti-corruption, we currently do not have a structured process to assess vendors on environmental or broader social criteria. ESG considerations, such as supplier emissions, labor practices, human rights, community impact, or diversity, are not yet integrated into our vendor selection or monitoring frameworks.

We acknowledge this gap with complete transparency. It reflects both the early stage of ESG maturity in our procurement function and the industry norm in some of our operating regions. However, we view this as a clear opportunity for responsible transformation.

As part of our evolving ESG strategy, we are initiating the groundwork for a more holistic and ethical approach to procurement and supplier engagement. This includes:

Mapping critical suppliers and categorizing ESG risk exposure based on geography, industry, and product criticality.

Collaborating with key vendors to raise ESG awareness and co-develop improvement plans, especially for high-impact categories.

Defining supplier ESG assessment criteria, including environmental compliance, labor conditions, emissions practices, health & safety, and community engagement.

Strengthening contract clauses and onboarding documentation to include ESG expectations and grievance mechanisms.

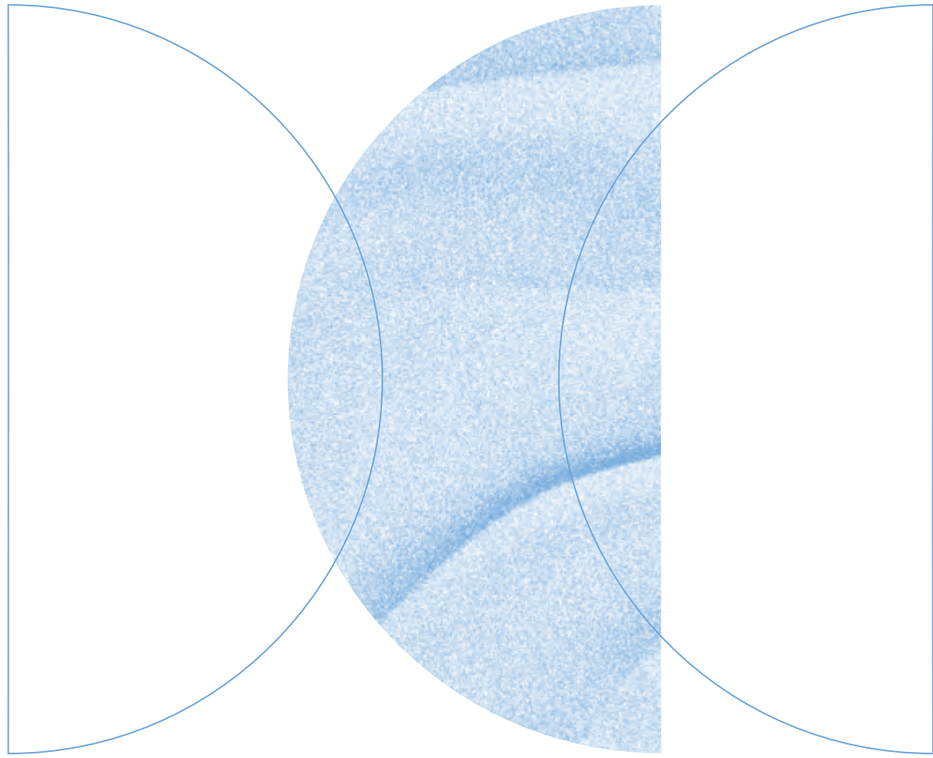
Aligning with global frameworks such as ISO 20400 (Sustainable Procurement), the UN Global Compact principles, and client-specific supply chain expectations.

We also aim to build internal procurement capacity through training and digitalization, enabling better tracking of supplier ESG performance over time.

We understand that moving toward responsible procurement will take time, and while it cannot be a quick shift, we are committed to this journey. We do not claim that our supply chain is fully sustainable today.

But we are committed to making steady progress, fostering accountability, and building partnerships based on trust, transparency, and shared responsibility.

Through this process, we hope to reduce ESG risks, support our clients' Scope 3 goals, and ensure that the value we create as Rawabi is rooted in ethical and sustainable foundations.



WAY FORWARD

Building on this report and our Sustainability Policy, Rawabi Contracting will move from foundational practices to disciplined, enterprise-wide execution.



In the next cycle we will: strengthen GHG accounting by expanding activity-based data capture across marine, oilfield, and safety operations; enhance governance through the Sustainability Department and our hub-and-spoke Champion network; and embed ESG risk into enterprise risk management so that climate, safety, ethics, cybersecurity, and supply-chain issues are anticipated and managed proactively.

Operationally, we will scale resource efficiency and circular-economy initiatives (including proven waste-recovery pilots in RVOS), improve energy performance of fleets and facilities, and formalize responsible procurement, progressively integrating environmental, labor, and integrity criteria into vendor onboarding and contracts.

Externally, we will deepen stakeholder engagement with clients, employees, suppliers, regulators, and communities through structured dialogues, transparent disclosures, and collaboration aligned to Saudi Vision 2030 and leading standards (e.g., GRI and IFRS S1/S2).

Our future reports will broaden subsidiary coverage, raise data quality, set clearer targets, and track outcomes on the material topics identified in this cycle demonstrating measurable progress, not just intent.

We welcome feedback and partnership to accelerate this journey. For suggestions, inquiries, or collaboration opportunities, please contact sustainability@rawabiholding.com



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