RAWABI

RAWABI HOLDING SUSTAINABILITY REPORT

2023 - 2024



روابي القابضة
RAWABI HOLDING

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ABOUT THIS REPORT

This is the first Group-level Sustainability Report of Rawabi Holding, reflecting our commitment to operating responsibly, creating long-term stakeholder value, and contributing meaningfully to the Kingdom's sustainable future. It builds upon the ESG momentum initiated by Rawabi Energy's 2021–2022 standalone report the Group's first published ESG disclosure which marked the beginning of our structured journey toward sustainability.

This 2025 year onwards, we are publishing 3 Sustainability Reports under the Rawabi umbrella:

1. **Rawabi Holding (this report)**
2. **Rawabi Energy**
3. **Rawabi Contracting**

Published on a voluntary and proactive basis, this report serves as a strategic continuation and expansion of that journey, reinforcing our alignment with Saudi Vision 2030, our clients' ESG expectations, and global best practices.
It underscores our intent to broaden the scope of ESG integration across Rawabi's diverse businesses.

This report highlights Rawabi's current sustainability efforts, key improvement areas, and the framework we are building to monitor and manage our economic, environmental, and social impacts more effectively. We understand that sustainability is a journey and this Group-level report marks the next significant chapter in our evolution toward becoming a resilient, future-ready,and responsible organization.

We welcome feedback from our readers and stakeholders as we continue to enhance our sustainability performance and disclosures in the years ahead.



In this report we are considering ESG Performance for:

Rawabi Holding Tower
Located in the heart of Khobar, Rawabi Holding Tower houses the Group's corporate headquarters. It serves as the operational hub for Rawabi Holding, Rawabi Energy, and other subsidiaries—hosting corporate shared services functions, strategy teams, and operational leadership across the Group.

Rawabi Electric (RE)
Rawabi Electric (RE), a subsidiary of Rawabi Holding, has been delivering innovative energy solutions since 1984. Catering to various industries, RE provides tailored services to meet client needs, ensuring lasting impressions. Core values like safety, quality, and innovation come standard. All RE products are crafted with German excellence. Its manufacturing facility undergoes continuous audits, testing, and certification by Netherlands Dekra (Kema) and US UL.

Through Rawabi Electric, we bring the innovations of tomorrow to our clients' doorstep today.
We strive to create value for stakeholders by offering innovative power and automation solutions that enrich the quality of life in the communities we serve, energizing the nation and region forward.

Power Systems
Automation and Control Systems
Metal Work and Finish
Pre-fabricated Buildings and Steel Structures
Cold Store Products
Services and Support

Rawabi Integrated Gas (RIG)
Rawabi Integrated Gas Co. (RIG) is a leading agent and distributor in Saudi Arabia's industrial sector, representing a wide range of internationally renowned manufacturers.

We are setting up dedicated distribution points across major cities and specialized refrigeration and ammonia filling stations to improve our service and broaden our customer segments.
By providing a wide range of services, from refrigerant gases and welding machines to specialty gases, we are the partner of choice for thriving local and international manufacturers.

Industrial Gases
Speciality Gases
Refrigerants
Ammonia
Welding Solutions

RIG operates multiple distribution centers across Dammam, Khobar, Riyadh, Jubail, and Bahrain, and has invested over SAR 200million in automated production, real-time labeling systems, and state-of-the-art labs.
RIG is ISO 9001:2015, ISO 14001:2015, and ISO 45001:2018 certified, reflecting its high standards in quality, safety, and environmental management.

MESSAGE FROM THE CHAIRMAN



At Rawabi Holding, our journey has always been rooted in the belief that growth and responsibility must go hand in hand.
As a diversified industrial group contributing to the Kingdom's economic development for over four decades, we recognize that our role extends far beyond business performance it reaches into the social, environmental, and ethical fabric of our nation.

This inaugural Group-level Sustainability Report reflects a proactive step toward integrating sustainability into the core of our long-term strategy.

While Rawabi Energy previously set a meaningful precedent with its **2021–2022** standalone sustainability report, this marks the launch of our multi-sector ESG performance at the Rawabi Holding level.

We view this not merely as a reporting exercise, but as a commitment to transparency and an expression of our accountability to our stakeholders, our communities, and future generations.

Guided by the principles of resilience, responsible leadership, and transparency, we are proud to align our collective efforts with the Kingdom of Saudi Arabia's Vision 2030 which calls upon all organizations to act with greater sustainability, innovation, and societal impact.

As Chairman, I reaffirm our Board's full commitment to embedding sustainability as a strategic pillar of governance, risk management, and long-term value creation. This report is not the culmination, it is the beginning of a broader, deeper, and more inclusive journey. Together, we will shape a future that is not only prosperous, but also ethical, inclusive, and sustainable.

Abdulaziz AlTurki
Chairman

MESSAGE FROM THE VICE CHAIRMAN & GROUP CEO



It is with great pride that we present Rawabi Holding's first Group-wide Sustainability Report, developed voluntarily and utilizing key indicators from the Global Reporting Initiative (GRI) Standards. This milestone builds upon the earlier disclosure published by Rawabi Energy for the 2021–2022 cycle, which served as the first ESG communication under the Rawabi brand.

With this current report, we are now broadening our scope, consolidating ESG insights across key subsidiaries, and laying the foundation for a unified, strategic sustainability pathway.
Our goal is to evolve from isolated reporting efforts to a fully integrated ESG management system embedded into our governance, operations, and partnerships.

Across our diverse portfolio from contracting and industrial services to energy, and marine sectors we understand that our environmental and social footprint must be measured, managed, and continuously improved. While this report reflects an early stage in our Group-level ESG journey, it clearly signals our strategic intent to progress rapidly and responsibly.

We are committed to continuously reviewing and strengthening our governance structures, which we established over twenty years ago, to reflect our ESG efforts, identifying data baselines, and building internal awareness across functions and subsidiaries. Sustainability is an integral part of how we operate, make decisions, and serve our clients, and we aim to streamline our sustainable operations across the Group, to reach our collective goal of excellence well beyond compliance.

Looking ahead, we will scale our initiatives, improve data maturity, and enhance our reporting capabilities with a long-term view of aligning with leading global frameworks such as IFRS S1 & S2, CDP, and the Saudi Green Initiative. These steps will strengthen our resilience, enhance transparency, and position Rawabi as a preferred partner and employer in a rapidly evolving business landscape.

I extend my deepest gratitude to all teams who contributed to this report and reaffirm our leadership's unwavering commitment to driving sustainability across Rawabi Holding in the years ahead.

Othman Ibrahim
Vice Chairman & Group CEO

Interview with the Deputy Chief Executive Officer – Operations, Rawabi Holding



Noaf AlTurki
Deputy Chief Executive Officer – Operations

Q1: What does sustainability mean to Rawabi Holding?

Sustainability at Rawabi is not a peripheral program it's a core principle guiding how we operate, innovate, and create long-term value. It means being responsible stewards of the environment, supporting our people, strengthening communities, and building a business that thrives not just today, but for generations to come.

Q2: While this is the first Group-level report, Rawabi Energy published one earlier. How do you see this moment?

That's right, Rawabi Energy's 2021–2022 Sustainability Report was our first formal disclosure under the Rawabi umbrella. This Group-level report is a continuation of that journey, expanding the scope to include multiple subsidiaries and functions. It's a sign of growing maturity, from isolated ESG efforts to a more structured, unified approach across Holding.

Q3: Why did you choose to use GRI indicators for this report?

While this is not a GRI-aligned or assured report, we've intentionally used indicators from the GRI framework because it is globally recognized, stakeholder-centric, and adaptable. It provides us with a credible structure to begin reporting in a way that is meaningful yet manageable. Over time, we plan to expand our alignment to include other global frameworks like IFRS S1 & S2 and TCFD.

Q4: What were some of the challenges in preparing this Group-wide report?

The biggest challenge was consistency in ESG data across our diverse subsidiaries.
Different entities are at varying stages of maturity in terms of data systems, awareness, and KPIs. But that challenge became a valuable diagnostic, it showed us where to focus capacity-building and governance improvements going forward.

Q5: What kind of support did you receive from Rawabi leadership?

Complete and unwavering support. From our Board-level ESG Committee to our Chairman and Vice Chairman & Group CEO, the tone at the top is very clear sustainability is a strategic imperative. That conviction gave our team the confidence to move forward, even where data systems were not yet perfect. Their trust has truly accelerated our momentum.

Q6: What are some of the "quick wins" you've identified going forward?

We're focusing on three high-impact, low-cost areas:

- Structuring our ESG data governance system,
- Enhancing internal awareness and training,
- Launching Group-wide emissions and energy tracking.
- These are pragmatic steps with visible results that will boost both credibility and culture.

Q7: Are there areas where Rawabi already excels in sustainability?

Absolutely. We have a strong safety culture, deep alignment with national goals like workforce localization, and long-standing community involvement. What's changing is how we frame and report these efforts connecting them to ESG terminology, metrics, and external expectations.

Q8: What are the next steps in Rawabi's sustainability journey?

We aim to publish more structured and data-rich reports, expand Scope 1, 2, and 3 emissions tracking, embed ESG into procurement, and elevate the ESG maturity of all business units. Our north star is making sustainability an integral part of decision-making and risk management.

Q9: How will Rawabi's clients benefit from this sustainability focus?

In two key ways:
1. First, they gain a partner who aligns with their ESG priorities particularly important for Scope 3 emissions and value chain due diligence.
2. Second, they benefit from working with an organization that is ethical, resilient, and future-ready. That builds trust and strengthens long-term partnerships.

Q10: Final message to the Rawabi family and stakeholders?

This report is not a retrospective celebration, it's a forward-looking commitment.
Sustainability is not the responsibility of one team, it's a shared culture we are building across Rawabi. Together, every role and every decision will contribute to a future that is greener, stronger, and more meaningful.

OUR SUSTAINABILITY COMMITMENTS:



Safety

Talent

Equity

Training

Community

Innovation

Environment

Governance

OUR SUSTAINABILITY COMMITMENTS:

61+
Nationalities Across our Group-Wide Workforce

150+
Annual Programs Beneficiaries

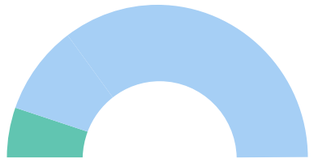
40+ Years
Of Contracting & Industrial Excellence

1500+
Food Baskets during Ramadan Supplies Campaign

Since 2012
Shadow Board of Directors

300+
Blood Donation Beneficiaries

Local Content Score



7%
RIG In 2023

1
Assembly Line Operated by a Saudi Female Employees
Rawabi Electric

RAWABI AT A GLANCE

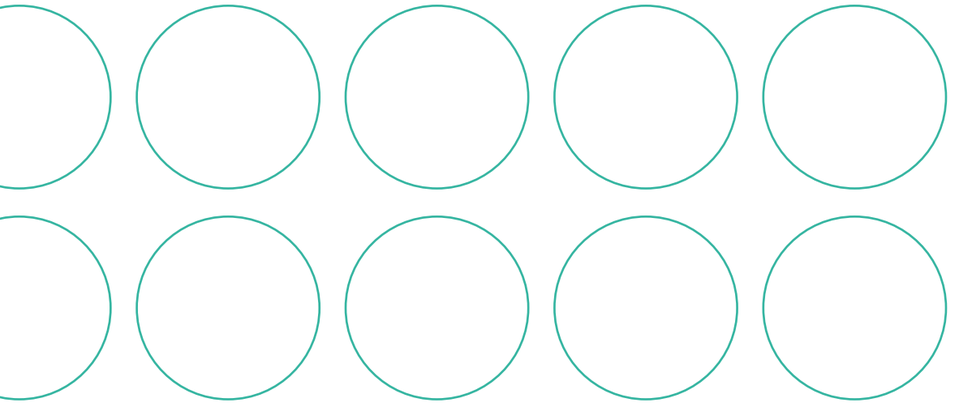
Established in Saudi Arabia, Rawabi Holding is a leading conglomerate, offering unparalleled services to diverse sectors such as Energy, Contracting and Industrial Services, and more.

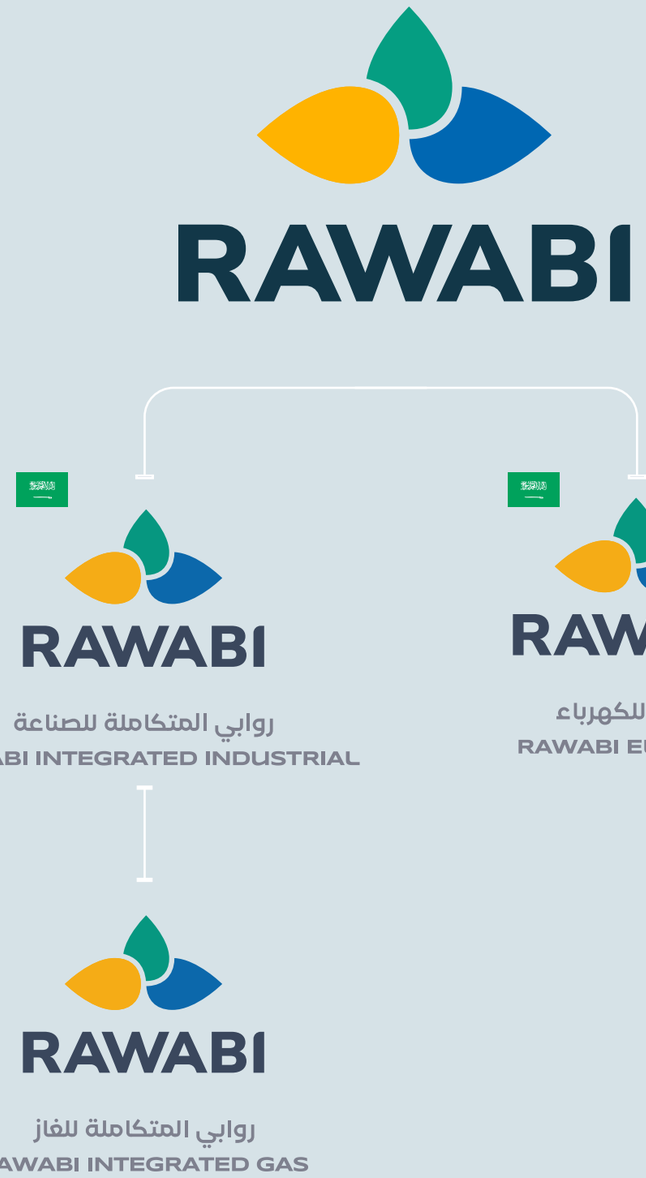
With a track record of sustained growth over decades, we are unwavering in our pursuit of excellence. Our dedicated team, driven by passion and commitment, leaves a lasting and positive impact across all that we undertake.

Rawabi Holding is on a mission to create positive value and impact across industries and communities through technical excellence, empowered people, and progressive thinking.
Under the Rawabi umbrella, we are advancing sustainable growth, operational excellence, and stakeholder value creation all rooted in our people-first culture, forward-thinking strategy, and alignment with Vision 2030.

Strategic Synergy Across the Group
The combined strength of Rawabi Energy, Rawabi Contracting, Rawabi Holding offers an integrated, end-to-end value proposition in energy, industrial, and contracting services. Each entity complements the others through specialized expertise, geographically prudent operations, and shared core values like safety, quality, reliability, and innovation.

Below is a visual diagram capturing the organizational structure, subsidiary lineup, and ownership stakes, designed to help stakeholders understand our ESG footprint, shared services model, and strategic alignment as we prepare our group-level sustainability disclosures.





ENERGY SERVICES

- Rawabi Energy
- Rawabi Archer
- Rawabi CETCO
- Rawabi Oil & Gas
- Rawabi Pason
- Rawabi Schulte
- Rawabi Sapura
- Rawabi Wildcat
- Rawabi Geolog
- Rawabi United Safety Services
- Rawabi Vaillianz Offshore Services
- United Safety Services
- Vaillianz Holdings Limited

CONTRACTING SERVICES

- Rawabi Contracting
- Rawabi Specialized Contracting
- Rawabi BUTEC
- Rawabi Foundation
- Rawabi Industrial Services Company (RISAL)

INDUSTRIAL SERVICES

- Rawabi Integrated Gas
- Rawabi Electric

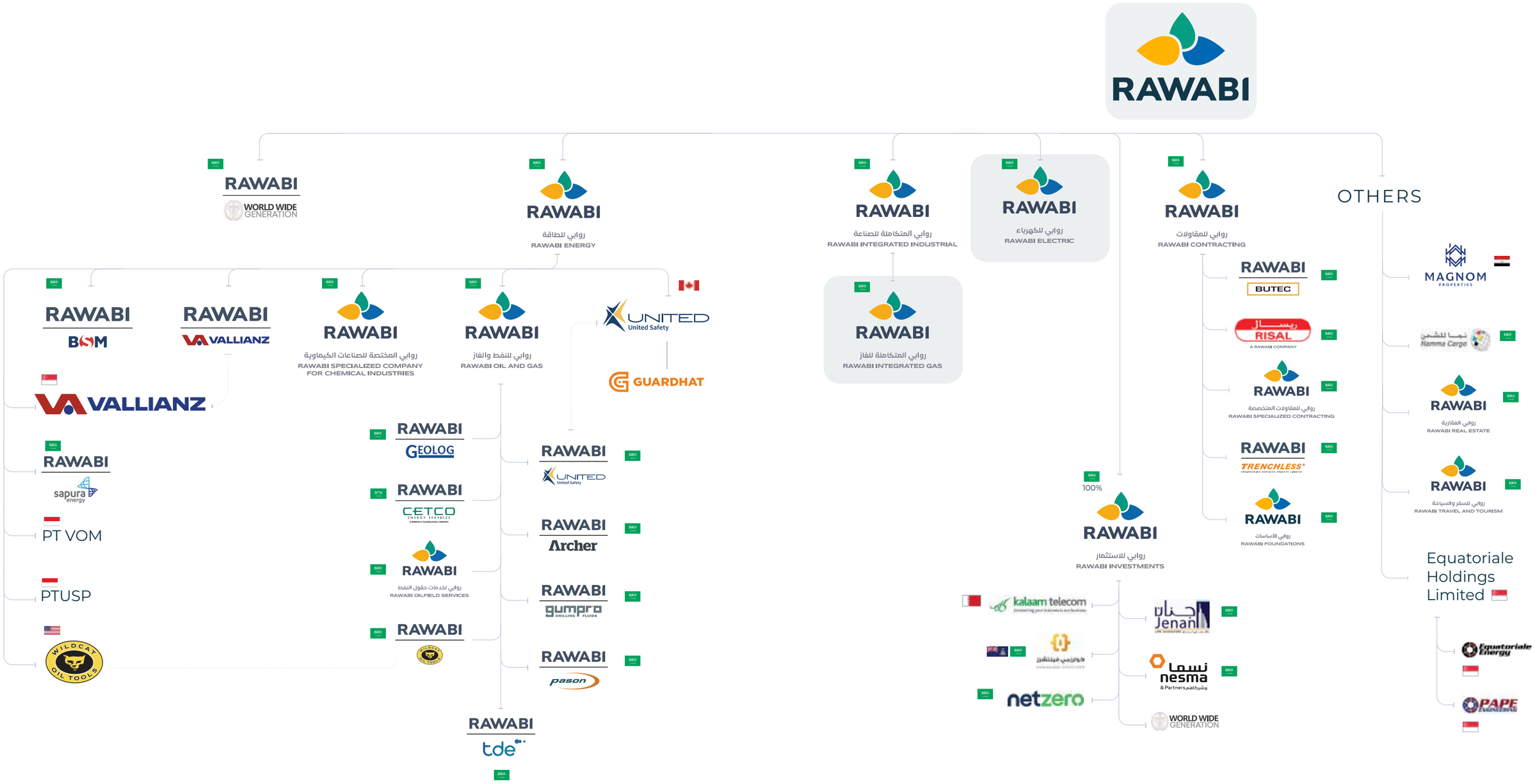
OTHER SERVICES

- Rawabi Investments
- Magnom Properties
- Rawabi World Wide Generation

RAWABI'S HIGH LEVEL STRUCTURE



RAWABI AT GLANCE



Note:
This organizational chart is presented for illustrative purposes only to reflect the overall structure of Rawabi Holding 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 BUTEC
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



INDUSTRY LEADERSHIP

RAWABI HOLDING

Best CSR Performance Award from Wali in 2024
Top 50 Saudi CSR brands from Forbes Middle East
Silver CSR Award from the MHRSD.

RAWABI ELECTRIC

ATEX Certification
Product assembly line fully operated by Saudi Females

هيئة المحتوى المحلي والمشتريات الحكومية
Local Content & Government Procurement Authority

LOCAL CONTENT SCORE

IKTVA Score	BENA Score
48%	28%

RAWABI INTEGRATED GAS

Best Employer Award from PIF in 2023
Local Content Score 7% in 2023

CERTIFICATIONS

ATEX Certification
Rawabi Electric

ISO 9001 : 2015 — RAWABI | RAWABI روابي للكهرباء RAWABI ELECTRIC | RAWABI روابي المتكاملة للغاز RAWABI INTEGRATED GAS

ISO 14001 : 2015 — RAWABI | RAWABI روابي للكهرباء RAWABI ELECTRIC | RAWABI روابي المتكاملة للغاز RAWABI INTEGRATED GAS

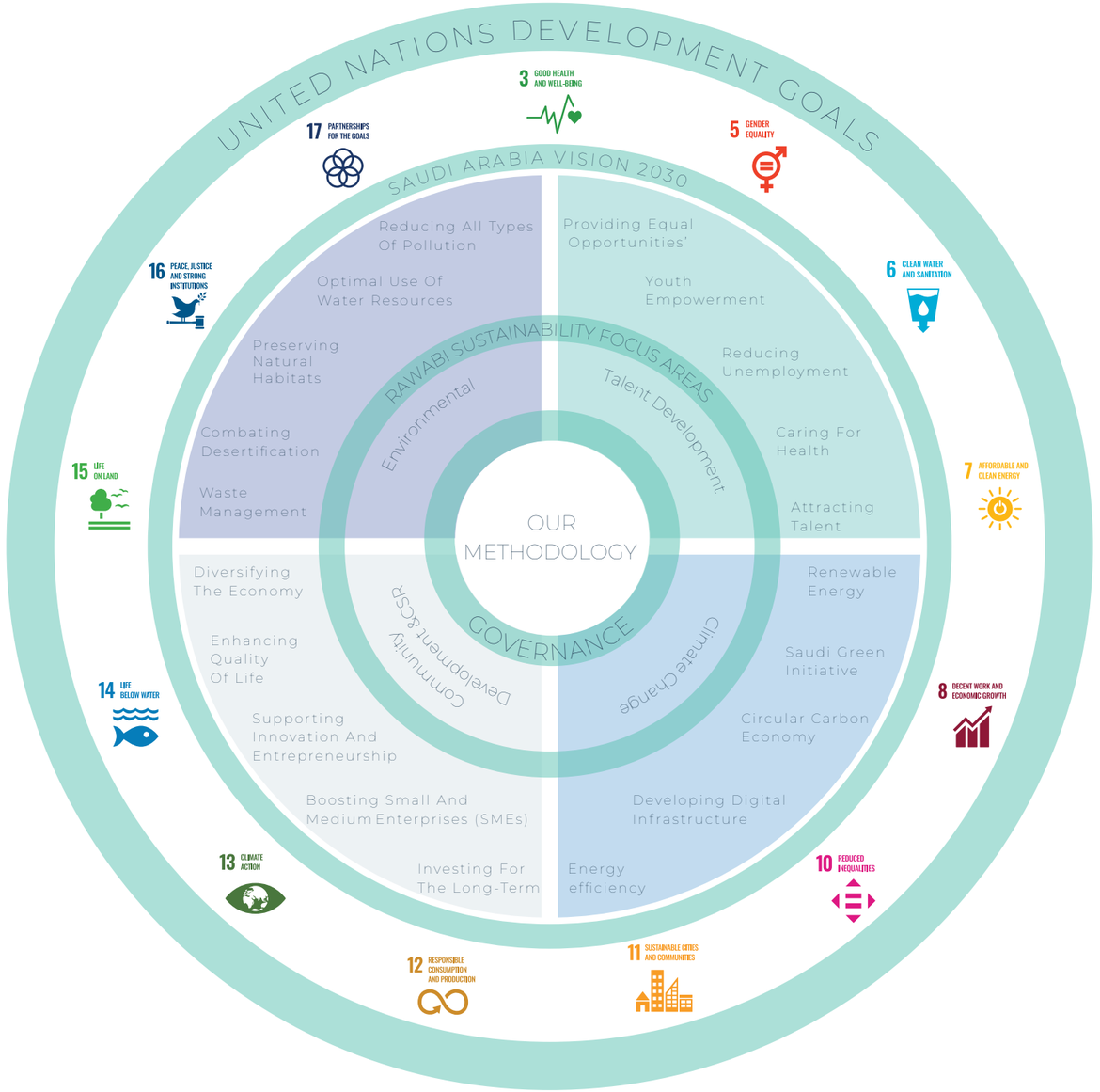
ISO 45001 : 2018 — RAWABI | RAWABI روابي للكهرباء RAWABI ELECTRIC | RAWABI روابي المتكاملة للغاز RAWABI INTEGRATED GAS

ISO 50001 : 2018 — RAWABI

ISO 27001 : 2013 — RAWABI

ISO 80079-34 — RAWABI روابي للكهرباء RAWABI ELECTRIC

SUSTAINABILITY AT RAWABI HOLDING



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.

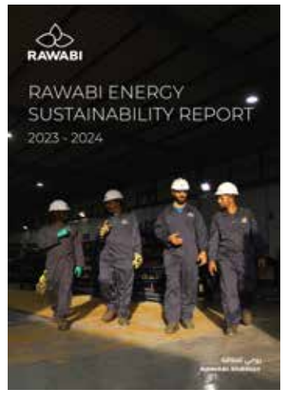
> “THE CREATION OF A STANDALONE SUSTAINABILITY DEPARTMENT MARKS A SIGNIFICANT MILESTONE IN ELEVATING SUSTAINABILITY FROM A SUPPORT ACTIVITY TO A CORE BUSINESS DRIVER”

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.

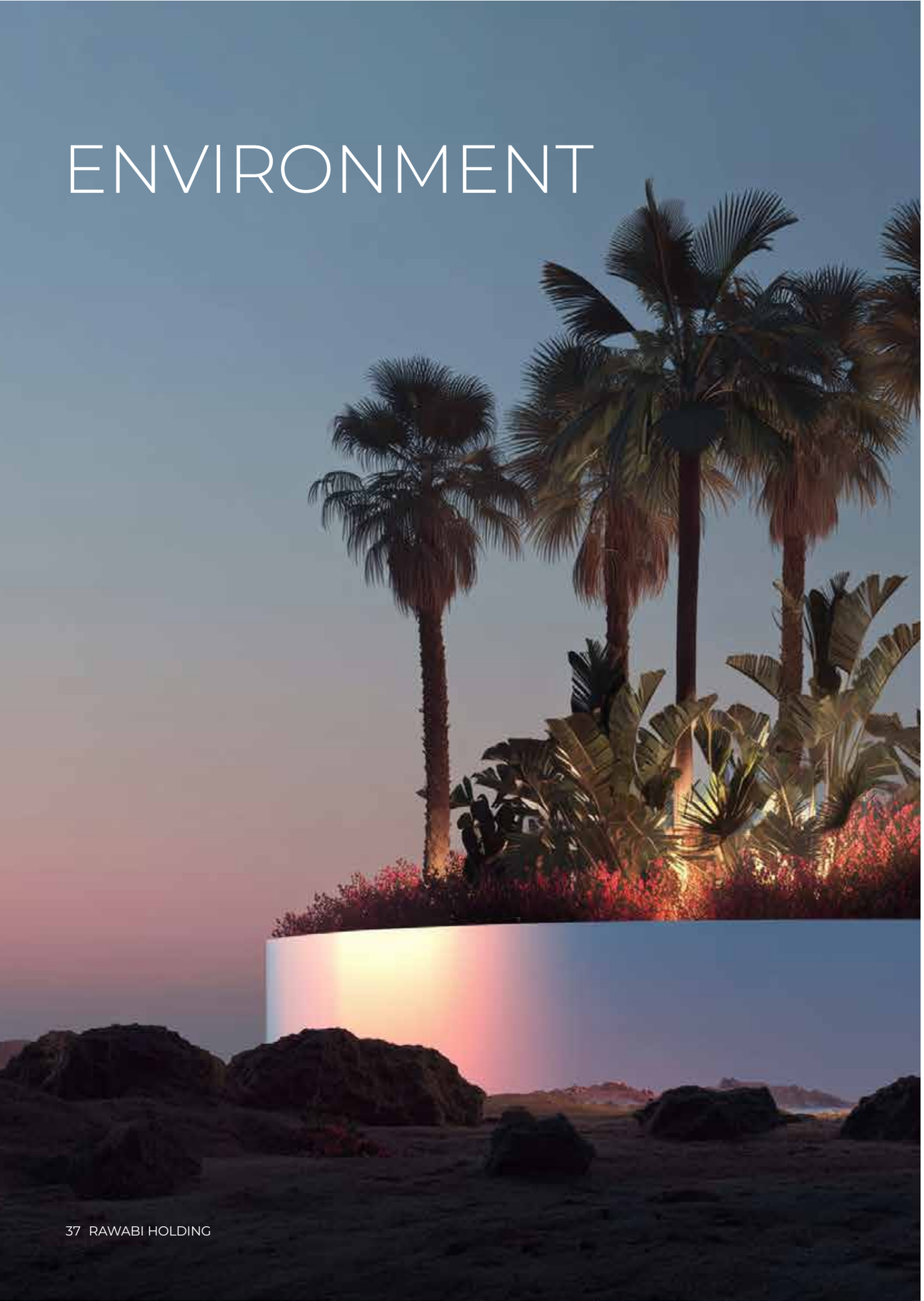
Variations observed across certain environmental and social indicators during these years including both improvements and declines, are therefore not attributed to specific sustainability initiatives. Instead, they primarily reflect underlying operational factors such as changes in business activity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

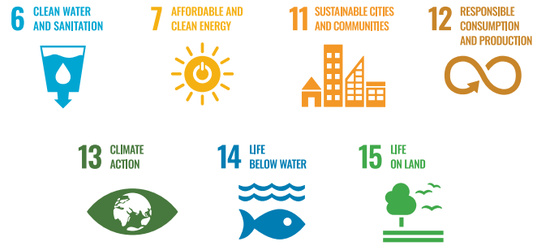
Where improvements are observed in certain indicators between 2023 and 2024, these are considered outcomes of operational variability rather than deliberate sustainability interventions, and are therefore not claimed as managed performance improvements. Similarly, increases or declines during the baseline 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
TOMORROW
CLEANER TODAY
RESPONSIBILITY
ACTION
PROGRESS
CARE



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.

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.

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. We also recognize that sustainability awareness across our organization is still developing.

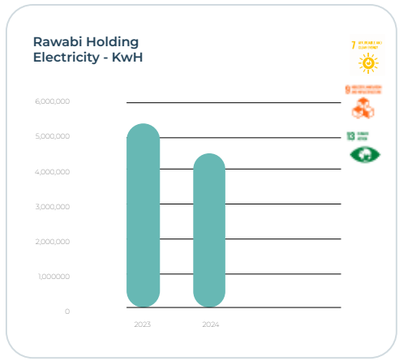
To address this, Rawabi has initiated dedicated awareness and training sessions to embed a culture of shared responsibility among employees.

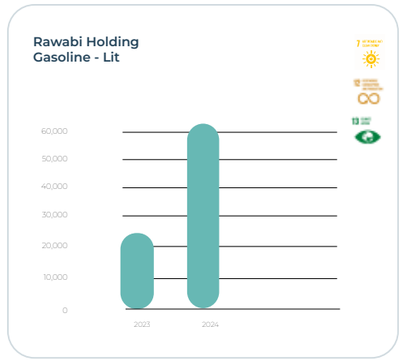
Data gaps remain, and our 2024 figures are still under validation, but we have already begun implementing new processes and systems to capture more precise, consumption-based information. These efforts represent a conscious commitment to build an environmental management framework that will withstand the expectations of global best practices and evolving stakeholder requirements.

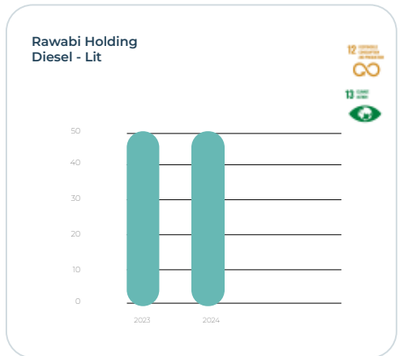


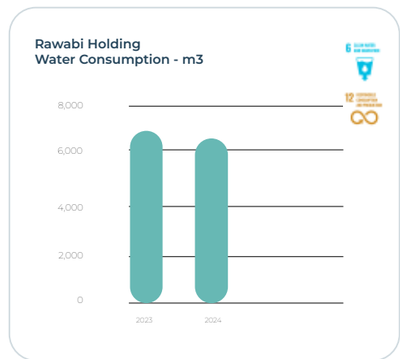
RAWABI HOLDING TOWER

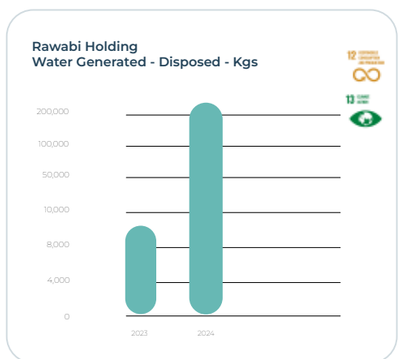
INDICATOR	UNIT	2023	2024
Electricity	KwH	5,257,601	4,404,583
Gasoline	Lit	25,817	61,009
Diesel	Lit	50	50
Water Consumption	m^3	6,962	6,173
Waste Generated	Kgs	9,800	279,690
Waste Disposed	Kgs	9,800	279,690





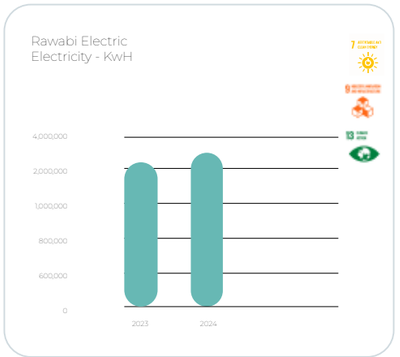


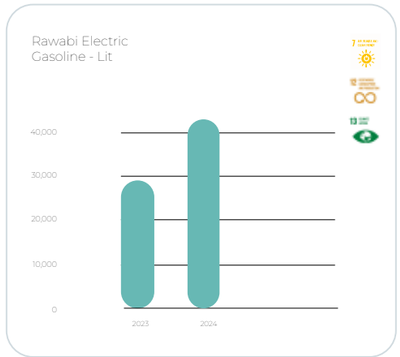


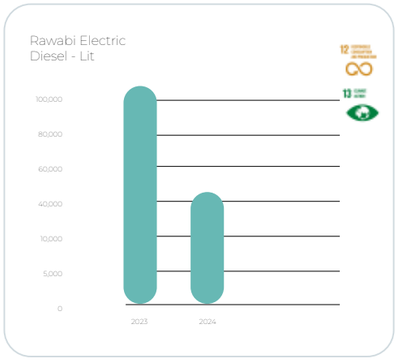


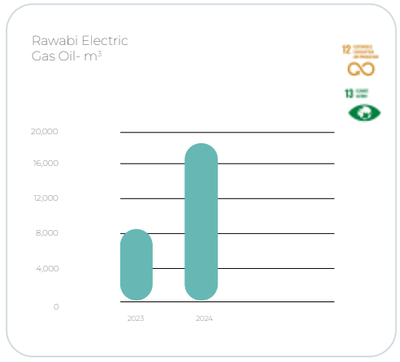
RAWABI ELECTRIC

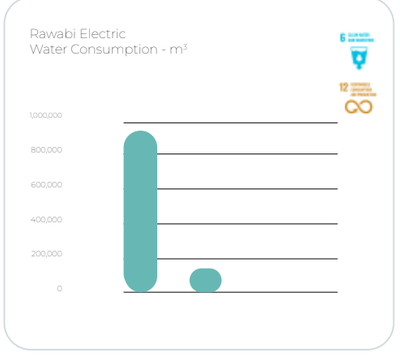
INDICATOR	UNIT	2023	2024
Electricity	KwH	2,170,320	2,497,783
Gasoline	Lit	29,167	43,028
Diesel	Lit	134,988	46,220
Gas Oil	m3	8,000	18,720
Water Consumption	m3	947,215	15,772
Waste Generated	Kgs	322,610	333

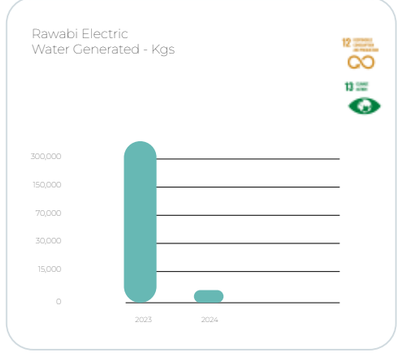






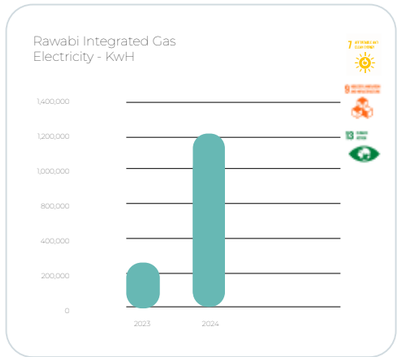


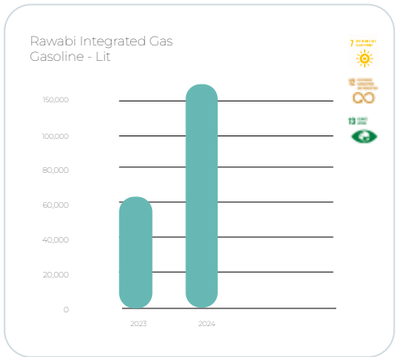


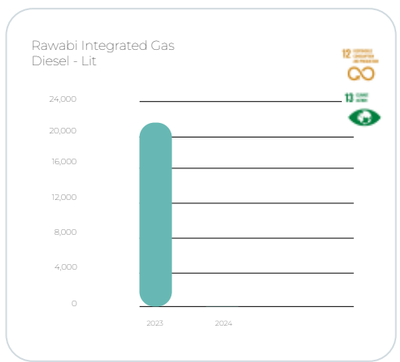


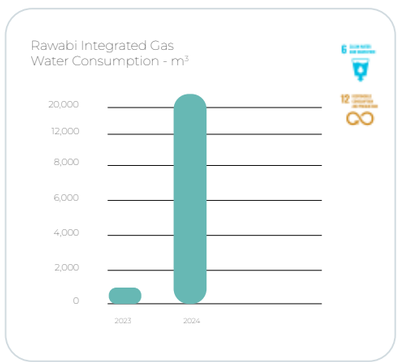
RAWABI INTEGRATED GAS

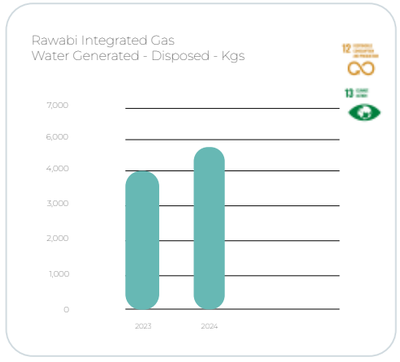
INDICATOR	UNIT	2023	2024
Electricity	KwH	247,757	1,217,281
Gasoline	Lit	61,342	151,521
Diesel	Lit	21,742	0
Water Consumption	m3	421	20,174
Waste Generated	Kgs	4,000	5,900
Waste Disposed	Kgs	4,000	5,900





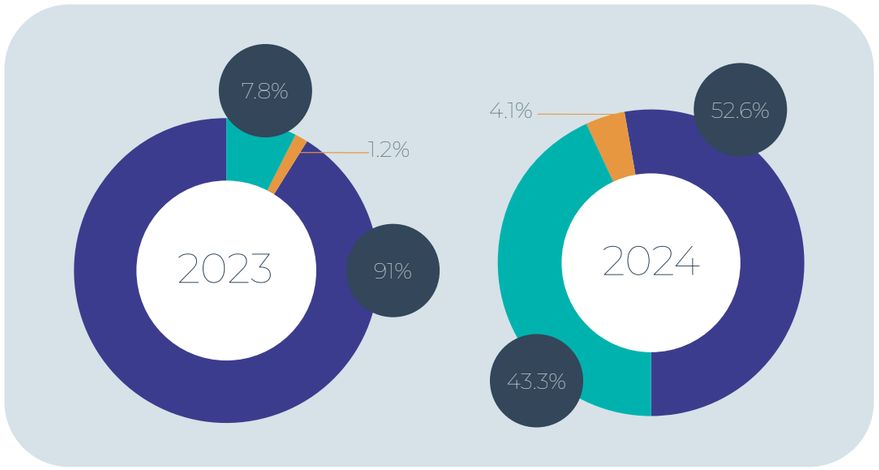






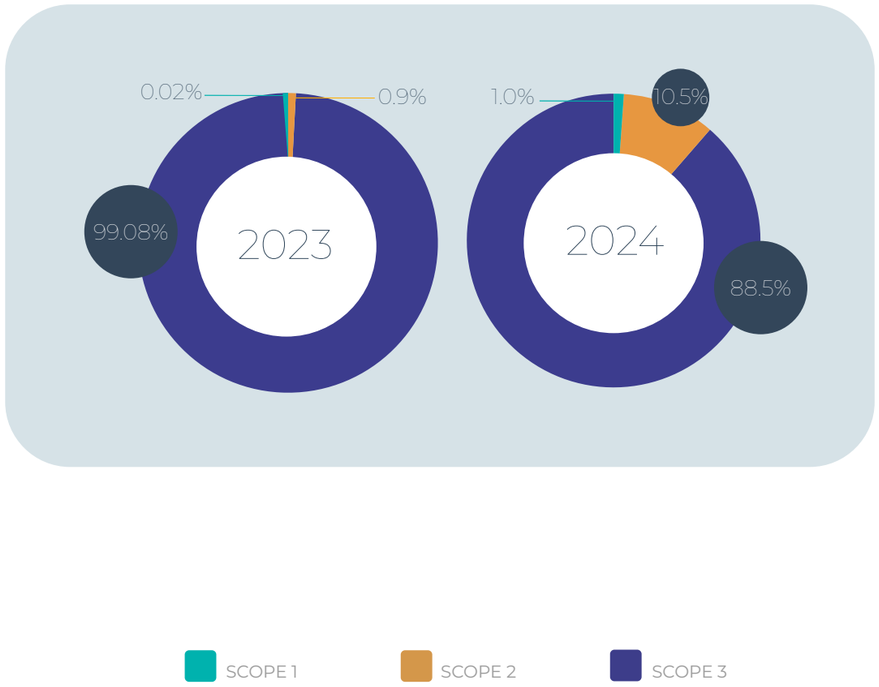
RAWABI HOLDING

TCO2E	scope 1	scope 2	scope 3	TOTAL
2023	23,755	3,528	279,222	306,505
2024	52,461	4,994	63,625	121,080



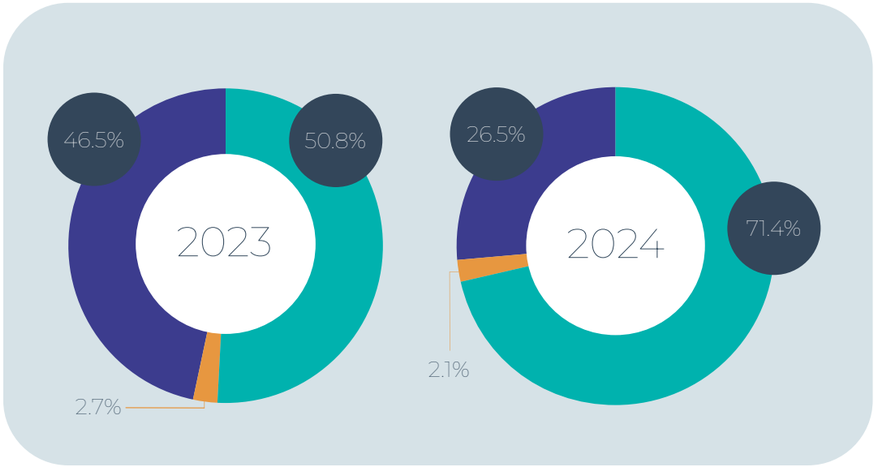
RAWABI HOLDING TOWER

TCO2E	scope 1	scope 2	scope 3	TOTAL
2023	47	2,269	250,224	252,540
2024	289	2,708	22,928	25,926



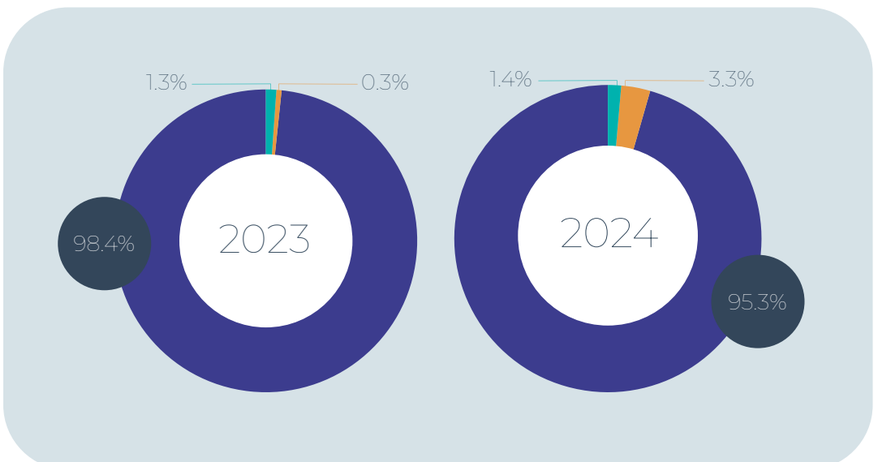
RAWABI ELECTRIC

TCO2E	scope 1	scope 2	scope 3	TOTAL
2023	23,608	1,233	21,587	46,428
2024	51,854	1,536	19,123	72,513



RAWABI INTEGRATED GAS (RIG)

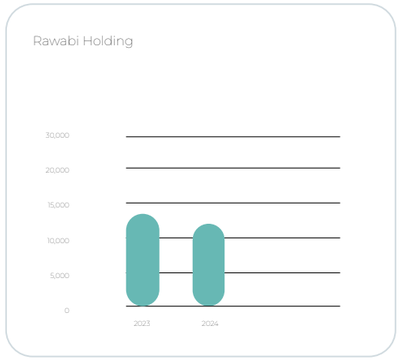
TCO2E	scope 1	scope 2	scope 3	TOTAL
2023	100	26	7,411	7,537
2024	318	749	21,574	22,641

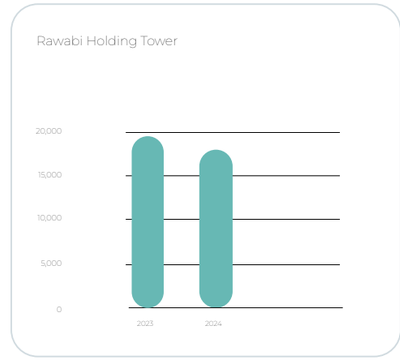


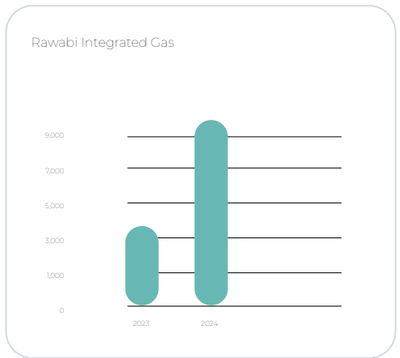
SCOPE 1 SCOPE 2 SCOPE 3

ENERGY CONSUMPTION IN GJ

INDICATOR	2023	2024
Rawabi Holding	13,579	12,024
Rawabi Holding Tower	19,755	17,811
Rawabi Integrated Gas	3,633	9,231







Rawabi Electric Company
Transformation Driving Growth and Excellence

Rawabi Electric Company has successfully completed a comprehensive renovation that has redefined its operational standards, employee experience, and corporate image. This transformation reflects our unwavering commitment to safety, compliance, innovation, and sustainable growth.

Key Achievements Post-Renovation

Lean Management Implementation
Streamlined processes and optimized workflows have significantly improved efficiency and reduced waste, ensuring operational excellence.

Employee Morale & Productivity
A modern, comfortable work environment has boosted employee morale, resulting in noticeablegrowth in production volume.

Safety & Compliance Enhancements
Emergency exit pathways and escape routes cleared of obstacles, fully compliant with regulatory requirements.
Emergency equipment upgraded to meet all legal and regulatory standards.
Facilities prepared for external ISO audits and sustained compliance.

Improved Work Environment & Welfare Facilities
Upgraded first aid stations, prayer rooms, dining areas, and washrooms to ensure health and hygiene.
Enhanced welfare amenities to meet the highest standards for employee well-being.

Operational Efficiency & Awareness
New markings and signage installed for better awareness and operational efficiency.
Observed operational efficiency growth of over 50%, directly contributing to revenue increase.

Business Growth & Market Expansion
Significant revenue growth achieved by attracting major corporate and public sector clients.
Strategic collaborations established with global manufacturing leaders such as Topmost China, Det-Tronics USA, and Westinghouse.
Drastic increase in customer databases and RFQs, strengthening market presence.

Brand Image & Corporate Standards
Rawabi Electric Company's brand image has been consistently maintained, ensuring alignment with corporate requirements and reinforcing trust among stakeholders.

Impact Summary

- **Operational Efficiency :** Growth in revenue & production efficiency
- **Revenue Growth :** Significant increase through global partnerships
- **Employee Satisfaction :** Noticeable improvement in engagement
- **Compliance :** Facilities always ready for ISO audits and regulatory checks



Empowerment in Action :
“Assembly line operated by all Saudi females”

Empowering Women in Manufacturing: Female-Operated Assembly Line

In January 2023, Rawabi integrated women into the Final Electrical Assembly process. The initiative began with two Saudi female assemblers and has since expanded to a team of five highly skilled Saudi women. Today, this team consistently delivers a production rate of 120 X-Board panels per shift, demonstrating both efficiency and capability in a traditionally male-dominated sector.

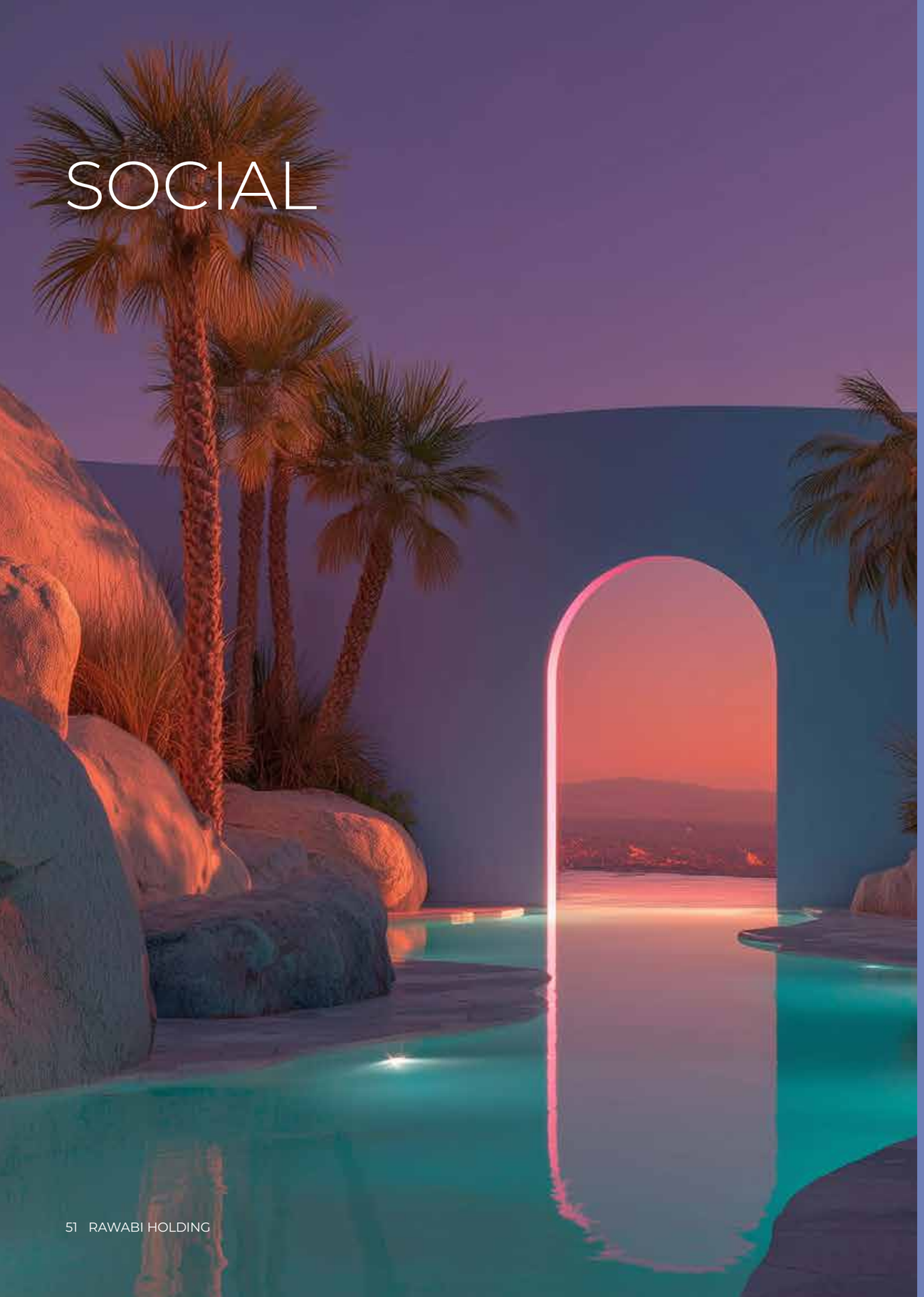
The journey was not without challenges. Recruitment required finding candidates with specific technical assembly experience, while training needed to be developed from the ground up. Cultural integration and workplace setup were equally critical, ensuring the environment was both supportive and efficient. Rawabi responded with a structured approach, introducing intensive training led by senior production experts, pairing each new hire with an experienced mentor, and investing in ergonomically designed workstations to optimize comfort and performance.

The success of this line reflects not only the technical competence of our female workforce but also Rawabi’s commitment to inclusion and diversity. As Ayat AlDossari, Assembly Team Leader, notes:

“Working on this assembly line at Rawabi has been more than just a job; it's been a journey of growth and empowerment. I am proud to contribute to the national vision and to be part of a team that proves the capability and dedication of Saudi women in the manufacturing sector. We are building the future, one unit at a time.”

The benefits extend beyond business outcomes. The initiative has created valuable skilled employment opportunities for young women, fostering both economic participation and community impact. By empowering women in manufacturing, Rawabi is aligning with Saudi Vision 2030 and setting an example of how diversity, innovation, and social responsibility go hand in hand.





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.

and 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, 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 sector's 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

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

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*

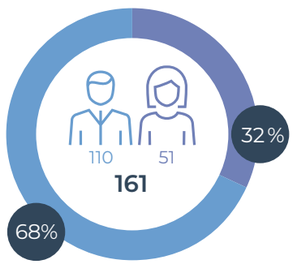
Rawabi Seasonal Flu Vaccination Campaign: **Vaccinated 302*** employees and their families

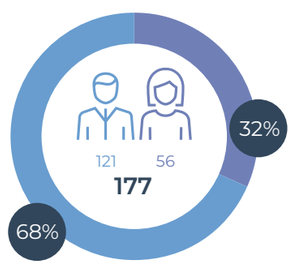
Ramadan Food Supply Campaign:
Distribution of 467 Ramadan baskets*

Rawabi Blood Donation Campaign:
Participation of 298 blood donors*

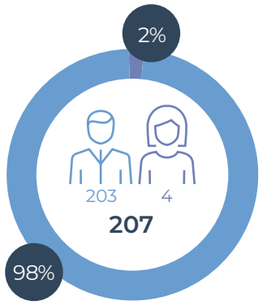
TOTAL EMPLOYEES

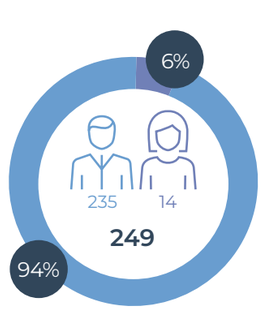
RAWABI HOLDING



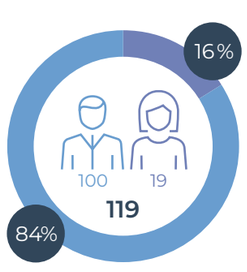


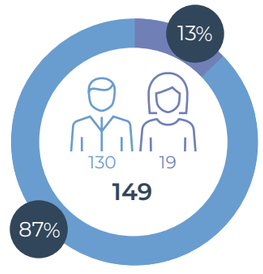
RAWABI ELECTRIC





RAWABI INTEGRATED GAS

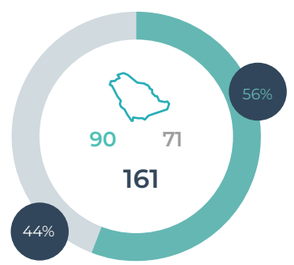


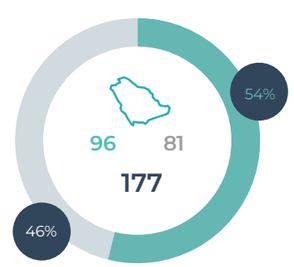


SAUDI EMPLOYEES

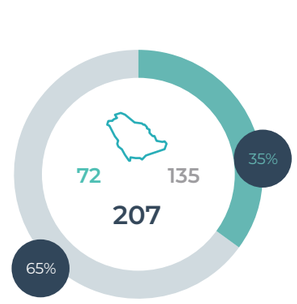
Saudi
Non- Saudi

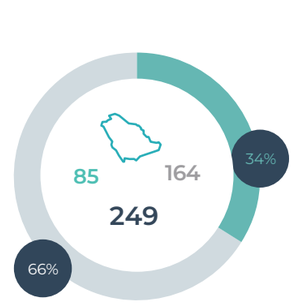
RAWABI HOLIDNG



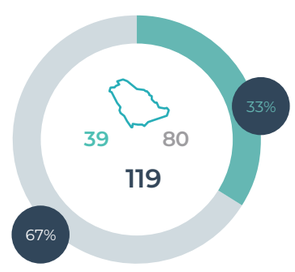


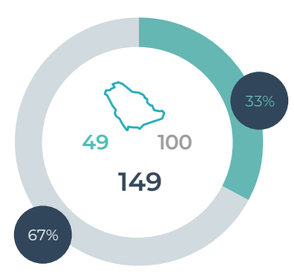
RAWABI ELECTRIC





RAWABI INTEGRATED GAS

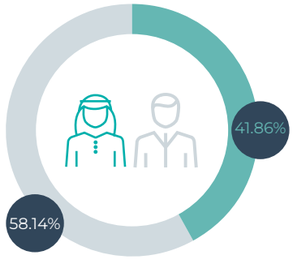


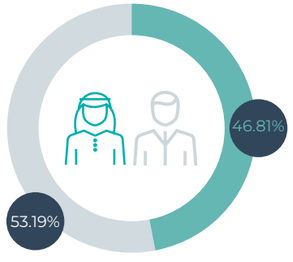


SAUDI MANAGERS

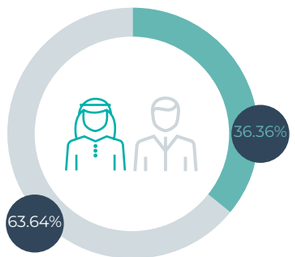
Saudi
Non- Saudi

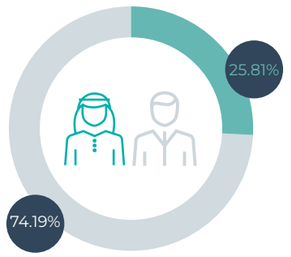
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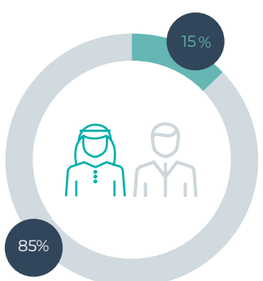


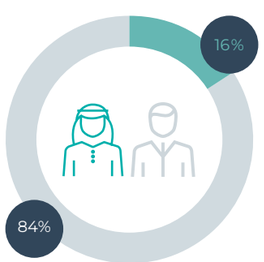
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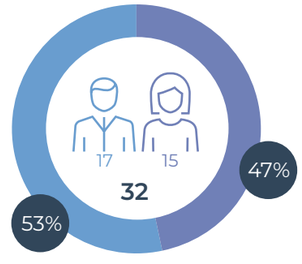
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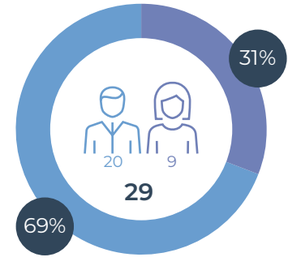




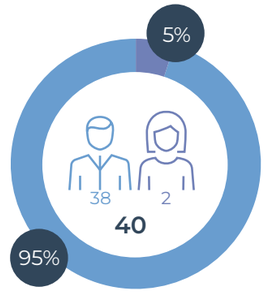
NEW JOINERS

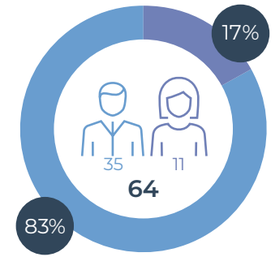
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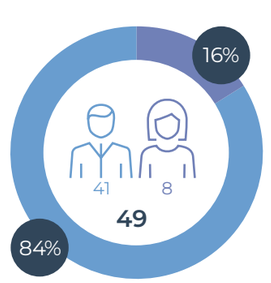


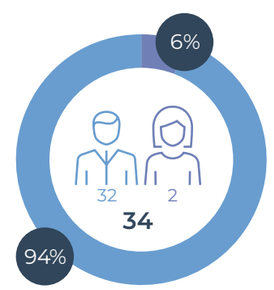
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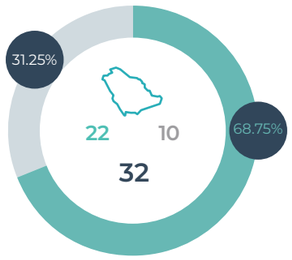


SAUDI NEW HIRES

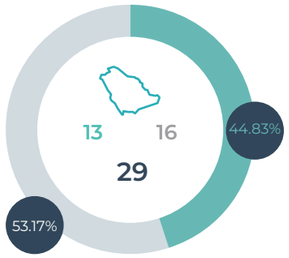
Saudi
Non- Saudi

RAWABI HOLIDNG

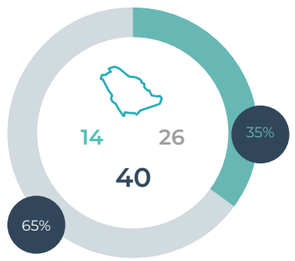
2023

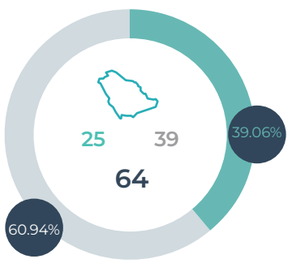


2024

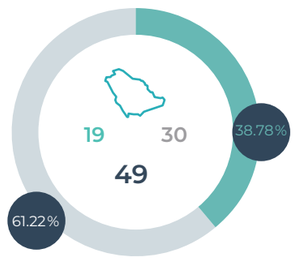


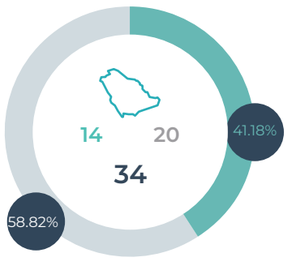
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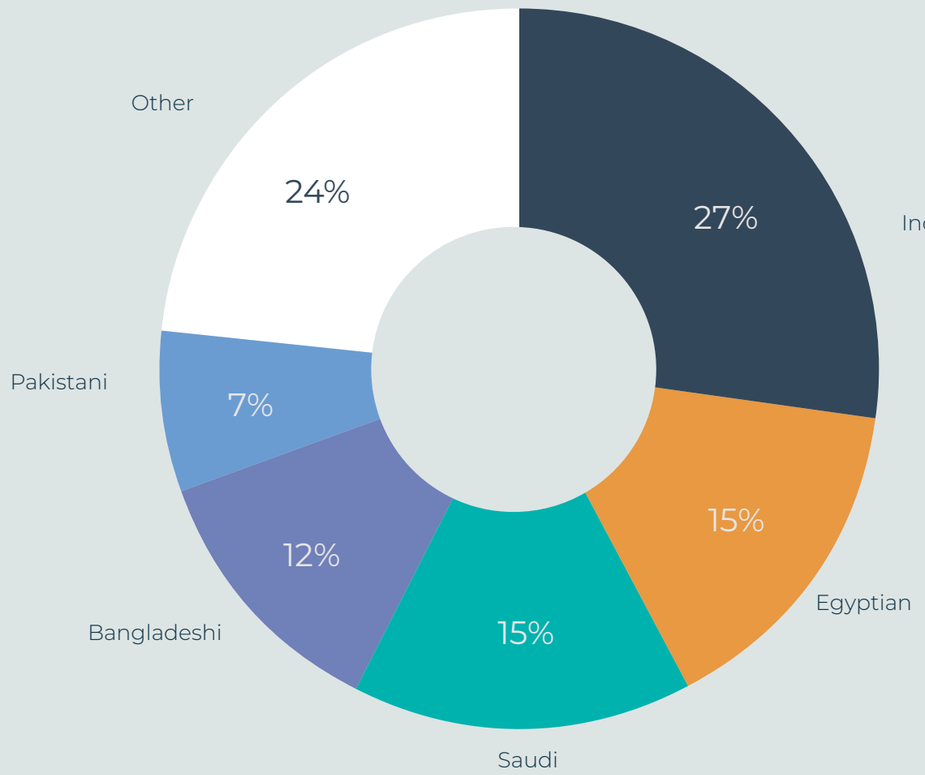


RAWABI INTEGRATED GAS





REPRESENTED NATIONALITIES

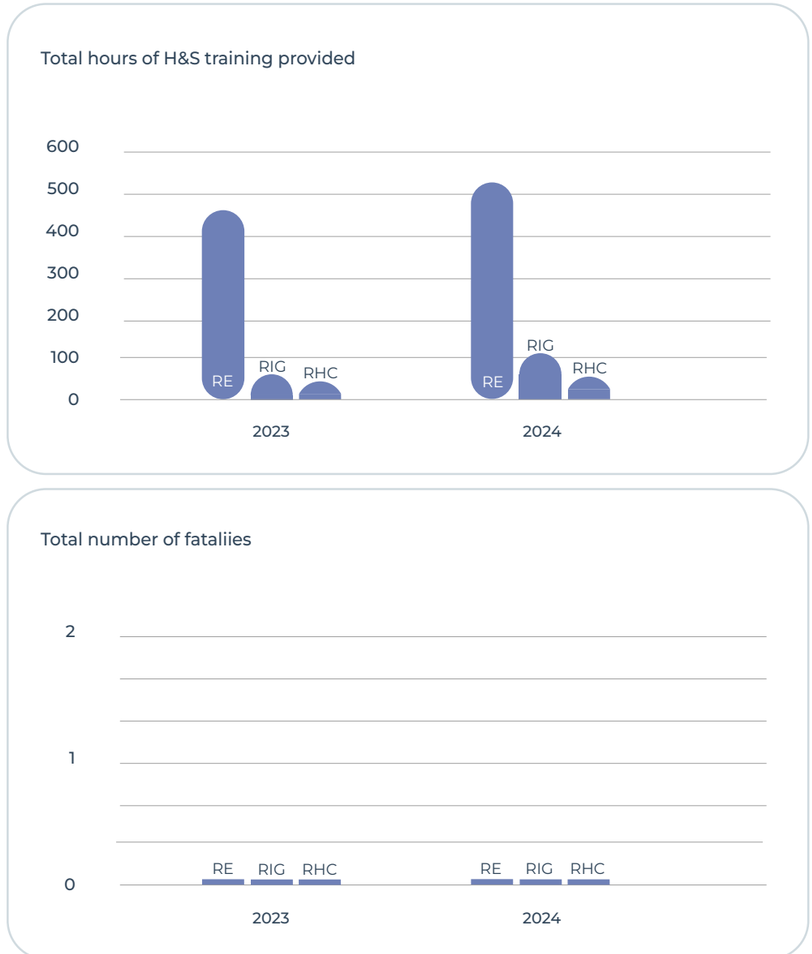


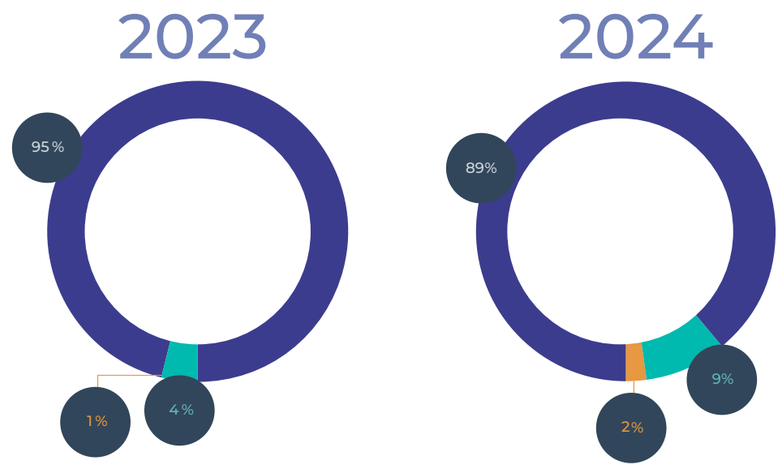
Total Countries: 62

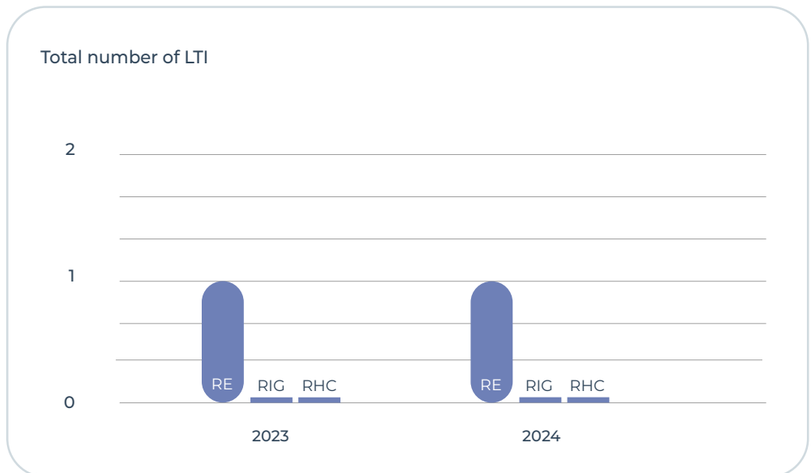
HEALTH & SAFETY DATA

In line with our commitment to proactive Health & Safety management, Rawabi 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 training on health and safety demonstrating a strong emphasis on workforce awareness and competency.

By prioritizing training and hazard identification, we are embedding a culture of prevention, ensuring safer operations and protecting our people and stakeholders.







RAWABI SHADOW BOARD OF DIRECTORS

Empowering Next Generation of Leaders

At Rawabi, leadership is not confined to boardrooms, it's cultivated across every level of our organization. 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.



Mazen Hassanin
Chairperson



Rawan AlBadain
Secretary



Valeriy Lemesh
Vice Chairperson



Abdulaziz AlHawas
Board Member



Fatma AlDawood
Board Member



Yasir Aboud
Board Member



Hend AlAkeel
Board Member



Nasir AlShubbar
Board Member

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.



“Rawabi is a great place to work. It has supportive leadership, a positive and inclusive culture, opportunities for professional growth, and a strong focus on employee well-being and work-life balance.”

Abdullah AlQahtani
Government Affairs Manager, Rawabi Holding



“My time with Rawabi has been professionally and personally rewarding. It promotes an environment of continuous learning, empowerment, self-development, and I really like its ethical duty to contribute positively to the society. Rawabi has given me the chance to grow in my field of work while maintaining a work life balance. It’s not only a place to work but a place where careers are built. It is indeed powered by people, but Rawabi powered me to make my dreams come true.”

Angelito Salamat
Chief Accountant Payroll, Rawabi Holding



“Reflecting on my journey at Rawabi, I am grateful for the enriching experiences that have shaped my career over the past decade. Working here has not only allowed me to grow professionally but also fostered a strong sense of community. The emphasis on continuous learning and development has been instrumental in enhancing my skills in operations and project management.
I value the collaborative environment that promotes innovation, and I appreciate the support I've received in pursuing my professional goals. One memorable experience was leading initiatives that significantly improved operational efficiency and client satisfaction, showcasing our commitment to excellence and our ‘Powered by People’ culture.”

Dr.Dheya AlShehabeya
Continuous Improvement Manager, Rawabi Electric



“Having spent nearly 14 years at Rawabi, I can truly say it has become my second home — my backbone that has enabled me to overcome challenges and succeed with confidence. Rawabi is no longer just the company I work for; it has become a part of my identity. Even my children feel this bond, seeing Rawabi as the best place to grow, thrive, and live by one’s values. Their ambition to one day join this organization speaks to the deep sense of belonging we share as a family.
But this sense of belonging comes with responsibility. To be part of Rawabi means giving your very best every day, reflecting its values in your actions, stepping outside your comfort zone, and striving to constantly improve. It’s about representing the company by being your truest self — authentic, committed, and always willing to turn mistakes into opportunities.
When your personal values align with your company’s values, work stops being “just work.” It becomes an extension of who you are. Challenges turn into exciting adventures, and every success feels like a shared triumph. That is what Rawabi has given me, and what I carry with pride every single day.”

Farah AlGhamdi
Director of Corporate Communications and Corporate Social Responsibility, Rawabi Holding.



“During my 13+ years at Rawabi, it has always felt like my second home. It has given me more than just career growth, it has offered meaningful experiences, supportive learning and development, and the chance to maintain a healthy balance between my career and personal life.”

Ethar AlMarzooq
Unit Head Finance Operations, Rawabi Holding



“Throughout my professional journey of 15 years with Rawabi, I have had the privilege of growing into leadership while maintaining a healthy work life balance. This balance has been the foundation of my ability to make a lasting impact. I have consistently embraced opportunities for growth, including pursuing a part time academic program at a prestigious university while balancing my job. This experience demonstrated the true meaning of balance and highlighted the organization’s investment in its people. In which it has expanded my capabilities and supported my sustainable career development. My exposure across the group’s diverse business sectors has deepened my understanding of integrated operations, enabling me to contribute meaningfully to cross functional initiatives. A particularly memorable milestone was leading the successful HCM system migration for two of the group’s largest business units within a highly challenging timeframe. This project not only tested my leadership but also reinforced the value of collaboration, continuous improvement, and operational excellence. The result was a streamlined operation that reduced inefficiencies and improved work life balance for many colleagues supporting a more resilient, human centric, always innovating and value creator’s workplace. I am deeply grateful for this journey and remain energized to contribute further driven by passion, purpose, and commitment to making a lasting impact.
Thank you Rawabi for this incredible opportunity. I am Proud to be part of the “Powered by People” community. What an esteemed organization!”.

Hassan Jaroudi
Manager – Human Capital Information System, Rawabi Holding



“When I graduated high school at 2006, I didn’t think much about a career. Back then in Saudi, it felt like your options were so limited to a doctor, teacher, or maybe something in a bank. A career ladder for women? That didn’t exist in my prospective. Somehow, I landed a job at Rawabi, and the first day I walked into an office full of females. There were female engineers, IT specialists, administrators, and accountants. I couldn’t believe it. All these women doing real, important work, empowered, respected, equal to their male colleagues. I remember thinking, wow this is different. This is possible!!
Since then, Rawabi hasn’t just been a job. It’s been a place where I’ve grown into myself. I’ve built my career, raised a family, taken on challenges I didn’t think I could, and every step, Rawabi made room for me. I’ve stayed at Rawabi because it gave me real trust and responsibility, at a time when opportunities for women were scarce. I have grown with Rawabi, not just in my title, but in my sense of self while balancing motherhood, career, ambition, and every messy, beautiful part of life. Rawabi didn’t just allow it, they enabled it, even when it wasn’t “easy” or “the norm.” And loyalty comes from that kind of respect and alignment, when I’ve witnessed Rawabi live and uphold its values during every phase.
That’s Rawabi ‘Powered by People’. Because when a company truly empowers and believes in its people, it builds a sustainable future for everyone.”

Hedaya AlSoqair
Human Capital Business Partner, Rawabi Holding



contribute.”by People’ culture and continues to inspire its employees to grow and I am truly grateful for being part of an organization that lives by its ‘Powered to remain with the company and give my very best to support its success.member of the Rawabi family, have been the key factors that motivated me for professional growth and the way I have always been treated as a valued management and senior management, along with the clear opportunities The unlimited support I have received from the company executive Manager - Corporate Registration and Support.Manager of the Support Services Department, and today I proudly serve as opportunities, advanced to Support Services Coordinator, then Deputy Representative and, through continuous learning and career development “I began my journey with Rawabi on December 2006 as a Support Services

Jafar AlYousef
Manager Corporate Registration & Support, Rawabi Holding



“Rawabi is a workplace environment where all employees feel valued, respected, and able to contribute regardless of their background or identity. Moreover, the leadership of the company has shown me my career growth and support throughout.”

Khalifa AlHussain
Senior Officer - Government Affairs, Rawabi Holding



“Rawabi has not only been my company for more than 17 years, but it has also become my second home and family.
My journey here has been marked by significant professional growth—from starting as an Executive Secretary when I first joined, to my current role as Senior Officer. Being part of the Rawabi team has instilled in us a passion to go above and beyond the call of duty, as well as a deep commitment to giving back to the community we serve. This spirit has become part of who we are, as we continue to uphold the company’s core values in our daily work and interactions.
The company’s impact on my life extends far beyond providing a livelihood. Rawabi has played a vital role in fostering stability, supporting growth opportunities, and positively influencing the well-being of employees’ families, shaping shared goals and legacies.
I am deeply grateful for all that I have gained—both professionally and personally—over the years, and I look forward to continuing a fruitful and prosperous journey with Rawabi.”

Raymond Teodocio
Senior Officer Support Services, Rawabi Holding



“I began my journey with Rawabi Holding in 2000 as an Administrator, and by 2023, I was honored to take on the role of Senior Manager for Human Capital. Over the years, I’ve witnessed not only the growth of the company but also my own professional and personal development. Rawabi has provided an environment where learning is continuous, growth is encouraged, and people are truly valued.
One of the most meaningful aspects of my journey has been the balance I’ve been able to maintain between work and personal life—a balance that is often hard to find, but one that Rawabi genuinely supports. The culture here fosters collaboration, respect, and a strong sense of purpose, making every milestone memorable. Being part of a company that lives its ‘Powered by People’ philosophy has made this more than just a careerit’s been a fulfilling life experience.”

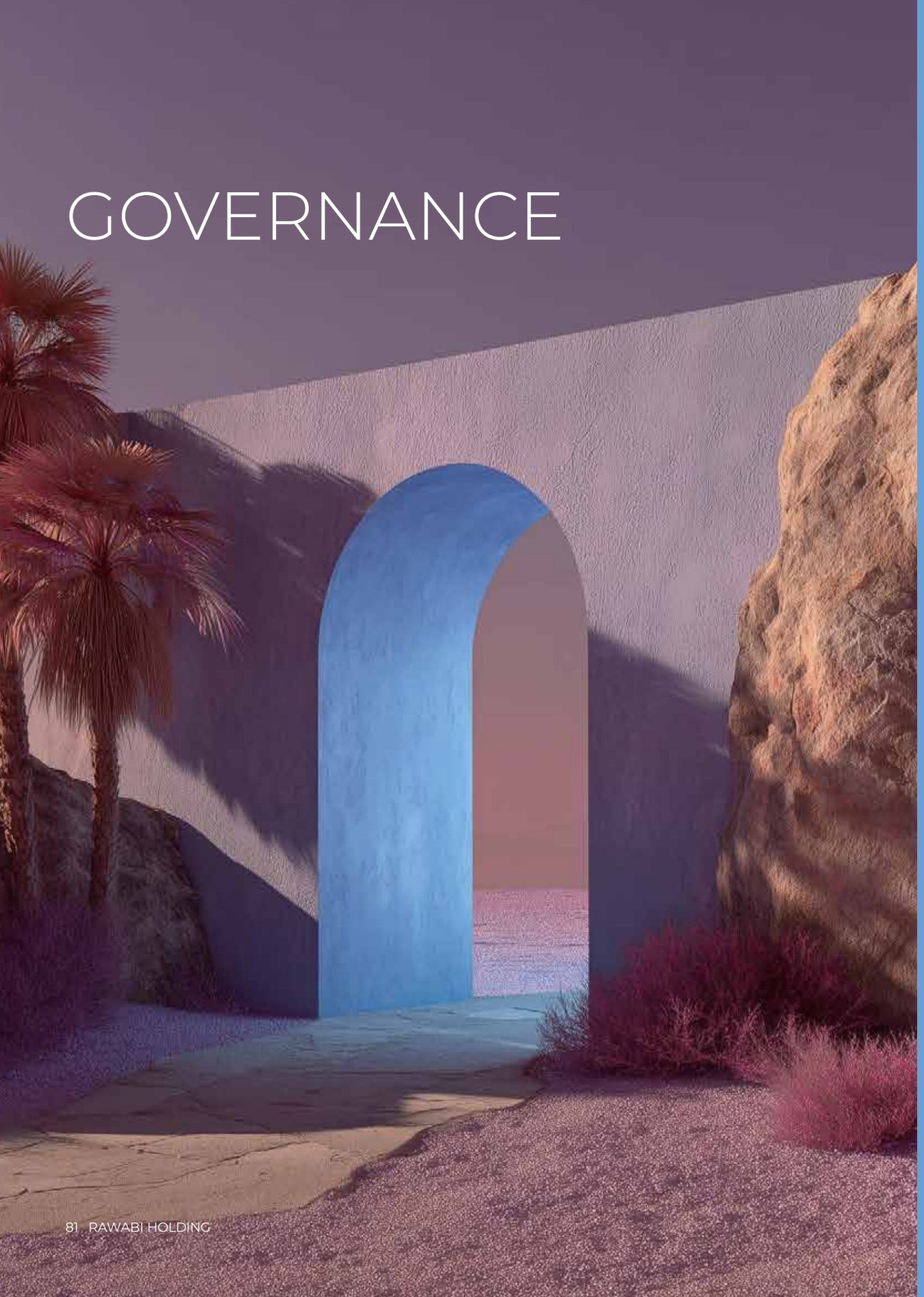
Sami AlBouri
Senior Manager Human Capital Operations, Rawabi Holding



“My long tenure in Rawabi demonstrates a deep-seated commitment to our shared success. Witnessing our journey over the years, I can attest that our sustainability efforts are truly 'Powered by People'. It's through the talent, passion, and innovative spirit of our colleagues that we achieve meaningful progress, reinforcing the idea that people are at the heart of every endeavor.
Celebrating over 18 years with the company, I’m highly grateful and proud to be part of a culture where people are genuinely empowered. My journey here has been a profound experience marked by both personal and professional growth and development, and I look forward to serving more productive years. More power to Rawabi, more power to its people!”

Vicente Renolayan
Chief Accountant, Rawabi Holding

GOVERNANCE



ACCOUNTABILITY
INTEGRITY
LEADERSHIP
TRUST
RESILIENCE
OVERSIGHT
FAIRNESS
COMPLIANCE
TRANSPARENCY

ETHICAL STANDARDS





GOVERNANCE

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.

“Board leadership across Rawabi Holding entities ensures integrity strategic alignment, and sustainable value creation.”

BOARD OF DIRECTORS

At Rawabi Holding, our Board of Directors plays a pivotal role in developing people-centric company policies and offering business recommendations to the Family Council. They oversee policy setting, legal and financial aspects, and foster a leadership ethos centered on integrity.



Abdulaziz AlTurki
Non-Executive Chairman



Noaf AlTurki
Non- Executive Director



Osman Ibrahim
Vice Chairman and Group CEO
Executive Director



Dr. Hanaa AlMoaibed
Non-Executive &
Independent Director



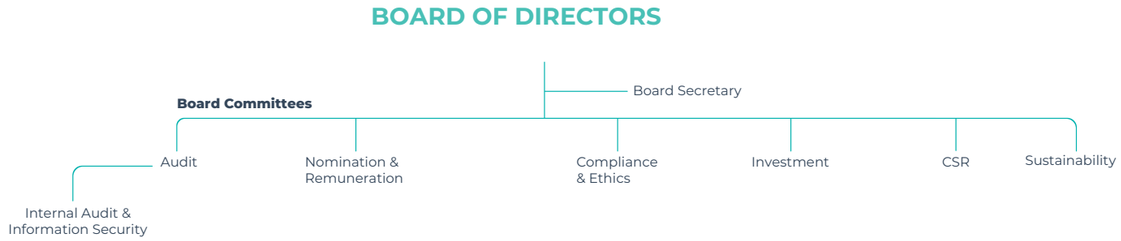
Faisal AlDohaim
Non-Executive &
Independent Director

BOARD-LEVEL COMMITTEES

At Rawabi Holding, strong governance is the foundation of our sustainable growth. To ensure transparency, accountability, and strategic oversight, the Board of Directors has established five specialized committees: Audit, Nomination & Remuneration, Compliance & Ethics, Investment, and CSR & Sustainability.

Each committee is mandated to oversee critical aspects of our operations, from financial integrity and ethical conduct to talent management, investment strategies, and sustainability integration. Together, these committees enable the Board to provide robust guidance, safeguard stakeholder interests, and align Rawabi's business performance with long-term value creation.

RAWABI'S HIGH-LEVEL STRUCTURE



SUSTAINABILITY COMMITTEE

(CONSTITUTED IN 2025 — DISCLOSED FOR GOVERNANCE CONTINUITY)

In 2025, Rawabi Holding formally constituted the board's 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 sified organization. Employees must handle clas 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

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:

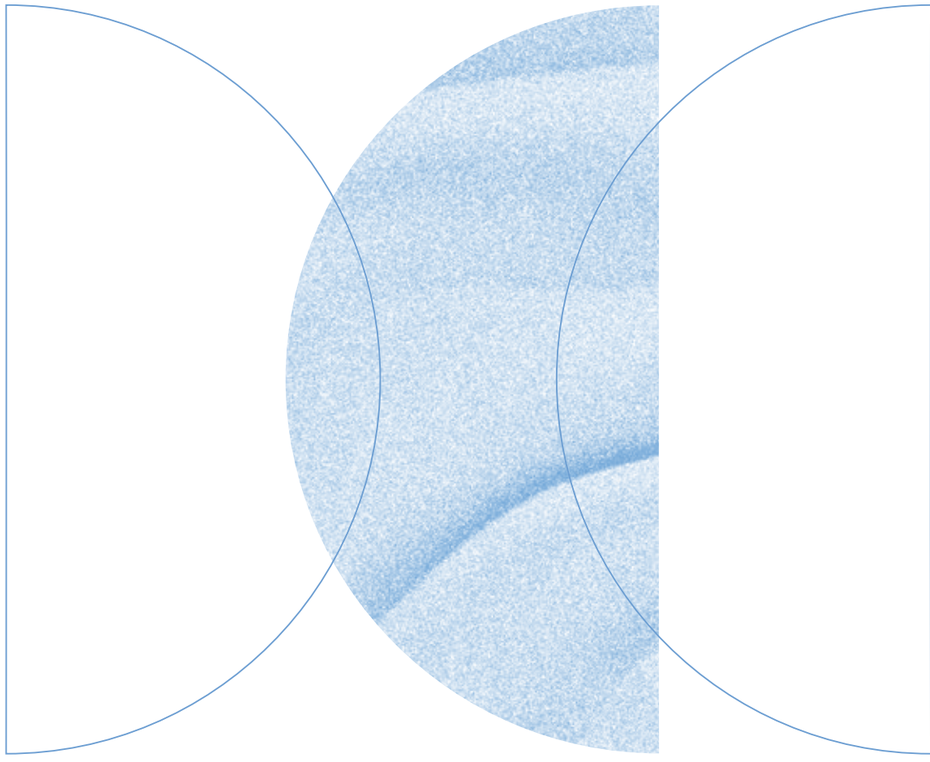
- Mapping critical suppliers and categorizing ESG risk exposure based on geography, industry, and product criticality.
- Collaborating with key vendors to raise ESG awareness and co-develop improvement plans, especially for high-impact categories.
- Defining supplier ESG assessment criteria, including 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 Holding 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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