CORPORATE
OMNIPRENEURSHIP
REPORT 2025



Al Dabbagh



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About **this Report**



About this Report GRI (2-2), (2-3), (2-4), (2-5)

We at Al-Dabbagh Group Holding (ADG) are pleased to present our sixth consecutive annual sustainability disclosure report, issued this year as our Corporate Omnipreneurship Report. This evolution reflects our continued progress in our sustainability journey and a refined articulation of how we create long-term value.

Guided by our home-grown Omnipreneurship philosophy and its three guiding principles of Giving, Earning and Sustaining, this report places purpose and philosophy at the forefront, followed by how value is created across the Group and our strategic business verticals. Sustainability and ESG considerations are embedded throughout this approach, which represents an integrated view of our legacy, operations and long-term stewardship.

While the narrative and structure of this report have evolved from previous iterations, our commitment to transparency remains unchanged. The report continues to align with the Global Reporting Initiative (GRI) Standards, ensuring credible and consistent disclosure for our stakeholders.

For more information on our previous reports, please visit the Al-Dabbagh | Sustaining page on our official website.

Reporting Scope

Reporting Period	1 January 2025 to 31 December 2025.
Comparative Data	Performance data for 2025, with comparative figures for 2024 and 2023 when available.
Terminology	• **Group** – ADG Holding, ADG, The Group • **Strategic Verticals** – Packaging, Mobility, Housing, Food and Retail • **Flagship Strategic Portfolio Companies** included within this report: Flexible Packaging Solutions, Petromin Corporation, Red Sea International, Tanmiah Food Company, Dukan Retailing Company • **Incubation Portfolio Companies** included within this report: BARQ Systems
Assurance Process	Internal assurance through departmental review and approval.
Entities Covered	• This report covers Al-Dabbagh Group's operations data in Saudi Arabia only, unless otherwise stated. • Subsidiaries' data, included in chapter 5, covers their operations in different locations as stated.
Monetary Values	Presented in Saudi Riyal, unless otherwise stated.
Contact for report inquiries	For inquiries on our sustainability report and initiatives, please send an email to info@dabbagh.com.



Reporting Quality Principles

To ensure high-quality reporting, we apply the GRI principles and have identified data gaps and areas for improvement, which will be addressed in future reporting cycles.

Principle	Description
Accuracy	Data is collected using a specialised ESG and sustainability data management platform, supported by stakeholder engagement, layered reviews and a formal approval process to ensure accuracy, traceability and reliability.
Balance	The report adopts a neutral stance, offering a transparent view of our performance, including opportunities for improvement.
Clarity	Published in English and Arabic, using clear business language to ensure accessibility and ease of understanding for readers of all proficiency levels.
Comparability	Performance data for 2023, 2024 and 2025 wherever data is available. This facilitates year-over-year comparisons to track progress, subject to data availability.
Completeness	Beyond material topics, the report provides a holistic view of ADG's sustainability performance, aligned with our Omnipreneurship philosophy and articulated through the integrated lenses of Giving, Earning and Sustaining.
Sustainability Context	Highlights sustainability integration into business operations, including environmental impact and global/local alignments.
Timeliness	As the sixth consecutive sustainability disclosure report, it follows an annual cycle to keep stakeholders updated on sustainability progress. Where data alignment differs by subsidiary, further details and updates are provided in each Company's standalone sustainability report to ensure accuracy and transparency.
Verifiability	Stringent data collection and verification processes, enabled by the SQUARELY platform, ensure accuracy and accountability across all levels of the organisation.

Chairman's **Message**





Chairman's Message

Amr A. Al-Dabbagh

Dear Reader,

I am pleased to present Al-Dabbagh Group's sixth consecutive sustainability report, now articulated as our Corporate Omnipreneurship Report. This report reflects a conviction that guides how we lead as a Group: that enduring value is created when Giving, Earning and Sustaining are treated not as separate pursuits, but as a single, integrated system.

At ADG, Omnipreneurship defines how we operate as a holding Company and steward our strategic business verticals. We lead by design rather than intervention – setting direction, establishing governance, and enabling our portfolio companies to integrate sustainability into performance, innovation and responsible growth. Community impact and operational discipline are pursued in ways that reflect each Company's context, while remaining aligned with shared principles and long-term value creation across the Group.

In 2025, we expanded ESG data coverage to include our incubation portfolio, strengthening visibility across the full spectrum of our businesses. We also introduced new metrics that deepen the connection between financial and non-financial performance, enabling more informed decisions and clearer accountability over time. This evolution reflects our continued alignment with the UN Global Compact, Sustainable Development Goals and the national priorities of Saudi Vision 2030, ensuring our approach remains globally grounded and locally relevant.

Collaboration across our portfolio continues to mature. Through shared insight, alignment on priorities and collective learning, our companies benefit from an ecosystem that values long-term progress over short-term optimisation. Omnipreneurship provides the structure through which this shared ambition is sustained.

To our investors and partners, your trust enables us to pursue a model that balances ambition with responsibility. Looking ahead, our focus remains clear: to build resilient, empowered businesses, supported by ADG's long-term perspective and strategic stewardship.

As I reflect in my book, Omnipreneurship: An Organized Way to Create Venture Growth and Success: *"When you sustain something, you hold it up and keep it supported. To create something sustainable, you need to provide it with a very solid foundation. Things endure because they are undergirded by a system that supports them for the long term".* This belief continues to shape how we give, how we earn, and how we sustain.

Sincerely,
Amr A. Al-Dabbagh
Chairman & CEO, Al-Dabbagh Group



About **Al-Dabbagh** GRI (2-1), (2-6)

Our Legacy

Our Omnipreneurship Philosophy

2025 Highlights



Our Legacy

Al-Dabbagh Group Holding Company Ltd., referred to as (ADG or the Group) throughout this report, is a private, family-owned business, founded in 1962 by His Excellency Sheikh Abdullah Al-Dabbagh, former Agriculture Minister of Saudi Arabia. Today, ADG is a diversified, sharia-compliant industrial conglomerate, governed by our home-grown philosophy, Omnipreneurship. Guided by our values and driven by our vision, we developed our mission and goals to achieve by 2030.

Our Vision

Through our Giving, Earning and Sustaining, we will be a positive global corporate citizen delivering impact for the greater good.

Our Mission

By 2030, ADG will be listed amongst: the global top 30 wholly owned family businesses; the global top 30 wholly owned family businesses in terms of contribution to the SDGs and the global top 30 wholly owned family businesses in terms of impactful giving.

ADG invests in five strategic portfolio business verticals – Packaging, mobility, housing, food and retail - and an incubation portfolio. While guided by a shared purpose and values, each vertical has a flagship Company: Flexible Packaging Solutions, Petromin Corporation, Red Sea International, Tanmiah Food Company, and Dukan Retailing Company, respectively, with BARQ Systems representing the Group's incubation vertical.

Through our portfolio and business ventures, we have built a global presence across **22 countries,** with over **25,500 colleagues** across **84 portfolio companies.**

What We Do

ADG operates as a strategic architect, undertaking the following core functions.

Portfolio Management

- Identifying, acquiring, and divesting subsidiaries and associates based on strategic goals and financial performance.
- Analysing market trends, evaluating potential acquisitions, and negotiating investment terms.
- Building and maintaining strong relations with investors, financial institutions, and industry partners.

Subsidiary Oversight

- Monitoring the performance of subsidiaries, providing guidance and support such as risk mitigation.
- Engaging in setting strategies for subsidiaries, selecting leadership, and empowering subsidiaries' leadership with the needed tools, guidance and available resources to achieve their goals.
- Embedding Giving and Sustaining principles into subsidiary strategy, governance and performance oversight thus ensuring responsible growth and long-term resilience.
- Assisting subsidiaries in talent acquisition, colleague training, and talent planning.



ADG's Journey

Throughout our 63-year history, ADG has experienced incredible growth, starting from our food vertical in 1962 and expanding to today's diverse strategic portfolio. As we continue to shape our future, we recognise the importance of reflecting on the path that brought us here. Our journey offers lessons that inform our decisions, milestones that inspire our ambition, and achievements that propel us toward the next phase of our evolution.

1962 — ADG's first company is established

H.E. Sheikh Abdullah Al-Dabbagh founded the first vertical in Jeddah, Saudi Arabia

1962 — Food Vertical Founded

The Agricultural Development Corporation was founded in Jeddah in the fresh poultry industry (1st iteration of Tanmiah Food Company)

1967 — Red Sea Founded

1968 — Petromin Corporation Founded

1969 — Petrolube Founded

The first Company of the mobility vertical (Petromin Corporation) was founded in Jeddah as a JV between Saudi Aramco & Exxon Mobil

1978 — Red Sea Housing Founded

Red Sea Housing was established as a modular construction Company

1992 — Petrolube Expansion

Petrolube expands its footprint into Egypt

1994 — Established WEF Partnership

ADG joined the World Economic Forum as a partner

2006 — Red Sea Housing IPO

Red Sea Housing listed on the Saudi Stock Exchange

2007 — ADG Acquires Petrolube

ADG & Gulf Oil acquire Petrolube

2010 — FPS Established

As a 50/50 JV between ADG & Greif

2012 — FPS' WaterSafe Initiative

Established initial concept for the WaterSafe initiative

2012 — Petromin Fuel Stations

Petrolube launches its first fuel station in Saudi Arabia

2013 — ADG Fully Acquires Petrolube

2013 — Petromin Express Inaugurated

Inaugurates first Petromin Express in Saudi Arabia as 'Gulf Express'

2013 — Abdullah Al-Dabbagh Charitable Foundation (ADF) Founded

Established to carry out specific Giving Initiatives

2014 — Dukan Established

Dukan Retailing Company Established in Jeddah

2016 — Nissan Dealership Agreement

Petromin begins authorized KSA distribution dealership of Nissan

2017 — Red Sea International

Red Sea Housing changed its name to Red Sea International

2018 — Tanmiah's One Million Tree Initiative

Established the One Million Trees initiative

2019 — Tanmiah Food Company Established

The food portfolio companies were converted to a closed joint stock Company under the name "Tanmiah Food Company"

2020 — Electromin Launched

Petromin launches Electromin- the first EV solutions Company in Saudi Arabia

2021 — Tanmiah IPO

Tanmiah Food Company listed on the Saudi Stock Exchange

2022 — FPS Ownership Transition

ADG now owns 100% of FPS

2023 — First Fix Acquisition

RSI acquired a 51% stake in First Fix

2024 — Kazyon & Dukan JV

ADG sold a 50% stake in Dukan to Kazyon

2025 — Foton Commercial Vehicles Launched

Manufactured Chinese commercial trucks in KSA

Al-Dabbagh Group is a family business rooted in a strong sense of **purpose that has guided its journey for generations, continues to evolve while staying true to its founding values.**



Our Philosophy

ADG would not exist as it does today without the leadership and values of our founder, His Excellency Sheikh Abdullah Al-Dabbagh. An honest, compassionate and selfless man, he committed himself wholeheartedly to his activities and causes. During his career, he served as the third Minister of Agriculture in Saudi Arabia and the first Saudi agricultural engineer, and continued to be passionately involved in public service long after leaving office. His life was defined by a constant pursuit of finding ways to convert his activities – professional and personal – into outcomes that would benefit the people of Saudi Arabia.

In 1962, in the coastal city of Jeddah, Sheikh Abdullah founded the Al-Dabbagh Group as a family business grounded in principles designed to create a lasting balance between philanthropy, profitability and sustainability. These founding beliefs established a legacy of a purpose-led enterprise that continues to shape the Group today.

ADG's current chairman, H.E. Mr. Amr A. Al-Dabbagh built upon his father's legacy by synthesizing these teachings into the homegrown philosophy of Omnipreneurship. This philosophy reimagines entrepreneurship as more than solely measuring financial profit. Omnipreneurship encourages us to combine entrepreneurial spirit with a holistic approach to sustainable value creation – a framework we share through our foundation, forums, and publications to inspire others to create a better future.

At the heart of the Group's philosophy are the three principles of **Giving, Earning and Sustaining.**

GIVING
Giving is the purpose of life. It gives meaning to our existence here on earth. We give our compassion and love to others. We give resources, time and money as we are able. Giving is love.

EARNING
Earning is energy. Gathering the fuel and resources we need to thrive. We earn knowledge, reputation, and wealth. We are stoking our fire and the fire of our community.

SUSTAINING
Sustaining is about investing in those who will carry the torch. The case of resources and our planet. It is the verb that helps us focus on all stakeholders.

These three principles are reinforced by **Five Core Values** that act as our moral compass, providing the foundation for ethical decision-making in both professional and personal contexts. When we follow these values, we experience greater fulfilment, satisfaction, and authenticity in our endeavours.

Integrity means that if it is not right, do not do it; if it is not true, do not say it. It emphasises that ethical conduct and honesty form the foundation of trust.

Passion means applying all one's heart and energy. It emphasises that individual commitment and enthusiasm can achieve far more than indifference or half-hearted effort.

Respect means consideration for others and oneself. It recognises that our personal moral standards shape our ethical behaviour, whilst our consideration for others determines how we interact with the world around us.

Forward Thinking means always thinking about what is next. It emphasises that continuous progress and advancement are essential to achieving excellence and making meaningful impact.

Teamwork means pulling together towards a shared purpose. It recognises that collaborative effort and unity can accomplish far more than individual endeavour alone.

To accelerate the impact of Omnipreneurship across the Group, ADG applies a range of accelerators designed to guide innovation, drive efficiency, and strengthen stakeholder engagement in the form **of 10 Golden Rules:**

I aim, therefore, I am
Begin with the end in mind to help set the most ambitious goals

Design organically
Gather resources from the ground up and empower initiatives by freeing them from any limitations

The greatest among you
Surround ourselves with those whose skills and gifts will enhance our own performance

Collaborate to Accelerate
Involve others to achieve our ambitious goals effectively and quickly

Honey as money
Think beyond the value of financial currency. Embrace the value of ideas, expertise, community, events and crowds to achieve your goals

Delight the Stakeholder
Exemplify servant leadership

No risk, no gain
Manage risk intelligently by building safety nets to minimise the likelihood of failure

Exceptional Execution
Oversee execution by clarifying what needs to be achieved, how will it be done, who is responsible and when is the deadline

Share your story
Accelerate our success by sharing our stories and learning aggressively from other stories

Imagine the next big thing
Links back to golden rule #1, "I aim, therefore, I am", by constantly thinking of the next step and how to innovate

Together, these **3 principles, 5 values, and 10 golden rules** form a comprehensive framework that defines our approach to principled leadership and meaningful impact. This framework is actively cascaded across the Group and its portfolio companies through programmes that nurture talent, support entrepreneurial ventures and invest in advanced technologies, fostering a dynamic and inclusive workplace for all colleagues.

This integrated system guides every decision we make and every action we take, whether in business operations, giving initiatives or personal endeavours.

For a deeper understanding of Omnipreneurship and its role in driving growth and long-term success, we invite you to explore *Omnipreneurship: An Organized Way to Create Venture Growth and Success* by H.E. Amr A. Al-Dabbagh.



2025 Highlights

In 2025, our portfolio companies continued to advance Omnipreneurship through measurable progress across **Giving, Earning** and **Sustaining**. Across the Group, our subsidiaries delivered outcomes that supported communities, enhanced operational performance and contributed to more sustainable business practices.

For more details, please refer to each subsidiary section of this report.

	Giving	Earning	Sustaining
Al-Dabbagh	• Established **healthcare initiatives and a co-working hub** under ADF	• Maintained **ZERO cybersecurity breaches** for three consecutive years	• Maintained **ZERO cases** of discrimination for four consecutive years • Achieved a **1:1** female to male remuneration ratio for four consecutive years • Reduced water consumption by **7%**
FPS	• Distributed **79,676** WaterSafe backpacks bringing it to a total of **82,080** backpacks.	• Resolved **100%** of customer complaints • Achieved a **96%** customer Satisfaction score	• Achieved **ZERO waste** to landfill at 11 of 13 manufacturing plants • Recovered **1,913 tonnes** of plastics for recycling
Petromin	• Promoted environmental sustainability through the **10 Chargers, 1 Tree initiative,** alongside Ramadan giving and beach clean-up initiatives	• Resolved **99%** of customer complaints • Achieved **97%** customer satisfaction score • Trained **1,100 colleagues** in AI	• Saved **2 million litres** of water through Eco Wash programme; • Reduced electricity by **2.7 million kWh** across 700+ stations
Red Sea International	• Reassessing Giving initiatives for inclusion in future reporting cycles	• Launched a fully operational **Data Hybrid Centre** for data recovery and cost optimisations • Trained **220 colleagues** through a Cybersecurity Awareness Programme	• **ZERO fatalities** across KSA and UAE operations for seven consecutive years • SMEs represented **70%** of supplier and **89%** of total spend, equivalent to **SAR 277 million**
Tanmiah	• Planted **166,000 trees** under the One Million Tree initiative bringing the cumulative total to **573,000**	• Maintained **ZERO cybersecurity breaches** for three consecutive years • Maintained Primary Processing Plant (PPL) – Animal Welfare Certificate (NSF), British Retail Consortium (BRC), and ISO 22000 standards	• Maintained **ZERO cases** of child labour for three consecutive years • Increased local procurement by **16%**
Dukan	• Distributed **100+ food boxes** to families through the Ramadan Campaign	• Resolved **100%** of customer complaints • Achieved a **100%** customer satisfaction score	• Retrofitted **76 stores** with LED lighting, improving energy efficiency by **50%** • Increased local workforce by **25%** • Increased average training hours by **67%**
BARQ Systems	• Employed **21 graduates** through BARQ Academy	• Achieved **81%** customer satisfaction score • Implemented internally built **digital platforms** to improve automation and efficiency	• Recycled **2,000 kg** of paper, electronic and metallic waste • Trained **348 colleagues** on technical and operational skills

Our **Giving**

Club 7

Al-Dabbagh Foundation

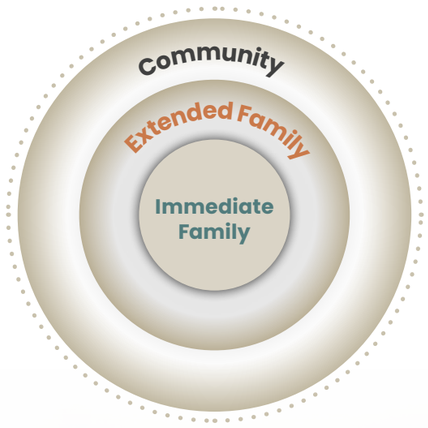
Our Community



> **We give because we know there can be a relationship between the capacity to earn and the desire to give, and we believe in strengthening that relationship.**
>
> H.E. Amr A. Al-Dabbagh,
> Omnipreneurship: An Organized Way to Create Venture Growth and Success

Our Giving Framework

Our approach to giving follows a 1:1 ratio; for every dollar distributed as a dividend through our earning activities, a corresponding dollar is devoted to giving initiatives. Our giving approach is in line with the Islamic principles of giving, which emphasises that giving starts with those closest to us and extends outwards. Accordingly, we structured our giving across three concentric Groups, starting from the centre.



Group 1: Immediate Family

Group 2: Extended Family

Group 3: Wider Community

Immediate Family | Club 7

Club 7 benefits over 100 members of the Al-Dabbagh family across three generations, including spouses and children. This was established with the vision of empowering its members to become responsible stewards of Omnipreneurship's three pillars: Giving, Earning, and Sustaining, primarily through the Life Planning Programme with additional initiatives such as academic support and coaching and training.

Club 7 is managed as a stand-alone organisation, with the United 7 (the founder's seven sons and daughters, who represent the second generation of the Al-Dabbagh family within ADG) acting as the Board, and an independent CEO (who is not a family member) managing all administrative activities.

Vision | Empowering Club7 members to become globally recognised leaders in their chosen domains.

Mission | Creating an ecosystem that includes access to international expertise, networking opportunities, global centres of excellence and inspiring personalities to facilitate the achievement of each Club 7 member's goals.

Extended family | Al-Dabbagh Foundation

The Abdullah Al-Dabbagh Foundation (ADF) was created to serve the extended Al-Dabbagh Family. The foundation is managed by a dedicated professional management team that plans and executes multiple key impact initiatives such as the Health Care Programme and providing members with a professional co-working space and meeting hub. These initiatives are under constant development by the management team in line with ADF member feedback.

Vision | By 2030, we will be the global benchmark for family-to-family support by building a self-sufficient ecosystem, addressing family needs from within, via direct services, partnerships with the family council, and through ADF's established partnerships.

Mission | Offering tailored support services in a confidential and safe space to build a sturdy and resilient family structure. By 2030, we will ensure no family member will be below the middle income bracket.

ADG and vertical initiatives | Our Community

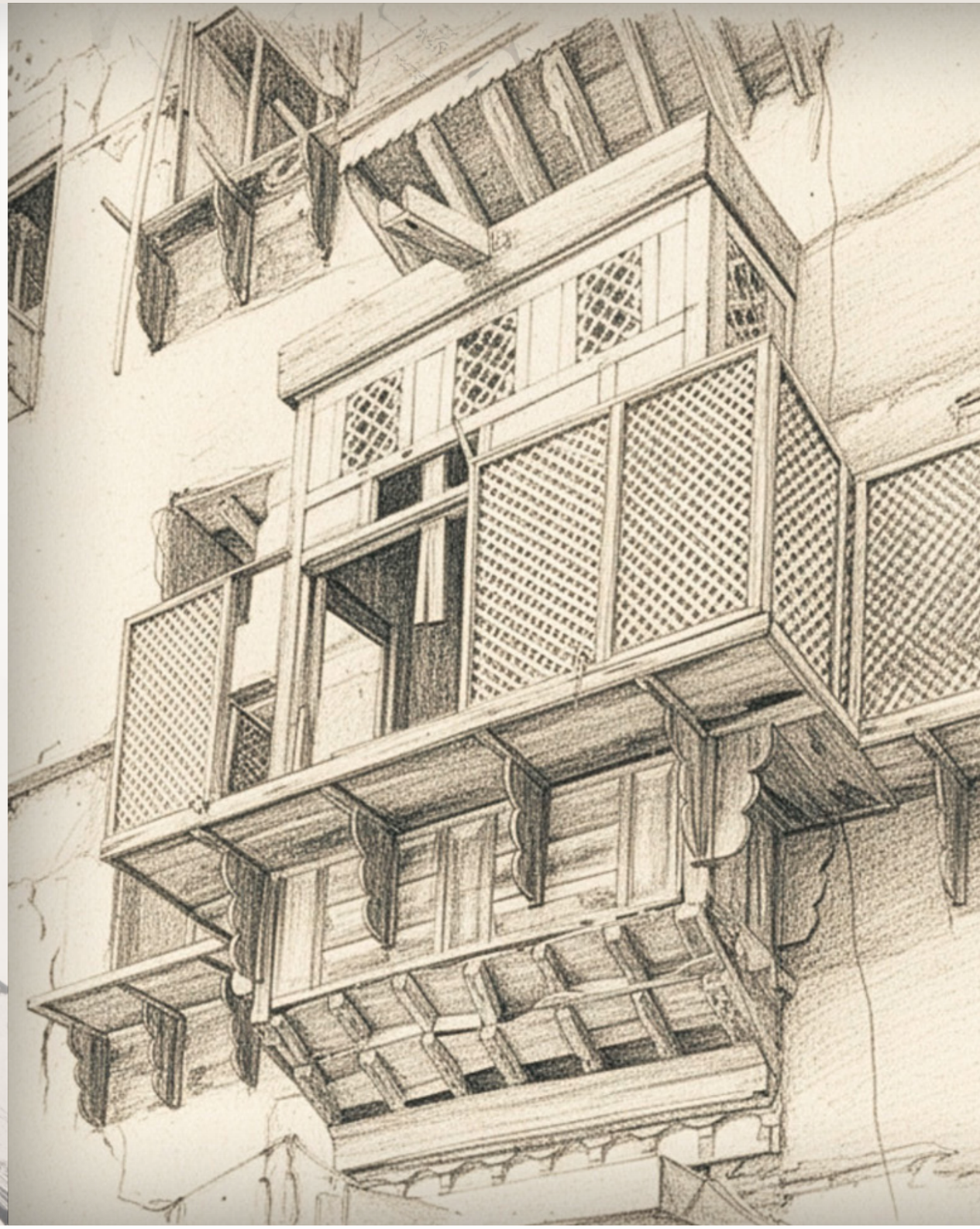
Beyond the immediate and extended Al-Dabbagh family, ADG and its strategic portfolio companies serve the wider community through targeted giving initiatives. At the holding level, we have embedded a strong culture of giving. Our approach is strategic, directly linked to value creation and focused on measurable impact.

We give without regard to religion, creed, or belief, recognising the inherent relationship between the capacity to earn and the responsibility to give. Where appropriate, we launch initiatives to address clearly identified community needs, provide the resources required to scale impact, and subsequently transition out once initiatives are sustainable, allowing us to redirect resources to new opportunities.

Our **Earning**

Our Business Portfolio

Data Privacy and Digitalisation



Our Business Portfolio

	Ownership	Listed	Profile
Flexible Packaging Solutions **(LLC)** Founded in **2010**	**100%** direct ownership	Not Listed	**Main Activity:** Specialises in the production and distribution of flexible intermediate bulk containers (FIBCs) for industries such as food, chemicals, pharmaceuticals, and construction. **FTCs:** Over 3,700 colleagues **Headquarters:** Amsterdam, Netherlands **Countries of Operation:** 19 countries.
Petromin Corporation **(CJSC)** Founded in **1968**	**100%** direct ownership	Not Listed	**Main Activity:** Provides petroleum products and integrated automotive services, including fuel retail, lubricants and vehicle servicing. **FTCs:** Over 2,600 colleagues **Headquarters:** Jeddah, Saudi Arabia **Countries of Operation:** Operates in 5 regions across 6 countries.
Red Sea International Company **(JSC)** Founded in **1967**	**70%** direct ownership	(Ticker: 4230) **Year of IPO:** November 4th, 2006	**Main Activity:** Provides construction and modular building solutions, specialising in large-scale projects and facility management services across various industries. **FTCs:** Over 950 colleagues **Headquarters:** Riyadh, Saudi Arabia. **Countries of Operation:** Saudi Arabia and United Arab Emirates.
Tanmiah Food Company **(JSC)** Founded in **1962**	**70%** direct ownership	(Ticker: 2281) **Year of IPO:** August 4th, 2021	**Main Activity:** Specialises in agribusiness and food production, including poultry production, food processing, and distribution. **FTCs:** Over 2,740 full-time colleagues **Headquarters:** Riyadh, Saudi Arabia **Countries of Operation:** 7 countries.
Dukan Retailing Company **(MLLC)** Founded in **2014**	**50%** direct ownership	Not Listed	**Main Activity:** Operates a convenience retail grocery chain providing everyday food and household products across Saudi Arabia. **FTCs:**Over 1,080 colleagues **Headquarters:** Jeddah, Saudi Arabia **Countries of Operation:** Saudi Arabia.
BARQ Systems **(CJSC)** Founded in **1993**	**100%** direct ownership	Not Listed	**Main Activity:** Provides information and communication technology (ICT) solutions, including digital infrastructure and enterprise systems. **FTCs:** Over 370 colleagues **Headquarters:** Jeddah, Saudi Arabia **Countries of Operation:** Saudi Arabia, Egypt and UAE.

> **We've found that by giving more, we are able to earn more**
>
> **H.E. Amr A. Al-Dabbagh,**
> Omnipreneurship: An Organized Way to Create Venture Growth and Success

Data Privacy and Digitalisation GRI (2-23), (2-24)

We recognise that stringent data privacy and cybersecurity measures are essential to maintain-ing trust and operational continuity. We maintain robust data privacy and cybersecurity controls, supported by regular security assessments and vulnerability scans, and aligned with applicable regulations, including GDPR, NCA (KSA), NIST, and CMMC.

To reinforce cyber risk awareness at an operational level, we deployed a structured training and assessment programme for IT administrators and colleagues, supported by a Security Aware-ness Proficiency Assessment (SAPA) and a Security Culture Survey (SCS). The SAPA covered key risk areas, including email security, incident reporting, mobile device use, social media risks, and anti-phishing practices, while the SCS assessed overall security awareness across the organisation.

2023
2024
2025

ZERO
Number of data breaches

Our **Sustaining**

Our Direction

Our Governance and Oversight

Our People

Our Environmental Footprint



> **It's about building a business that will endure. It's about providing a foundation to those who will carry the torch into the future.**
>
> **H.E. Amr A. Al-Dabbagh,**
> Omnipreneurship: An Organized Way to Create Venture Growth and Success

OUR DIRECTION

Sustainability Strategy GRI (2-22)

Our strategy serves as the roadmap that guides ADG and its portfolio companies' overall direction and decision-making approach to build long-term value, while recognising the diverse nature of our portfolio. In shaping our approach, we consider key internal and external factors such as the competitive landscape, market trends, technological evolution, resource allocation and the varying maturity and operating contexts of our portfolio companies. Our strategy is designed to guide and enhance the strategies of our subsidiaries using our Omnipreneurship philosophy. To translate our strategy into action, we focus on two strategic pillars that guide our Group-wide efforts:

How Are We Acting on Our Strategy

Grow Our Earning Activities Through Sustainability
Integrate sustainability considerations into core business and growth strategies.

Build a Resilient Business
Consider E&S risks and opportunities into our business strategies and develop our ESG disclosure practices.

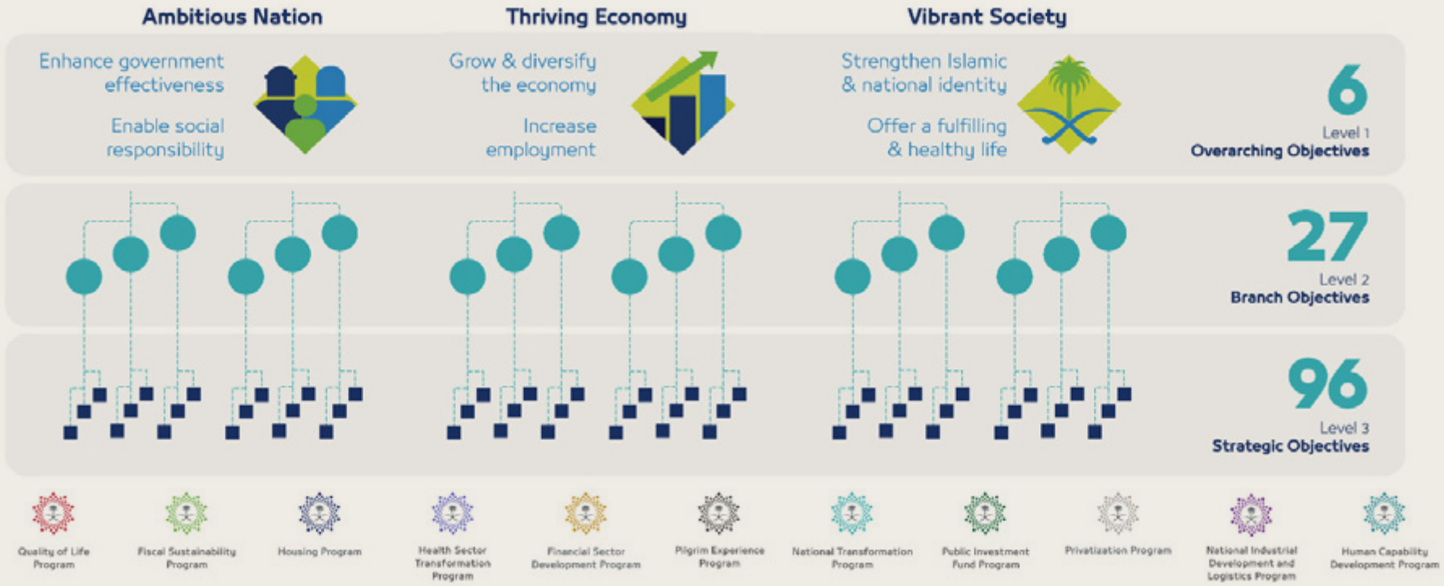
Our Alignments GRI (2-28)

We align our strategies with global and local frameworks that reinforce our direction and enhance our impact. These alignments support our efforts to meet international standards while anchoring our decisions in local realities. Adopting these frameworks allow us to gain valuable insights into key environmental and social challenges.

Launched in 2016, Vision 2030 provides a transformative national roadmap that builds on the Kingdom's unique strengths—its leadership in the Arab and Islamic worlds, its investment potential, and its strategic geographical position. Vision 2030 aims to drive economic diversification, empower citizens, cultivate an investor-friendly environment and position Saudi Arabia as a global leader. Sustainability and ESG considerations are embedded throughout its economic, environmental and social objectives, demonstrating the Kingdom's sustained commitment to responsible, forward-looking development.

رؤية VISION 2030
المملكة العربية السعودية
KINGDOM OF SAUDI ARABIA

As ADG, we align our strategies and initiatives with Vision 2030, **recognising the significant role our business and social activities play in contributing to the Kingdom's long-term vision for sustainable prosperity.**



United Nations Global Compact

A proud member of the UN Global Compact since 2021, we embed its principles throughout **our core operations and ensure alignment across our portfolio companies, communicating our commitment to responsible business practices and reinforcing it through the lens of Omnipreneurship.**

Theme	UNGC Principle	Description	Our Alignment
Human Rights	Principle 1	Support and respect protection of internationally proclaimed human rights	We create a culture of respect and ethical employment, as outlined in our Values Manual. All ADG colleagues receive mandatory training to uphold these principles.
	Principle 2	Ensure and avoid human rights abuses	We enforce ethical standards through our Values Manual, ensuring fair treatment and non-discrimination across our operations and adhere to Saudi labour laws that are UN Human Rights Signatories.
Labour	Principle 3	Uphold the freedom of association and the effective recognition of the right to collective bargaining	While trade unions are not applicable under Saudi labour laws, ADG's portfolio companies engage with unions where relevant in other jurisdictions, including across FPS operations.
	Principle 4	Eliminate all forms of forced and compulsory labour	Our employment practices strictly prohibit forced or compulsory labour across the holding and portfolio-level; in full compliance with local and international laws.
	Principle 5	Effectively abolish child labour	We do not employ underage workers and strictly adhere to local employment laws.
	Principle 6	Eliminate the discrimination in respect to employment and occupation	Our policies support eliminating employment discrimination and supporting diversity and inclusion.
Environment	Principle 7	Support a precautionary approach to environmental challenges	We integrate sustainability at the holding and portfolio-level, guiding our portfolio companies to assess risk, improve resource efficiency, and implement best environmental practices.
	Principle 8	Undertake initiatives to promote greater environmental responsibility	We act as a strategic architect, ensuring our portfolio companies focus on energy efficiency, and waste reduction to minimise environmental impact.
	Principle 9	Encourage the development and diffusion of environmentally friendly technologies	We encourage our portfolio companies to explore green technologies where applicable to their business and focus our innovation activities to solve sustainability challenges.
Anti-Corruption	Principle 10	Work against corruption in all its forms, including extortion and bribery	We implement a robust governance framework, supported by policies and procedures such as whistleblowing, ensuring strict compliance to our ethical standards, in addition to training and awareness.

United Nations Sustainable Development Goals

We also support the Sustainable Development Goals (SDGs), prioritising **those where we can create the greatest impact in line with our Giving and Sustaining principles. Our contributions to the SDGs and our Giving principle are detailed throughout this report.**

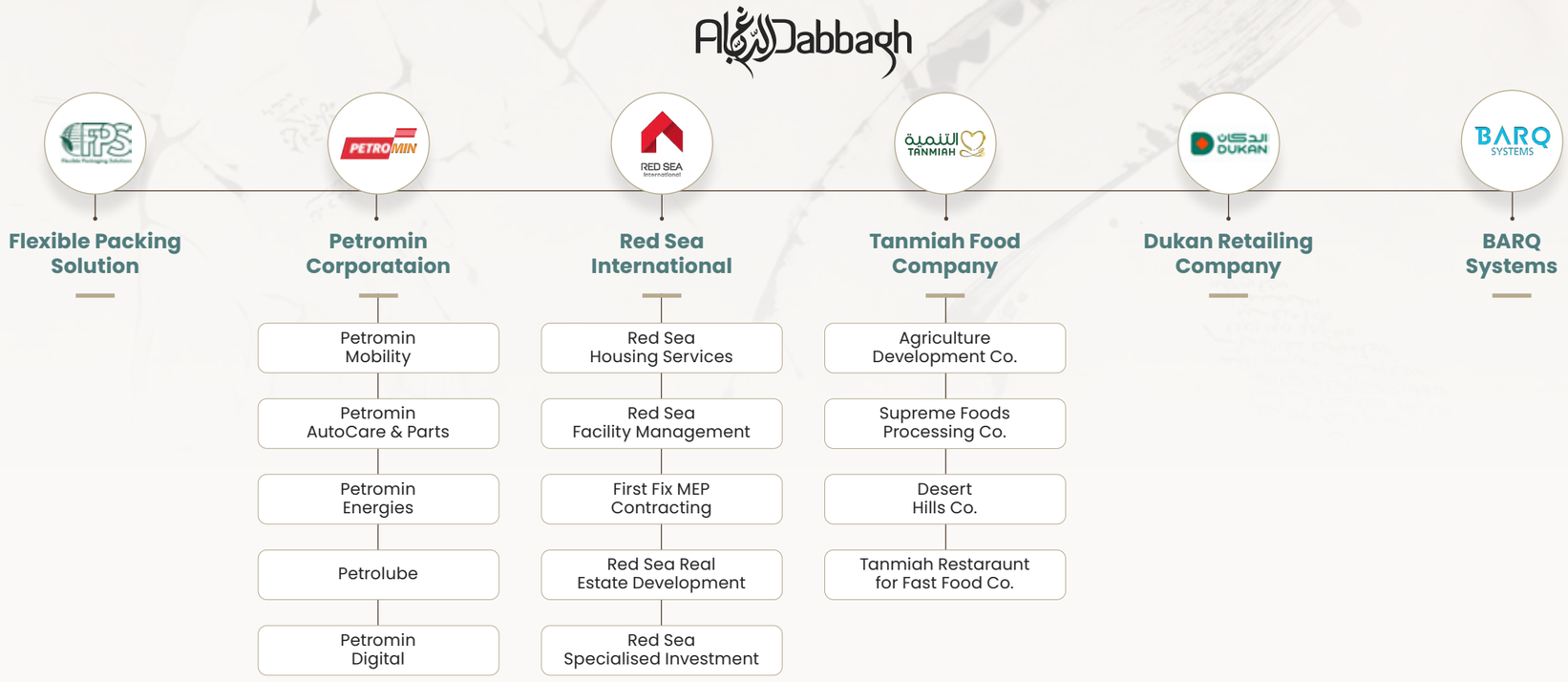




OUR GOVERNANCE AND OVERSIGHT

Omnipreneurship Governance GRI (2-14), (2-29)

ADG operates through a decentralised structure, serving as a strategic architect rather than an owner-operator of its subsidiaries. This model enables disciplined autonomy at the subsidiary level, while maintaining clear governance alignment across the Group. This is applicable to all giving, earning and sustaining activities as corporate oversight is exercised through engagement of key ADG colleagues, including members of the C-Suite who serve on several subsidiary Boards. This ensures consistent integration of Omnipreneurship principles into strategic decision-making.



Our direct governance model operates across three integrated dimensions, each reinforcing the others to ensure robust oversight, strategic alignment, and the embedding of Omnipreneurship principles throughout the portfolio.

Independent Subsidiary Boards
Each ADG subsidiary operates with full accountability to its own Board of Directors, responsible for overseeing management performance, strategic direction, and risk within that entity.

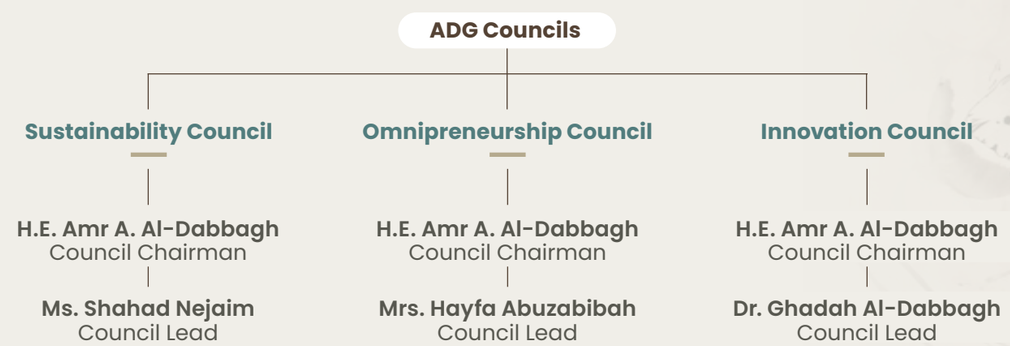
ADG Shareholder Representation
As a shareholder, ADG maintains active Board representation across subsidiaries, ensuring alignment with Group priorities and the consistent integration of Omnipreneurship principles into decision-making.

ESG & Sustainability Committees
Dedicated ESG and Sustainability Committees are established at listed subsidiaries — Red Sea International and Tanmiah Food Company — formalising accountability, transparency, and alignment with regulatory expectations.

ADG Councils

Complementing our formal Board governance, we have established three Group-wide councils, led by ADG department heads, to drive value creation initiatives across the Group and serve as platforms for coordination and alignment across our portfolio.

These councils bring together senior leadership from across our subsidiaries on a quarterly basis to align on strategic priorities, exchange insights, and accelerate progress across key value creation areas. This structure ensures consistency in approach while enabling effective cross-portfolio collaboration. To track progress, we utilise selected indices as objective and quantitative measures to benchmark our performance against industry-specific peers within international best practices.



Omni Council

The Omnipreneurship Council serves as our central people governance forum, bringing together CEOs and CHROs across the Group to align on culture, talent, and colleague experience, while embedding the Omnipreneurship philosophy across all business verticals. The Council oversees Group-wide people strategies, drives alignment on key initiatives, and translates culture and engagement insights into actionable priorities at both Group and subsidiary levels. Through this approach, we support the delivery of a consistent and high-quality colleague experience while strengthening accountability across the Group.

Progress is measured through two key Group-wide indicators: the Omnipreneurship Culture Index, which assesses alignment with our core values, and Great Place to Work (GPTW), which benchmarks colleague experience against leading global standards. The significance of this focus is underscored by McKinsey & Co and GPTW research showing that companies actively investing in organisational health initiatives achieve an average 18% increase in EBITDA within one year, a compelling demonstration of the direct link between people-first cultures and financial performance.[1] These metrics provide structured, comparable insights to track performance and drive continuous improvement across our portfolio.

Vision
To be a global employer of choice and an irresistible organisation by embedding the Omnipreneurship culture across all verticals.

Mission
To achieve Top 3 global Great Place to Work ranking by 2030.

Sustainability Council

The Sustainability Council acts as the Group's primary platform for advancing sustainable value creation across our portfolio, bringing together senior leadership to align on sustainability priorities and drive coordinated progress. Its mandate is to guide the integration of sustainability into business strategy, facilitate the sharing of expertise and best practices, engage external experts to drive innovative approaches, and support the implementation of initiatives across subsidiaries at different stages of maturity. Through regular engagement, we strengthen alignment, build internal capabilities, and support our long-term sustainability ambition.

In 2025, the Council held its 30th meeting, focusing on expanding sustainable avenues of value creation. Topics throughout the year included an introduction to behavioural economics and its application, the UK's TPT Framework for decarbonisation planning, and waste management approaches in collaboration with the SIRC management team. To support informed decision-making, we complement these discussions with quantitative benchmarking and external reference points, including ESG rating frameworks such as MSCI. The importance of this approach is reinforced by Deloitte research indicating that a Company increasing its ESG score by 10 points can expect an increase of approximately 17% in its EV/EBITDA, providing evidence that robust sustainability performance translates directly into market value creation.[2] This enables a structured, data-driven approach to assessing performance against peers and prioritising impactful sustainability actions across the Group.

Vision
To Establish ADG and its subsidiaries as strategic data-driven and industry-leading sustainable businesses with an 'AAA' MSCI ESG Rating by 2030.

Mission
To support ADG's business verticals to create value by omptimising current business performance and resilience, scaling businesses and fostering strategic partnerships.

[1] Mckinsey & Co and Great Place to Work (GPTW), '"Organisational Health and Financial Performance" (2023).
[2] Deloitte, "Does a Company's ESG Score Have a Measurable Impact on Its Market Value?" Deloitte Report 2022.

Innovation Council

The Innovation Council drives our ambition to position our business verticals as leading digital and innovation-driven enterprises by fostering a culture of innovation and enabling transformation across our portfolio.

The Council focuses on advancing innovation-led growth, identifying and scaling new business opportunities, and enhancing overall performance and competitiveness. By aligning innovation efforts across our subsidiaries, we support the generation of long-term value and strengthen our position across the industries in which we operate.

To track progress and benchmark performance, we utilise external innovation benchmarking frameworks, including those developed by Boston Consulting Group (BCG). These frameworks assess innovation maturity across areas such as strategy, investment, capabilities, and outcomes, enabling a structured, data-driven approach to evaluating performance against leading global organisations. The value of innovation leadership is demonstrated by BCG's own findings, which show that the world's most innovative companies outperformed the top MSCI-listed com-panies by 42% in shareholder value creation over the 15-year period from 2005 to 2020.[3] This reinforces the strategic importance of our ambition to be recognised among the world's most innovative companies.

Vision
Become a world leader in innovation based on Omnipreneurship values.

Mission
To transform ADG into world's top 50 BCG ranked innovative companies by 2030.

ADG Departments

Our Sustainability and Omnipreneurship Departments operate as lean and strategic functions, led by the Group Sustainability Director and the respective Omnipreneurship leadership, both of whom report directly to our Chairman and CEO. This structure ensures clear accountability and strong alignment with Group-wide priorities.

Designed to avoid bureaucratic complexity, both departments work closely with subsidiaries to drive progress, provide strategic direction, and support implementation across the portfolio. Through direct engagement and coordination, they play a central role in embedding sustainability and Omnipreneurship principles into our operations, culture, and long-term value creation approach.

[3] Boston Consulting Group (BCG), "The Most Innovative Companies 2021" (2021).

Risk Management

As a holding Company with subsidiaries across multiple industries and jurisdictions, effective risk management is essential to our long-term success and continuity. While our diversified portfolio provides a degree of risk mitigation, it also introduces complexities related to subsidiary oversight, regulatory compliance, and varying market conditions.

We adopt a structured approach to identifying, assessing, and managing risks across the Group. This includes regular risk assessments, implementation of appropriate internal controls, and ongoing monitoring of critical risk areas to support informed decision-making at both the holding and subsidiary levels.

Through continuous process improvement and active stakeholder engagement, we aim to proactively address emerging risk while maintaining alignment with our strategic objectives.

ESG Risk Management

As part of our broader risk management framework, we integrate ESG considerations to strengthen our understanding of portfolio-wide risks and opportunities.

Our ESG risk management approach provides a clear view of portfolio-wide risks across the Group, supporting oversight at both holding and vertical levels. While a detailed climate-risk assessment has not yet been undertaken, insights from our third-party ESG rating assessment enable us to identify the most prevalent ESG risks affecting our strategic verticals and the holding Company.

This process establishes a clear understanding of exposure across geographies and business lines, allowing us to prioritise the most material ESG risks. The most common risks across our portfolio include:

ESG Risks	Risk Area	Coverage Across Portfolio
Environmental	Carbon Emissions and Product Carbon Footprint	4 Verticals
	Packaging Materials and Waste	2 Verticals
	Opportunities in Clean Tech	2 Verticals
Social	Labour Management	4 Verticals
	Product Safety and Quality	3 Verticals
Governance	Corporate Governance	All Verticals
	Corporate Behaviour	All Verticals

To manage these risks, we rely on our working group to align priorities and share knowledge across our portfolio. Each vertical remains accountable for addressing its priority issues in alignment with its Board or ESG committee, consistent with our decentralised operating model. Where shared risks exist, opportunities for collaboration are explored, while vertical-specific issues continue to be managed at the subsidiary level.

Our Group Governance GRI (2-9), (2-10), (2-11), (2-12), (2-13), (405-1)

At ADG, governance provides the foundation for disciplined decision-making and long-term stewardship across the Group. Managed by a Sole Director, also serving as CEO, and supported by focused executive and advisory committees of experts, our structure enables clear accountability, informed judgement, and effective oversight.

Our governance framework is guided by a robust suite of values, policies and procedures, and is periodically reviewed to maintain alignment with our corporate objectives and evolving priorities.

Our Leadership

Al-Dabbagh Group is a wholly owned family business with seven shareholders, the majority representing the second generation. Over 30 years ago, the Al-Dabbagh family developed a comprehensive Family Protocol, outlining key principles for succession, merit-based hiring, voting rights and long-term stewardship, a framework that continues to guide the Group's governance today.

ADG is family owned but professionally managed.

The Shareholders' Council has appointed His Excellency Amr Al-Dabbagh as acting CEO and Chairman of the Board. To achieve our ambition of being recognised by 2030 as one of the top 30 wholly-owned family businesses globally, we have empowered a professional leadership team with proven international experience to manage operations at both the Holding and subsidiary levels. This team provides strategic direction and specialist insight, ensuring progress toward our 2030 goals.

In line with the Family Protocol, the Board is composed of 1/3 family members, 1/3 independent directors and 1/3 of executive management. Each Board member contributes to a distinct area of expertise, collectively strengthening governance across the Group and informing engagement with subsidiary Boards and management teams. To learn more about the Board's expertise and background, please visit the Leadership section of our official website: Al-Dabbagh | About us





H.E. Amr Al-Dabbagh
Chairman & CEO

Expertise:
Government leadership & international relations



Mohamed Jazeel
Executive Director

Expertise:
Financial management & corporate finance



Tariq Al-Abbadi
Executive Director

Expertise:
Corporate law & private equity



Jamal Al-Dabbagh
Non-Executive Director

Expertise:
Insurance & business governance



Daya Al-Dabbagh
Non-Executive Director

Expertise:
Private equity & quantitative finance



Wendy Lane
Non-Executive Director
(Independent)

Expertise:
Private equity & investment banking



Ozey Horton
Non-Executive Director
(Independent)

Expertise:
Strategy & operations



Marcus Alexander
Non-Executive Director
(Independent)

Expertise:
Corporate strategy & entrepreneurship



Paul Polman
Non-Executive Director
(Independent)

Expertise:
Sustainability leadership & consumer goods

Ethical Standards and Oversight

GRI (2-15), (2-16), (2-17), (2-18), (2-23), (2-24), (2-25), (2-26), (2-27), (406-1)

Compliance

At ADG, compliance is exercised as a matter of discipline and governance, with clear priority given to adherence to relevant regulatory requirements, including anti-money laundering and anti-corruption. Ethical expectations are reinforced through Group-wide business ethics training, ensuring a consistent understanding of responsibilities and accountability in practice.

For three consecutive years, we recorded

ZERO

incidents of non-compliance, reflecting the effectiveness of our internal control environment in upholding integrity and trust.

Code of Conduct

Our Code of Conduct is articulated through the Omnipreneurship Values Manual, a practical guide that demonstrates how ADG colleagues are expected to actively apply the values to ensure a safe, professional, and respectful workplace.

The Manual upholds essential labour rights, including non-discrimination and anti-harrassment policies. It is communicated to all ADG colleagues and embedded through multiple training sessions to support consistent understanding and application across the Group.

In 2025, we reinforced the importance of these values through leadership reminders and renewed initiatives to further embed the Manual's principles into daily operations, ensuring they continue to guide colleague behaviour across the Group.

Grievance Management and Whistleblowing

ADG maintains clear and established grievance management and whistleblowing arrangements to support a culture of integrity, accountability and ethical conduct across the Group. Colleagues are provided with secure and confidential channels to raise concerns, including through our whistleblowing policy.

The policy covers matters such as fraud, corruption, criminal acts, breaches of confidentiality, conflicts of interest, and unethical behaviour. Confidentiality is maintained to the extent reasonably practicable, and colleagues who raise concerns in good faith are protected from adverse or detrimental actions, such as discrimination, demotion, or loss of employment.

At ADG, governance is a central mechanism through which we manage and grow our strategic business verticals. We promote clear principles of diversity, oversight and responsibility, ensuring each vertical reflects these values within its own governance structures. This dashboard offers a consolidated view of governance practices across the Group, spanning both the holding and strategic vertical levels, enabling us to track performance, promote accountability, and encourage alignment with leading governance standards.

	Al-Dabbagh	FPS *	PETROMIN	RED SEA International	TANMIAH	DUKAN	BARQ SYSTEMS
Board Size	9	8	4	8	10	6	3
Board Independence	4	7	1	4	4	0	0
Female Board Members	11%	13%	0%	36%	40%	33%	33%
Board Oversight of Sustainability	Yes	Yes	Yes	Yes	Yes	Yes	Yes
ESG Committee	No	No	No	Yes	Yes	No	No
Annual Ethics and Roles Update	100%	100%	100%	100%	100%	100%	100%
ESG Risks Integration	✓	✓	✗	✗	✓	✗	✗
Labour Policies	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Improved performance compared to 2024 | Decreased performance compared to 2024 | No change in performance compared to 2024 | Target achieved | No data available

OUR PEOPLE

At ADG, we take a long-term view of how we support and develop our people across our strategic business verticals. While each vertical applies Human Resource practices that reflect its operational context, we are united by a shared focus on workforce diversity, leadership representation, colleague wellbeing, and talent retention, all of which are central to sustaining a resilient and engaged organisation.

This dashboard brings together key people and culture metrics across the Group, providing data-driven insight into our workforce and aligning with our approach to building capability, continuity and empowerment over time.

	Al-Dabbagh	FPS *	PETROMIN	RED SEA International	TANMIAH التنمية	DUKAN الدكان	BARQ SYSTEMS
% of females in the workforce	29% ▼	48% ▲	8% ▼	2% ▼	10% ▲	2% ▲	21% ›
% females in leadership positions	29% ▼	27% ▼	11% ▲	11% ▲	5% ›	0% ›	1% ›
Male to Female pay ratio	1:1 ›	1:1 ›	1:1 ›	1:1 ›	1:1 ›	1:1 ›	1:1 ›
Average of training hours delivered	N/A	N/A	22.8 Hours	0.2 Hours	18.6 Hours	15 Hours	5.6 Hours
Retention Rate	76%	74%	94%	82%	88%	60%	83%
Employee satisfaction Rate	N/A	88% ▲	71% ▲	70% ▼	86% ▼	N/A	81% ›
H&S training hours delivered	N/A	24,416 Hours	4,443 Hours	N/A	9,257 Hours	529 Hours	N/A

▲ Improved performance compared to 2024
▼ Decreased performance compared to 2024
› No change in performance compared to 2024

Diversity, Equity and Inclusion GRI (2-7), (2-23), (2-24), (401-1), (401-2)

Our Diversity and Inclusion Policy continues to articulate our responsibility to create a workplace that is fair, inclusive and grounded in respect. We believe that our colleagues are fundamental to the Group's long-term resilience, and we remain focused on attracting and retaining individuals with diverse skills, experiences and backgrounds, recognising that this diversity contributes to our ability to deliver high-quality products and services to our stakeholders.

A workforce that mirrors the diversity of our portfolio and communities enables us to better understand and meet their needs, enriching both our operations and the communities we serve. We continue to uphold a discrimination free workplace, where equity, dignity, and equal opportunity guide how we work together across the Group.

Female Empowerment

ADG remains focused on advancing female empowerment and representation across the Group as part of our broader diversity efforts. We have set a target to achieve 35% female representation across all four levels of the Group. In 2025, this target was achieved at one level within the holding, primarily at the entry level.

While this reflects progress, we recognise that meaningful diversity must extend beyond entry-level roles. Our ambition is to strengthen female representation across frontline, managerial and executive levels to ensure inclusive perspectives are embedded throughout decision-making structures. We continue to encourage our portfolio to assess their current position and define actions to advance female representation in line with our Diversity and Inclusion Policy.

For four consecutive years, we recorded

ZERO

cases of discrimination

at the holding level, supporting an environment in which colleagues are treated with fairness, respect and dignity.

Top 5 full-time colleague nationalities | **2025**

Saudi	16
Filipino	5
Pakistani	4
Egyptian	4
Indian	2
Others	2*

*Others include colleagues from Sri Lanka

Total number of full-time colleagues

2023	2024	2025
52	52	41
65%	64%	71%
35%	36%	29%

Total number of new colleague hires by gender

2023	2024	2025
06	04	01
17%	75%	100%
83%	25%	0%

Senior management	**2023**	**2024**	**2025**
Total number of colleagues in Senior Management positions	7	8	7
% of which are female	43%	50%	29%
% of which are male	57%	50%	71%
Number of local colleagues in Senior Management positions	4	4	3

New colleague hires	**2023**	**2024**	**2025**
New colleague hires by age group	6	4	1
% of which are below 30	50%	0	0
% of which are between 30 - 50	50%	100%	0
% of which are 50 and above	0	0	100%

Colleagues categories - by gender	**2023**	**2024**	**2025**
Executive/C-leader colleagues	8	7	7
Executive/C-leader female colleagues	3	4	2
Mid-level manager colleagues	11	12	9
Mid-level female colleagues	2	2	1
Frontline manger/ supervisor colleagues	14	6	9
Frontline manger/ supervisor female colleagues	6	5	3
Individual contributor colleagues	19	12	16
Female contributor colleagues	7	8	6

Turnover rate by gender (%)	**2023**	**2024**	**2025**
Turnover rate for all colleagues	18	11	24
Turnover rate for female colleagues	31	11	34
Turnover rate for male colleagues	10	12	19

Turnover rate by age group (%)	**2023**	**2024**	**2025**
25 years or younger	0	33	0
26 to 34 years	8	8	22
35 to 44 years	10	13	13
45 to 54 years	4	10	67
55 years or older	2	9	15

Talent Development

GRI (2-19), (2-20), (2-23), (2-24), (401-3), (404-1), (404-2), (404-3), (405-2)

The continuous development of our colleagues is a defining part of how we sustain the Group over the long term. Through structured training and development programmes, we support the development of technical capabilities, encourage personal and professional growth, and create a shared sense of purpose that carries through how we work and grow together.

Ratio of basic salary and **renumeration of women to men**

2023 | 2024 | 2025



1:1

OmniU Platform

OmniU is our dynamic learning platform, providing colleagues with access to online courses from leading companies, innovators, and universities, including Google, IBM and others. Through this platform, colleagues can develop technical expertise across a broad range of disciplines, including Finance, HR, data analysis and user experience design.

Courses on OmniU are structured under the ADG Competency Framework, linking professional skill development to each element of the Omnipreneurship ecosystem. This approach allows us to systematically build capacity while progressing towards the targets set out in our 2025 strategy. The box below summarises some of our other key programmes introduced across the organisation to support colleague development, and talent retention.

Internal Mobility Programme



Launched in 2023, the programme facilitates recruitment of internal candidates into new roles, helping retain talent while enabling career progression across the Group. In 2025, seven colleagues transitioned from ADG Holding into roles within Petromin and Petrolube.

All colleagues at all levels **received regular performance reviews and career development reviews for four consecutive years.**

Beyond preventative and lifestyle initiatives, **we provide additional medical support where costs exceed insurance coverage, extending this support to colleagues' parents to ease the financial strain during challenging periods.**

Occupational Health and Safety

Promoting and maintaining a safe working environment for our colleagues and visitors remains a priority. Our approach to health, safety, and security is embedded in daily operations through preventative measures designed to protect everyone within our premises. We implement this approach through the following measures:

- **Omnipreneurship Unit:** Oversees compliance with health and safety standards, conducting regular audits to identify and mitigate risks
- **Non-smoking Workplace:** ADG maintains a smoke-free environment, allowing smoking only in designated areas. We also offer smoking cessation programmes to support colleagues.
- **Security Officers:** Monitor premises, control access, and undergo emergency response training, conducting regular drills to ensure preparedness.
- **Fire Safety Protocols:** Require all colleagues to keep fire exits clear, with the Facili-ties department overseeing compliance and conducting regular evacuation drills.

Health and Wellbeing

Beyond maintaining a safe workplace, we support the broader health and wellbeing of our colleagues to ensure they feel cared for, secure, and able to perform at their best. Our Wellbeing Programmes Policy continues to guide our approach by promoting physical health, encouraging healthy habits, and recognising personal milestones, creating a space where colleagues remain engaged.The table below summarises our ongoing health and wellbeing programmes:



Get Fit Programme | Supports weight loss with specific targets and timelines. (SAR 2,500 for 10 kg in 3 months, SAR 5,000 for 20 kg in 6 months, SAR 10,000 for 30 kg in 1 year)



Go Walk Programme | Encourages walking 10,000 steps a day for a month with financial reward of SAR 2,500.



Smoke Free Programme | Raises awareness and supports quitting smoking with financial rewards. (SAR 10,000 for the first year, SAR 20,000 for the second year)



Flexible Work (Flextime) | Allows for flexible working arrangements twice a month, working remotely every other Thursday.



Health Lounge | Provides health assessments (blood sugar, blood pressure, optical, dental, full medical report) at the headquarters.



The Youngest Omnipreneur | Quarterly fitness competition with Garmin watches as prizes and a yearly winner receiving a trip to a resort in Dubai.



Omni Peer Recognition | A system for recognising colleague achievements, fostering a positive atmosphere and teamwork.

Parental leave	2023	2024	2025
Number of female colleagues who were entitled to parental leave*	18	19	12
Number of female colleagues who took parental leave	0	0	0
Number of female colleagues who returned to work after completion of parental leave	0	0	0
Number of female colleagues who returned to work after parental leave ended and were still employed after their return to work	0	0	0
Retention rate for female colleagues who went on parental leave	0	0	0

Parental leave	2023	2024	2025
Number of male colleagues who were entitled to parental leave*	34	33	29
Number of male colleagues who took parental leave	2	2	1
Number of male colleagues who returned to work after completion of parental leave	2	2	1
Number of male colleagues who returned to work after parental leave ended and were still employed after their return to work	2	2	1
Retention rate for male colleagues who went on parental leave	100%	100%	100%

*All ADG Colleagues, both male and female are entitled to parental leave, whether they are expecting a child themselves, their spouse is expecting, or they are adopting. In accordance with Saudi Labour Law, parental leave may also be granted in the case of adoption, ensuring inclusive support for growing families. In 2025, only one male colleagues had a newborn and utilised parental leave benefits.

Talent Engagement and Recognition

Sustaining a resilient organisation depends not only on capability, but on the quality of its internal culture and the rigour of its engagement practices. In 2025, we continued to formalise the systems through which colleague experience is captured, reviewed and acted upon.

Our approach integrates structured listening, cultural benchmarking and coordinated support initiatives, ensuring that engagement is embedded within leadership oversight at both holding and subsidiary levels.

Culture and Alignment

The Omnipreneurship Culture Index remains a central instrument for assessing how effectively our values are understood and lived across the Group. The survey evaluates alignment across nine cultural dimensions, providing a structured measure of cohesion, behavioural consistency and shared directions across the Group. In 2025, the survey was made available in 13 languages, broadening participation across our global workforce. Results were reviewed at Group level and cascaded to subsidiaries for focused discussions and defined action plans. These plans were subsequently presented at Council meetings, ensuring that cultural measurements translates into deliberate and visible follow-through.

2025 Results

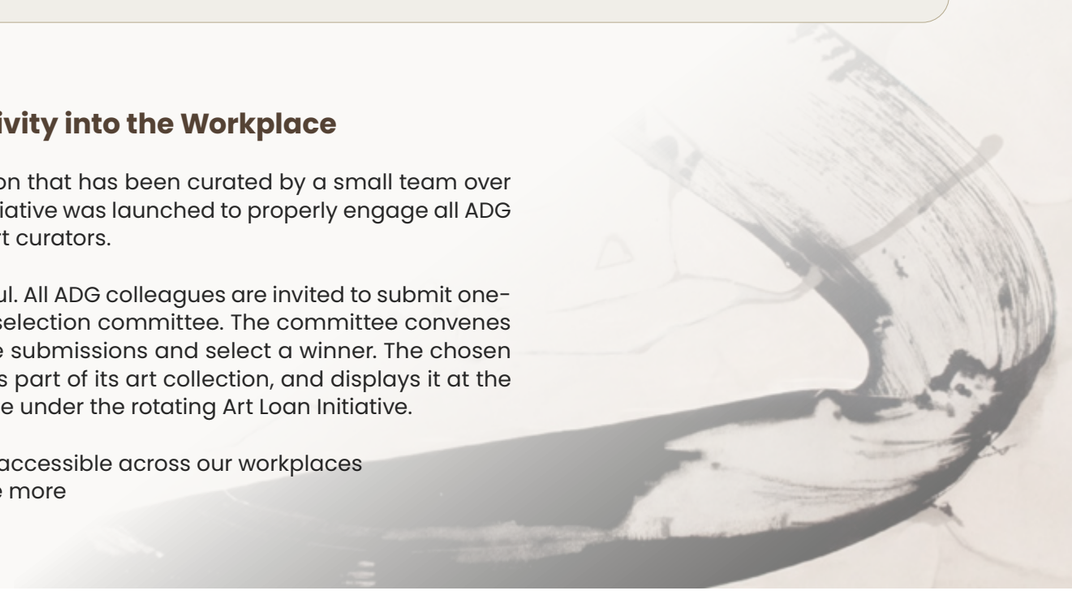
12,000	13	86%	74%	Focus groups and Council-reviewed action plans
Colleagues Participated	Languages Offered	Overall Culture Index Score	Familiarity with Core Values	Post-Survey Governance

Art For All: Bringing Creativity into the Workplace

ADG has an extensive art collection that has been curated by a small team over decades. In 2024, the Art for All Initiative was launched to properly engage all ADG colleagues across the globe as art curators.

The process is simple yet impactful. All ADG colleagues are invited to submit one-of-one artworks to the Art for All selection committee. The committee convenes on a quarterly basis to review the submissions and select a winner. The chosen piece is acquired by the Group, as part of its art collection, and displays it at the nominating colleague's workspace under the rotating Art Loan Initiative.

This initiative has made art more accessible across our workplaces and enabled colleagues to curate more creative work environments.



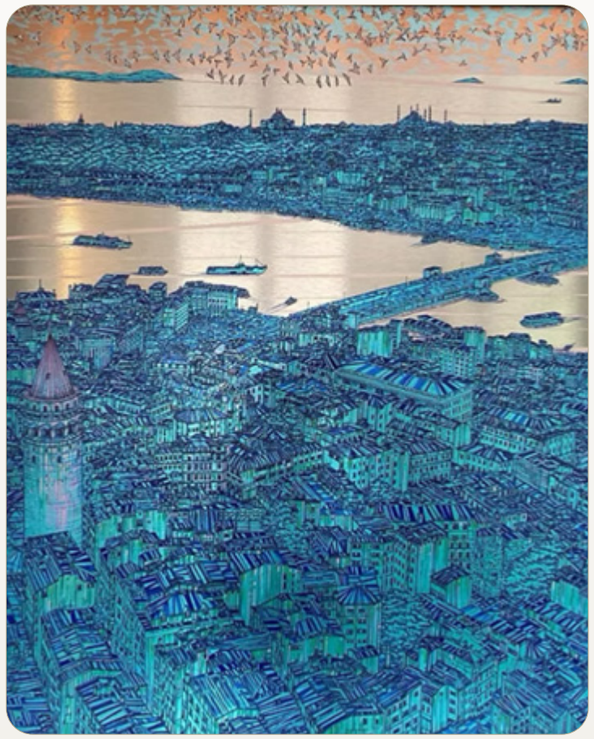
In 2025, the initiative saw strong engagement across the Group, with selected entries including:

FPS | Turkey

Artist: Devrim Erbil

Nominated by: Damla Özdamar, Legal Counsel, FPS

Overview: A detailed panoramic view of Istanbul, capturing the city's dense architecture and connection to the Bosphorus through intricate linework.



FPS | Turkey

Artist: Çiğdem Yelliler Aslan

Artwork Title: Seaside Town

Nominated by: İlgi Reka, Global HRBP, FPS Turkey

Overview: A bold, sculptural depiction of a coastal town, combining vibrant colours and textured forms with flowing sea elements.



Petromin | Saudi Arabia

Artist: Freddie Peacock

Artwork Title: Desert Eyes

Nominated by: Terence Byrne, CEO, Petromin Mobility

Overview: An abstract composition featuring repeated eye motifs set against desert tones, creating a distinctive and thought-provoking visual.



Global Workplace Recognition

Our six-year partnership with Great Place to Work ® (GPTW) continues to provide independent benchmarking of workplace standards across the Group. External validation introduces comparability and discipline across markets allowing for transparency in how colleague experience is assessed. In 2025, we achieved certifications in 14 countries and secured placements on 12 GPTW lists worldwide. These recognitions reflect sustained organisational focus and the cumulative impact of cultural and governance practices implemented across the organisation.

Great Place To Work.

#6 Best Workplaces in Asia™ – Multinational

#1 Best Workplaces in KSA™ – Large Organisations

#1 Best Workplaces for Saudi Nationals™

#3 Best Workplaces in the Middle East™

Ranked on Fortune's 100 Best Companies to Work For in Europe

Recognitions across UAE, UK, Germany, Bahrain, Turkey, Vietnam and China

Colleague Experience Platform

In 2025, we launched a Group-wide Colleague Experience Platform, powered by Qualtrics, establishing a structured approach to capturing colleague insight. The platform formalises feedback across key lifecycle stages, ensuring that perspectives are gathered consistently, confidentially and at scale.

Rather than relying solely on periodic surveys, this system integrates listening into operational processes. Insights generated through the platform inform leadership deliberations across performance management, rewards, communication onboarding and exit processes, providing us with clearer visibility on trends and sharpening accountability across the Group.

Colleague Experience Platform

4,000
licences deployed across ADG

Lifecycle Coverage

Onboarding, Performance Management, Rewards and Recognition, Communication, Exit Experience

Our Governance

Confidential surveys with structured reporting and action tracking

Everyday Value for Our Colleagues

In addition to engagement measurement and benchmarking, we continued to align and extend colleague support programmes across ADG holding and its subsidiaries. ADG's Exceptional Execution Unit leads these initiatives and ensures consistent access to core benefits across the Group. Through centralised and cross-vertical programmes, we provide structured healthcare, financial, and mobility-related support designed to promote equity and consistency at scale. By coordinating these benefits, we maintain clear standards while enabling subsidiaries to implement them ef-fectively within their respective operating contexts.

Centralised Medical Insurance

Equalised premium healthcare access across all subsidiaries

Vehicle Purchasing Programme

Preferential pricing through Nissan, Stellantis and Volvo

Petromin Express Partnership

Discounted vehicle servicing for colleagues

Tanmiah and Popeyes Collaboration

Access to fresh poultry at cost and discounted meals

Almosafer Integration

Streamlined business and personal travel bookings

OUR ENVIRONMENTAL FOOTPRINT

	Al-Dabbagh	FPS	PETROMIN[1]	RED SEA International	TANMIAH	DUKAN	BARQ SYSTEMS
% reduction in emissions	6.1% ▼	N/A	408% ▼	80.4% ▼	25% ▼	22.5% ▼	N/A
% reduction in energy consumption	1.5% ▲	2.1% ▲	1,313% ▼	10% ▼	15.2% ▼	25% ▼	N/A
% of our energy consumed is renewable	N/A	4.40% ▲	7.8% ▼	N/A	N/A	N/A	N/A
% reduction in Hazardous waste	N/A	5.8% ▲	71,140% ▼	88.9% ▲	7.30% ▼	N/A	N/A
% reduction in waste to landfill	N/A	N/A	12.4% ▲	64.9% ▲	25.4% ▼	N/A	N/A
% water usage reduction	7% ▲	1.6% ▼	1,130% ▼	120% ▼	2.24% ▼	164% ▼	N/A

▲ Improved performance compared to 2024 ▼ Decreased performance compared to 2024 › No change in performance compared to 2024

[1] In 2025, Petromin expanded its environmental reporting boundary from Petrolube only to all business clusters. As a result, year-on-year changes in electricity, water, waste and greenhouse gas emissions primarily reflect the expanded reporting boundary rather than changes in environmental performance.



Resource Consumption GRI (302-1), (302-4)

As a holding Company, our operations do not involve large-scale fuel consumption. We maintain a limited number of office vehicles used exclusively for administrative purposes, such as office errands, bank visits, and staff transportation.

In 2025, our petrol consumption decreased to 11,284 litres, compared to 14,980 litres in 2024, representing a 25% decrease, primarily driven by lower utilisation of administrative vehicles during the year. We continue to monitor fuel usage to improve efficiency and manage resource consumption across our operations.

Total Petrol Consumption (Litres)	**2024**	**2025**
	14,980	**11,284**

Energy Consumption

We continue to manage our environmental footprint by monitoring and optimising energy consumption across our operations.

In 2025, our total electricity consumption decreased to 94,964 kWh, representing a 2% reduction compared to 2024. This builds on the 11.5% reduction achieved in 2024, when consumption decreased from 108,949 kWh in 2023. These reductions reflect the continued impact of energy efficient measures introduced such as LED lighting and flexible work arrangements.

While we track absolute electricity consumption, we do not calculate emission intensity at the holding level due to absence of production-based outputs. We remain focused on improving energy efficiency and reducing overall consumption.

Total Electricity Consumption (kWh)	**2023**	**2024**	**2025**
	108,949	**96,425**	**94,964**

Water Management GRI (303-5)

In 2025, our total water consumption decreased to 308 m³, marking a 7% reduction from 2024. This continues the downward trend from 347 m³ in 2023 to 333 m³ in 2024, reflecting our ongoing focus on resource efficiency.

Our integrated water treatment system enables us to meet operational needs without relying on external water sources or incurring additional costs.

Total Water Consumption (m³)	**2023**	**2024**	**2025**
	347	**333**	**308**

Our Group Footprint

GRI (302-1), (305-1), (305-2), (305-3), (305-5)

Carbon remains the Group's most material environmental issue, and we are committed to managing and reducing associated risks through a practical, balanced, and credible approach.

In 2025, we completed our first Group-level GHG Inventory using 2024 data, covering Scopes 1, 2, and 3 across ADG and its subsidiaries. The exercise established a baseline, identified reporting gaps, and highlighted opportunities to strengthen data coverage and integration across operations.

The 2024 and 2025 GHG Inventories will serve as key inputs to ADG's Decarbonization Roadmap, scheduled for development in 2026.

Carbon emissions	**2023**	**2024**	**2025**
Direct emissions - scope 1 (tco2e)	NA[1]	37	28
Indirect emissions - scope 2 (tco2e)	65	57	56
Business travel - scope 3 (tco2e)	NA[2]	71	58
Total emissions (tco2e)	65	165	142

[1] ADG began tracking petrol consumption in 2024; therefore, Scope 1 emissions for 2023 are not available.

[2] ADG began tracking business travel in 2024; therefore Scope 3, category 6 emissions for 2023 are not available.



Our Portfolio's **Shared Value**

Flexible Packaging Solutions (FPS)

Petromin Corporation

Red Sea International (RSI)

Tanmiah Food Company (TFC)

Dukan Retailing Company

BARQ Systems



Flexible Packaging Solutions

Scope

The 2025 reporting scope covers global operations across the Netherlands (HQ), Belgium, Germany, United Kingdom, France, Ukraine, Vietnam, Romania, Türkiye, China, USA, India, Ireland, Chile and Mexico, unless otherwise specified. Due to differing reporting cycles between FPS and ADG, certain detailed 2025 environmental datasets will be disclosed in FPS's standalone sustainability report.

Omnipreneurship in Practice

Omnipreneurship at FPS is brought to life through the integration of business excellence, community impact, and responsible operations.

Through **Giving,** the WaterSafe initiative addresses water insecurity in underserved communities, improving health, safety, and educational outcomes.

Under **Earning,** FPS delivers innovative and sustainable industrial packaging solutions across a globally integrated manufacturing and commercial network.

Through **Sustaining,** it drives environmental stewardship, operational efficiency, and ethical governance, embedding internationally recognised standards and a strong culture of accountability into its daily operations. Collectively, these pillars reflect FPS's commitment to sustainable growth while delivering meaningful benefits to society and the environment.

FPS's **Giving**

Programme	**WaterSafe Global Initiative:** FPS's flagship programme delivers hygienic water backpacks to underserved schools and communities, through WaterSafe. FPS has positively impacted 4.3 million lives, initially focusing on household access and now expanding to primary and secondary schools. So far, 1,544 out of Kenya's 43,645 schools have been equipped with backpacks, helping ensure safer water access for school-aged children.
Beneficiaries	WaterSafe primarily benefits school children, women, and vulnerable communities in water-insecure regions.
Impact	WaterSafe delivers safe, hygienic water access to underserved communities, reducing contamination risks and physical strain while improving health outcomes and enabling children to stay in school, creating a lasting impact.

FPS's **Earning**

Type of Company	Global leader in the production and distribution of Flexible Intermediate Bulk Containers (FIBCs), delivering safe, innovative and sustainable industrial packaging solutions.
Operations	Our manufacturing footprint spans 13 locations globally, including sites in China, Türkiye, Vietnam, Romania, Ukraine, France, Mexico, Germany and the United Kingdom. These operations serve the food and nutrition, chemicals, pharmaceuticals, construction aggregates, mining and minerals, battery powder, waste management and recycling industries, supporting resilient supply chains and proximity to customers worldwide.
Website	Flexible Packaging Solutions

FPS's **Sustaining**

Awards and Certifications	• Certified in ISO 14001, ISO 50001, ISO 27001, ISO 9001, ISO 45001, ISO 15343, • Certified in FSSC 22000 and BRC Packaging Materials (BRC PM) • RecyClass Recycling and Recycled Traceability certified • Achieved EcoVadis Platinum Rating • Recieved UNGC Netherlands The Best Sustainability Initiative Award - Circularity Hub (Romania)
Environmental Performance	• Achieved zero waste to landfill at 11 out of 13 manufacturing plants • Recovered 1913 tons of plastics from the market for recycling • Emission reduction targets validated by Science Based targets Initiative (SBTi)
Energy Efficiency Initiatives	• Ongoing deployment of energy-efficient manufacturing processes • Generated 1.81 Gwh of electricity from wind turbines • Generated 448,296 kWh of electricity from the solar panels
Year-on-Year Performance	• Improved Colleague turnover from 26.64% to 25.61% • Increased Colleague satisfaction to 88% (GPTW) • Achieved a 95% reduction in hazardous waste from 2022 baseline
People and Governance Policies	• Achieved 100% Code of Conduct acknowledgement • Maintained a 24/7 independent Ethics Hotline • Woman represents 48% of FPS global workforce • Women represent 27% of leadership roles • Delivered 51,760 hours of training to colleagues and contractors

FPS's Giving

About Water Safe

FPS delivers its community impact through its flagship WaterSafe programme, a scalable initiative designed to address water insecurity in underserved communities. The programme is implemented through NGO and community partnerships, with the majority of distributions concentrated in Kenya, India and Ghana, alongside additional distributions in Uganda, the USA, Guatemala, South Africa and Honduras. WaterSafe forms part of ADG's Omniversal Life Impact Programme (OLIP) under the Group's Giving pillar.

To support long-term scalability and external contributions, WaterSafe has been established as a dedicated foundation, operating as a separate legal entity from FPS. By the end of 2025, 79,676 WaterSafe backpacks had been distributed, reaching an estimated 4.3 million people across eight countries.

Impact

Access to water alone is not sufficient; it must remain safe to consume. WaterSafe is built on this critical insight. About 80% of illnesses in developing countries are water-related[1], and the risk does not end at the source. Contamination can occur during transportation, storage and handling, with commonly used vessels such as jerrycans and buckets creating potential points of exposure. Traditional containers can also place significant physical strain on women and children responsible for water collection. Globally, inadequate water, sanitation and hygiene continue to present a significant public health challenge, with the World Health Organization estimating that at least 1.4 million deaths in 2019 could have been prevented through adequate WASH services[2].

In response, FPS leveraged its engineering expertise and economies of scale to develop the WaterSafe backpack, an ergonomic, hygienic and durable solution designed to preserve water quality throughout the handling process. Each unit has an estimated five-year lifespan and can serve an entire classroom, supporting a cost-effective and scalable intervention within the Water, Sanitation and Hygiene (WASH) sector.

[1] World Bank, Water and Development, 2010
[2] World Health Organization, Burden of disease attributable to unsafe drinking-water, sanitation and hygiene, 2023



Hygiene: with its removable liner designed for SODIS disinfection and sealed pack design

Transport: easy to carry with equally distributed weight

Dispense: easy to use water

Ergonomic: conforms the wearers body

Storage: flexible design, easy for logistics

Sustainable: reduce CO_2 impact

To date, the programme has positively impacted approximately 4.3 million lives. Reported outcomes include reduced physical strain, improved health indicators, and increased school attendance driven by lower exposure to waterborne diseases.

Country	Sum of Lives Impacted	Number Of Packs
Kenya	2,870,640	53,160
India	972,000	18,000
Ghana	410,400	7,600
Uganda	45,360	840
USA	2,700	50
Guatemala	648	12
South Africa	540	10
Honduras	216	4
Total	**4,302,504**	**79,676**

SDGs Impacted

Primary SDGs



Secondary SDGs



Positively impacted approximately 4.3 million lives through WaterSafe backpacks distributed by the end of 2025

Future Outlook

FPS aims to scale the WaterSafe programme globally, with a long-term ambition to positively impact 30 million people by 2030. Future efforts will focus on expanding geographic reach, strengthening monitoring systems, enhancing product durability, and deepening partnerships to ensure sustained and measurable community impact.

Positively impact 30 million lives by 2030

FPS measures the success of the initiative through several key performance indicators:

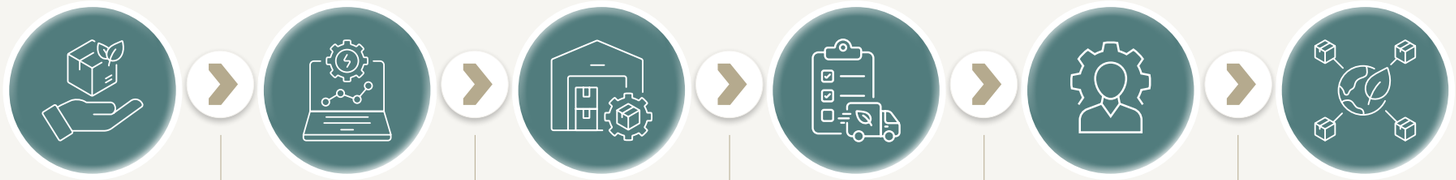
- Estimated lives impacted
- Number of backpacks distributed
- Health indicators (e.g. reduction in diarrhoeal cases, MUAC in children)
- School attendance improvements

To learn more about WaterSafe or support the initiative, please visit: https://www.watersafebyfps.com/

FPS's Earning

Integrated Value Chain

FPS' integrated value chain spans the full lifecycle of its flexible packaging solutions, from responsible raw material sourcing to end-of-life recycling and material reintegration.



Raw Material Sourcing

Sourcing virgin and recycled resins to ensure consistent quality, supply reliability and responsible material use.

Product Design and Innovation

Designing durable, lightweight, and increasingly recyclable packaging solutions to enhance performance and sustainability.

Manufacturing and Production

Producing flexible packaging across a globally distributed manufacturing network to support efficiency and market proximity.

Logistics and Distribution

Delivering products through integrated logistics systems to ensure timely distribution and responsive customer service.

Customer Solutions and Services

Providing technical expertise and reconditioning services to extend product lifecycles and optimise packaging performance.

End-of-Life and Circularity

Promoting circularity through recycling and material reintegration to increase recycled content across the portfolio.

Products and Services

FPS delivers flexible packaging solutions at scale, serving multinational and industrial customers across global markets. Its integrated footprint enables localised production, efficient logistics, and responsive customer service. Through continuous innovation and sustainable design, FPS enhances product performance while supporting the transition towards circular, low-impact packaging solutions.

Flexible Industrial Bulk Packaging (FIBCs)

Includes standard, 1 and 4 loop, aggregate and formstable FIBCs designed for safe, efficient transport and storage of dry goods across industries.

Specialised and Performance FIBCs

Includes liner-integrated, static-reducing and UN-certified FIBCs designed to enhance containment, safety and regulatory compliance for sensitive or hazardous materials.

Advanced Packaging Solutions

MAPGuard solutions using modified atmosphere technology to extend shelf life and protect moisture-sensitive or perishable products.

Container Liners

Developed to enhance bulk sea freight efficiency while ensuring product protection and leakage prevention.

Further information on FPS's product portfolio is available on the FPS product webpage.

Sustainable Products and Services

FPS delivers sustainable packaging solutions that integrate circular design, recycled content and safety-led innovation. By reducing material use and extending product lifecycles, FPS lowers environmental impact while supporting customers in managing ESG and regulatory requirements.

FlexiGreen

Incorporates post-consumer recycled content to reduce virgin material use and lifecycle emissions while maintaining performance and durability.

Reconditioning Business Unit (REBU)

Extends the life of FIBCs through reuse and reconditioning, reducing waste, and lowering the total cost of ownership.

Design-for-Safety and Compliance Packaging

Application-specific solutions ensuring product protection, load safety, hygiene and regulatory compliance across key industries.

Technical and Lifecycle Advisory

Guidance on packaging selection, safe handling, reuse potential and end-of-life optimisation to enhance lifecycle performance.

Sustainability and Carbon Data Support

Provides recycled content documentation and ESG-relevant data such as product carbon footprint to support customer reporting and disclosure needs.



Customer Performance and Satisfaction

FPS upholds a structured and transparent complaint management framework to ensure timely, fair, and consistent resolution. Complaints are logged through Account Managers or the Complaint Response System (CRS), acknowledged within 24 hours, and investigated through root cause analysis with immediate containment measures where required. Escalation protocols ensure business-critical or unresolved cases are reviewed by senior leadership in line with defined authority thresholds.

Customer Complaints	2023	2024	2025
Total number of customer complaints	114	99	109
Total number of customer complaints resolved	100%	100%	100%
CSI Score [1]	96%	96%	96%

[1] Customer Satisfaction Index

Product Quality and Safety

In 2025, FPS continued to uphold high quality and compliance standards across its operations through its Quality Programme. This programme ensures product integrity and consistent performance to meet all relevant industry and regulatory requirements, while integrating continuous improvement across operations to maintain reliability and customer trust.

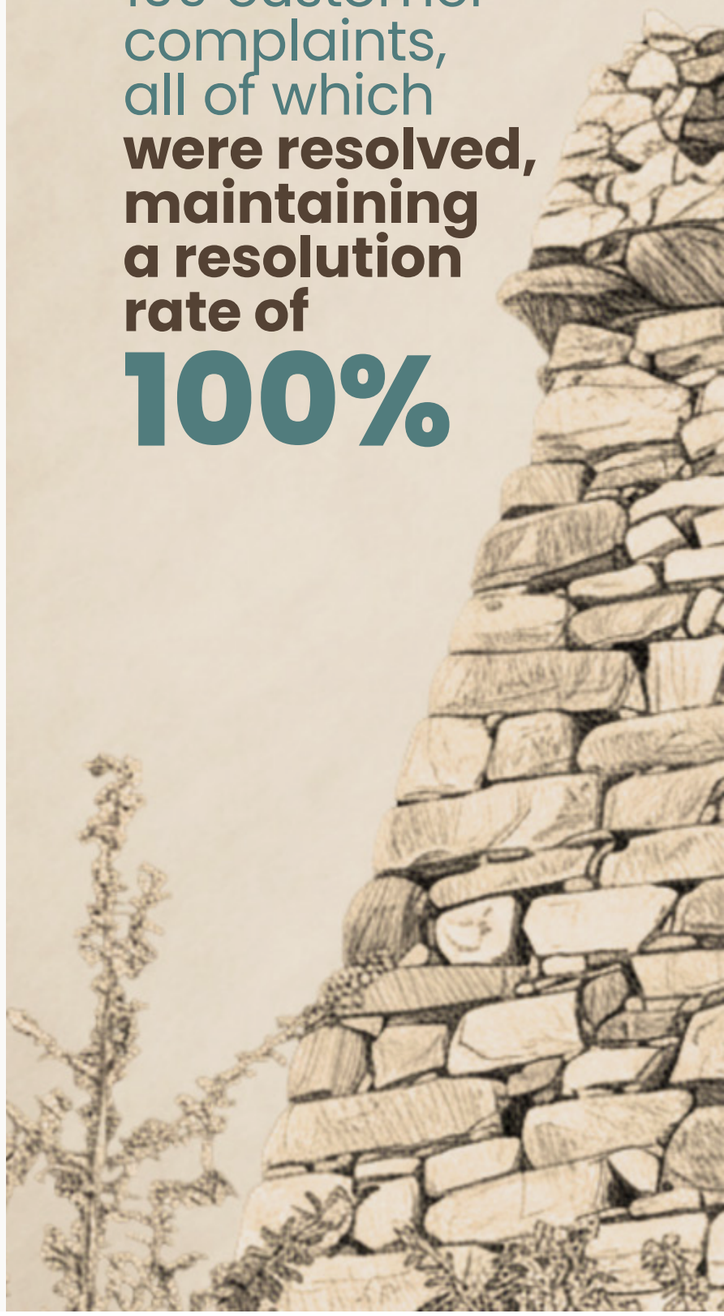
This is supported through in-house laboratory testing aligned with international standards, regular internal and external audits, end-to-end supply chain control, and full product traceability. All certifications, policies and compliance documentation are publicly available on FPS's website: https://www.fps.com/quality-compliance

For three consecutive years, FPS exceeded **its 95% customer satisfaction target, demonstrating consistent service delivery and high levels of customer confidence.**

Quality Certifications | Certified under ISO 9001, FSSC 22000, BRC PM and ISO 15343, ensuring quality management, food safety, packaging compliance and, material traceability.

Quality Management | The FPS-QS system ensures 24-hour acknowledgement, root cause analysis, Corrective Action Reports and formal closure.

In 2025, FPS recorded 109 customer complaints, all of which **were resolved, maintaining a resolution rate of 100%**



Digitalisation and Innovation

In 2025, FPS expanded its digital capabilities to refine sustainability performance and reporting. The deployment of the Carbon Tracker provided more precise product carbon footprint measurement and life cycle analysis, informing lower-carbon packaging development. In parallel, the Azalt Digital Platform was further developed as a centralised ESG reporting system, allowing for systematic site-level data entry, built-in validation controls, and audit-ready carbon accounting. Together, these initiatives improved overall data reliability, regulatory requirements, and improved visibility across global operations.

Data Privacy and Cybersecurity

FPS manages cybersecurity and data privacy as part of its broader governance and risk management approach. Information security is aligned with ISO 27001, supporting the confidentiality, integrity, and availability of data across its digital systems. This approach is supported by clear security policies, role-based access controls, secure IT infrastructure, system monitoring, and incident management procedures. Data privacy requirements are built into internal processes and reinforced through employee training on secure data handling. Cyber and data privacy risks are reviewed within the corporate risk management process, helping to maintain system resilience and safeguard stakeholder confidence in the protection of information.

FPS's Sustaining

Sustainability Governance

FPS's sustainability governance framework continues to support the effective implementation of its sustainability vision, strategy and objectives, ensuring alignment with corporate priorities and evolving global ESG expectations. At the strategic level, the Sustainability Leadership Team (SLT) provides oversight on sustainability initiatives, risk management, regulatory compliance, and ESG performance, maintaining accountability at the senior leadership level.

Supporting the SLT, the Sustainability Committee facilitates cross-functional coordination and ensures that sustainability priorities are effectively translated into operational programmes across regions and functions. Climate Champions and Social Ambassadors further strengthen implementation by driving environmental and social initiatives, promoting awareness and embedding sustainable practices across corporate offices and manufacturing sites.

Sustainability Leadership Team
(Strategy and Oversight)

Sustainability Committee

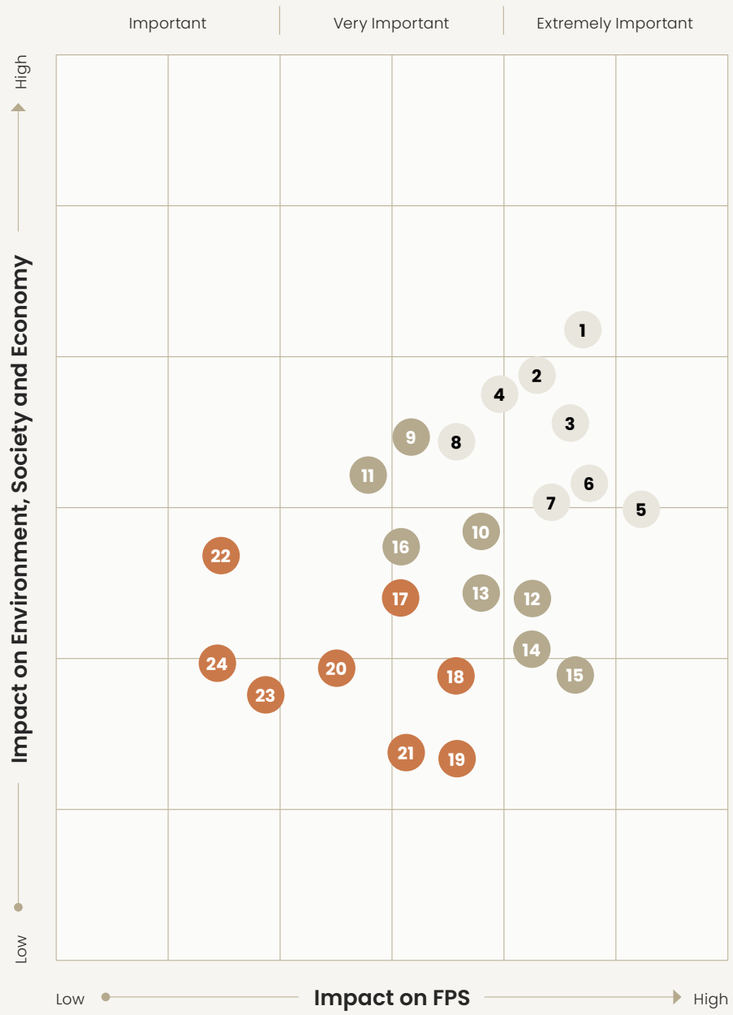
Climate Champions

Social Ambassadors

Colleagues and Operations
(Implementation and Impact)

Materiality

In 2025, FPS continued to apply the outcomes of its comprehensive double materiality assessment conducted in 2024, which evaluated both the financial impacts of sustainability-related issues on the business and the environmental and societal impacts of its operations.



#	Issue
1	Product design and lifecycle management
2	Human and labor rights
3	Business ethics, transparency and compliance
4	Occupational health and safety
5	Customer experience
6	Product quality and safety
7	Sustainable products and circularity
8	Climate action and resilience
9	Waste management
10	Corporate governance
11	Water and wastewater
12	Better working place
13	Integrated risk management
14	Diversity, inclusion and equal opportunity
15	Innovation
16	Data privacy and cybersecurity
17	Sustainable supply chain
18	Contribution to local communities
19	Talent attraction and retention
20	Business continuity
21	Learning and development
22	Biodiversity
23	Chemicals
24	Air Quality

Corporate Governance

Code of Conduct

FPS's Code of Conduct sets clear expectations for ethical behavior, integrity and compliance across all operations. It covers anti-corruption (including bribery and facilitation payments), conflict of interest, gifts and hospitality, third-party risk management, whistleblowing and non-retaliation principles. Compliance is reinforced through mandatory annual online training.

The Code is publicly accessible via FPS (CoC) and is regularly reviewed and updated. Any violations are addressed in line with established disciplinary procedures and, where applicable, may result in legal action.

Grievance Mechanisms and Compliance

FPS maintains a 24/7 Ethics and Compliance Hotline, hosted by an independent third-party, enabling confidential reporting of concerns without fear of retaliation. This platform enables colleagues to confidentially report concerns such as fraud, bribery, discrimination, and harassment.

Reports are reviewed by HR and Legal functions, with appropriate action taken where necessary. Ongoing training and communication ensure awareness of these channels and support a transparent and accountable workplace.



100% of colleagues acknowledged the Code of Conduct in 2025.



Risk Management and Business Continuity

Risk management is embedded across FPS' global manufacturing operations, supporting business continuity, operational resilience, and long-term value creation. Risk oversight forms part of production, supply chain, and strategic planning processes, enabling early identification and proactive mitigation of potential disruptions, including:

- **Market volatility**
- **Regulatory changes**
- **Environmental risk**

Regular reviews of global trends inform leadership and Board-level decision-making, while cross-functional ownership ensures rapid response and coordinated contingency planning. Through this preventive approach, FPS safeguards operational stability, minimises financial and reputational exposure, and reinforces stakeholder confidence across its global footprint.

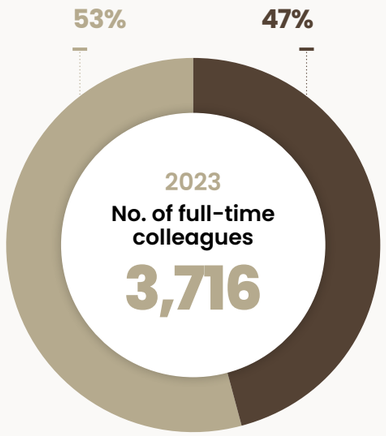
FPS's People and Culture

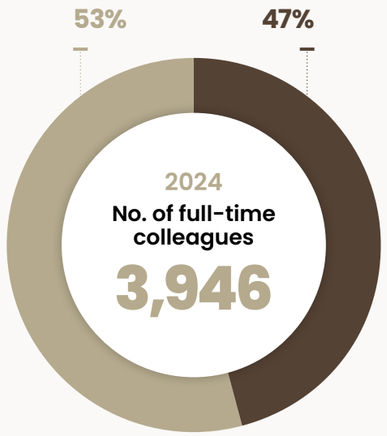
Diversity and Equal Opportunity

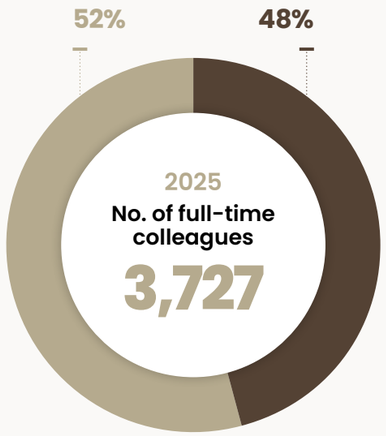
FPS continued to prioritise an inclusive and equitable workplace across its global operations. Guided by its Fair Treatment of Others Policy and Human Rights Policy, FPS upholds a zero-tolerance approach to discrimination, harassment, and unfair treatment based on race, gender, colour, nationality, religion, age, disability, or any other legally protected characteristic.

Recruitment and promotion practices remain merit-based, with candidates and colleagues assessed on qualifications, performance, and suitability for the role. Further data on the number of FPS colleagues trained in human rights, business ethics, and the Code of Conduct is available in FPS's standalone sustainability report.

FPS's People in numbers







Full-time colleagues by Colleague category	**2023**	**2024**	**2025**
Number of white-collar colleagues	566	564	548
Number of blue-collar colleagues	3,175	3,417	3,255
Number of full-time colleagues in senior management	17	23	24
% of which are female	24%	30%	27%
% of which are male	76%	70%	73%
Number of expat full-time colleagues	28	33	34

New colleague hires	**2023**	**2024**	**2025**
Total number of colleague hires	590	1,283	854
Number of female colleague hires	218	589	377
Number of male colleague hires	372	694	477

Colleague turnover rate	**2023**	**2024**	**2025**
Turnover rate for all colleagues	23%	27%	26%

Part time colleagues	**2023**	**2024**	**2025**
Number of part-time colleagues	25	41	46

FPS's continued its upward trajectory, rising from 83% in 2023 to 88% in 2025 based on GPTW Trust Index, reflecting improvements in colleague engagement, workplace culture, and organisational trust.

Colleague Satisfaction Score FPS Trust Index	**2023**	**2024**	**2025**
Colleague satisfaction score (0-100)[1]	83%	87%	88%

[1] GPTW Score

Colleague Reward and Recognition Programmes

FPS continues to recognise colleague contributions through a range of reward and recognition initiatives that support engagement, belonging, and performance. Recognition takes place through leadership communication, appreciation moments, and local initiatives across teams and locations.

Across sites, teams organised recognition days and appreciation events, with colleagues and new joiners acknowledged during Town Halls and internal meetings. Contributions and success stories were shared across internal platforms, reinforcing a culture of appreciation.

Cultural initiatives, including International Women's Day, further **promoted an inclusive and respectful workplace.**



Wellbeing and Engagement

In 2025, FPS continued to strengthen its approach to colleague wellbeing and engagement, promoting a safe, inclusive, and supportive workplace across its operations. Its approach addresses mental, physical, and social wellbeing through dedicated support services, targeted awareness initiatives, and engagement activities designed to enhance connection, inclusion, and the overall workplace experience.

Colleague Support Services | Provided confidential counselling and holistic support services to address both work-related and personal wellbeing needs.

Mental Health Awareness | Delivered stress management sessions to raise awareness and equip colleagues with tools to manage stress and build resilience.

Engagement Activities | Organised Family Days, sports events, team gatherings, and social activities to strengthen connection and team morale.

Colleague Feedback and Engagement | Town Halls and open communication channels to support dialogue and strengthen engagement across teams.

Occupational Health and Safety (OHS)

In 2025, FPS progressed its ISO 45001-aligned Occupational Health and Safety (OHS) framework, delivering role-specific safety training to all colleagues, including onboarding and annual refreshers. Training covered key areas such as workplace safety, emergency preparedness, hazardous materials handling, ergonomics, and high-risk activities.

All colleagues are required to complete structured OHS training, including introductory sessions, mandatory sessions, and ongoing updates to support safe working practices.

FPS also maintained a proactive approach to safety management through quarterly monitoring of the Medical Case Rate (MCR), provision of appropriate personal protective equipment, and regular assessments, audits, and incident reviews. This approach supports a strong safety culture and helps protect colleague wellbeing across operations.

Medical Case Rate (MCR)[1]	2023	2024	2025
Q1	0.28	0	0.10
Q2	0.11	0.11	0
Q3	0.32	0	0.20
Q4	0.20	0.19	0.10
Total colleague fatalities	0	0	0

[1] MCR – Number of medical cases * 200 000 / Man hours worked

FPS's Environmental Performance

Resource Consumption

In 2025, FPS enhanced its manufacturing processes through energy-efficient production methods aimed at reducing emissions and strengthening sustainable operations. FPS further embedded renewable energy solutions, including solar installations across facilities in China and Vietnam, supporting reduced reliance on non-renewable energy sources and contributing to long-term carbon footprint management. Detailed 2025 energy data, including renewable energy usage are available in FPS's standalone sustainability report.

Energy Consumption

In 2025, total electricity consumption remained broadly stable at 64,013,546 kWh, reflecting continued operational efficiency alongside steady production activity.

Electricity consumption (Kwh)	2023	2024	2025
Total electricity consumed	64,591,950	65,396,005	64,013,546
Total renewable energy consumption	2,762,852	2,756,840	2,819,053
% of renewable energy out of total energy mix	4.28	4.22	4.40
Energy intensity ratio (kWh/unit)	1.15	1.09	1.07

Water Consumption

FPS monitors water consumption across its operations to support responsible resource management and operational efficiency. In 2025, utility water consumption increased by approximately 1.6% year-on-year, reflecting higher operational demand while efficiency measures remain in place to manage usage and limit environmental impact.

Water consumption (m^3)	2023	2024	2025
Utility water consumed	80.84	91.23	92.65



Waste Consumption

FPS monitors and manages waste across its operations in line with sustainability priorities and regulatory requirements. Waste is classified by type and treatment method, with data consolidated at site and Company-wide level to support effective oversight. In 2025, hazardous waste declined by 5.8%, from 28.67 tonnes to 27.02 tonnes, reflecting continued improvements in waste segregation, operational efficiency and reduction initiatives across sites.

Breakdown of hazardous and non-hazardous waste diverted from disposal (tonnes)	2023	2024	2025
Non-hazardous waste	8,900.66	8,581.94	9,109
Hazardous waste	29.50	28.67	27.02

All facilities operate under Environmental Management Systems (EMS), ensuring structured control over waste generation, segregation and disposal. Waste handling is managed exclusively through licensed contractors, with compliance verified through formal documentation. Selected sites in Turkiye maintain Zero Waste Certifications, supporting improved recycling performance and regulatory requirements.

TOP 3 SOURCES OF WASTE

Non-Recyclable Non-Hazardous Waste	Domestic Waste	Contaminated Waste
Continued replacement of materials with recyclable or reusable alternatives, improved segregation at source, and optimisation of production processes to minimise waste generation.	Ongoing awareness campaigns and colleague training to strengthen segregation practices. Sustained elimination of single-use plastics in cafeterias, maintaining reusable or compostable alternatives.	Enhanced process controls, improved cleaning methods, and strengthened labelling, storage and disposal procedures to prevent cross-contamination and reduce hazardous outputs.

Recycling Hub

FPS continues to operate its recycling hub to advance circular practices in the flexible industrial packaging sector. The facility supports the collection, shredding, washing and re-granulation of used FIBCs, enabling the production of new FIBCs with at least 30% recycled content. Equipped with an advanced water treatment system, the hub enhances resource efficiency while minimising waste and water use. FPS continues to maintain its RecyClass Recycling Process Certification and RecyClass Recycled Content Traceability Certificate, reinforcing its commitment to material circularity and traceability.

FPS's recycling approach is aligned with evolving regulatory frameworks such as the EU Packaging and Packaging Waste Regulation (PPWR), supporting requirements related to recyclability, reuse, and the increased use of post-consumer recycled (PCR) content. This enables FPS to deliver both environmental and economic value to customers, choosing FlexiGreen, while supporting their compliance with current and future regulatory expectations. In recognition of this initiative, FPS received the UN Global Compact Network Netherlands Best Sustainability Initiative Award 2025 for its pioneering Circularity Hub in Romania, highlighting the hub's contribution to advancing circular economy practices within the flexible packaging industry.

Carbon Footprint

FPS quantifies its GHG emissions across Scope 1, 2 and 3 in accordance with internationally recognised methodologies, ensuring transparency and data integrity. Scope 1 and 2 emissions are calculated based on actual fuel and electricity consumption from facilities, Company vehicles and operational equipment, with figures validated against internal records and supported by third-party verification where applicable.

Scope 3 emissions constitute the largest share of FPS's carbon footprint, covering value chain activities such as raw material sourcing, logistics, business travel, waste management and product end-of-life. In line with the GHG Protocol Value Chain Standard, FPS applies a risk-based, data-driven approach using supplier disclosures, lifecycle assessments and industry benchmarks to prioritise impact areas and integrate climate considerations into decision-making. Detailed emissions data are disclosed in FPS's standalone sustainability report.

Responsible Procurement

FPS maintains a resilient and globally integrated supply chain, enabling operational continuity and responsible sourcing across its markets. Its supply chain remains structured around two key segments: raw material suppliers and external manufacturing partners, both governed by strict procurement policies that prioritise ethical sourcing, environmental responsibility and high-quality standards.

FPS enforces its Supplier Code of Conduct and Global Sustainable Procurement Policy, applying a risk-based assessment approach that considers geographical risk, regulatory compliance, ESG performance and sustainability certifications. These policies are publicly accessible and regularly updated to reflect regulatory developments and internal requirements. FPS also works closely with regional teams to strengthen supplier evaluations and transparency, encouraging partners to adopt renewable energy solutions, reduce waste and improve water conservation practices in line with its broader sustainability commitments.

PETROMIN

Scope

The 2025 reporting scope covers operations in Saudi Arabia and the United Arab Emirates, reflecting expanded and more comprehensive coverage compared to the previous year. ESG data includes the performance of Petromin and all its clusters (subsidiaries), unless otherwise specified.

Omnipreneurship in Practice

Petromin Corporation's approach to Omnipreneurship integrates community value creation, mobility leadership, and responsible business practices across its clusters.

Through **Giving,** Petromin delivered community and environmental initiative across two of its clusters strengthening community care, employee belonging, and environmental stewardship.

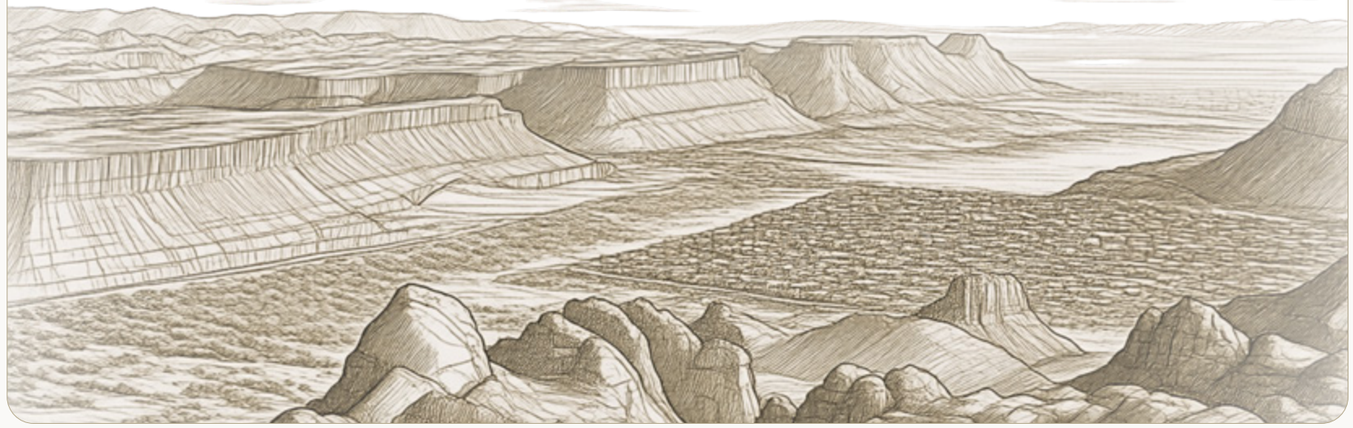
Under **Earning,** Petromin is a diversified automotive and mobility solutions Company operating across the full vehicle lifecycle spanning sales, maintenance, fuelling, EV charging, lubricants, and used car resale with a presence across 40 countries in the Middle East, Central, and Southeast Asia, serving as the region's first fully integrated automotive ecosystem.

Through **Sustaining,** Petromin strengthened its environmental stewardship and operational performance by advancing energy efficiency and water conservation initiatives, avoiding 900 tCO2e through efficiency measures and saving approximately 2 million litres of water through its Eco Wash programme, while embedding responsible governance practices across its operations. Collectively, these pillars reflect Petromin's commitment to building a smarter, cleaner, and more connected mobility ecosystem in Saudi Arabia and beyond.

Petromin's **Giving**

Petromin's community giving activities focus on supporting social wellbeing, environmental stewardship, and employee engagement. During 2025, these priorities were reflected through a range of initiatives supporting employees, local communities, and the wider environment.

Programme	**Ramadan Community and Employee Support**
Beneficiaries	Fasting individuals in the community and warehouse employees across Petromin operations
Impact	Supported community wellbeing through Iftar meal distribution while recognising warehouse employees through Ramadan gift packs, fostering appreciation and inclusion during the holy month.
Programme	**10 Chargers, 1 Tree Initiative**
Beneficiaries	Local communities, future generations, and the wider environment
Impact	Linked EV charger installations with tree planting to support carbon reduction and ecosystem restoration.
Programme	**Beach Clean-Up Initiative**
Beneficiaries	Local communities, coastal ecosystems, and the environment
Impact	Supported cleaner coastal environments while encouraging employee participation in environmental stewardship.



Petromin's **Earning**

Type of Company
Petromin Corporation is a diversified automotive and mobility solutions Company, operating across the full vehicle lifecycle spanning sales, maintenance, fueling, EV charging, lubricants, and used car resale.

Operations
Petromin's primary operations are based in Saudi Arabia, with a commercial presence extending across 40 countries in the Middle East, Central, and Southeast Asia.

Website
Petromin Corporation



Petromin's **Sustaining**

Awards and Certifications

Petromin Corporation:
- Recieved Excellence in Automotive Service Innovation — Middle East 2025 (International Business Magazine Awards)
- Awarded Most Innovative Comprehensive Automotive and Mobility Solutions Provider (Global Economic Awards 2025)
- Recognised as Most Customer-Centric Mobility Solutions Company (International Finance Awards 2025)
- World's Greatest Brands 2024-2025 (AsiaOne)
- HBC Organizational Award (Harvard Business Council International Awards 2025)
- HBC Green Award (Harvard Business Council International Awards 2025)

Petromin AutoCare and Parts:
- Secured Gold — Innovative Use of Technology in Customer Experience (Stevie Awards MENA 2025)
- Achieved Silver — Best Innovation in CX (Gulf Customer Experience Awards 2025)
- Awarded Silver — Best Use of AI (International Sustainability Award 2025)
- Earned Bronze — Sustainable Product/Services of the Year (Stevie Awards MENA 2025)

Petromin Mobility (first dealer globally to achieve both Sales and Aftersales awards):
- NISSAN Global Network Aftersales Award
- NISSAN Global Sales Award

Petromin Energies (National Fuel Company):
- Excellence in Non-Fuel Retail (ReFuel Forum MENA 2025)
- Best Customer Experience Award (ReFuel Forum MENA 2025)

Environmental Performance	• Expanded environmental reporting from one cluster in 2024 to two clusters in 2025, broadening Petromin's reporting coverage. • Saved approximately 2 million litres of water in 2025 through Petromin AutoCare and Parts' Eco Wash programme, delivering 21,756 water-efficient car wash services as an alternative to conventional car washing.
Energy Efficiency Initiatives	• Reduced electricity consumption by 2.7 million kWh across Petromin AutoCare and Parts' network of over 700 stations • Achieved a reduction of 1,239,620 kWh at the Petrolube Jeddah facility, avoiding approximately 900 tCO2e in associated emissions
Year-on-Year Performance	• Reduced paper consumption by over 567,000 sheets year-on-year through digitalisation across Petromin AutoCare and Parts • Diverted 1,580 tonnes of waste diverted from disposal through recycling and recovery initiatives across Petrolube
People and Governance Policies	• Maintained a Code of Conduct to guide ethical practices • Established a DEI Policy to promote an inclusive workplace • Developed a Grievances Management Framework • Adopted a Workplace Sustainability Policy to embed responsible practices across operations • Upheld Workplace Ethics and Communication Policy

Petromin's Giving

About the Initiative

Through Giving, Petromin turns social responsibility into action across its clusters. Under Petromin Mobility, the Company distributed Ramadan Iftar meals to fasting individuals with active leadership participation, mobilised colleagues for a Beach Clean-Up Initiative, and rolled out Ramadan Gift Packs to warehouse staff. Through Petromin Energies, its 10 Chargers, 1 Tree Initiative linked EV charger installations to tree planting, connecting clean mobility with environmental restoration.

Impact

These initiatives strengthened Petromin's social and environmental contribution, fostering appreciation and belonging among colleagues while extending care to the wider community. The Beach Clean-Up helped preserve coastal ecosystems and embed a culture of stewardship, while the 10 Chargers, 1 Tree Initiative advanced carbon reduction and ecosystem restoration for a more sustainable, low-carbon Saudi Arabia.



Petromin's Earning

Integrated Value Chain

Petromin Corporation is a leading automotive services and mobility solutions provider, with operations spanning 40 countries across the Middle East, Central, and Southeast Asia. It delivers an integrated customer journey across the full vehicle lifecycle, encompassing new vehicle sales, maintenance, fuelling and EV charging, lubricants, and used car resale and parts.

In 2025, Petromin undertook a strategic organisational restructuring, consolidating its eight business verticals into four integrated clusters. This realignment was designed to sharpen strategic focus, maximise shareholder value, and position Petromin as an end-to-end digital mobility ecosystem, with Petromin Corporation operating as the holding entity responsible for international expansion, digital platforms, brands, corporate strategy, and shared services.

Petromin **Mobility**	Petromin **AutoCare & Parts**	Petromin **Energy**	Petrolube	Petromin **Digital**
New vehicle distribution, used car platform, auto fintech and warranty solutions, Total Mobility Solutions + BRT	Multi-brand vehicle servicing across 700+ stations, aftermarket parts, tyres and batteries	Fuel retail network, EV charging infrastructure and operations, smart energy solutions	Lubricants production, OEM retail, B2B lubricant solutions	Petromin Digital B2B/B2C Platform

Products and Services

Petromin Corporation delivers a comprehensive portfolio of products and services across the automotive and mobility value chain. Structured across four clusters, it serves individual consumers, businesses, and government entities offering solutions from new vehicle sales and aftercare to fuel retail, EV charging, and lubricants manufacturing. Petromin operates as the digital backbone of this ecosystem, connecting each cluster through shared platforms, brands, and infrastructure.

Cluster	Verticals	Core Value Chain
Petromin Corporation	• MoveGrid and Petromin/ Electromin/ Hydromin brands	International expansion, franchising,Digital Platforms, corporate strategy, IT, finance, HR
Petromin Mobility	• New vehicles (ICE and EV), used cars (Total Mobility Solutions + BRT)	Vehicle sales, used car e-commerce platform, auto financing, warranty solutions
Petromin AutoCare and Parts	• Multi-brand and white label parts, tyres, batteries	Multi-brand vehicle servicing, maintenance, parts retail across 700+ stations
Petromin Energy	• EV chargers and charge point infrastructure	Fuel retail, EV charging operations, smart energy consultancy solutions
Petrolube	• Automotive and industrial lubricants (KSA + 40 export markets)	OEM retail, B2B lubricant solutions, toll blending arrangements (Egypt & Morocco)

Sustainable Products and Partnerships

In 2025, Petromin advanced its sustainability agenda through landmark initiatives spanning electric mobility, renewable energy, and clean transportation. These efforts reflect Petromin's commitment to supporting Saudi Vision 2030 by contributing to a cleaner, smarter, and more connected mobility ecosystem across Saudi Arabia and also the wider region.

Subsidiary	Initiative	Description	Key Achievements
Petromin Mobility	Masar Bus Rapid Transit (BRT)	Launch of the first electric BRT network in KSA and the Middle East, at Masar Destination in Makkah, in partnership with Umm Al Qura for Development and Construction	First electric BRT in the Kingdom and the Middle East, a landmark in Saudi urban mobility transformation
	Volvo New Energy Vehicle Showroom — Riyadh	As Volvo's official and exclusive distributor in Saudi Arabia, Electromin launched the brand's first dedicated new energy vehicle showroom in Riyadh, pairing Volvo's EV innovation solutions to advance the Kingdom's sustainable transition.	World's first dedicated Volvo new energy vehicle (EV & PHEV) showroom
Petromin Energy	FAS Renewables Strategic Partnership	Business Collaboration Agreement signed with AlHokair Group's FAS Renewables to deploy solar-powered Electromin EV chargers across Cenomi malls and AlHokair properties, with potential CPO expansion into Azerbaijan	Framework established for solar-integrated EV charging across KSA and regional expansion
	Formula E — Nissan Global Partnership	Electromin partnered with the Nissan Formula E Team at the Jeddah E-Prix, representing Petromin on a global motorsport and sustainability platform	First Saudi private-sector Company to achieve global partner status in Formula E
Petrolube	Production and Sales of Petromin PetroBlue (AdBlue)	PetroBlue is a urea solution for Euro VI trucks in KSA and UAE that helps truck owners cut harmful NOx emissions by up to 90%, converting them into harmless nitrogen and water vapour to improve air quality.	Produced and sold around 1,992 metric tonnes across KSA and UAE in 2025, nearly quadrupling 2024 volumes, with demand expected to grow

Customer Experience and Satisfaction

Petromin's approach to customer experience is underpinned by a structured, multi-channel complaint management system that ensures timely resolution and continuous improvement. In 2025, Petromin achieved a customer satisfaction score of 97%, reflecting the effectiveness of its service delivery across the organisation.

Complaints are received through multiple channels, including emails, inbound calls, social media, and partnerships, and are logged into a centralised CRM system. Each case is tracked and assigned for resolution, with a dedicated complaints unit overseeing the process. Cases exceeding three working days a unique reference number or those with potential risk or regulatory exposure, are escalated through a formal escalation matrix.

- **Submission**
- **Acknowledgement**
- **Categorisation and Ticketing**
- **Assignment**
- **Investigation and Resolution**
- **Follow-up**
- **Closure and Feedback**

In 2025, Petromin received 6,599 complaints, of which 6,592 were resolved, representing a resolution rate of 99%. Complaints were resolved within an average of three working days, with only seven case remaining open at year-end.

	2023	2024	2025
Total number of customer complaints	8,401	11,578	6,599
Total number of customer complaints resolved	8,401	11,577	6,592
CSAT Scores[1]	94%	96%	97%

[1] As per Call Centre 2023 and 2024 Interactive Voice Response (IVR) Flow.

Digitalisation and Innovation

In 2025, Petromin established a dedicated digital function, Petromin Digital, to embed AI and digital platforms at scale across the automotive ecosystem. Its strategy is structured around three core pillars: technology-driven business growth, digitalisation for operational excellence, and core IT infrastructure.

Key initiatives delivered in 2025:

AI Change Management Programme:
Launched a structured AI change management programme, reaching 68% of targeted colleagues across all business verticals

Enterprise AI Partnership:
Partnered with a leading AI enterprise platform provider, deploying conversational AI tools to 500 colleagues across Petromin and ADG — one of the first such partnerships in Saudi Arabia

AI Capacity Building:
Trained over 1,100 colleagues across foundational, advanced, and generative AI programmes

AI-Driven Operational Solutions:
Deployed AI-powered camera diagnostics at service stations, conversational AI in call centres, advanced fleet management systems, and digital signature solutions for vehicle sales

Research and Development Collaborations:
Initiated R&D collaborations with leading universities in Saudi Arabia and China, focusing on AI, robotics, and intelligent mobility

Digitalisation Driving Paper Reduction

Digitalisation directly supported Petromin's sustainability goals, with Petromin AutoCare and Parts, reducing paper consumption from 4,450,000 sheets in 2024 to 3,882,500 sheets in 2025, a reduction of over 567,000 sheets through digital invoicing, automated stock ordering, digital menu boards, AI-powered customer support channels, and a shift from print to digital marketing.

Petromin's Sustaining

Sustainability Governance

Sustainability governance at Petromin remains aligned with the framework of Al-Dabbagh Group (ADG). The ADG Sustainability Council, chaired by the Group Chairman & CEO and led by the Group Director of Sustainability, convenes quarterly with portfolio CEOs and Chief Strategy & Sustainability Officers to review progress, exchange knowledge, and set strategic direction. Outcomes are reported to the Board, ensuring sustainability remains central to Group-level oversight.

Petromin's Group-level oversight of sustainability and ESG matters includes quarterly reporting to the Board, supported by a dedicated ESG expert from the Board's Advisory Panel. The Corporate Strategy & Sustainability Department translates this direction into action through Sustainability Champions embedded across Petromin's four clusters.

ADG Sustainability Coucil

Reporting ↑ | ↓ Oversight & Direction

Corporate Steategy and Sustainability Department

Reporting ↑ | ↓ Oversight & Direction

Sustainability Champions

Petromin Mobility | Petromin AutoCare & Parts | Petromin Energy | Petromin Lubricants

Sustainability Champions

The Corporate Strategy and Sustainability Department translates this direction into action through Sustainability Champions embedded across Petromin's four clusters: Mobility, AutoCare & Parts, Energies, and Lubricants. Each cluster has a dedicated Sustainability Champion who works directly with the Corporate Strategy and Sustainability Department to implement sustainability initiatives, maintain operational alignment, and feed local insights back to the Sustainability Council for decision-making. This model ensures that Group-wide sustainability objectives are effectively cascaded into daily operations across the organisation.

Materiality

Petromin Corporation operates across a diverse mobility solutions ecosystem spanning four clusters. While Petromin has not yet conducted a formal double materiality assessment, the ESG topics presented at the Group level reflect financially material issues identified by an independent third-party ESG rating provider. These topics help inform Petromin's sustainability priorities and management approach.

ENVIRONMENTAL
- Product Carbon Footprint
- Clean Technology

SOCIAL
- Labour Management
- Privacy and Data Security
- Chemical Safety

GOVERNANCE
- Corporate Governance
- Corporate Behaviour

Corporate Governance

Code of Conduct

Petromin's organisational culture and management approach are grounded in the philosophy of Omnipreneurship, anchoring values of integrity, respect, and excellence across everything the organisation does. This philosophy shapes how Petromin operates, leads, and engages strengthening its workplace culture and its relationships with clients, partners, and the wider community, while reinforcing its position as an industry leader.

Grievances Management

Petromin provides colleagues with a confidential "Speak Up" hotline to report workplace concerns, including violations and harassment, without fear of retaliation. Reported grievances follow a structured review process involving People and Culture, Governance, Risk and Compliance, and Legal to ensure concerns are assessed fairly and addressed appropriately. Cases are resolved based on established policies, with significant matters escalated to senior management for review and approval where required.



Risk Management and Business Continuity

Petromin's risk management framework is overseen by the Governance, Risk and Compliance (GRC) department, which coordinates risk oversight across the Group through a structured, risk-based audit methodology. Risks are assessed across two dimensions, likelihood and impact, ensuring the most material issues are prioritised. A comprehensive risk universe exercise, drawing on audit engagements, regulatory requirements, and internal investigations, enables Petromin to identify and monitor risks across the following categories:

- People
- Fraud
- Strategic
- Financial
- Operational
- Compliance
- Health & Safety
- Information & Cybersecurity

Outcomes from the risk universe exercise are reviewed regularly by the Audit Committee and integrated into decision-making to maintain organisational resilience.

ESG Considerations in Risk Management

Petromin's ESG risk landscape continues to evolve alongside its operations. Environmental risks particularly those related to land contamination from lubricant handling are actively mitigated through infrastructure controls, including the use of epoxy-coated flooring across facilities.

On the social and governance front, Petromin's ongoing ESG assessment cycle, conducted by an independent third-party rater, helps identify risks related to labour practices, corporate governance, and ethical conduct. The findings are integrated into the GRC department's risk universe exercise, ensuring ESG factors are assessed and prioritised alongside other material organisational risks.

Petromin's People and Culture

Diversity and Equal Opportunity

Petromin's Workplace Diversity, Equity & Inclusion Policy sets out its commitment to building a workplace that is fair, inclusive, and representative of the communities it serves. The policy ensures equal opportunity for all colleagues and candidates regardless of ethnicity, religion, gender, nationality, age, or any other protected characteristic while actively prohibiting discrimination in any form. Progress against DE&I goals is measured and evaluated quarterly, with targets set across both gender and nationality dimensions.

Petromin's People in numbers

Number of full-time colleagues

2023			2024			2025		
3,662	93%	7%	3,313	80%	20%	2,611	92%	8%

Full-time colleagues by category	2023	2024	2025
Number of **local full-time colleagues**	1,011	904	874
Number of **expat full-time colleagues**	2,651	2,409	1,737
Number of **white-collar colleagues**	1,206	1,101	965
Number of **blue-collar colleagues**	2,456	2,212	1,646

Number of full-time colleagues in senior management

2023			2024			2025		
43	98%	2%	139	97%	3%	18	89%	11%

Number of full-time colleagues in middle management

2023			2024			2025		
141	93%	7%	171	88%	12%	80	96%	4%

Number of frontline manager or supervisor

2023			2024			2025		
379	91%	9%	382	91%	9%	343	99%	1%

Number of Individual contributor colleagues

2023			2024			2025		
3,116	92%	8%	2,643	92%	8%	2,170	94%	6%

Parental leave by gender – all colleagues	2023	2024	2025
Number of **female colleagues** that took parental leave	0	2	5
Number of **male colleagues** that took parental leave	31	30	24
Retention rate after parental leave	**100%**	**100%**	**100%**

Achieved a **71%** Great Place to Work (GPTW) score in 2025, **reflecting a stronger colleague experience and workplace culture.**

Nitaqat Classification
2025 | KSA

Nitaqat Level
High Green

Saudization Rate
43%

Full-time colleagues by tenure	2023	2024	2025
0-4 years	1,640	1,465	1,020
5-9 years	1,643	1,416	1,110
10-14 years	239	316	382
15+ years	140	116	99

New colleague hires – by gender	2023	2024	2025
Total number of colleague hires	305	389	1,225
No. of male colleague hires	30	61	1,148
No. of female colleague hires	275	328	77

Colleague retention rate	2023	2024	2025
Retention rate for all colleagues	100%	77%	94%

Colleague Development and Recognition Programmes

In 2025, Petromin continued to advance colleague development and engagement through a structured suite of learning, leadership, and recognition initiatives. These programmes are designed to strengthen organisational culture, support retention, and recognise contributions across all levels of the business.

Inititative	Description	Attendees
Colleague Development		
Omni Workshops	Cross-functional development workshops focused on Omniprenuership philosophy	All colleagues
Stay Engagement	Structured engagement discussions to improve retention and colleague experience	All colleagues
C-Suite Value-Driven Workshops	Leadership alignment and culture reinforcement sessions for the executive team.	C-Suite
Colleague Recognition Programmes		
Ramadan Iftar and Awards	Annual gathering combining cultural celebration with formal recognition. SAR 10,000 in vouchers and 7 free flights distributed.	All colleagues
Long Service Awards Ceremony	Recognition of 200 colleagues for loyalty, ranging from 5 to 45 years of service.	Ongoing
Group CEO Connection Sessions	Exclusive engagement sessions between the GCEO and top performers to strengthen leadership connection.	Top Performers

Health and Safety Training

In 2025, Petrolube delivered 4,443 HSE training hours across all sites, a 16% increase in safety training talks over the prior year and building on the 3,824 hours recorded in 2024. This sustained investment reflects Petromin's commitment to strengthening workforce awareness, competency, and a proactive culture of safety. Training spanned both general safety awareness and specialised operational risks, including:

- First aid
- Safe forklift operation
- Dangerous goods handling
- Spill response and prevention
- Confined space entry
- Working at height safety
- Firefighting and emergency response

Colleague Wellbeing

In 2025, Petromin advanced colleague wellbeing through a comprehensive programme covering physical health, mental wellbeing, and preventive care. Delivered through a combination of on-site and virtual initiatives, these programmes are designed to promote awareness, encourage healthy lifestyles, and support the overall wellbeing of colleagues across the organisation.

	Inititative	Description	Attendees
On-site Initiatives			
Petromin Health and Wellness	**Dr. Samir Abbas Hospital Health Lounge**	On-site health lounge providing colleagues with access to medical consultations and wellness services	All colleagues
	Seasonal Flu Vaccination	On-site flu vaccination programme to protect colleague health	
Virtual Initiatives			
Bupa Partnership	**World Heart Day**	Virtual awareness session on cardiovascular health	All colleagues
	Breast Cancer Awareness	Virtual awareness session on breast cancer prevention and early detection	
	Mental Health Session	Virtual session addressing mental health awareness and support resources	
	Diabetes Awareness Session	Virtual session on diabetes prevention and management	

QHSE Policy and Safety Protocols

Guided by ISO 9001:2015, ISO 14001:2015, and ISO 45001:2018 standards, Petrolubes' QHSE policy reflects a firm commitment to full regulatory compliance, superior product and service quality, and the continuous reduction of waste, occupational health and safety risks, and environmental impact. This commitment is reinforced by certifications across ISO 45001, ISO 14001, ISO 9001, and ISO 17025, supported by an established Integrated Management System Manual and QHSE Policy.

Petrolubes' approach to health and safety is built on a comprehensive operational framework encompassing hazard identification and risk assessment, proactive incident reporting, regular HSE audits, structured safety walks, cross-plant safety forums, and robust emergency preparedness all underpinned by a culture of continuous improvement. Day-to-day safety is upheld through daily huddle meetings, specialised training programmes, adherence to detailed Standard Operating Procedures (SOPs), mandatory use of Personal Protective Equipment (PPE), and regular safety audits and inspections.

	2023	2024	2025
Total colleague lost time injury (LTI)	2	2[1]	1
Total colleague fatalities	0	0	0

[1] For the past two consecutive years, Petrolube reported only two Lost time injury (LTI) accidents, one in the Jeddah Plant and one in the Technolube Plant.

For the past three consecutive years, Petromin has recorded no work-related fatalities.

Petromin's Environmental Performance

Electricity Consumption

In 2025, Petromin expanded its electricity reporting boundary to cover four clusters, namely Petromin Energies, Petrolube, Petromin AutoCare and Parts, and Petromin Mobility, resulting in a total reported consumption of 125,035,868 kWh. Across clusters, Petromin advanced several initiatives in 2025 aimed at reducing electricity consumption and improving energy efficiency:

- **Petrolube:** Achieved a reduction of 1,239,620 kWh at its Jeddah facility, avoiding approximately 900 tCO2e in associated emissions. An ISO 50001 energy management gap analysis was also completed, and an energy audit was conducted at the Technolube plant to identify further efficiency opportunities.
- **Petromin AutoCare & Parts:** Delivered a 2.7 million kWh reduction through continued energy efficiency measures across its network of over 700 stations.

Electricity consumption (kWh)	2023	2024	2025 [2]
Total electricity consumed[1]	8,115,647	8,847,306	125,035,868
Of which, was from PVs[3]	382,701	741,400	743,009

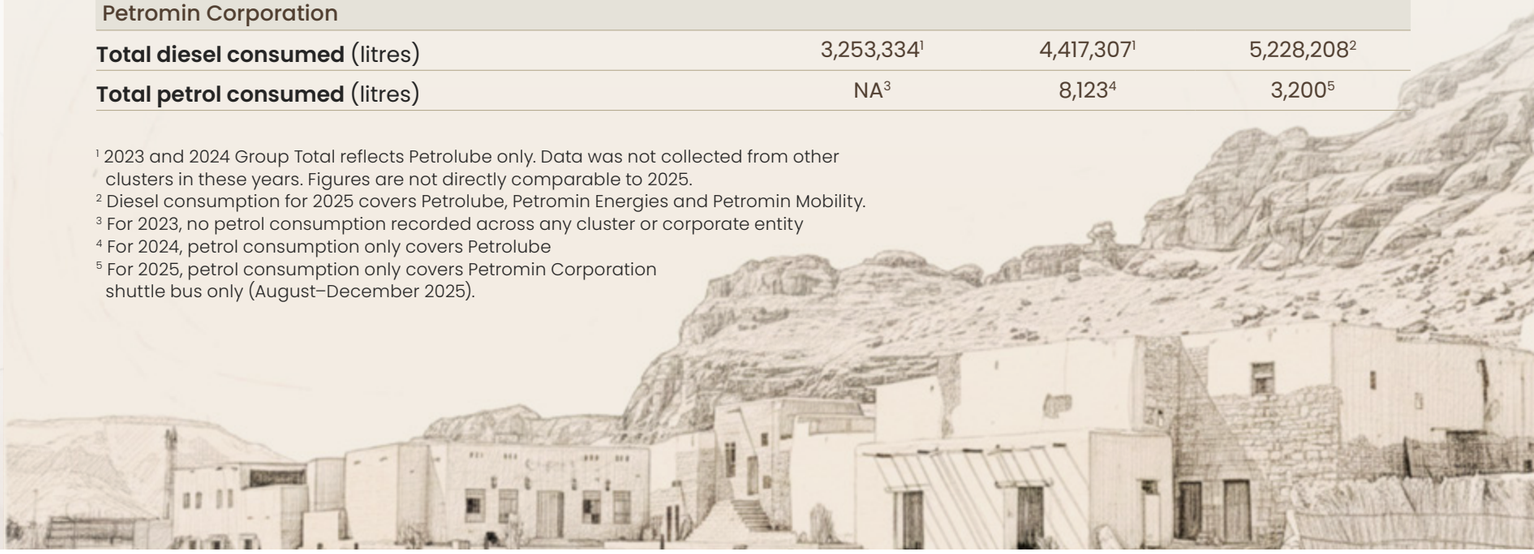
[1] For 2023 and 2024, data covers Petrolube only.
[2] In 2025 electricity consumption covers Petromin Energies, Petrolube, Petromin AutoCare and Parts, and Petromin Mobility.
[3] Solar PV generation for 2023, 2024, and 2025 reflects Petrolube only (Technolube plant)

Resource Consumption

In 2025, Petromin's fuel consumption reporting expanded to cover additional clusters compared to prior years. Diesel remains the primary fuel source across operations, used in forklifts, oil heaters, logistics trucks, and gensets.

Fuel Consumption (Litres)	2023	2024	2025
Petromin Corporation			
Total diesel consumed (litres)	3,253,334[1]	4,417,307[1]	5,228,208[2]
Total petrol consumed (litres)	NA[3]	8,123[4]	3,200[5]

[1] 2023 and 2024 Group Total reflects Petrolube only. Data was not collected from other clusters in these years. Figures are not directly comparable to 2025.
[2] Diesel consumption for 2025 covers Petrolube, Petromin Energies and Petromin Mobility.
[3] For 2023, no petrol consumption recorded across any cluster or corporate entity
[4] For 2024, petrol consumption only covers Petrolube
[5] For 2025, petrol consumption only covers Petromin Corporation shuttle bus only (August–December 2025).



Waste Management

TOP 3 SOURCES OF WASTE

Packaging Materials

Additive Bags

Packaging and Metal Waste

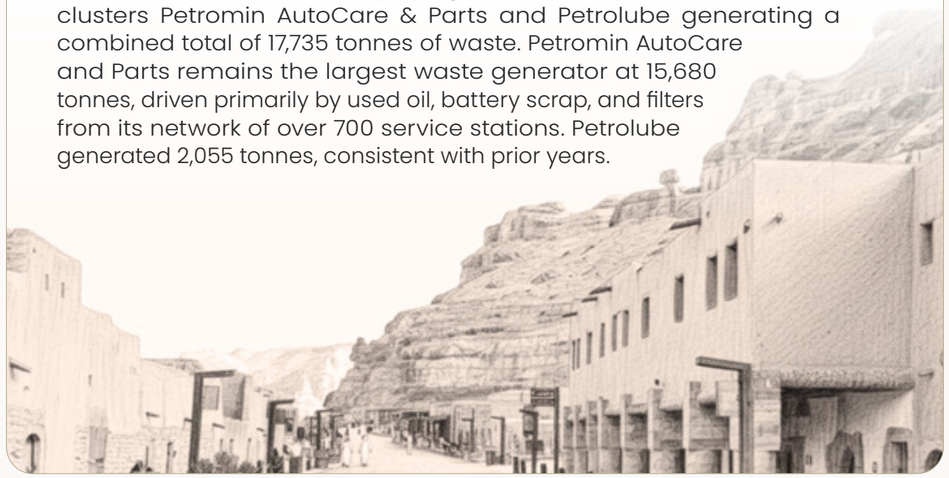
MITIGATION EFFORTS

Managed through a combination of rework back into the production process, sale to third-party buyers, and collection by certified contractors for ethical disposal across service network locations.

Collected directly from site locations by an assigned vendor, with an invoice issued per scrapped unit to ensure accurate tracking and compliant disposal.

Recyclable waste including plastic, cartons, and metal scrap is sold to recycling companies. General packaging waste is directed to landfill via municipality-approved contractors, while hazardous packaging is handled by NCEC-certified contractors for treatment and disposal.

In 2025, Petromin's waste reporting boundary expanded to cover two clusters Petromin AutoCare & Parts and Petrolube generating a combined total of 17,735 tonnes of waste. Petromin AutoCare and Parts remains the largest waste generator at 15,680 tonnes, driven primarily by used oil, battery scrap, and filters from its network of over 700 service stations. Petrolube generated 2,055 tonnes, consistent with prior years.



Types of waste generated (tonnes)	**2023**[1]	**2024**[1]	**2025**[1]
General waste to landfill	801	541.5	474.4
Lab chemical waste	2.3	2.5	4.7
Rework waste (oil)	3.2	3.1	5.8
Plastic waste	595	158.3	164
Paper waste	309	299	490
Wooden pallets waste	200	251	407.5
Metal scrap waste	241	437.5	446.3
Solid hazardous waste	21	16.7	62.3
Total waste generated	2,172	1,710	2,055

[1] For 2023, 2024, and 2025, the waste segregation figures cover Petrolube only.

Breakdown of hazardous and non-hazardous waste diverted from disposal (tonnes)	**2023**[1]	**2024**[1]	**2025**[2]
Non-hazardous waste	2,151	1,146	3,988
Hazardous waste (Solid waste and lab chemical waste)	23	19.3	13,747.3
Total	2,174	1,165.3	17,735.3
Of which diverted from disposal	NA	1,146	1,580

[1] For 2023 and 2024 figures cover Petrolube only and are not directly comparable to 2025, which covers an expanded boundary.
[2] 2025 figures cover Petrolube and Petromin AutoCare & Parts only

Advancing Circular Economy through Partnership with SIRC

Petromin Corporation is collaborating with the Saudi Investment Recycling Company (SIRC), a wholly owned subsidiary of the Public Investment Fund (PIF), to integrate sustainable waste management and circular economy principles into its business operations.

Petromin officially initiated this engagement in 2025 and identified the initial waste streams generated by NCMC's operations. The organisation is currently exploring additional opportunities and assessing potential areas for collaboration to strengthen waste management practices. To date, the following priority projects have been identified:

- **Tires**
- **Scrap batteries**
- **Packaging**
- **Used lubricant bottles collection**
- **Filters (Oil, Air and Cabin) and other automotive parts**
- **Reverse Vending Machine Opportunity**

Omnipreneurship Campaign:
Petromin AutoCare & Parts

Built around ADG's Omnipreneurship principles of Giving, Earning and Sustaining, the 2025 campaign — Transforming NCMC: Contributing Towards Sustainability and Net-Zero Ambition Through Waste Management, focused on identifying practical solutions to NCMC's waste management challenges, with an emphasis on circular economy and waste-to-value opportunities.

Led by the Corporate Strategy and NCMC teams, the campaign recorded the highest level of participation to date, generating 151 ideas from colleagues across ADG companies, compared with the previous record of 113. Submissions covered waste reduction and reuse, smart waste solutions, waste-to-energy concepts, data-driven decision-making, and digital waste tracking. Following several evaluation rounds, shortlisted participants presented their proposals, and the top 10 ideas were selected for implementation. The top three winning ideas were:

1st place (SAR 10,000):
Eco-Rider Sustainable Mobile Car Wash — a resource-efficient mobile car wash concept.

2nd place (SAR 5,000):
From Grease to Greatness — a waste-to-value concept for grease-related waste.

3rd place (SAR 5,000):
PETROMINit App Green Loyalty Points Programme — a digital rewards concept promoting sustainable customer behaviour.

Water Consumption

In 2025, Petromin expanded its water monitoring and reporting across clusters. Petromin AutoCare & Parts is identified as the largest water consumer, with consumption estimated 102.4 million litres with total water consumed across group to be 118.45 million litres, Water sources vary by entity ranging from desalinated seawater and groundwater to third-party suppliers across the clusters. Petromin's clusters continued to advance water conservation across its clusters through targeted operational initiatives:

- **Petromin AutoCare & Parts:** Completed 21,756 Eco Wash services in 2025, saving approximately 2 million litres of water.
- **Petrolube:** Switched to sensor-activated touchless faucets and introduced water reuse in the grease production process through condensation and filtration — achieving approximately 90% water recovery, equivalent to 30,660 litres reused.

Water consumption	2023[1]	2024[1]	2025[2]
Utility Water consumed (m3)	10,500	9,627	118,448

[1] Water consumption data for 2023 and 2024 reflects Petrolube only. Figures are not directly comparable to 2025, which covers a broader reporting boundary across two more clusters.
[2] For 2025, total water consumption covers three clusters: Petromin AutoCare & Parts, Petrolube, and Petromin Mobility. Petromin Energies is excluded due to data unavailability.

Carbon Footprint

In 2025, Petromin conducted its first GHG inventory using 2024 data as a baseline exercise to assess data availability, identify reporting gaps, and test the emissions accounting process across the organisation. Building on the findings from this initial exercise, Petromin expanded its GHG reporting boundary for the 2025 reporting year to include additional clusters across both Scope 1 and Scope 2.

As a result of this broader reporting coverage, reported emissions for 2025 are materially higher than in prior years and are not directly comparable on a like-for-like basis. Petromin continued to pursue emissions reduction initiatives across its clusters during the year.

- **Petrolube:** Through its energy efficiency programme at the Jeddah facility, Petrolube avoided approximately 900 tCO2e in emissions equivalent to a reduction of 1,239,620 kWh while completing an ISO 50001 gap analysis and energy audit at Technolube to drive further reductions. Additionally, the Technolube solar PV plant generated 743,009 kWh of clean energy in 2025, displacing grid electricity and avoiding associated carbon emissions.
- **Petromin AutoCare & Parts:** Delivered a 2.7 million kWh reduction in electricity consumption versus 2024, contributing meaningfully to the Group's overall emissions reduction efforts.

Carbon Emissions	2023[1]	2024[1]	2025[2]
Direct emissions - scope 1 (tco2e)	10,973	11,485	15,242.21
Indirect emissions - scope 2 (tco2e)	5,550	6,155	74,373

[1] 2023 and 2024 cover Petrolube only
[2] 2025 Scope 1 covers Petrolube, Petromin Energies (NFC), and Petromin Mobility (NMC). Scope 2 covers Petromin Energies (NFC), Petrolube, Petromin AutoCare & Parts (NCMC and NTSC), and Petromin Mobility (NMC)

Supply Chain and Procurement Practices

Petromin continued to strengthen its supply chain in 2025, expanding its supplier network and deepening its commitment to local procurement in alignment with Vision 2030. All suppliers and business partners are required to comply with Petromin's Supplier and Business Partners Code of Conduct, which mandates adherence to environmental and labour regulations, responsible waste and water management, and active stewardship of natural resources.

In 2025, Petromin's supplier base grew to 1,116 suppliers, all of which were local. Local procurement spending reached SAR 207.2 million, maintaining Petromin's continued focus on supporting local suppliers and the national economy.

Petrolube continued to assess major suppliers against environmental criteria as part of its responsible sourcing approach, while Petromin has introduced vendor Saudization certificate requirements as part of new supplier registration profiles.

Total number of suppliers		
2023	**2024**	**2025**
439	986	1,116

Number of local suppliers		
2023	**2024**	**2025**
374	856	1,116

Budget spent on local suppliers (SAR)		
2023	**2024**	**2025**
484,808,578	516,555,757	207,214,053

RED SEA International

Scope

The 2025 report covers operations in KSA and UAE across Red Sea Housing Services (RSHS) and Red Sea Facility Management (RSFM). Data relating to First Fix and Red Sea Real Estate Development (RSRED) is not reflected in this report.

Omnipreneurship in Practice

Omnipreneurship at RSI is reflected through integrated community impact, commercial delivery and responsible operational practices.

Under **Earning,** it operates as a diversified real estate development Company across the UAE and Saudi Arabia, developing integrated urban and commercial projects that support the growth of sustainable built environments and value-added developments.

Through **Sustaining,** RSI strengthens operational resilience and governance through internationally recognised certifications, strong safety performance with zero fatalities for seven consecutive years, enhanced cybersecurity practices, and inclusive procurement, with 70% of suppliers being SMEs accounting for 89% of spend. Collectively, these pillars demonstrate RSI's approach to balancing responsible growth with long-term value creation for stakeholders.



RSI's **Giving**

RSI is currently reassessing its community giving strategy to ensure it is meaningfully aligned with the Company's core business activities and long-term objectives. As RSI continues to grow and evolve, its giving initiatives will be further refined to deliver sustainable social impact in a manner that reflects the Company's broader vision and values.

RSI's **Earning**

Type of Company	Diversified real estate development Company driving integrated urban and commercial projects, creating sustainable built environments and value-added developments.
Operations	United Arab Emirates & Kingdom of Saudi Arabia
Website	Red Sea International

RSI's **Sustaining**

Awards and Certifications	• Saudi Aramco approved vendor • Awarded 1st place Subcontractor of the Year at Trojena • Quality Management Systems - ISO 9001:2015 • Environmental Management Systems – IS0 14001:2015 • Food Safety Management System – ISO 22000: 2018 • Occupational Health and Safety Management Systems – ISO 45001:2018
Environmental Performance	• Achieved a 51.3% reduction in total fuel consumption across UAE operations in 2025
Year-on-Year Performance	• Maintained zero fatalities across its KSA and UAE operations for seven consecutive years • Adopted Default-Deny software as a core layer of its cybersecurity framework in Saudi Arabia and UAE
People and Governance Policies	• Formalised the Sustainability Committee mandate through a Board-approved Charter • Strengthened workforce development, with an average of 88 training hours per colleague in KSA and 81 hours per colleague in the UAE. • SMEs represent 70% of suppliers, accounting for 89% of total spend, reinforcing an inclusive procurement approach

RSI's Earning

Integrated Value Chain

RSI's integrated value chain spans every stage of the built environment lifecycle, from client engagement and design through to construction, delivery, and long-term facility management ensuring quality, innovation, and sustainability are embedded at each step.

Business Development and Client Engagement	Design and Engineering	Procurement and Supply Chain	Manufacturing and Modular Fabrication	Construction and Project Execution	Integrated Services and Support	Delivery and Client Value	Corporate Governance and Sustainability
Identifying opportunities in sustainable construction and building lasting client relationships grounded in innovation, quality, and ESG compliance	Delivering integrated architectural, structural, and MEP engineering solutions, with designs aligned to environmental, operational, and regulatory requirements	Managing seamless supply chains across construction and MEP operations, optimising for cost, quality, and responsible material sourcing	Fabricating building components in-house to ensure precision, quality control, and efficiency, with sustainable materials innovation at the core	Delivering integrated MEP and modular construction solutions that accelerate project delivery, reduce construction impacts, and improve life-cycle energy efficiency while maintaining safety and quality standards	Providing end-to-end facility management, maintenance, and operational support, with ESG practices embedded throughout the full project lifecycle	Handing over completed projects with performance guarantees, sustaining client satisfaction through reliable, innovative, and environmentally responsible solutions	Strengthening governance, ethics and sustainability oversight while advancing regulatory compliance, resource efficiency and responsible environmental practices across operations



Products and Services

RSI delivers a diverse portfolio of modular building products and integrated services, spanning core construction solutions and sustainable innovations across residential, industrial, commercial, and humanitarian sectors globally.

Core Products

Firemaster 60 Series, Seaway Series, Sitemaster 25 Series, Steel Roughneck Series	Specialist modular building units across industrial, offshore, and remote applications — full details are available on RSI's website
Multi-Level Modular Building Series	Stackable multi-storey modular buildings for large-scale residential and commercial projects
Integrated Construction Utilities and Systems	End-to-end construction solutions incorporating supporting systems such as power generation, storage tanks, chillers/freezers, and fire suppression, where required

Core Services

Engineering and Design	End-to-end architectural, structural, and MEP engineering tailored to client and regulatory requirements
Camp Operations and Maintenance	Full operational management of workforce camps including day-to-day maintenance and upkeep
Hospitality and Catering	Kitchen and dining management with capacity exceeding 3,000 meals per day
Infrastructural Works and Furnishing	Civil works, site preparation, and complete interior fit-out across all modular building types
Communication Services and Power Generation	On-site connectivity, electricity supply, and management for remote and industrial facilities
Laundry and Pressing	On-site laundry and linen management for workforce and residential facilities
Project Logistics	End-to-end shipping, transportation, and site delivery across global markets
Contracting and Commercial Models	Flexible delivery models — Build, Own and Operate (BOO), Build and Operate (BO), Design and Build, lease and rental
Turnkey Solutions	Complete project delivery from design and manufacturing through to handover and operations

Sustainable Products and Services

RSI's offsite modular manufacturing process minimises waste, reduces emissions, and conserves energy across the full construction lifecycle. Structures are built using eco-friendly materials including PVC ISO-certified composite panels and water-based coatings with energy-efficient features embedded as standard. PVC scrap is recycled and reused within the manufacturing process, and all building systems are tested to ISO 9001 standards before and after installation.

In 2025, RSI delivered over 30 projects across Saudi Arabia and the UAE, completing over 125,000 sqm of modular construction equivalent to more than 2,400 modules with significantly reduced ecological impact compared to conventional methods.

Customer Performance and Satisfaction

RSI's commitment to quality and service excellence is reflected in the recognition received from clients across its key markets. In 2025, RSI received appreciation letters and awards from clients in KSA and the UAE, recognising its project delivery, service quality, and performance across key markets. This recognition serves as a meaningful indicator of RSI's performance and its continued dedication to exceeding client expectations.

RSI was awarded 1st place Subcontractor of the Year at Trojena in 2025, **a landmark recognition of its delivery excellence on one of Saudi Arabia's most ambitious giga-projects.**

Digitalisation and Innovation

In 2024, RSI initiated the development of a Hybrid Data Centre, a strategic digital infrastructure investment that became fully operational in 2025 across three key locations: KSA, UAE, and Ghana. Designed to support RSI's expanding operational footprint, the Hybrid Data Centre provides a scalable and resilient digital backbone capable of meeting the evolving needs of the Group across multiple geographies with mentioned advantages:

Flexibility and Scalability | Seamlessly scales workloads between on-premises infrastructure and cloud resources based on operational demand

Cost Optimisation | Retains critical workloads on premises while leveraging cloud for burst capacity, reducing capital expenditure and optimising operating costs

Security and Compliance | Sensitive and regulated data is maintained on premises, with cloud utilised for less critical workloads to enhance compliance

Business Continuity and Resilience | Supports uninterrupted operations through backup systems, disaster recovery, and failover capabilities across on-premises and cloud environments

Performance Optimisation | Latency-sensitive applications run locally while cloud infrastructure handles compute-intensive and variable workloads

Gradual Cloud Adoption | Supports a phased migration to the cloud without disrupting existing systems or operations

Vendor and Technology Flexibility | Avoids vendor lock-in by combining best-fit on-premises and multi-cloud solutions

This initiative reflects RSI's commitment to building a future-ready digital infrastructure that enhances operational efficiency, strengthens data security, and supports long-term business resilience across the Group.

Data Privacy and Cybersecurity

In 2025, RSI adopted a Zero Trust security approach across the Group, implementing Default-Deny software as a core layer of its cybersecurity framework in Saudi Arabia and UAE. This initiative operates on a default-deny principle ensuring that only explicitly approved applications can execute across RSI's systems, significantly reducing exposure to both known and emerging cyber threats. The solution provides the following security capabilities:

01	02	03	04	05
Unauthorised Execution Prevention	**Ransomware and Zero-Day Protection**	**Lateral Movement Restriction**	**Reduced Attack Surface**	**Visibility and Compliance**

Cybersecurity Awareness Programme

Recognising that colleagues are the first line of defence, RSI delivered a structured Cybersecurity Awareness Programme across the Group in Saudi Arabia and UAE, engaging approximately 220 colleagues from various departments across six dedicated training sessions. The programme aims to embed a culture of shared security responsibility across all levels of the organisation.

Reduced Human Risk	Training on minimising exposure to phishing, social engineering, weak passwords, and accidental data leakage
Protection of Sensitive Data	Educated colleagues handle confidential information responsibly, reducing the risk of breaches and reputational damage
Regulatory Compliance	Colleagues gained awareness of applicable cybersecurity regulations, standards, and internal security policies
Improved Incident Detection	Trained staff can identify and report suspicious activity early, limiting impact and recovery time
Stronger Security Culture	Regular awareness embeds cybersecurity as a shared responsibility beyond the IT function
Reduced Financial and Operational Risk	Preventing avoidable incidents lowers costs related to downtime, recovery, and loss of client trust

RSI's Sustaining

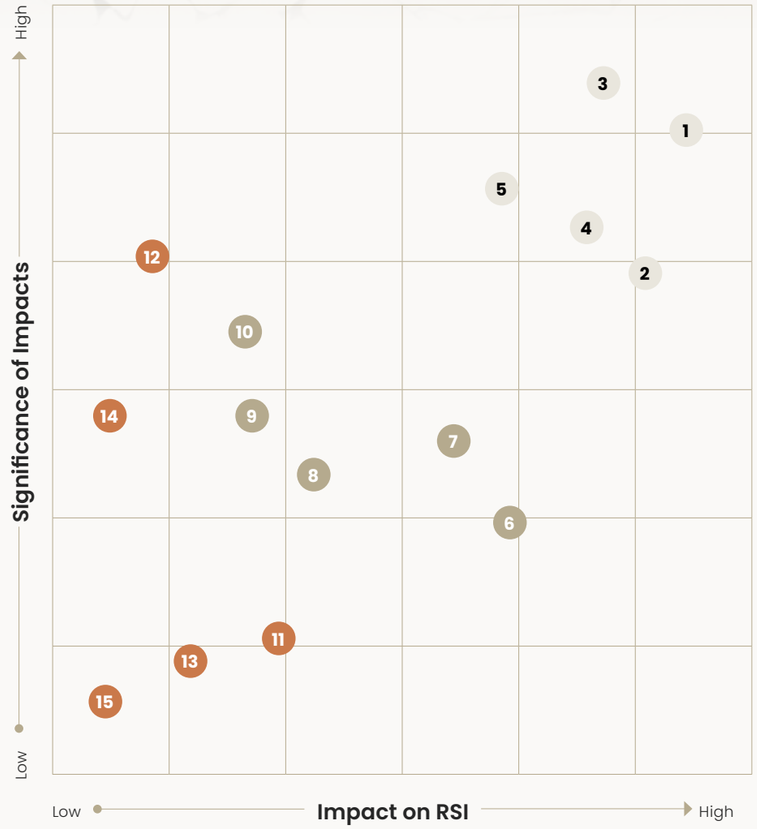
Sustainability Governance

In 2024, as part of its new Board cycle, RSI formed its first Safety and Sustainability Committee, marking a key step in formalising Board-level accountability for sustainability and embedding it as a core pillar of organisational identity, reputation, and quality.

Building on this foundation, 2025 saw the Committee advance its mandate through the adoption of a formal Charter approved by the Board. The Committee supports the Board of Directors in fulfilling its ESG oversight responsibilities, including developing and overseeing RSI's Safety and Sustainability Strategy, monitoring the implementation of key initiatives, identifying and managing ESG-related risks and opportunities, reviewing performance and disclosures, and ensuring compliance with local regulations and international best practices. Through this approach, RSI reinforces its commitment to transparent, accountable, and responsible business conduct across all levels of the organisation.

Materiality

RSI's sustainability priorities are grounded in a materiality assessment conducted in 2022, which identified 15 key topics with the potential to significantly impact the business and its stakeholders. The assessment drew on cross-functional engagement, peer benchmarking, and internal review with findings continuing to guide RSI's strategic sustainability direction in 2025. A refresh of the assessment is planned to ensure ongoing relevance and alignment with evolving business and stakeholder expectations.



#	Issue
1	Governance and Excellence
2	Economic Performance
3	Employee Development
4	Energy Management and Climate Change
5	Health and Safety
6	Customer Experience
7	Innovation and Digital Transformation
8	Water Consumption and Management
9	Waste and Effluents
10	Sustainable Supply Chain
11	Diversity, Inclusion, Human Rights
12	Sustainable Products and Services
!3	Attracting and Retaining Talent
14	Community Wellbeing and Engagement
15	Biodiversity

Corporate Governance

Grievances Management and Compliance

RSI's whistleblowing policy provides a confidential channel for colleagues – current or former, and other relevant stakeholders to report suspected misconduct or illegal activity in the interest of protecting public integrity. The policy operates in conjunction with RSI's Code of Business Conduct, Anti-Corruption and Anti-Bribery Policy, and CMA Corporate Governance Regulations. All reports are reviewed by the Chief Internal Auditor, in coordination with the Legal Counsel, Compliance Manager, and CEO, and are treated with strict confidentiality unless disclosure is legally required.

Where necessary, additional information is requested from the whistleblower during the investigation. Upon conclusion, corrective actions are recommended to prevent recurrence, reviewed by the Audit Committee, and presented to the Board of Directors for oversight and implementation.



Risk Management

RSI maintains a comprehensive Risk Management Framework to ensure operational continuity, regulatory compliance, colleague safety, and sustainable growth across its operations in Saudi Arabia and the United Arab Emirates. Risk management is embedded within RSI's strategic and operational processes and aligned with three internationally recognised standards:

ISO 9001:2025
Quality Management System

ISO 45001:2018
Occupational Health and Safety Management System (HIRA)

ISO 14001:2015
Environmental Management System

RSI systematically identifies, assesses, and controls risks across all activities spanning routine and non-routine operations, maintenance, emergency scenarios, and new or expansion projects. Risk assessments are conducted by multidisciplinary teams and follow a structured four-step process:

- **Hazard Identification |** Systematic identification of potential hazards across all operational activities
- **Evaluation |** Assessment of severity and likelihood for each identified hazard
- **Risk Rating |** Quantified risk score calculated as [Risk Rating] = [Severity × Likelihood]
- **Control Measures |** Implementation of appropriate controls based on risk rating outcomes

RSI's controls are applied in accordance with the hierarchy of control:

01	02	03	04	05
Elimination	**Substitution**	**Engineering Controls**	**Administrative Controls**	**Personal Protective Equipment**

All findings are documented in a Hazard Register and reviewed annually or following significant operational or regulatory changes. Through continuous monitoring, staff training, and corrective action, RSI safeguards its people, assets, environment, and reputation ensuring long-term business resilience.

RSI's People and Culture

Diversity and Equal Opportunity

RSI believes a diverse and empowered workforce delivers a competitive edge in innovation and adaptability. Guided by its Omnipreneurship values, RSI ensures every colleague is included, valued, and respected, with equal opportunities across all stages of employment from hiring and development through to promotion and compensation.

In 2025, DEI principles were further embedded across HR policies and the Code of Conduct, with oversight from HR and senior management. RSI reinforced equal opportunity recruitment, monitored fair compensation practices, and conducted awareness sessions on workplace ethics and respectful conduct to advance an inclusive working environment.

Women Empowerment

RSI recognises that gender diversity strengthens decision-making and supports sustainable growth underpinned by equal opportunity in recruitment, development, and leadership, fair compensation, and a zero-tolerance policy toward discrimination and harassment. In 2025, RSI advanced these commitments through the following initiatives:

- Promoted equal opportunity hiring practices across all levels of the organisation
- Ensured pay equity and monitored fair compensation for female colleagues
- Expanded professional development pathways to support career progression for women
- Reinforced a zero-tolerance policy toward discrimination and harassment

While the nature of RSI's industry presents structural challenges to achieving full gender parity, RSI remains focused on progressively increasing female representation across all levels particularly in senior leadership.

RSI's people in numbers*

* Figures cover RSI's Headquarters, Red Sea Housing Services (RSHS), and Red Sea Facility Management (RSFM) only.

Full-time colleagues	**2023** [1]		**2024**		**2025** [2]	
Number of full-time colleagues	**1,046**		**1,103**		**956**	
Number of local full-time colleagues	**312**	30%	**178**	16%	**158**	16%
Number of expat full-time colleagues	**734**	70%	**925**	84%	**798**	84%
Number of white-collar colleagues	291		293		241	
Number of blue-collar colleagues	757		811		715	

Number of full-time C-level colleagues

2023	2024	2025
3 — 100% — 0%	3 — 100% — 0%	6 — 100% — 0%

Number of full-time high-level manager colleagues

2023	2024	2025
44 — 86% — 14%	14 — 79% — 21%	16 — 75% — 25%

Number of full-time mid-level manager colleagues

2023	2024	2025
21 — 90% — 10%	39 — 90% — 10%	33 — 85% — 15%

Number of full-time supervisor level colleagues

2023	2024	2025
88 — 98% — 2%	97 — 97% — 3%	58 — 98% — 2%

Number of full-time individual contributor colleagues

2023	2024	2025
890 — 97% — 3%	951 — 98% — 2%	843 — 99% — 1%

[1] In 2023, scope of data for full-time colleagues includes KSA operations only.
[2] For 2024 and 2025, the scope of data includes KSA and UAE.



Part time colleagues	2023 [1]	2024	2025 [2]
No. of Part-time colleagues	2	1 [3]	1 [4]

[1] 1 freelancer in the UAE.
[2] 1 freelancer in the KSA.

Full-time colleagues by years of service	2023 [1]	2024	2025 [2]
0-4 years	464	454	395
5-9 years	419	311	256
10-14 years	119	248	212
15+ years	46	91	93

[1] In 2023, the scope of data for full-time colleagues by years of service includes KSA operations only.
[2] For 2024 and 2025, the scope of data includes KSA and UAE.

New colleague hires – by gender	2023 [1]	2024	2025 [2]
Total number of colleague hires	70	1,322	130
Number of female colleague hires	9	27	12
Number of male colleague hires	61	1,295	118

[1] In 2023, the scope of data for new colleagues includes KSA operations only.
[2] For 2024 and 2025, the scope of data includes KSA and UAE.

Senior management – local colleagues	2023 [1]	2024 [2]	2025 [2]
No. of local colleagues in senior management positions	16	6	17

[1] In 2023, the scope of data for senior management- local colleagues includes KSA operations only.
[2] For 2024 and 2025, the scope of data includes KSA and UAE.

Parental leave by gender – all colleagues	2023 [1]	2024	2025 [2]
Number of female colleagues that took parental leave	0	0	2
Number of male colleagues that took parental leave	12	12	5
Retention rate after parental leave	60%	100%	100%

[1] In 2023, the scope of data for parental leaves – all colleagues includes KSA operations only.
[2] For 2024 and 2025, the scope of data includes KSA and UAE.



Nitaqat Classification
2025 | KSA

Nitaqat Level
Mid Green

Saudization Rate
28%



Colleague turnover rate | **KSA**

2023	2024	2025
15.3%	19%	15%



Colleague turnover rate | **UAE**

2023	2024	2025
11.6%	15%	23%

Colleague Development

In 2025, RSI continued to invest in role-specific workforce development across RSHS and RSFM. Colleagues at RSHS received an average of 88 training hours per colleague per year, while RSFM colleagues received an average of 81 training hours per colleague per year, covering HSE compliance, food safety, onboarding, and technical skills development.

The depth and breadth of training across both entities underscore RSI's approach to building a competent, safety-conscious, and operationally ready workforce ensuring that learning is embedded into daily operations rather than treated as a standalone activity.

Colleague yearly training hours	2023 [1]	2024 [2]	2025 [3]
Average number of training hours for all colleagues (Total training hours ÷ Total number of colleagues)	15	0.5 [1]	0.4

[1] In 2023, the scope of data for yearly training hours includes KSA operations only.
[2] In 2024, the data covers KSA and UAE. KSA had (500) hours and UAE (49) hours.
[3] In 2025, the data covers KSA and UAE. KSA had (300 hours and UAE (96) hours.

Colleague Wellbeing

In 2025, RSI enhanced its colleague wellbeing efforts through a range of engagement, cultural, and health-focused initiatives, including sports tournaments, social gatherings, and celebrations such as Saudi Founding Day and Ramadan Iftars. Health campaigns, including blood pressure and diabetic checks, alongside health insurance and wellbeing support, reinforced its focus on colleague wellness. Recognition remained a key priority, with initiatives such as service awards, outstanding colleague recognition, and HSE milestones fostering a culture of appreciation and safety. The introduction of a colleague experience platform and collaboration-driven benefits further supported engagement.

Colleague satisfaction stood at 70% in 2025, with the score affected by organisational restructuring and right-sizing activities during the year. RSI continued its engagement and colleague support programmes to address employee concerns and strengthen workforce engagement through the transition.

Colleague Satisfaction Score – RSI Trust Index	2023	2024	2025
Colleague satisfaction score (0-100)	88%	77%	70%

Health and Safety Training

In 2025, RSI delivered structured HSE training across RSHS and RSFM operations, guided by a comprehensive HSE Training Matrix developed by RSI's HSSE Department and tailored to role-specific requirements across all colleague levels. Training spanned four key areas:

Health: Trainings included heat and cold stress, first aid, ergonomics, and manual handling

Safety: Trainings included confined space, fire prevention, work at heights, LOTO, electrical safety, and defensive driving

Environment: Trainings included hazard communication, chemical handling, and waste management

General HSE: Trainings included induction, emergency response, behavioral-based safety, and job safety analysis

H&S training was delivered in languages understood by workers, with mandatory training completed before colleagues undertook assigned tasks.

In 2025, RSI recorded zero lost-time injuries and an LTIR of zero across approximately 6.39 million exposure hours, alongside ongoing monitoring of training effectiveness through site observations, evaluations, and incident trends.

In 2025, RSI maintained

ZERO

fatalities across its KSA and UAE operations for seven consecutive years.

RSI's Environmental Performance

Electricity Consumption

In 2025, RSI's electricity consumption reflected differing operational trends across KSA and the UAE. In KSA, consumption increased by 18.8% to 9,419,537 kWh, driven by operational expansion across RSHS and RSFM, while UAE consumption declined by 26.9% to 1,392,133 kWh, reflecting project completions, reduced site activity, and targeted energy efficiency improvements.

Despite these changes in absolute consumption, RSI's electricity intensity improved by approximately 3%, decreasing from 0.0033 to 0.0032 million kWh per million SAR revenue, indicating a modest improvement in electricity efficiency relative to revenue.

	2023	2024 [1]	2025 [1]
Total Electricity Consumption (KSA)	14,542,509	7,926,275	9,419,537
Total Electricity Consumption (UAE)	1,961,640	1,906,302	1,392,133

	2023	2024	2025
Electricity Intensity (million kWh/million SAR revenue)[2]	0.0120	0.0033	0.0032

[1] For 2024 and 2025, the scope of data includes RSHS and RSFM.
[2] Electricity intensity accounts for the total revenue from both KSA and UAE operations for 2023, 2024 and 2025.

Water Consumption

Water conservation remains a critical component of RSI's sustainability efforts. In 2025, potable water consumption increased across both KSA and UAE operations, driven primarily by expanded construction and camp operation activity.

In **KSA**, potable water consumption rose from 194,043,82 litres in 2024 to 361,008,349 litres in 2025 an increase of 85.9% attributable to expanded build project activity, camp operations, and increased occupancy across camp facilities. In the **UAE**, potable water consumption increased from 8,341,169 litres in 2024 to 84,147,870 litres in 2025 an increase of 909% reflecting significantly higher site activity and occupancy levels compared to the prior year.

Water consumption (Litres)	2023	2024	2025
KSA | Potable water consumed	190,000,000	194,043,82	361,008,349[1]
UAE | Potable water consumed	10,397,453	8,341,169	84,147,870
Total Water consumed	200,397,453	202,384,989	445,156,219
Water Intensity (million litres/million SAR revenue)[2]	0.1454	0.0678	0.1319

[1] In 2025, KSA portable water includes RSHS and RSFM only.
[2] Water intensity accounts for the total revenue from both KSA and UAE operations for 2023, 2024 and 2025

Resource Consumption

In 2025, RSI's fuel consumption reflected contrasting trends across its KSA and UAE operations. KSA recorded a significant increase in total fuel consumption, rising by 78.8% from 6,261,930 litres in 2024 to 11,196,902 litres in 2025, driven primarily by a 79.3% increase in diesel consumption, attributable to expanded project activity across remote sites, which led to higher use of generators, heavy equipment, and transport vehicles alongside increased workforce deployment. Petrol consumption in KSA also increased modestly by 24.9% year-on-year.

In contrast, UAE operations achieved a further 51.3% reduction in total fuel consumption from 146,984 litres in 2024 to 71,576 litres in 2025, with diesel consumption declining by 66.6% and petrol consumption increasing marginally by 11.9%, reflecting reduced operational activities and scaled-down project work, resulting in lower site occupancy and reduced demand across offices, facilities, and project sites.

On an intensity basis, fuel consumption increased from 0.0021 to 0.0033 million litres per million SAR revenue in 2025, indicating higher fuel use relative to revenue compared with 2024, while remaining below the 2023 level of 0.0044.

KSA | Fuel consumption (Litres)	**2023**	**2024**	**2025** [1]
Total diesel consumed	5,675,222	6,206,028	11,127,077
Total petrol consumed	52,382	55,902	69,825
Total fuel consumed	5,727,604	6,261,930	11,196,902

UAE | Fuel consumption (Litres)	**2023**	**2024**	**2025** [2]
Total diesel consumed	335,242	118,272	39,452
Total petrol consumed	33,496	28,712	32,124
Total fuel consumed	368,738	146,984	71,576

	2023	**2024**	**2025**
Energy Intensity (million litres/million SAR revenue) [3]	0.0044	0.0021	0.0033

[1] In 2025, KSA data includes RSHS and RSFM
[2] In 2025, UAE data includes RSHS only
[3] Energy intensity accounts for the total revenue from both KSA and UAE operations for 2023, 2024 and 2025

RSI continues to explore renewable energy solutions, particularly solar, through ongoing stakeholder engagement and feasibility assessments. **The organisation remains optimistic about achieving measurable progress toward implementation in the year ahead.**

Waste Management

RSI is committed to managing waste responsibly and sustainably across its RSHS and RSFM operations. All waste generated at facilities, factories, project sites, and camps is documented, tracked, and disposed of in compliance with applicable environmental regulations.

KSA and UAE Operations

In KSA and UAE, waste management is governed through a structured tracking and reporting system to ensure accountability, traceability, and compliance. A Waste Transfer (Manifest) Form is completed and signed by both the waste management vendor and facility administrator for every waste removal, capturing key details such as waste type, quantity, and disposal information. All records are securely maintained for audit and compliance purposes. Waste data is systematically collected from all sites through the Monthly Environmental Report (MER) template and consolidated into Environmental KPIs for monitoring and performance analysis, enabling consistent reporting and informed decision-making across operations.



TOP 3 SOURCES OF WASTE | KSA

Municipal Solid Waste	Sewage Waste	Construction and Manufacturing Waste (Non-Hazardous)
MITIGATION EFFORTS		
Implemented waste segregation, strengthened quality control, and adopted recyclable materials to minimise defects, rework, and overall material wastage.	Implemented water-saving practices, conducted regular maintenance of Reverse Osmosis (RO) plants and Sewage Treatment Plants (STP), and wastewater management training.	Sorted waste, recycled in-production, implemented quality control improvements, and used alternative materials.

TOP 3 SOURCES OF WASTE | UAE

General Waste	Sewage Waste	Construction and Manufacturing Waste (Non-Hazardous)
MITIGATION EFFORTS		
Partnered with local vendors to recycle paper, cardboard, and wooden pallet waste.	Utilised STP for sewage treatment and upgraded the system to include DO facilities.	Applied value engineering to reduce material waste and partnered with certified vendors for the disposal of hazardous waste.

Types of Waste Generated (tonnes)	KSA 2023	KSA 2024	KSA 2025	UAE 2023	UAE 2024	UAE 2025
Solid Municipal Waste (SMW)	48,661.71	1,752.47	791.12	3.16	1,252	264.80
Food Waste	114,878.7	/	1,186.69	/	/	0.469
Wastewater	/	54,643.84	195,524.240	/	511	356
Construction and Manufacturing Waste (Non-hazardous)	19.29	6,894.74	1,334.38	76.85	474.42	103.54
Scrap	3,845.55	400	/	7.88	2.04	46.16
Others	8,694.6	4.69	/	42.28	4	/

Total Waste Generated	KSA 2023	KSA 2024	KSA 2025
Solid waste generation (tonnes)	176,100	8,638	3,312.19
Liquid waste generation* (litres)	107,000,000	54,657,587	195,524,240

Total Waste Generated	UAE[1] 2023	UAE[1] 2024	UAE[1] 2025
Sewerage water recycled (litres)	1,429,873	511,029	356,000
Total waste generation (tonnes)	130.2	1,732	414.969

*Note: RSI's total liquid waste was generated and treated through its Sewage Treatment Plans (STPs).

Breakdown of hazardous and non-hazardous waste diverted from disposa (tonnes)	KSA [1]			UAE [2]		
	2023	**2024**	**2025**	**2023**	**2024**	**2025**
Hazardous waste	2.63	4.85	7.7	6.34	74.3	1.06
Non-hazardous waste	21,069	8,638	3,312.19	124	2,169	414.9

[1] In 2025, KSA data includes RSHS and RSFM.
[2] In 2025, UAE data includes RSHS and RSFM.

Carbon Footprint

In 2025, RSI calculates its carbon footprint by applying standard emission factors to convert fuel and electricity consumption data into tonnes of CO2 equivalent (tCO2e). Direct emissions from fuel consumption are captured under Scope 1, while indirect emissions from purchased electricity are reported under Scope 2. Annual emissions are estimated by applying internationally recognised conversion factors to operational consumption data across all reporting entities. On an intensity basis, performance remained broadly stable in 2025, with intensity improving marginally by approximately 1.1% compared with 2024, indicating slightly lower impact relative to revenue.

Carbon emissions	**2023**	**2024**	**2025**
Direct emissions - scope 1 (tco2e)	15,984	16,819	32,790
Indirect emissions - scope 2 (tco2e)	8,144	4,774	6,167
Total emissions (tco2e)	24,128	21,593	38,957
Emission Intensity (tco2e/billion SAR revenue)[1]	**0.00002826**	**0.00000723**	**0.000007149**

[1] Emission intensity accounts for the total revenue from both KSA and UAE operations for 2023, 2024 and 2025





Responsible Procurement

RSI ensures its suppliers meet high environmental and social responsibility standards through its Supplier Code of Conduct and Procurement Policy, embedded across all subcontract and purchase agreements. In 2025, RSI strengthened its supplier due diligence process by integrating comprehensive environmental criteria into supplier evaluation across both RSHS and RSFM operations in KSA and UAE.

Suppliers are evaluated against key environmental and safety criteria, including HSE policies, ISO 14001 certification, MSDS compliance, safe handling and storage, hazardous material segregation, and eco-friendly material availability with RSFM evaluations specifically tailored to catering suppliers. The percentage of new suppliers screened using environmental criteria is currently being tracked and will be disclosed in the next reporting cycle.

RSI's supplier base reflects a strong commitment to supporting small and medium-sized enterprises (SMEs), with 70% of all suppliers classified as SMEs, accounting for 89% of total procurement spend demonstrating RSI's dedication to inclusive economic participation and local business empowerment across its supply chain.



KSA | Suppliers by region	**2023**	**2024**	**2025**
Total number of suppliers	289	428	586
Number of local suppliers	261	401	533



UAE | Suppliers by region	**2023**	**2024**	**2025**
Total number of suppliers	487	382	286
Number of local suppliers	376	296	261

Scope

The 2025 reporting scope covers operations solely in Saudi Arabia. For more detailed information on Tanmiah's sustainability activities, please refer to its standalone sustainability report.

Omnipreneurship in Practice

Omnipreneurship at Tanmiah Food Company integrates operational excellence, environmental stewardship, and community value creation.

Through **Giving,** the One Million Trees initiative drives environmental and social impact, with over 573,000 trees planted to date through converting poultry waste into fertiliser, supporting biodiversity, improving soil health, and advancing environmental education in alignment with Saudi Vision 2030.

Under **Earning,** Tanmiah is a leading vertically integrated halal poultry and food producer in Saudi Arabia, operating across the Saudi Arabia and wider MENA region, strengthening regional food security through its integrated value chain.

Through **Sustaining,** it embeds responsible business practices through internationally recognised certifications such as ISO 45001, ISO 22000, BRC, NSF animal welfare, and ISO 27001, alongside environmental improvements including a 3.2% reduction in scope 2 emissions, increased water recycling, and investment in renewable energy. Collectively, these pillars reinforce Tanmiah's commitment to sustainable long-term value creation.

Tanmiah's **Giving**

Programme	**One Million Trees initiative** – Tanmiah's flagship environmental programme, aligned with Saudi Arabia's Vision 2030 and the Saudi Green Initiative, has planted 573,000 trees to date and evolved beyond afforestation toward a more strategic objective shifting from eucalyptus to moringa to deliver greater carbon reduction potential, support alternative feed raw material development, and contribute to national food security, while continuing to advance a circular economy model through poultry waste conversion and treated wastewater reuse.
Beneficiaries	One Million Trees initiative primarily benefits local communities, farmers, and Tanmiah's operations.
Impact	• **Environmental impact:** Over 573,000 trees planted to date • **Resource efficiency:** Poultry waste converted into bio-organic fertiliser • **Agricultural impact:** Improved soil fertility and adoption of sustainable irrigation practices for farmers and agricultural workers. • **Community and educational impact:** Local communities benefit from shaded and greener areas; academic institutions and youth gain access to environmental education, training, and research opportunities. • **National and long-term impact:** Supports Vision 2030 and the Saudi Green Initiative, strengthens ecosystem restoration efforts, and enhances environmental conditions for future generations. • **Operational impact:** Tanmiah improves efficiency through responsible resource use and waste management.

Tanmiah's **Earning**

Type of Company	A vertically integrated halal poultry and food producer, delivering fresh and processed poultry, animal feed, veterinary services, and quick service restaurant experiences across the Kingdom and the wider MENA region.
Operations	Tanmiah is headquartered and primarily operates in Saudi Arabia, with additional operations across the UAE, Bahrain, Oman, Jordan, and Kuwait.
Website	Tanmiah Food Company

Tanmiah's **Sustaining**

Awards and Certifications	• Certified to ISO 45001:2018 for Occupational Health and Safety Management • Certified to ISO 27001 for Information Security Management Systems • Certified to British Retail Consortium (BRC) and ISO 22000 standards for the Primary Processing Plant (PPL) • NSF-certified for Animal Welfare across the Primary Processing Plant, Hatchery and Farms • Awarded the 3-Star Superior Taste Award 2025 by the International Taste Institute, Belgium • Awarded the Middle East Technology Excellence Award (Agritech category) for the Farm Automation Project • Tanmiah's Taste Secrets brand awarded Product of the Year 2025 (Gulf Edition) Award for product innovation
Environmental Performance	• Achieved a 3.2% reduction in Scope 2 emissions compared to 2024 • Increased water recycling rate by 3% year-on-year
Energy Efficiency Initiatives	• Signed an agreement for a 3 MW solar plant agreement in 2025, with operations expected to commence in 2026
Year-on-Year Performance	• Maintained zero cybersecurity breaches for third consecutive year • Increased local procurement by 16%
People and Governance Policies	• Published Diversity, Equity and Inclusion (DEI) Policy • Achieved 40% Female representation at Board level

Tanmiah's Giving

About the One Million Trees Initiative

Tanmiah's One Million Trees initiative is a flagship environmental programme aligned with Saudi Arabia's Vision 2030 and the Saudi Green Initiative, designed to advance a circular economy model by transforming poultry waste into bio-organic fertiliser and reusing treated wastewater for irrigation.

Having planted 573,000 trees to date, Tanmiah has evolved the initiative beyond afforestation toward a more strategic objective contributing to Saudi Arabia's food security. The shift from eucalyptus to moringa as the primary crop offers significantly greater carbon reduction potential while supporting the development of alternative feed raw materials for Tanmiah's agricultural operations.

Impact

The One Million Trees initiative continues to deliver measurable environmental and socio-economic value, with a strong focus on scaling impact and accelerating progress towards its long-term target. In 2025, Tanmiah planted 166,000 trees, bringing the cumulative total to 573,000 trees, equivalent to 57% of the one million tree target.

	2023	2024	2025
Tree Planted (Cumulative)	338,500	407,000	573,000
Carbon Sequestered (Cumulative)	97,118 tCO2e	114,800 tCO2e	123,250 tCO2e

Beyond tree planting, the initiative integrates circular resource management practices, including the use of treated wastewater for irrigation and the conversion of poultry waste into organic fertiliser contributing to reduced environmental impact while supporting sustainable agricultural systems. The initiative has also evolved strategically, shifting from eucalyptus to moringa as the primary crop to maximise both environmental and economic returns. Moringa offers significantly greater carbon reduction potential while supporting the development of moringa leaf powder as an alternative feed raw material directly contributing to Saudi Arabia's food security agenda and delivering financial and sustainability benefits that extend well beyond afforestation. In support of this direction, Tanmiah has signed an MOU with Big Idea Ventures (BIV) in the United States to develop large-scale alternative feed raw materials, including a potential moringa plantation in Saudi Arabia, with feasibility work currently underway.

Direct Benefits

- Reduction in carbon emission
- Reduced incidences of heat and dust related health issues
- Increase in circular operations

Indirect Benefits

- Improved air quality, access to shaded areas and greener public places
- Improved access to environmental education, internships, and training opportunities

Through this approach, the initiative delivers tangible outcomes across environmental and social dimensions. It contributes to increased green cover and improved air quality across operational regions, while enhancing soil quality and supporting more sustainable farming practices. At the same time, it supports national climate action and land restoration efforts, alongside engaging local communities through training, education, and participation.

To ensure effective tracking and continuous improvement, Tanmiah monitors performance through a defined set of key indicators, including tree planting and survival rates, carbon sequestration performance, volume of recycled water used for irrigation, waste diverted from landfill through circular practices, and levels of community and youth engagement.

Tanmiah's Earning

Integrated Value Chain

Tanmiah's integrated value chain delivers locally produced food products that support food security, sustainable consumption, and responsible growth.

Animal Feed and Veterinary Service
Procurement of feed, poultry stock, and raw materials

Parent and Feed Milling Operations
Poultry rearing, health monitoring, quality control

Fully Integrated Poultry Operation
Slaughtering, processing, and packaging

Further Processed Meat Production
Transportation to retail and wholesale markets

Quick Service Restaurants
Processed meat products, fast-food offerings

Tanmiah achieved ISO 27001 certification in 2025, affirming **its commitment to international information security standards.**

Products and Services

Tanmiah delivers a diverse portfolio of poultry and protein-based products and services, designed to meet evolving consumer needs while maintaining high standards of quality, safety, and nutrition. Its offerings span across the full spectrum of the poultry industry, from agricultural inputs to value-added products and food service solutions.

MHP Food Trading LLC	adc	Desert Hills For Veterinary Services Co. Ltd	Supreme Foods Processing Co	rbi restaurant brands international
Chicks and Hatching Eggs, Feeds	Fresh, Marinated, Whole, Parts	Animal Health Products, Chicks and Hatching Eggs, Other Farms Equipment, Feeds	Whole Muscle, Formed Products, Cooked Meat Other Products	Fried Chicken, Sandwiches

Data Privacy and Cybersecurity

Tanmiah maintains a robust digital governance and cybersecurity framework across six strategic focus areas including threat detection, vulnerability management, email security, and access controls.

Proactive Vulnerability Management

Annual Vulnerability Assessment and Penetration Testing (VAPT) to identify and mitigate IT risks.

Enhanced Security Monitoring and Threat Detection

Deployed DNIF Security SIEM for real-time security monitoring and improved threat detection.

Strengthened Access Management and Data Privacy

Implemented Osirium Privileged Access Management (PAM) to safeguard credentials and enhance compliance.

Improved Email Security

Deployed MailMarshal Email Gateway to filter malicious emails and support compliance.

In 2025, Tanmiah obtained ISO 27001 certification, reflecting its ongoing efforts to align with international information security standards.

Tanmiah maintains a robust Incident Management Policy that establishes clear protocols to ensure swift response and minimal operational disruption in the event of a cybersecurity incident. In alignment with Saudi Arabia's Personal Data Protection Law (PDPL) under SADAIA, Tanmiah continues to conduct gap assessments and update its policies to ensure full regulatory compliance. To strengthen its human firewall, Tanmiah continued its KnowBe4 Information Security Awareness Programme, equipping colleagues with the knowledge and skills to recognise and prevent cybersecurity threats across the organisation successfully preventing over 52 critical and high cyber incidents from escalation in 2025.

For the third consecutive year, Tanmiah **recorded zero cybersecurity breaches.**

Tanmiah's Sustaining

Sustainability Governance

Tanmiah has established a structured governance framework to oversee the integration of sustainability across its operations and strategic decision-making. Since 2022, Tanmiah has implemented a two-tiered ESG governance structure, ensuring that sustainability is embedded at both Board and management levels. The Board ESG Committee provides strategic direction by identifying ESG-related risks and opportunities, guiding the integration of sustainability into the Company's strategy, and supporting oversight of ESG disclosures and performance. The Committee comprises three Board Directors, and the CEO, ensuring alignment between governance and executive leadership.

At the operational level, the Management ESG Committee is responsible for driving the implementation of sustainability initiatives and monitoring performance against defined ESG objectives. This structure enables Tanmiah to translate strategic priorities into measurable actions, while strengthening accountability and consistency across its business units.

Materiality

Tanmiah's sustainability strategy is informed by a three-phase double materiality assessment conducted in 2022, through which Tanmiah actively sought input from partners, customers, and communities to align its priorities with stakeholder expectations. As a result, Tanmiah identified eight key focus areas that drive positive impact across the environment, community, and business, forming the foundation of its three sustainability pillars:



Sustaining **People** | Sustaining **Agriculture** | Sustaining **Planet**

PHASE 1
EXTERNAL ANALYSIS

We established a list of 66 relevant environmental, social and governance issues through a process of external benchmarking with peers, partners and recognized frameworks like the Global Reporting Initiative (GRI), the Sustainability Accounting Standards Board (SASB), the Saudi Exchange ESG disclosure guidelines, Saudi Vision 2030, the United Nations Global Compact (UNGC), and the United Nations Sustainable Development Goals (UNSDG).

PHASE 2
INTERNAL ANALYSIS

By working with key internal stakeholders, we took the list of issues through several filters, including our business model and strategy. This analysis was accompanied by consideration of issue impacts, time frames and probabilities. This process led to a short list of 17 issues to take forward for further analysis.

PHASE 3
PRIORITIZATION

The Board of Directors reviewed and considered the recommended short list and defined the final set of material issues. These formed the foundation of our 8 focus areas as below.

- Building customer trust through high-quality, product safety and responsible labelling
- Building resilient ecosystems through continuous innovation and R&D
- Reducing waste at every stage of farm-to-fork cycle
- Diversity, equity and inclusion
- Strong corporate culture
- Health and safety of workforce
- Climate and water action
- Investment in talent

Risk Management

Tanmiah applies an Enterprise Risk Management (ERM) framework to identify, assess, and monitor risks across operations, supporting informed decision-making and alignment with strategic objectives. Business continuity considerations are integrated within this framework to enhance resilience and minimise potential disruptions to operations. Risks are categorised into four key areas:

Strategic Risks | **Financial Risks** | **Compliance Risks** | **Operational Risks**

These risk categories collectively capture the range of internal and external factors that may impact performance, financial stability, regulatory compliance, and day-to-day operations. Through this approach, risks are continuously assessed and monitored to ensure appropriate controls are in place and that emerging risks are addressed in a timely manner.

ESG Risk Management

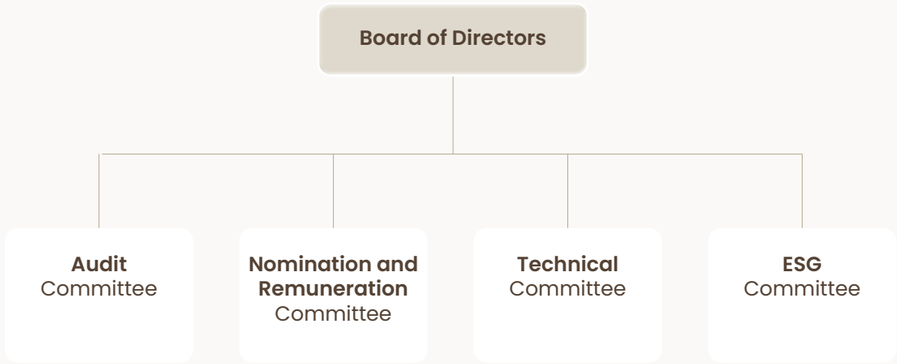
ESG risks are integrated within the broader ERM framework, ensuring that sustainability-related risks and opportunities are systematically identified and managed. Oversight is provided through the ESG Committee, with a focus on climate-related risks, including transition and physical risks, alongside broader environmental and social considerations.

Tanmiah's approach enables ESG factors to be integrated into decision-making processes, supporting a proactive response to evolving regulatory requirements, environmental challenges, and stakeholder expectations.

Corporate Governance

Tanmiah's governance framework is founded on principles of transparency, accountability, and responsible business conduct. The Board of Directors provides strategic oversight across financial, operational, compliance, and sustainability matters, supporting long-term resilience and integrity.

To enable effective governance, the Board operates through four specialised committees. The Audit Committee oversees financial reporting, internal controls, and risk management, while the Nomination and Remuneration Committee governs Board composition, succession planning, and remuneration structures. The Technical Committee provides oversight on operational and technical matters, supporting efficiency and innovation. Sustainability-related oversight is exercised through a dedicated ESG Committee, ensuring ESG considerations are embedded within governance and decision-making processes.



Code of Conduct

Tanmiah's Code of Conduct is anchored in its Omnipreneurship values of Integrity, Respect, Passion, Forward Thinking, and Teamwork, guiding behaviour and decision-making across the organisation. It applies to all colleagues and sets expectations on professional conduct, anti-corruption, conflicts of interest, confidentiality, and legal compliance, supported by regular training and policy reviews.

Applicable to all colleagues, from Board directors to front-line colleagues, the Code sets clear expectations on professional conduct, anti-corruption, conflicts of interest, and legal compliance. It is supported by regular training, colleague acknowledgements, and ongoing policy reviews. The Code is publicly accessible via Tanmiah's website and is regularly updated.

It further reinforces ethical business practices through strict controls on bribery, gifts and hospitality, confidentiality, and third-party interactions, alongside secure reporting channels and whistleblower protection. This ensures integrity is embedded in daily operations while strengthening trust and supporting sustainable growth.

Grievance Mechanisms and Compliance

Tanmiah's grievance mechanisms are a core element of its commitment to responsible business conduct, providing accessible and secure channels for colleagues and stakeholders to raise concerns with confidence. Oversight by the Nomination and Remuneration Committee ensures independent review, continuous improvement, and robust investigation processes, supported by a combination of performance metrics, stakeholder feedback, and internal and external audits.

This framework is strengthened by Tanmiah's compliance function through ongoing policy reviews, risk assessments, and coordination with compliance champions across the business. The Whistleblower Policy ensures confidentiality and protection from retaliation, while the Corrective Action and Remediation Policy enable timely and effective resolution of compliance matters. Together, these mechanisms reinforce transparency, accountability, and long-term organisational resilience. Access to Tanmiah's policies is available here: Key policies, guidelines, and practices.





Tanmiah's People and Culture

Diversity and Equal Opportunity

Tanmiah is committed to maintaining a fair and inclusive workplace where colleagues are treated with respect and provided equitable opportunities. Its Diversity and Inclusion Policy supports fair treatment across recruitment, development, and other employment practices, while promoting a workplace free from discrimination.

Full-Time colleagues by gender

Full-Time colleagues **(Total)**

2023	2024	2025
3,231	3,556	3,487

Full-Time colleagues **(Male)**

2023	2024	2025
2,953	3,231	3,172

Full-Time colleagues **(Female)**

2023	2024	2025
278	337	315

Female to Male Colleagues Ratio %

2023	2024	2025
9.4%	10.4%	10%

Male full-time colleagues by staff category	2023		2024		2025	
Senior Leaders	41	93%	53	95%	102	95%
Managers	166	98%	183	98%	140	97%
Supervisory and Professional	540	83%	829	84%	673	83%
Operators and General Support	2,206	93%	2,501	93%	2,257	93%
Total	2,953	91%	3,566	91%	3,172	88%

Female full-time colleagues by staff category	2023		2024		2025	
Senior Leaders	3	7%	3	5%	5	5%
Managers	4	2%	4	2%	4	3%
Supervisory and Professional	109	17%	157	16%	142	17%
Operators and General Support	162	7%	174	7%	164	7%
Total	278	9%	337	9%	415	12%

Full-time colleagues by years of service	2023	2024	2025
0 – 4 years	2,249	2,584	2,037
5 – 9 years	414	414	756
10 – 14 years	201	201	295
15 years and more	367	367	399

Staff by Origins	2023	2024	2025
Percentage of Expat Colleagues	79%	78%	79%
Percentage of Local Colleagues	21%	22%	21%

Newly hired colleagues by gender	2023	2024	2025
Male	125	505	242
Female	7	98	29
Total	132	603	271

Turnover by gender	2023	2024	2025
Male	10.4%	7.4%	12.6%
Female	12.4%	1.6%	2.1%

Nitaqat Classification 2025 | KSA

Nitaqat Level
High Green

Saudization Rate
21.66%

Colleague Volunteering

In 2025, Tanmiah strengthened its community engagement through the AlTanmiah Khaiyrat Campaign, which mobilised more than 45 employee volunteers to support families in need. Through the campaign, Tanmiah distributed 225 kg of chicken to over 450 families, contributing to community wellbeing and food security.

The initiative also created 10 job opportunities within the Khayrat Association, extending its impact beyond immediate food support. The campaign reflects Tanmiah's potential to build a more structured employee volunteering programme that channels colleague participation towards meaningful community initiatives.

Colleague Reward and Recognition Programmes

Tanmiah's reward and recognition programmes reflect its commitment to valuing colleague contributions, reinforcing a performance-driven culture where achievement, dedication, and impact are consistently acknowledged and rewarded.

To reinforce this culture, Tanmiah recognises colleagues through both formal and informal programmes that celebrate contributions and long-term commitment. This includes performance and sustainability-linked incentives for farm and sales teams, directly aligning rewards with business and environmental outcomes. In addition, long-serving colleagues are honored through initiatives such as the Annual Gold Coin distribution ceremony, where 189 colleagues were recognised in 2025 for over 10 years of service. This approach supports talent retention, strengthens motivation, and preserves institutional knowledge across the organisation.

Female Empowerment

Tanmiah has long been a pioneer in advancing female representation across its workforce, distinguishing itself as one of the first companies in Saudi Arabia to employ women from rural communities within its production facilities. Over the past decade, its sustained commitment to career development and inclusion has enabled many of these women to progress into supervisory and managerial roles.

In 2025, women made up 10% of Tanmiah's workforce a reflection of steady progress in an environment where female participation across the sector remains limited. To sustain this trajectory, Tanmiah continues to invest in targeted training programmes and career development opportunities, ensuring women have the skills and pathways to advance across all levels of operations. This commitment is further evidenced at the retail level, where Tanmiah achieved 30% female representation among cashiers across all Popeyes® stores with 71% of those roles held by Saudi nationals, reinforcing both gender inclusion and localisation goals simultaneously.

Colleague Wellbeing

Tanmiah's commitment to colleague engagement and well-being continues to yield strong results, with the 2025 Annual Colleague Satisfaction Survey recording an 86% satisfaction rate reflecting a positive and supportive workplace culture. In 2025 Tanmiah continued to offer a comprehensive compensation and benefits framework designed to attract, retain, and reward colleagues at every stage of their journey within the organisation.

COLLEAGUE BENEFITS

Family health insurance	Comprehensive health coverage extended to colleagues and their families
Life insurance	Financial protection provided to colleagues

WELLNESS PROGRAMMES

Wellness sessions	Regular sessions promoting physical and mental health awareness across the organisation
International Men's / Women's Day	Annual events celebrating gender diversity and recognising colleague contributions
Health Campaigns	Targeted health initiatives including World Blood Donation Day, on-site Health Lounges, and Flu Vaccination drives
Workplace Safety Practices	Safety awareness activities including World Safety Day observance and First Aid Training for colleagues
Physical and Emotional Wellbeing Initiatives	A range of engagement activities including Tanmiah Kheyrat, and Dewan Talks to support colleague morale and emotional wellbeing

Colleague Development

Tanmiah's talent development approach is crafted to empower individuals to realise their full potential and align with the organisation's goals and values. Reinforcing this approach, 100% of colleagues receive annual performance and career development reviews, ensuring every individual has a clear pathway for growth and progression. Through leadership development programmes, Dewan Al Tanmiah sessions, and Omnipreneurship capability workshops, Tanmiah systematically invests in building a future-ready talent pipeline equipped with both technical expertise and an entrepreneurial mindset. Tanmiah equips teams with the skills and knowledge to excel through:

- **Continuous Learning Culture**
- **Personalized Development Plans (PDP)**
- **Feedback and Coaching**
- **Leadership Development**
- **Cross-Functional Opportunities**
- **Technology-Enabled Learning**
- **Diversity and Inclusion Training**
- **Fostering Transparency and Engagement**

In 2025, Tanmiah colleagues completed 64,647 training hours, averaging 18.6 hours per colleague, covering HSE, technical, leadership, compliance, ISO, food safety, IT, and other training programmes. Training in 2025 included:

Training hours per Category	2023	2024	2025
Senior Management (total hours)	296	606	160
Middle Management (total hours)	514	5,564	4,388

Health, Safety and Environment (HSE) Management

Tanmiah's comprehensive HSE policy ensures Group-wide compliance with applicable laws across all operations, covering colleagues, visitors, contractors, vendors, and suppliers. Its Safety Management System (SMS) remains aligned with ISO 45001:2018 and Saudi HRSD guidelines, with the HSE Committee driving continuous improvement across the business. In 2025, Tanmiah successfully completed its ISO 45001:2018 surveillance audit conducted by Bureau Veritas, confirming continued conformance with all requirements and reaffirming its dedication to a safe and healthy working environment for all stakeholders.

Maintained ZERO cases of child labour for the third consecutive year, with 100% of colleagues trained on human rights.

Human Rights Management

Tanmiah's human rights guidelines reflect its commitment to upholding the dignity, rights, and well-being of all individuals connected to its business including colleagues, customers, suppliers, and the communities in which it operates. The guidelines are anchored in full compliance with Saudi labour law and extend across Tanmiah's operations, supply chain, and broader community engagement.

HSE Training

Tanmiah takes a structured and targeted approach to HSE training, ensuring programmes are tailored to the specific needs of its workforce. Training needs are identified through a combination of risk assessments, job analyses, colleague feedback, and incident reviews enabling Tanmiah to address task-specific hazards, recurring safety concerns, and emerging risks effectively. Compliance with local and international OHS regulations is embedded throughout, ensuring all mandatory training requirements are met while continuously raising workplace safety standards.

OHS Initiatives	2023	2024[1]	2025
No. of OHS Audits Performed (#)	1	2	1
Safety Talks (OHS Training Conducted in hours)	6,911	5,672	9,257
No. of First Aid Cases	9	671	18

[1] In 2024, Tanmiah implemented ISO standards across all its sites, resulting in greater transparency in the reporting of first aid cases. All reported cases were minor in nature, with no serious injuries recorded.

HSE Risk Management

Tanmiah ensures all operational sites comply with local and international health and safety laws, regulations, and standards. This proactive approach prevents legal risks and fosters operational continuity. The following practical safety measures are in place:

Risk Assessments	Preventive and Mitigative Actions	Emergency Preparedness and Response	Personal Protective Equipment (PPE)

OHS Initiatives	2023	2024	2025
Lost Hours Due to Injury	112	23	9
Recordable Injuries	100%	100%	100%
Fatalities (No Severe Injury)	1[1]	0	0

[1] In 2023, a fatality occurred due to a road accident involving a colleague on their way to work. We provide road and safety training to all colleagues to help prevent such incidents in the future.

Sustainable and Responsible Operations

Wellness Starts with Animals' Welfare

As a growing player in the global halal food industry, Tanmiah recognises that animal welfare is a foundational pillar of a healthy, resilient, and sustainable food system. The Company embeds internationally recognised animal welfare principles across its poultry value chain, ensuring responsible practices are consistently applied from farm to processing while safeguarding product quality and minimising operational impact.

In 2024, Tanmiah was the industry leader in animal welfare in the Middle East, recognised by NSF as the top performing organisation in animal welfare standards. In 2025, Tanmiah continued to build on this foundation, further embedding animal welfare standards into its operational monitoring and improvement processes across the value chain.

Tanmiah holds NSF accreditation across the following areas:

Primary Processing Plant (PPL)
Animal Welfare Certificate (NSF), British Retail Consortium (BRC), and ISO 22000

Hatchery
Animal Welfare Certified (NSF)

Farms
Animal Welfare Certified (NSF)

Tanmiah's Environmental Performance

Resource Consumption

In 2025, Tanmiah recorded total diesel consumption of 71.8 million litres and petrol consumption of 2.7 million litres. While fuel consumption reflects its continued operational scale and growth, Tanmiah remains committed to improving energy efficiency across its operations through a range of targeted initiatives. In parallel, trials are currently underway to replace diesel incinerators with LPG alternatives, supporting emission reduction and improved fuel efficiency across facilities.

Fuel Consumption (million litres)	**2023**	**2024**	**2025**
Total petrol consumed	2.03	1.53	2.7
Total diesel consumed	58.04	56.14	71.8
Energy Intensity (million litres/billion SAR revenue)	28.69	22.49	28.3

Electricity Consumption

In 2025, total electricity consumption increased to 133.2 million kWh, from 115.6 million kWh in 2024, reflecting continued growth in operational scale and activity. Electricity intensity also increased to 50.2 million kWh per billion SAR of revenue, compared with 45.0 in 2024, indicating that electricity consumption grew at a faster pace than revenue during the year.

During the year, Tanmiah signed an agreement for a 3 MW solar plant, marking a key step in advancing renewable energy use and reducing reliance on conventional energy sources. These efforts demonstrate Tanmiah's continued focus on enhancing energy efficiency while supporting operational growth and long-term resource management. In 2025, Popeyes, a subsidiary of Tanmiah continued rolling out LED lighting and energy-efficient kitchen appliances across its restaurant network, building on the progress made in 2024 and driving further reductions in electricity consumption.

Metric (million kWh)	**2023**	**2024**	**2025**
Total electricity consumed	89.0	115.6	133.2
Electricity Intensity (million kWh/billion SAR revenue)	42.7	45.0	50.2

Water Consumption

In 2025, Tanmiah's total water consumption increased slightly to 2,098 ML from 2,052 ML in 2024, while water intensity improved to 0.7 ML per million SAR revenue from 0.80 ML. The water recycling rate also increased to 25%, from 23%, reflecting continued focus on responsible water management and resource efficiency.

Tanmiah operates dedicated wastewater treatment facilities at the Abha PPL and Shaqra PPL, where wastewater is treated to meet irrigation standards. The treated water is then strategically reused for on-site plantation, reducing reliance on external water sources, and supporting efficient resource utilisation.

Metric	**2023**	**2024**	**2025**
Total water consumed megalitre (ML)	1,684	2,052	2,098
Total wastewater consumed megalitre (ML)	1,691	1,739	1,803
Total wastewater recycled megalitre (ML)	850	876	967
Water recycling rate (%)	25%	23%	25%
Water Intensity (ML/million SAR revenue)	0.80	0.80	0.7



Waste Consumption

Tanmiah adopts a structured approach to waste management across its value chain, covering raw material inputs, in-house operations, and downstream activities. Waste streams are monitored and managed at each stage to minimise environmental impact and improve operational efficiency.

In 2025, Tanmiah generated 188,024 tonnes of waste, comprising 146,119 tonnes of non-hazardous waste and 41,905 tonnes of hazardous waste. Of the total waste generated, 9,209 tonnes were diverted from landfill, while 178,815 tonnes were diverted to landfill.

Breakdown of hazardous and non-hazardous waste diverted from disposal (tonnes)	**2023**	**2024**	**2025**
Non-hazardous waste	157,808	121,471	146,119
Hazardous waste	41,327	39,055	41,905

TOP 3 SOURCES OF WASTE

Manure from Poultry	**Waste Water from Processing**	**Used Cooking Oil**[1]
MITIGATION EFFORTS		
Converting poultry manure into biochar for carbon. Sequestration and soil enrichment.	Treating and recycling wastewater for plantation irrigation.	Selling used cooking oil as an ingredient for biofuel production.

In 2025, a total of **446,000 litres** of used cooking oil was sold, **generating SAR 1.3 million.**

Circular Economy

Tanmiah continues to advance its commitment to circular economy principles by focusing on waste reduction, resource efficiency, and the conversion of organic by-products into value-generating applications across its operations. Its approach supports improved environmental performance while strengthening long-term operational sustainability.

In 2025, Tanmiah's total waste generation increased to 188,024 tonnes from 160,526 tonnes in 2024, while remaining below the 2023 level of 199,135 tonnes. Non-hazardous waste continued to account for the majority of waste generated, reaching 146,119 tonnes, while hazardous waste stood at 41,905 tonnes. The increase in 2025 underscores the importance of continuing to strengthen waste reduction, recovery and responsible disposal practices across operations.

Solid Waste (tonnes)	**2023**	**2024**	**2025**
Recycled	28,848.14	11,923	9,209
Waste Sent to Landfill	170,286.64	148,603	178,815
Total Waste Generated	199,135	160,526	188,204
% of Waste Diverted Away from Landfill	14%	7.5%	4.9%

Carbon Footprint

In 2025, Tanmiah recorded Scope 1 emissions of 209,059 MtCO2e, reflecting an increase compared to 2024, driven primarily by expanded operational scale and production activity. Scope 2 emissions also increased by 18.32%, reaching 73,336 tCO2e, primarily due to operational expansion.

Carbon Emissions (MtCO2e)	**2023**	**2024**	**2025**
Direct emissions - scope 1	160,234	154,247	209,059
Indirect emissions – scope 2	54,865	61,982	73,336
Total emissions	215,099	216,229	282,395
Emissions Intensity (MtCO2e/Billion SAR Revenue)	61.6	24.7	106.4

Supply Chain Resilience

Tanmiah manages supply chain impacts through its Assess, Improve, Revise methodology, evaluating water consumption, emissions, and other key indicators to drive targeted improvements across operations. All suppliers are required to adhere to Tanmiah's Supplier Code of Conduct and hold Global Food Safety Initiative (GFSI) certification, with all incoming ingredients verified before use in production. Supplier performance is governed through a four-pillar management process:

- **Initial Due Diligence |** Rigorous background investigations, certification verification, and adherence to national and international standards prior to supplier onboarding
- **Continuous Performance Monitoring |** KPIs and supplier scorecards supported by regular internal and external audits to ensure ongoing compliance
- **Sustainable Procurement Training |** Ongoing staff training on sustainable procurement practices and policies
- **Corrective Action and Continuous Improvement |** Ongoing staff training on sustainable procurement practices and policies



For the past three consecutive years,
Tanmiah has screened

100%

of its new suppliers based on ESG criteria and mandates that all suppliers hold Global Food Safety Initiative (GFSI) certifications.

Supplier Insights	2023	2024	2025
Number of approved suppliers	**226**	**207**	**223**
% of New suppliers screened on ESG criteria	100%	100%	100%
% of total suppliers screened	100%	100%	100%
% of packaging suppliers ISO 9001 certified	100%	100%	100%
% of major non-compliant gaps with corrective actions implemented	100%	100%	100%

Responsible Procurement

Tanmiah remains committed to local sourcing, adopting a collaborative approach that supports mutual growth and strengthens local communities. In 2025, Tanmiah's local procurement rate increased to 78%, up from 62% in 2024, reflecting a strengthened focus on domestic supplier partnerships and contributing to greater supply chain resilience. Total procurement spending stood at SAR 1,168.2 million, of which SAR 914.3 million was directed towards local suppliers.

Colleague annual training hours	2023	2024	2025
Local Procurement Spending (Million SAR)	964.13	971	914.3
Total Procurement Spending (Million SAR)	1,295.04	1,578	1,168.2
Local Procurement Rate (Local Procurement Spending/ Total Procurement Spending)	74.4%	62%	78%

Scope

The scope for the 2025 data covers operations solely in Saudi Arabia.

Omnipreneurship in Practice

Omnipreneurship at Dukan is reflected through the integration of accessible retail, community responsibility and operational improvement.

Through **Giving,** Dukan demonstrates responsible leadership through initiatives that promote public health and support vulnerable communities, including food distribution programmes during Ramadan.

Under **Earning,** it strengthens its position as a leading hard discount grocery retailer, operating 174 stores across Saudi's western regions and providing affordable essentials to the communities it serves.

Through **Sustaining,** Dukan advances operational resilience and environmental stewardship by improving energy efficiency across its store network, strengthening digital infrastructure, and supporting workforce localisation, including a increase in its local workforce. Collectively, these pillars demonstrate how Dukan brings Omnipreneurship to life by balancing affordable retail delivery with positive community impact and responsible operational growth.



Dukan's **Giving**

Initiative	**Stop Selling Cigarettes initiative** **Charity Ramadan Food Distribution Campaign**
Beneficiaries	Local communities and customers Families in need during Ramadan
Impact	• 3.8% revenue voluntarily forgone to prioritise public health • 500+ food boxes distributed • Strengthened customer trust and responsible retail positioning

Dukan's **Earning**

Type of Company	Hard Discount Grocery Retailer
Operations	174 stores across 5 cities throughout the western region of Saudi Arabia
Website	Dukan Retailing Company

Dukan's **Sustaining**

Environmental Performance	• Expanded its store network by 24 stores, increasing operational resource demand
Energy Efficiency Initiatives	• Retrofitted 76 stores with LED lighting • Replaced conventional AC units with inverter systems improving energy efficiency by 50%
Year-on-Year Performance Insights	• Increased local workforce by 25% • Strengthened cybersecurity through the installation of a FortiGate 400F firewall at head office
People & Governance Policies	• Implemented a Formal Code of Conduct across operations since 2018 • Established a risk management framework to address operational and reputational risks

Dukan's Giving

About the Initiatives

Dukan's Giving initiatives reflect its commitment to community wellbeing and responsible retail practices. In 2025, Dukan continued two key programmes aimed at strengthening public health and supporting local communities: the Stop Selling Cigarettes initiative, which removed all tobacco products from all stores, and the Charity Ramadan Campaign, launched in partnership with charitable organisations to support families in need during the Holy Month.

Impact

The tobacco-free policy marked a significant shift away from revenue linked to harmful products, previously contributing 3.8% of annual revenue, reinforcing Dukan's position as a responsible retailer. In parallel, the 2025 Ramadan campaign supported over 500 individuals through the distribution of essential food supplies, contributing to community resilience and social wellbeing.

Future Outlook

Dukan aims to establish a more centralised giving approach linked to its ongoing business activities, enabling year-round community engagement beyond individual campaigns. The focus will be on initiatives that align with Dukan's core operations and deliver relevant, sustained support to local communities.



Dukan's Earning

Integrated Value Chain

Dukan operates an integrated retail value chain connecting demand planning, procurement, warehousing, logistics and in-store operations across 174 stores in Saudi Arabia. Its model is designed to ensure product availability, affordability and operational efficiency, while progressively embedding governance controls across each stage of the retail lifecycle.

In 2025, Dukan enhanced its distribution centre capabilities to support its expanding store network, improving supply chain efficiency across storage, product segregation, and handling processes for dry, chilled, and frozen goods. Investments in temperature control, hygiene standards, and monitoring systems strengthened compliance with food safety and regulatory requirements, while energy-efficient lighting solutions contributed to reduced operational costs and waste minimisation through better inventory management. Looking ahead, Dukan aims to integrate digital solutions for inventory tracking and demand forecasting, ensuring scalability and continued alignment with its operational and ESG objectives.

Products and Services

Dukan operates as a hard discount grocery retailer, providing essential food and non-food products. Its model is centred on affordability, efficient distribution and product integrity, supported by compliance with Saudi Food & Drug Authority (SFDA) standards and structured operational controls. Alongside its core retail operations, Dukan integrates responsible retail practices that promote community wellbeing and waste reduction, through near-expiry product monitoring, strict quality control and inspection programmes.

Product Quality and Safety

Product quality and safety remain central to Dukan's retail operations. All food and fresh items are sourced in compliance with national standards, maintaining adherence to national food safety regulations.

Across its distribution centre and store network, Dukan applies strict segregation protocols between perishable and non-food items during storage and transportation to preserve product integrity and prevent contamination. Hygiene controls and structured operating procedures further reinforce safe handling practices. Through these controls, Dukan safeguards consumer health, strengthens trust and upholds its commitment to responsible retail practices.

Quality and Safety Measures **| 2025 Performance**

الهيئة العامة للغذاء والدواء
Saudi Food & Drug Authority

Compliance
Saudi Food & Drug Authority (SFDA) standards

Quality Management
Through a dedicated Quality Manager, quality is safeguarded through the strict segregation of perishable and non-food items.

Customer Performance and Satisfaction

Dukan places strong emphasis on responsive service and structured complaint management to maintain customer trust and service quality. Customers may submit feedback through social media, or email, with each case categorised by urgency and escalated through a defined management hierarchy.

Critical cases are addressed within a three-hour service-level agreement (SLA), with direct escalation to senior leadership where required. Less urgent matters follow a 12-hour SLA, ensuring timely and consistent resolution. This structured framework reinforces operational accountability and supports Dukan's continued focus on delivering reliable, community-focused retail services.

Metric	2024	2025
Total Customer Complaints	1,168	1,251
Complaints Resolved	1168	1,251
CSI Score[1]	100%	100%

[1] Customer Satisfaction Index

Dukan resolved 100% of their customer complaints in 2025, illustrating their dedication to excellent service quality and standards.

Digitalisation and Innovation

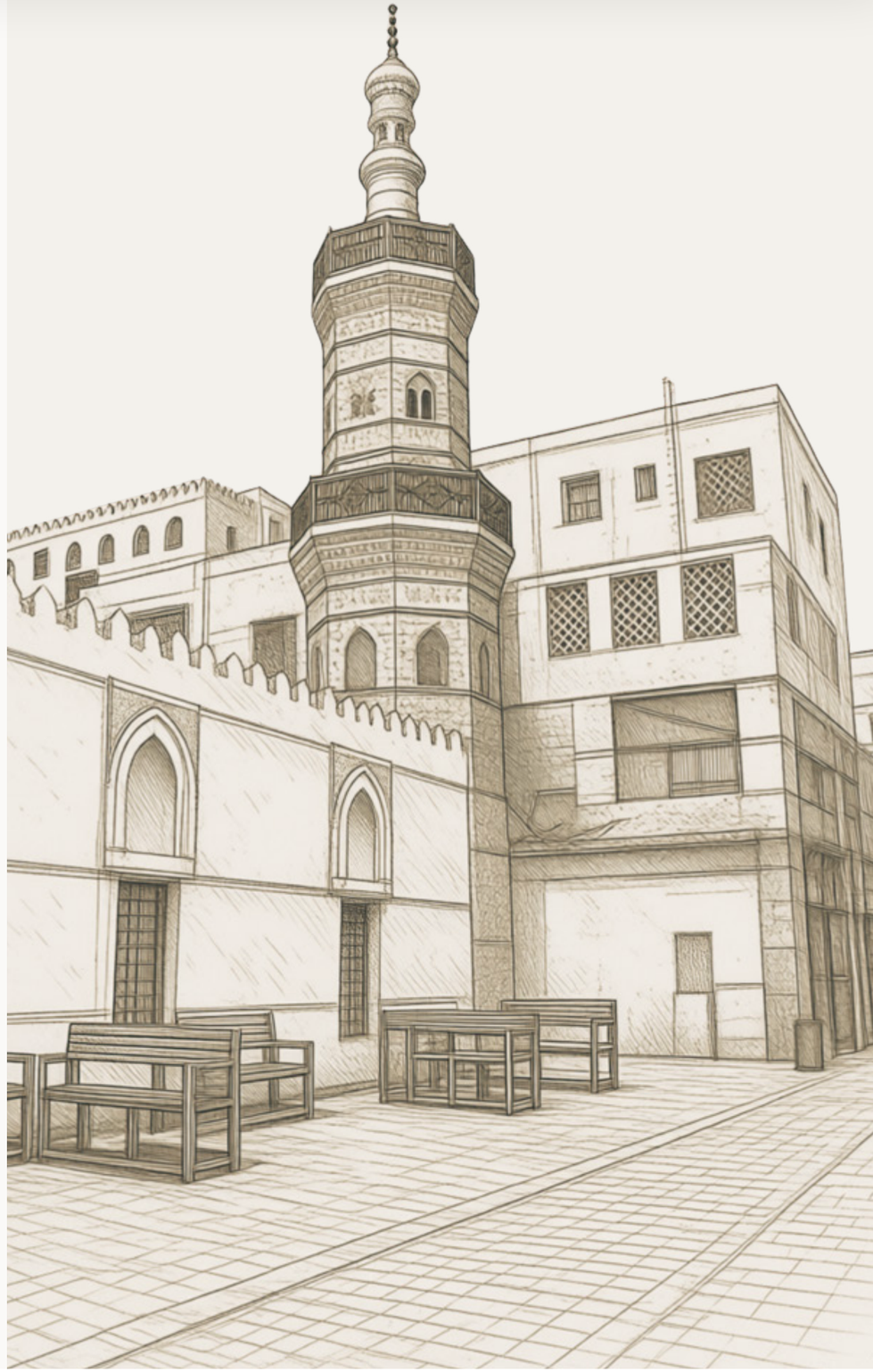
In 2025, Dukan launched its Enterprise Resource Planning (ERP) system, a significant milestone in its digital transformation journey. Implementation progressed across all departments to support full integration, data accuracy, and process standardisation. This initiative strengthened governance, improved real-time operational visibility, and enabled data-driven decision-making across the business.

Complementing the ERP rollout, Dukan advanced several digitalisation efforts throughout 2025, including the automation of key operational and financial processes to reduce manual intervention and enhance efficiency. Centralised dashboards and reporting tools were developed to monitor critical performance indicators spanning sales, inventory, compliance, and audit results. The integration improved supply chain planning, demand forecasting, and inventory control, contributing to better product availability and reduced waste. Looking ahead, Dukan aims to further expand its digital capabilities through advanced analytics, automation, and broader system integrations, enhancing operational efficiency, customer experience, and ESG reporting as operations scale responsibly.

Data Privacy and Cybersecurity

Protecting data and ensuring secure digital operations remain a priority for Dukan. In 2025, the organisation strengthened its cybersecurity infrastructure by installing a FortiGate 400F firewall at the head office and renewing licenses across existing firewall systems. Dukan also began implementing an enhanced endpoint security solution and advanced Endpoint Detection and Response (EDR) system, enabling real-time threat monitoring and improved system protection across its operations.

During the year, Dukan actively mitigated cybersecurity risks through its threat detection systems, identifying and responding to potential security incidents in a timely manner. The IT team implemented appropriate containment and remediation measures, including system isolation, malware removal, and security patching, followed by continuous monitoring to ensure system integrity and prevent recurrence. These efforts reinforce Dukan's proactive approach to safeguarding data privacy and maintaining a secure digital environment.



Dukan's Sustaining

Sustainability Governance

Dukan is continuing to integrate sustainability considerations across its operations, with a focus on areas such as energy efficiency, waste reduction, water conservation, and responsible sourcing. These areas are being progressively embedded into operational practices and performance monitoring as Dukan develops its sustainability approach.

Corporate Governance

Code of Conduct

Dukan's Code of Conduct serves as a guiding framework for ethical behaviour and responsible business practices across all levels of the organisation. It outlines expectations regarding integrity, fairness and compliance with local laws and regulations, and respect in the workplace.

Grievance Management and Compliance

Dukan is in the process of formalising its grievance mechanism and compliance framework, including the development of key policies such as an Anti-Bribery and Corruption (ABC) Policy and a Whistleblowing Policy.

Once established, these policies will provide clear and accessible channels for colleagues and stakeholders to raise concerns confidentially and without fear of retaliation, reinforcing Dukan's commitment to ethical business conduct, transparency, and accountability across its operations.

Risk Management and Business Continuity

Dukan has established a robust risk management model that encompasses operational, financial and reputational risks. Once risks are identified, mitigation strategies are developed and implemented, with ongoing monitoring to adapt responses as needed. This process is vital to safeguarding assets, maintaining stakeholder confidence, and enabling proactive decision-making. To reinforce risk awareness, Dukan conducts regular training sessions on risk management fundamentals, emphasising adherence to the Code of Conduct and related policies.

Dukan's People and Culture

Diversity and Equal Opportunity

Dukan embraces diversity and equal opportunity as core elements of its workplace culture. By promoting an inclusive environment, Dukan seeks to ensure fair treatment, balanced representation, and equitable access.

Full-time colleagues	2024	2025
Number of full-time colleagues	1,104	1,089
Number of local full-time colleagues	61	76
Number of expat full-time colleagues	1,043	1,013
Number of white-collar colleagues	139	124
Number of blue-collar colleagues	965	965

Number of full-time executive colleagues

2024			2025		
2	100%	0%	5	100%	0%

Number of full-time frontline manager colleagues

2024			2025		
22	95%	5%	58	97%	3%

Number of full-time mid-level manager colleagues

2024			2025		
53	98%	2%	96	99%	1%

Number of full-time individual contributor colleagues

2024			2025		
1,027	99%	1%	930	98%	2%

New colleagues hires | By gender

	2024	2025 [1]
Total	523	434
Male	521	420
Female	2	14

[1] In 2025, The total hires figure includes hires across warehouses, stores and the head office.

Parental leave by gender – all colleagues	2024	2025
Number of female colleagues that took parental leave	2	0
Number of male colleagues that took parental leave	18	2
Retention rate after parental leave	65%	100%

Colleagues Turnover Rate	2024	2025[1]
Turnover rate for all colleagues	31%	40%

[1] In 2025, The increase in turnover rate is driven by 28% voluntary turnover and 12% involuntary turnover.

Nitaqat Classification
2025 | KSA

Nitaqat Level
Platinum

Saudization Rate
51.97%

Colleague Development

Investing in colleague development remains a core focus, with training programmes deployed to build capabilities across all levels. These include training on standard operating procedures (SOPs), implementation support for new projects (primarily for mid-level managers), and both soft and hard skills development to strengthen leadership, communication and technical know-how.

In 2025, Dukan adopted a more agile approach to learning delivery following the launch of its ERP system and rollout of operational programmes at store level. Average training hours increased for colleagues from 6 to 15 hours, while decreasing for managers from 15 to 9 hours, reflecting a shift towards targeted, role-specific training designed to support faster adoption while minimising disruption to daily operations. While this approach improved engagement, accessibility, and on-the-job learning effectiveness, it resulted in lower total recorded training hours. The focus remained on strengthening knowledge retention, practical application, and efficient system utilisation across stores and departments.

Colleague annual training hours	2024	2025
Average number of training hours for colleagues	6	15
Average number of training hours for managers	15	9

Colleague Wellbeing

Dukan recognises that a positive and supportive work environment is essential to colleague engagement, wellbeing and performance. In 2025, Dukan introduced several initiatives to strengthen workplace culture, including pre-Ramadan team-building sessions for store leaders, monthly town hall meetings, a "Colleague of the Month" programme and monthly performance competitions launched in Q4.

Dukan also revised its bonus structure, moving from quarterly sales-based incentives to a more inclusive monthly model based on broader performance metrics. This is supported by a comprehensive remuneration package that includes health insurance, parental leave, Group life insurance, retirement plans, annual leave and performance-based bonuses.

In addition, Dukan launched the MenaME platform to digitise core HR processes, including payroll, leave management and employee records. The platform improves accuracy, transparency and service delivery, while giving colleagues direct access to their personal information and HR requests.

Occupational Health and Safety (OHS)

Dukan prioritises the health and safety of all colleagues. It delivers a structured occupational health and safety (OHS) training programme at least once annually, ensuring colleagues are equipped with the essential knowledge and practices required for their daily responsibilities. These sessions, led by the Head of Operations Development, address key health and safety topics, including:

- **Workplace Accident Prevention**
- **Fire Warden and Evacuation**
- **Workplace Ergonomics**
- **Workplace Violence**
- **Occupational Health Psychology**

To continuously enhance training quality and effectiveness, Dukan gathers colleague feedback and conducts assessments to measure impact. This structured approach enables ongoing refinement of safety practices and ensures preparedness for emerging risks within the retail sector.

Colleague annual training hours	2024	2025
Total colleague lost time injury (LTI)	0	3
Total colleague fatalities	0	1[1]

In 2025, Dukan recorded one fatality, prompting immediate action and strengthened safety controls **to reinforce its commitment to preventing future incidents.**

[1] In 2025, one work-related fatality was recorded. The incident involved an equipment malfunction and resulted in the tragic passing of a colleague. Authorities were promptly notified, and all required protocols were followed. Immediate corrective actions were implemented across operations, including equipment evaluation, enhanced safety measures, and additional training. The incident is currently under internal and external review. Dukan remains committed to maintaining the highest standards of health and safety across all its operations.

Dukan's Environmental Performance

Electricity Consumption

In 2025, Dukan monitored electricity consumption across its retail network as part of its broader efforts to track resource use and strengthen operational efficiency. Consumption is primarily driven by store operations, including refrigeration, lighting, and daily retail activities.

Total electricity consumption reached 39,901,580 kWh in 2025 across 174 stores, representing a 24.7% increase compared with 32,006,649.771 kWh in 2024 across 150 stores. This increase was primarily driven by the expansion of Dukan's store network during the year. Despite the increase in absolute consumption, electricity intensity improved by approximately 1.9%, decreasing from 0.0883 to 0.0866 kWh per SAR revenue, indicating improved electricity efficiency relative to revenue.

Electricity consumption (kWh)	2024	2025
Total electricity consumed	**32,006,649.77**[1]	**39,901,580**[2]
Electricity Intensity (Total Electricity consumed in kWh/ Revenue in SAR for reporting period)	**0.0883**	**0.0866**

[1] Total electricity consumption across 150 stores.

[2] Total electricity consumption across 174 stores.

Resource Consumption

Dukan utilises standard diesel fuel for forklift operations and delivery vehicles across its logistics network. In 2025, Dukan's total diesel consumption reached 693,265 litres, driven by forklift operations and delivery vehicles across its logistics network. Dukan monitors fuel usage as a key environmental metric to inform efficiency improvements and support the transition towards more sustainable fuel alternatives.

Fuel Consumption (Litres)	2024	2025
Total diesel consumed	**680, 536**	**693,265**
Energy Intensity (Energy consumed in kWh/ Revenue in SAR for reporting period)	**0.002**	**0.00150**

Water Consumption

Dukan monitors water usage across its store network to better understand operational demand and identify efficiency opportunities. In 2025, water consumption increased to 28,372 m³, reflecting the expansion of store coverage and operational activity. It continues to track water usage as part of its environmental management efforts and is exploring measures to enhance efficiency across its operations.

Water Consumption (m³)	2024	2025
Utility water consumed	**10,737**	**28,372**
Energy Intensity (Water consumed in litres/ Revenue in SAR for reporting period)	**0.0030**	**0.0062**

Waste Consumption

Top 3 Sources of Waste

Pallets

Mitigation Efforts: Wooden pallets are segregated and sold to approved recycling partners, diverting materials from landfill

Plastic

Mitigation Efforts: Collected and sold to recycling partners, supporting responsible material recovery and reducing landfill waste

Cartons

Mitigation Efforts: Unsold or damaged product cartons are compacted and resold to recycling vendors, creating a secondary recovery stream aligned with circular economy principles

Carbon Footprint

Dukan quantifies its Scope 1 and Scope 2 GHG emissions using actual consumption data and internationally recognised emission factors, in alignment with the GHG Protocol. Scope 1 emissions comprise direct emissions from fuel used in Company vehicles and equipment, while Scope 2 emissions relate to indirect emissions from purchased electricity. Data is collected from internal records and utility bills, with calculations based on emission factors applicable to Saudi Arabia.

Although Scope 3 emissions are not yet reported, Dukan recognises the importance of measuring value chain impacts and intends to broaden its reporting boundary as data availability and internal capabilities mature.

Carbon emissions	2024	2025
Direct emissions - scope 1(tco2e)	**1,982**	**2,641**
Indirect emissions - scope 2 (tco2e)	**19,042**	**23,734**
Total emission (tco2e)	**21,024**	**26,375**
Emission Intensity (Total emission in tco2e/ Revenue in SAR for reporting period)	**0.000058**	**0.000056**

Supply Chain Resilience

Dukan's supply chain integrates demand planning, warehousing and transportation to ensure efficient product availability while progressively strengthening sustainability practices across logistics and supplier management. To support this, Dukan implemented an integrated Enterprise Resource Planning (ERP) system, serving as a centralised platform connecting procurement, inventory, warehouse, and store operations in real time. This enhanced demand forecasting, optimised replenishment, and improved stock visibility across locations, reducing stockouts and overstock.

The system also supported automated purchase planning based on sales trends, strengthened coordination with suppliers, and improved lead time management. Operationally, it enabled accurate product tracking, batch and expiry monitoring, and real-time inventory updates, supporting food safety compliance while reducing waste and shrinkage.

Through improved data visibility and operational control, Dukan strengthened supply chain resilience and supported efficient, sustainable growth.

Our Supply Chain Process

Demand Planning

Forecast demand using data & insights to plan inventory requirements

Procurement and Supplier Management

Source quality products responsibly and manage supplier relationships

Warehousing (Distribution Center)

Receive, store and prepare goods hygienically in line with no store needs

Transportation and Logistics

Coordiante timely and secure delivery across our retail network

Stores (Retail Network)

Ensure product availability, quality and great customer experience

Demand Planning

Approach | Optimising inventory levels to ensure product availability while minimising overstocking.

Scope and Opportunity | Supporting operational efficiency and reduces potential product waste.

Warehousing

Approach | Managing goods receiving, hygienic storage and order preparation in line with store requirements.

Scope and Opportunity | Ensuring safe product handling and efficient order fulfilment across stores.

Transportation and Logistics

Approach | Coordinating timely and secure delivery across the retail network.

Scope and Opportunity | Initial steps taken to improve logistics efficiency and reduce packaging waste.

Sustainability Integration

Approach | Developing stronger sustainability practices across supply chain operations.

Scope and Opportunity | Formal carbon reduction targets, standardised waste management and end-to-end carbon tracking remain areas for future development.

Our Commitment

We are committed to building a resilient, efficient and sustainable supply chain that creates value **for our business, partners, communities and the planet.**

- Reliable Partnerships
- Quality and Safety
- Operational Excellence
- Sustainable Future

Responsible Procurement

Dukan ensures compliance with applicable environmental regulations and partners with trusted vendors, particularly for food and fresh products sourced in accordance with Saudi Food & Drug Authority (SFDA) standards. Strict segregation of perishable and non-food items during storage and transport safeguards food safety and product integrity.

From a social perspective, Dukan adheres to Saudi labour laws, providing fair wages, regulated working hours, health insurance and safe working conditions. Principles of equal treatment and human rights are embedded within operations; however, supplier-level labour audits remain limited. Dukan recognises the importance of strengthening supplier sustainability assessments, particularly in areas such as social impact, waste management and sourcing transparency.

	2024	2025[1]
Total number of suppliers	**738**	**664**
Number of local suppliers	**231**	**601**
Budget spent on local suppliers (SAR in millions)	**NA**[2]	**420**

[1] In 2025, total supplier count includes 601 domestic suppliers and 63 foreign suppliers

[2] As of 2024, Dukan did not have a dedicated system to track spend on local suppliers. This was introduced in 2025 to improve visibility, support responsible procurement practices, and align with broader sustainability objectives.

The increase in local suppliers reflects a strategic shift towards strengthening domestic sourcing, while the overall supplier base decreased as Dukan prioritised high-performing vendors that meet quality, service, and compliance requirements. This approach enhances supply chain control, reduces reliance on external sourcing, and supports national economic development, while maintaining operational efficiency through a more focused supplier base.

BARQ SYSTEMS

Scope

The 2025 reporting scope covers the operations across Saudi Arabia, United Arab Emirates, and Egypt

Omnipreneurship in Practice

Omnipreneurship at BARQ Systems is brought to life through the integration of business excellence, community impact, and sustainable operations.

Through **Giving,** BARQ Academy provides free technical training and hands-on experience to bridge the gap between academic learning and industry needs.

Under **Earning,** BARQ Systems delivers end-to-end technology services through an integrated value chain that supports clients from solution design to long-term system optimisation.

Under **Sustaining,** it drives operational efficiency, and ethical governance, embedding internationally recognised standards and a strong culture of accountability into its daily operations. Collectively, these pillars reflect BARQ System's commitment to sustainable growth while delivering technological benefits to society.



BARQ Systems's **Giving**

Initiative	**BARQ Academy:** is a flagship initiative that delivers free technical and non-technical training, alongside hands-on experience, aimed at bridging the gap between academic learning and evolving industry requirements.
Beneficiaries	Youth and university students, including early-career and aspiring professionals, with a focus on gender inclusive participation.
Impact	• 1,821 graduates trained since inception • 21 graduates employed directly by BARQ Systems in 2025 • 400%+ growth in participation (2020–2025)

BARQ Systems's **Earning**

Type of Company	BARQ Systems is an unlisted joint-stock Company and a leading provider of IT and commercial technology services, specialising in cybersecurity, automation, data and AI, IT infrastructure, and managed solutions.
Operations	The operations covered include BARQ Systems activities across Saudi Arabia (Headquarters – Riyadh), United Arab Emirates, and Egypt (Maadi Office), , encompassing cybersecurity, automation, data and AI, IT infrastructure, system integration, and managed technology services.
Website	BARQ Systems

BARQ Systems's **Sustaining**

Year-on-Year Performance	• Obtained a Green Certificate from Triple Re and Outgreens for recycling 2,000 kg of paper, electronic, electrical and metallic waste in Egypt • Achieved a Customer Satisfaction Index (CSI) score of 81% • Achieved a Net Promoter Score (NPS) of 75, indicating a high level of customer loyalty • Delivered an average of 8 training hours per colleague in Egypt during the year
People and Governance Policies	• Maintained a Code of Conduct applicable across all operations • Introduced a Supplier Code of Conduct to strengthen ethical and responsible practices

BARQ System's Giving



About BARQ Academy

Launched in 2017, BARQ Academy reflects the BARQ Systems' commitment to advancing quality education and youth empowerment under its Giving principle. The programme aims to bridge the gap between academic learning and industry needs, addressing youth unemployment challenges.

BARQ Academy delivers free training, both short and long term, combined with hands-on work experience, enabling participants to work on real-world customer scenarios across areas such as networking, cybersecurity, data management, artificial intelligence, observability and RPA In addition to technical programs, the Academy also offers non-technical tracks, covering skills like project management, human resources, marketing, and professional development. Through collaborations with universities and internal expertise, the programme supports the development of future-ready talent across both technical and non-technical fields.

Impact

Since its inception, BARQ Academy has delivered measurable outcomes in youth development and employability:

1,821 graduates trained since launch

28% female participation, supporting gender inclusion in technology

21 graduates employed directly by BARQ Systems in 2025

400%+ growth in participation between 2020 and 2025

Impacted **Sustainable Development Goals:**



Future Outlook

BARQ Academy continues to expand its reach and impact through improved programme accessibility and strengthened partnerships with academic institutions. Aligned with BARQ System's broader sustainability ambitions, the programme aims to scale participation, further promote inclusive access to technical education, and contribute to long-term youth employment and skills development across the region.

BARQ System's Earning

Integrated Value Chain

BARQ Systems delivers end-to-end technology services through an integrated value chain that supports clients from solution design to long-term system optimisation.

Solution Design | Assessing client technology requirements and developing tailored digital architectures aligned with operational needs.

System Implementation | Deploying secure and scalable solutions that enhance operational efficiency, connectivity and system resilience.

Operational Support | Providing continuous monitoring, maintenance and managed services to ensure reliable system performance.

Continuous Optimisation | Enhancing and refining deployed solutions over time to maximise value creation and long-term impact.

Products and Services

BARQ Systems provides a broad portfolio of enterprise technology solutions created to support digital transformation and strengthen organisational performance. Its core offerings include:

- Cybersecurity solutions
- Automation technologies
- Data and artificial intelligence (AI) services
- IT infrastructure solutions and managed technology services

Through these services, BARQ Systems supports clients in enhancing system security, improving data-driven decision-making, and optimising operational efficiency. BARQ Systems delivers these solutions across the Middle East and North Africa region, working with organisations to implement scalable digital infrastructure and resilient technology environments.

Product Quality and Reliability

Maintaining high standards of quality and reliability is essential to BARQ System's technology service delivery. Structured project management practices, technical validation procedures and internal review mechanisms are applied to ensure that solutions are implemented in accordance with client specifications and industry requirements.

Across all projects, BARQ Systems prioritises integrity, data protection and operational continuity by integrating rigorous testing, performance monitoring and compliance checks throughout the deployment lifecycle. These practices support consistent service delivery and ensure solutions remain secure, stable and fit for purpose.

Customer Performance and Satisfaction

BARQ Systems places strong emphasis on service quality and responsive client engagement to support long-term relationships with its customers. It monitors customer feedback and provides structured channels for clients to raise concerns, share feedback, and request support. Each case is reviewed internally to ensure timely resolution and maintain consistent service standards across its technology solutions and managed services.

Customer feedback is collected through two primary channels. The Business Strategy Department conducts customer satisfaction surveys via phone calls with active clients in Egypt, assessing performance across sales, delivery and technical support. In parallel, the Project Management Department distributes satisfaction surveys through BARQ System's internal IT system at the project closure stage. Results are visualised through dashboards and incorporated into the performance evaluation of Project Managers. Where dissatisfaction is identified, the responsible Project Managers engage directly with the clients to address concerns and implement corrective actions.

Overall survey results indicate strong client satisfaction with BARQ System's services.

NPS score[1]

Promoters: **75%**

Passives: **23%**

CSI score[2]

81%

[1] Net Promoter Score (NPS) categorises respondents based on their likelihood to recommend a service: Promoters (score 9–10) are highly satisfied and loyal advocates, Passives (score 7–8) are satisfied but unenthusiastic.

[2] Customer Satisfaction Index

BARQ Systems **recorded ZERO** customer complaints in 2025, supported by strong NPS and CSI scores.

Digitalisation and Innovation

Digitalisation forms a core element of BARQ System's operational strategy, supporting efficiency, automation and data-driven decision-making across the organisation. The IT and Business Automation team developed a range of internally built applications to streamline workflows and improve operational visibility.

BARQ System's key digital platforms include:

Colleague Lifecycle Systems

Platforms supporting performance management, training, leave, colleague self-service, resignation and clearance, and competency management, improving efficiency and transparency across HR processes

Colleague Engagement and Innovation Tools

A mentorship application, think tank innovation platform and internal booking system supporting collaboration and idea generation

Operational Management Tools

A contract management system for supply chain oversight and an organisational chart application providing visibility into reporting structures

Together, these initiatives strengthen BARQ System's digital capabilities while supporting greater automation, collaboration and operational efficiency across the organisation.

BARQ System's Sustaining

Sustainability Governance

BARQ Systems maintains a structured approach to sustainability governance, with clear oversight, defined responsibilities, and integration of ESG considerations across its operations.

Oversight	Sustainability Function	Cross-functional Support	Policies and Frameworks	Review and Improvement
Senior management oversees sustainability, ensuring alignment with business objectives, regulatory requirements, and ESG priorities.	A dedicated function coordinates ESG initiatives, data collection, and reporting across the organisation.	Departments including Supply Chain, HR, Finance, IT, and Operations support implementation in areas such as ethical sourcing and data governance.	Sustainability is guided by internal policies, including the Supplier Code of Conduct, Code of Ethics, D&I Policy, HSE practices, and data controls.	Policies are regularly updated, with risks identified through internal processes and stakeholder engagement, and addressed through corrective actions.

Corporate Governance

Code of Conduct | BARQ Systems established its Code of Conduct in 2018, outlining clear expectations for ethical behaviour and responsible business practices across its operations. The Code sets standards related to integrity, professional conduct, compliance with applicable laws and respect in the workplace, promoting a culture of accountability and ethical conduct across the business.

The Code is publicly accessible via BARQ Systems' website and is reviewed and updated periodically. Any breaches may result in disciplinary action and, where applicable, legal consequences.

Grievances Mechanism and Compliances | BARQ Systems maintains a grievance management framework designed to support a fair and transparent workplace environment. Colleagues may raise concerns through direct discussions with supervisors or through formal written complaints, ensuring that issues are addressed through clearly defined internal channels. The grievance process follows a five-level escalation structure. Cases are initially reviewed by the immediate supervisor, with escalation to Department Managers and the Human Resources Department where required. If concerns remain unresolved, they may be elevated to senior management and executive leadership for further review, including assessment by a review panel comprising senior leadership and HR representatives.

Colleague concerns at BARQ Systems are managed through a five-level escalation process, reinforcing transparency, accountability and timely resolution.

Each escalation level is governed by defined resolution timelines ranging from five to fifteen business days, supporting timely resolution and upholding accountability across the organisation.

BARQ System's People and Culture

Diversity and Equal Opportunity

BARQ Systems supports a diverse and inclusive workplace, where colleagues are treated fairly and have equal access to opportunities. Diversity is considered across recruitment and team development, with efforts to minimise bias and support balanced representation across technical and operational roles. BARQ Systems also actively supports the employment of persons with disabilities (PWD), contributing to a more inclusive workforce.

BARQ System's People in numbers

Full-time colleagues | 2025

	Egypt	KSA	UAE
Number of full-time colleagues	**249**	**99**	**25**
% of which are female	24%	13%	20%
% of which are male	76%	87%	80%
Number of expat full-time colleagues	**0**	**47**	**25**
Number of white-collar colleagues	237	92	25
Number of blue-collar colleagues	12	7	0
Full-time colleagues in senior management	**16**	**3**	**0**
% of which are female	25%	0%	0%
% of which are male	75%	100%	0%
Number of countries from which BARQ Systems has colleagues	**1**	**9**	**5**
Turnover rate for all colleagues	**19.4%**	**10.2%**	**16.67%**

Parental leave by gender | 2025	Egypt	KSA	UAE
Number of colleagues who were entitled to parental leave	**7**	**2**	**0**
Number of female colleagues that took parental leave	1	1	0
Retention rate of who went on parental leave and were still employed	100%	100%	0%
Number of male colleagues that took parental leave	6	1	0
Retention rate of who went on parental leave and were still employed	100%	100%	0%

Nitaqat Classification
2025 | KSA

Nitaqat Level
High Green

Saudization Rate
53%

Colleague Reward and Recognition Programmes

BARQ Systems maintains a structured reward and recognition programme designed to motivate colleagues, acknowledge outstanding performance, and reinforce a culture of excellence. The programme recognises both individual and team contributions through a combination of financial and non-financial rewards, supporting colleague retention while facilitating alignment with organisational values and business objectives.

In 2025, BARQ Systems implemented a performance-based reward programme, where rewards are granted based on annual performance evaluations and the achievement of **individual or team objectives reinforcing a direct and transparent link between performance and recognition across the organisation.**

Wellbeing and Engagement

BARQ Systems promotes a culture of engagement and wellbeing through structured initiatives that enable colleagues to feel heard, valued, and connected across its offices.

Quarterly Voice Sessions
Regular sessions to review Great Place to Work survey results, gather feedback, and collect suggestions to improve engagement

Dedicated Team-Building Budgets
Allocated budgets at team level to support targeted team-building activities alongside Company-wide initiatives

Transparent Progress Updates
Regular communication on agreed action items, keeping colleagues informed on initiatives, commitments, and outcomes

Coffee with my Manager
An open forum for colleagues to share concerns, express ideas, and seek career guidance directly with their managers

Company Events and Town Halls
Achievements and progress shared during town halls, kick-off meetings, and Company gatherings to promote transparency and alignment

Colleague Development

BARQ Systems continues to invest in colleague development to support capability development and career progression across its operations. In 2025, training focused on building technical and operational skills across teams.

	Egypt	KSA
Colleagues Trained	**249**	**99**
Total Training Hours	1,941	17.73
Average Training Hours per colleague	8.0	0.18

These training efforts reflect BARQ Systems' commitment to cultivating a skilled and agile workforce able to respond to an evolving business and technology landscape. While delivery varied across locations, the approach supports ongoing capability development across the organisation.

Occupational Health and Safety (OHS)

BARQ Systems maintains a strong focus on workplace safety through its occupational health and safety initiatives. In 2025, 80 colleagues participated in emergency preparedness training aimed at enhancing awareness and strengthening response capabilities, with plans to expand the programme to all colleagues in the coming years. This forms part of its broader efforts to extend occupational health and safety training across all operations.

The training covered the following areas:

- Emergency preparedness training
- Risk assessment
- Firefighting
- First aid
- Electrical safety
- Headquarters emergency induction programmes

These initiatives support a safe and prepared **working environment and contribute to the overall wellbeing of colleagues.**



BARQ System's Environmental Performance

Resource Consumption

BARQ Systems' energy consumption is primarily driven by diesel and petrol use from its two Company-owned vehicles. In 2025, total diesel consumption amounted to 3,535 litres, while petrol consumption reached 8,790 litres. BARQ Systems monitors vehicle fuel use as a key environmental metric, enabling the identification of efficiency opportunities and informing future initiatives to reduce emissions.

Fuel Consumption (Litres)[1]	**2025**
Total diesel consumed	3,535
Total petrol consumed	8,790
Total fuel consumed	12,325
Energy Intensity (Energy consumed in litres/ Revenue in million SAR)	**69.52**

[1] In 2025, fuel consumption data covers only the Egypt (Maadi) office.

Electricity Consumption

BARQ Systems monitors electricity consumption to better understand operational energy use and support responsible resource management. It plans to expand energy monitoring to its Saudi Arabia and UAE offices in the future to improve environmental data tracking across all locations.

Electricity Consumption (kWh)[1]	**2025**
Total electricity consumed	455,667
Electricity Intensity (Electricity consumed in kWh/ Revenue in million SAR)	**2,571**

In 2025, BARQ Systems recorded a total electricity consumption of 455,667 kWh. Electricity usage is monitored on a quarterly basis to maintain oversight of operational energy demand and identify opportunities for improving energy efficiency.

[1] In 2025, electricity consumption data covers only the Egypt (Maadi) office.

Waste Consumption

Top 2 Sources of Waste

E-waste

Mitigation Efforts: Collaborates with licensed recycling partners to ensure responsible management of e-waste. BARQ Systems holds a Green Certificate issued by Triple Re, confirming the safe recycling of electronic, electrical and metallic waste in compliance with national regulations.

Paper

Mitigation Efforts: Recycles paper waste through Outgreens Egypt, with each recycling activity supported by official Certificates of Recycling issued for every collection.

Breakdown of hazardous and non-hazardous waste diverted from disposal (tonnes)[1]	**Egypt**	**KSA**
Non-hazardous waste	2	NA[1]
Hazardous waste	0	0.25

[1] In 2025, non-hazardous waste data for KSA is not available. A partial breakdown of non-hazardous waste is available for selected offices in Egypt and KSA only.

Waste Management

BARQ Systems collaborates with certified waste management partners to support its recycling efforts. In Egypt, it obtained a Green Certificate from Triple Re, a licensed waste management service provider, confirming the safe recycling of electronic, electrical and metallic waste in compliance with national environmental regulations. Additionally, in 2025, 812.55 kg of paper waste was recycled through Outgreens Egypt, with waste treated offsite at the Ard El Lewa recycling facility in accordance with applicable environmental standards.

Water Consumption

In 2025, BARQ Systems recorded a total water consumption of 17.2 m³ at its Maadi office in Egypt. Water usage is monitored on a quarterly basis to maintain oversight of operational consumption and support more efficient resource management.

Water consumption (m³)[1]	**2025**
Total water consumed	17.2
Water Intensity (Water consumed in m³/ Revenue in million SAR)	**0.097**

[1] In 2025, water consumption data covers only the Egypt (Maadi) office.

Carbon Footprint

BARQ Systems quantifies its Scope 1 and Scope 2 GHG emissions using actual consumption data and internationally recognised emission factors, in alignment with the GHG Protocol. Scope 1 emissions comprise direct emissions from fuel used in Company vehicles and equipment, while Scope 2 emissions relate to indirect emissions from purchased electricity. Data is collected from internal records and utility bills, with calculations based on emission factors applicable to Egypt.

Although Scope 3 emissions are not yet reported, BARQ Systems recognises the importance of measuring value chain impacts and intends to broaden its reporting boundary as data availability and internal capabilities mature.

Carbon emissions	**2025**
Direct emissions - scope 1(tco2e)	32
Indirect emissions - scope 2 (tco2e)	214
Total emissions (tco2e)	246
Emission Intensity (Total emission in tco2e/ Revenue in million SAR)	**0.62**



Supply Chain Resilience

BARQ Systems promotes supply chain resilience through responsible sourcing and clear expectations for its suppliers. In 2025, the Supplier Code of Conduct was introduced, setting minimum standards for ethical business practices, legal compliance, labour and human rights, environmental responsibility, health and safety, and data protection for all suppliers and third-party partners. Suppliers are expected to adhere to the standards outlined within the Supplier Code of Conduct.

BARQ Systems may conduct risk-based assessments and require corrective actions where necessary to ensure compliance. Through these measures, BARQ Systems is able to enhance supply chain transparency, proactively address potential risks, and uphold consistent standards of responsible business conduct across its supplier network.

Responsible Procurement

BARQ System's Supply Chain function across all offices operates through a fully integrated procure-to-deliver lifecycle, underpinned by two core pillars. Procurement leads to the upstream strategy encompassing sourcing, quoting, supplier selection, ordering, and supply planning in alignment with stakeholder requirements. This seamlessly transitions into logistics and warehousing, which manages downstream execution including inbound freight, customs clearance, inventory management, and final distribution to customers.

This end-to-end approach ensures accountability, efficiency, and responsible practices **are embedded at every stage of the procurement and supply chain process.**

GRI
Content Index



GRI Content Index

Statement of use Al-Dabbagh Group (ADG) has reported the information cited in this GRI content index for the period of January 2025 to December 2025 with reference to the GRI Standards.

GRI 1 Used GRI 1: Foundation 2021

GRI Standard	Disclosure	Location	UNGC Principles	Omission		
				Requirement(s) omitted	Reason	Explanation
GRI 2: General Disclosures 2021	2-1 Organisational details	7		Omission is not permittable.		
	2-2 Entities included in the organisation's sustainability reporting	4				
	2-3 Reporting period frequency and contact point	4				
	2-4 Restatements of information	4				
	2-5 External assurance	4				
	2-6 Activities, value chain and other business relationships	7				
	2-7 Colleagues	27	Principle 6			
	2-8 Workers who are not colleagues	N/A	Principle 3 & 4	ADG does not have colleagues who are not workers.		
	2-9 Governance structure and composition	23	Principle 10			
	2-10 Nomination and selection of the highest governance body	23				
	2-11 Chair of the highest governance body	23				
	2-12 Role of the highest governance body in overseeing the management of impacts	23				
	2-13 Delegation of responsibility for managing impacts	23				
	2-14 Role of the highest governance body in sustainability reporting	21				
	2-15 Conflicts of interest	24				

GRI Standard	Disclosure	Location	UNGC Principles	Omission		
				Requirement(s) omitted	Reason	Explanation
GRI 2: General Disclosures 2021	2-16 Communication of critical concerns	24	Principles 1, 2 & 10			
	2-17 Collective knowledge of the highest governance body	24	Principle 3			
	2-18 Evaluation of the performance of the highest governance body	24	Principle 10			
	2-19 Remuneration policies	28	Principle 6			
	2-20 Process to determine remuneration	28				
	2-21 Annual total compensation ratio	28				
	2-22 Statement on sustainable development strategy	18				
	2-23 Policy commitments	18	Principle 1 & 2			
	2-24 Embedding policy commitments	24				
	2-25 Processes to remediate negative impacts	24				
	2-26 Mechanisms for seeking advice and raising concerns	24				
	2-27 Compliance with laws and regulations	24	Principle 10			
	2-28 Membership associations	18				
	2-29 Approach to stakeholder engagement	21	Principle 1 & 2			
	2-30 Collective bargaining agreements	N/A	Principle 3	Collective bargaining is illegal in the Kingdom of Saudi Arabia.		
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	33	Principle 7 & 8			
	302-4 Reduction of energy consumption	33	Principle 7, 8 & 9			
GRI 303: Water and Effluents 2018	303-5 Water consumption	33	Principle 7 & 8			

GRI Standard	Disclosure	Location	UNGC Principles	Omission		
				Requirement(s) omitted	Reason	Explanation
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	33	Principle 7 & 8			
	305-2 Energy indirect (Scope 2) GHG emissions	33				
	305-3 Other indirect (Scope 3) GHG emissions	33				
	305-5 Reduction of GHG emissions	33				
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	27	Principle 6			
	401-2 Benefits provided to full-time colleagues that are not provided to temporary or part-time colleagues	27				
	401-3 Parental leave	28				
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	28	Principle 6			
	404-2 Programmes for upgrading employee skills and transition assistance programmes	28				
	404-3 Percentage of colleagues receiving regular performance and career development reviews	28				
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and colleagues	23	Principle 6			
	405-2 Ratio of basic salary and remuneration of women to men	28	Principle 1 & 6			
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	24	Principle 1 & 6			



Ali Omar Ermes | Dawlatul Dal, 2010
Acrylic and ink on art paper, framed 170 x 170 x 4cm

Ali Omar Ermes (Libyan, 1945–2021) was a Libyan-British artist, writer, and cultural activist celebrated for building a distinctive visual language out of the Arabic letterform. Since 1968, he created "literary artworks" — paintings based on Arabic literature and letters — often focusing on a single letter, which he treated as a subject rich enough to carry an entire composition. With stunning colour and deft technique, Ermes infused each letter with vibrant character and an unfolding visual narrative, while the words and text he incorporated always remained legible — a deliberate bridge between calligraphic tradition and modern abstraction.

Trained at the Plymouth School of Architecture and Design, Ermes settled in the United Kingdom in 1981; over the course of his career he showed work in more than 70 solo and group exhibitions worldwide, from Indonesia to the United States, and served as art consultant for the 1976 World of Islam Festival in London. His paintings now sit in major public collections, including the British Museum and Tate Britain in London, the Ashmolean Museum in Oxford, and the State Hermitage Museum in St. Petersburg, alongside the Smithsonian Institution in Washington D.C. and LACMA in Los Angeles.

Dawlatul Dal belongs to this lifelong body of work: a sweeping black gesture forming the Arabic letter dal, paired with fragments of classical poetry, exemplifying Ermes' use of letterforms and literature as a starting point for paintings featuring imagery inspired by Arabic script, set against dappled, color-washed backgrounds where the text acts as the work's subject.

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If you would like to find out more about our sustainability ambitions please get in touch:

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