Sustainability Report 2025

HASSAN ALLAM
HOLDING

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HOLDING

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Introduction

Letter from the Group CEOs

To our stakeholders,

The year 2025 has been a transformative chapter in the Hassan Allam Holding story. As we continue to expand our footprint across Egypt, the Kingdom of Saudi Arabia, and the United Arab Emirates, our growth is increasingly defined by an integration of engineering excellence and sustainable governance. We are no longer just building infrastructure; we are shaping the regional landscape of the future.

Sustainability is a core strategic priority directed from the very top. We personally oversee the Group's ESG agenda through our role on the Executive ESG Committee. In 2025, we conducted two Executive ESG Committee meetings and increased our internal capacity to include 25 Sustainability Focal Points across 18 subsidiaries, establishing a rigorous governance framework that ensures accountability at every level of our regional operations. This structural oversight allows us to align our commercial ambitions with our environmental and social commitments, ensuring our key performance indicators are tracked with precision across our entire regional footprint.

Our regional expansion is fueled by high-impact projects that drive economic value while respecting planetary boundaries. By targeting critical infrastructure gaps in the water, energy, and logistics sectors, our work remains deeply integrated with green design principles. In 2025, we are proud to report that 34.9% of the Group's consolidated revenue was derived from green projects. This figure underscores the stability and scale of our commitment to a low-carbon business model that responds to the evolving needs of the regional markets we serve.

Transparency is the cornerstone of this progress. In 2025, we significantly matured our data infrastructure by expanding our GHG emissions reporting boundary and successfully piloting our first Scope 3 calculations. We recognize that our influence extends throughout our supply chain, which is why we conducted rigorous ESG due diligence for 113 of our top suppliers and launched a unified Vendor Grievance Mechanism to ensure accountability across our global value chain. Simultaneously, our commitment to safety remains absolute. In 2025, we achieved a significant improvement in our health and safety performance, with the overall Lost Time Injury (LTI) and Recordability Rates improving to 0.564 and 1.363 respectively.

Our workforce is the engine of our regional success. We continue to invest in the technical and leadership capabilities of our team, with total training hours increasing by 58% to 141,123 hours. We are also making measurable progress in fostering an inclusive culture; female representation across the Group rose to 9.7% in 2025. This focus on employee development and equity is reflected in our 87.5% employee satisfaction rate. Furthermore, we remain deeply rooted in the communities where we operate, with a 35% local hiring rate across 22 entities and sponsoring over 1,330 public school children to experience the Grand Egyptian Museum.

As we look toward 2026, our focus remains on scaling our regional operations with the same integrity and excellence that have defined this Group for generations.

Sincerely,
Hassan Allam & Amr Allam

Hassan Allam & Amr Allam

About this Report

Hassan Allam Holding is pleased to present our Group's Sustainability Report for the year 2025. This publication builds upon our previous reporting cycles demonstrating our ongoing commitment to international sustainability standards, responsible business practices, and stakeholder transparency. As outlined in our Group's updated Sustainability Strategy (2030), we continue to prioritize sustainability principles across all operations, addressing our governance, economic, social and environmental impacts.

Reporting Scope and Boundaries

This report covers the Group's performance from the 1st of January to the 31st of December, 2025. The scope encompasses the operations of the Group, including its 18 subsidiaries[1] listed below, across its most significant locations of operation. These locations currently include the Arab Republic of Egypt, the Kingdom of Saudi Arabia (KSA), the United Arab Emirates (UAE), the Federal Republic of Germany, and the Kingdom of the Netherlands.

[1] Hassan Allam Holding (Head Offices only, in Egypt, KSA, and the Netherlands); Hassan Allam Construction (in Egypt, KSA, and UAE); Hassan Allam Roads & Bridges (in Egypt); Kortech (in Egypt and KSA); International Environmental Technologies Company (INTECH, in Egypt); Saudi Tunneling Company for Contracting (STCC, in KSA); 3S Ready Mix (in Egypt); Hassan Allam Utilities (in Egypt via Hassan Allam Investment Managers); Legacy Development and Management (in Egypt); Ridgewood for Water Desalination (in Egypt), Hassan Allam Logistics Parks (YANMU, in Egypt); Cairo Airport Cargo Company (CACC) Cargolinx (in Egypt); Jinet Landscape and Services (in Egypt); Eden Facility Management (in Egypt and KSA); Power Generation Engineering and Services Company (PGESCO in Egypt); Hassan Allam Trading & Engineering, which has been renamed to Ascenda Trading & Engineering in 2026 (in Egypt); BIOWORKS Verfahrenstechnik GmbH (in Germany); and CORE Engineering Specialized Works (in Egypt).

Reporting Standards and Frameworks

This report has been prepared in accordance with the Global Reporting Initiative (GRI) 2021 Universal Standards. It further aligns with the International Sustainability Standards Board (ISSB) standards, including IFRS S1 (General Requirements for Disclosure of Sustainability-related Financial Information) and IFRS S2 (Climate-related Disclosures). This includes disclosures for the Sustainability Accounting Standards Board (SASB) relevant to the Engineering & Construction Services sector. Additionally, the report adheres to the Task Force on Climate-related Financial Disclosures (TCFD) recommendations, which are now disclosed under IFRS S2, and integrates the United Nations Global Compact's (UNGC) 10 Principles. The carbon footprint calculations are also conducted based on the Greenhouse Gas (GHG) Protocol for Scopes 1, 2, and selected Scope 3 categories.

The content of this report was developed by the Hassan Allam Holding Sustainability Department, led by a GRI-certified Sustainability Professional who is also an IFRS FSA Level II candidate. This internal expertise ensures that our disclosures bridge the gap between technical ESG impacts and financial materiality. To further enhance the integrity and reliability of the information presented, the Group engaged an independent and authorized assurance provider to perform limited assurance procedures on the completeness and accuracy of key performance indicators (KPIs) in accordance with the AA1000 independent assurance standard.

Forward-looking Statements

This report may contain certain forward-looking statements regarding the Group's business, which can be identified through the use of terms such as "will", "planned", "expected", and "forecast". These statements reflect the Group's current outlook on future events and are subject to risks, uncertainties, and assumptions. Actual results may differ materially from those expressed or implied.

Terms used in this report unless otherwise specified:

"The Group", "the company", "we", "our", and "us" refer to the Group, including Hassan Allam Holding and the 18 subsidiaries mentioned in the "Reporting Scope and Boundaries" section, unless otherwise specified.

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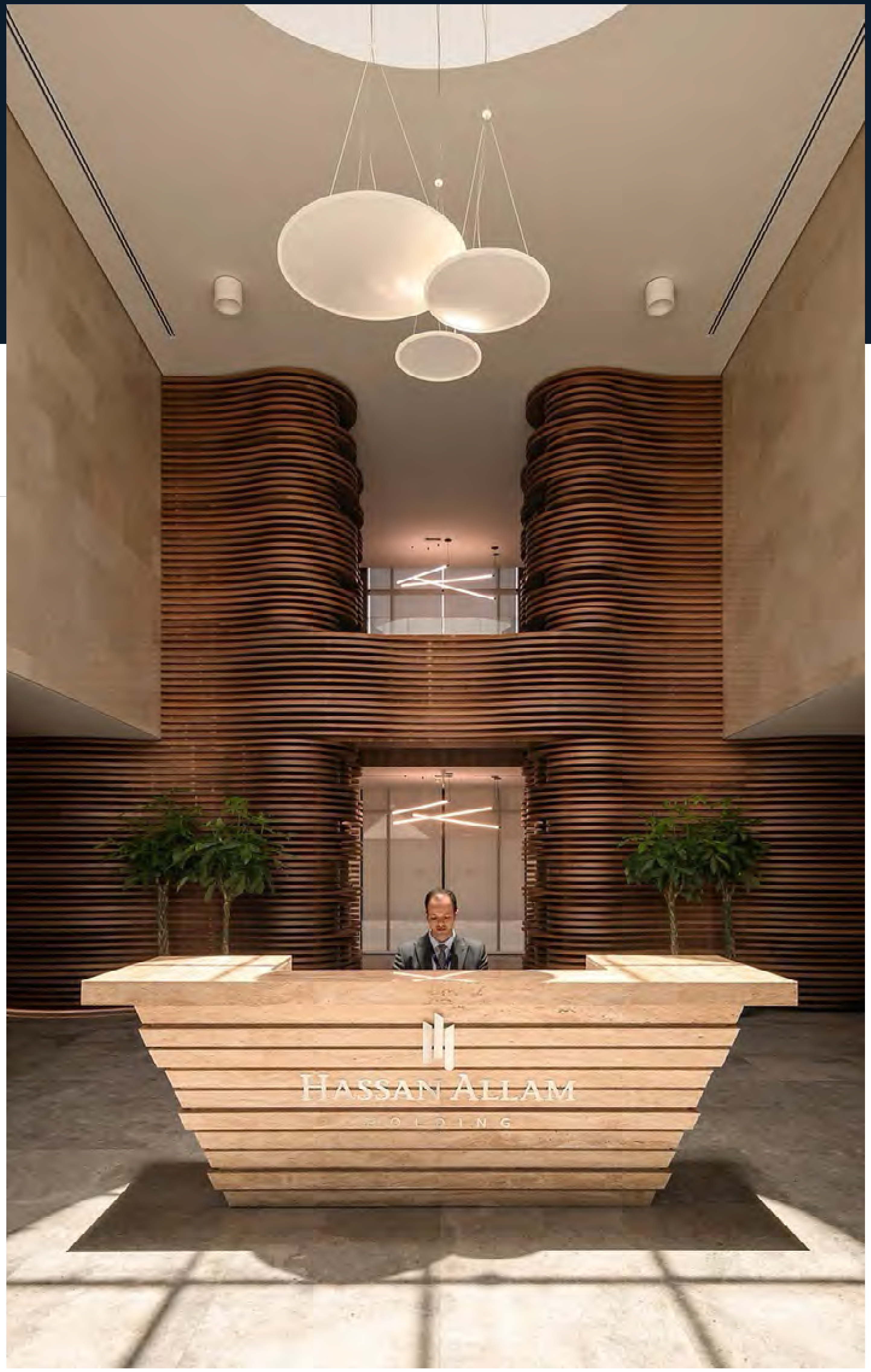
About Hassan Allam Holding

Hassan Allam Holding (HAH) is one of the largest engineering, construction, investment, and development groups in the Middle East and Africa, boasting a legacy of almost 90 years. Our workforce of 50,000 employees and workers operate across three continents, delivering an integrated business model that connects infrastructure with opportunity through complex, large-scale projects.



Vision, Mission, and Values

Our Vision

To be recognized as one of the world's leading integrated solution providers, cultivating a strong reputation across all our operational sectors – engineering, construction, investment, and development. By consistently delivering specialized expertise and a reliable approach to our diverse clientele, we aim to establish ourselves as the regional partner of choice.

Our Mission

We ensure our clients receive the support they need by delivering high-quality engineering, construction, investment, and development services. We prioritize market differentiation, timely delivery, and strategic investments that address underserved infrastructure markets and contribute to a better future for the communities we serve.

Our Values

01 QUALITY
We strive for excellence by delivering precision-engineered solutions that meet the highest international benchmarks in every project we execute.

02 INTEGRITY
We conduct our business with absolute transparency and ethical steadfastness to build enduring trust with our global partners and stakeholders.

03 INNOVATION
We champion the integration of cutting-edge technologies and creative problem-solving to drive efficiency and advance the future of the built environment.

04 RELIABILITY
We remain a dependable cornerstone for our clients by consistently honoring our commitments and ensuring project continuity through disciplined execution.

Business Lines

Hassan Allam Holding operates through 20 subsidiaries organized into three primary strategic pillars. Aligning with IFRS S1 and SASB standards, we utilize the Sustainable Industry Classification System® (SICS®) nomenclature to map each entity on the financial and operational risks most material to each specific sector and model of engagement.

Engineering & Construction

This pillar encompasses our execution and supply capabilities, spanning the full project lifecycle from design to long-term maintenance. By integrating building materials and specialized engineering, we maintain oversight of our project supply chain and lifecycle carbon footprint.

ENGINEERING & CONSTRUCTION SERVICES (IF-EN)

HASSAN ALLAM CONSTRUCTION · HASSAN ALLAM ROADS & BRIDGES · Kortech · INTECH · JINET جينيت · شركة الأنفاق السعودية Saudi Tunneling Co. · PGESCO · BIOWORKS

CONSTRUCTION MATERIALS (EM-CM)[2]

3S READY MIX · ascenda TRADING & ENGINEERING · CORE

REAL ESTATE SERVICES (IF-RS)

Eden Facility Management

Investment & Development

Led by Hassan Allam Utilities (HAU), this pillar serves as our asset-ownership and project-development platform. Our model is characterized by strategic partnerships with global co-investors to develop critical infrastructure under concession frameworks.

HASSAN ALLAM UTILITIES

ASSET MANAGEMENT & CUSTODY ACTIVITIES (EN-AC)

Hassan Allam Investment Managers (HAIM) directs the investment strategy and execution for Hassan Allam Utilities. HAIM identifies and manages high-impact opportunities across the following key verticals* to drive regional sustainable development, leveraging the technical and financial strengths of our counterparties, alongside development finance institutions (DFIs).

HASSAN ALLAM INVESTMENT MANAGERS

WATER

Ridgewood Egypt

TRANSPORT & LOGISTICS

YANMU · CACC CARGOLINX

ENERGY

HASSAN ALLAM UTILITIES

SOCIAL INFRASTRUCTURE

LEGACY

Real Estate Development

Operating through our dedicated real estate development arm, Grova Developments, this business line focuses on delivering integrated residential, mixed-use, and hospitality destinations. Built upon the Group's extensive legacy in engineering, construction, investment, and development, Grova operates as a sustainability-driven developer. The entity is focused on creating communities that prioritize sustainable living, operational efficiency, and long-term value creation across strategic markets.**

Grova BY HASSAN ALLAM HOLDING

[2] Hassan Allam Trading & Engineering will be rebranded in 2026 as "Ascenda Trading & Engineering".
* The verticals' SICS industries include Water Utilities and Services (IF-WU), Solar/Wind Technology & Project Developers (RR-ST / RR-WT), Air Freight & Logistics (TR-AF), Real Estate (IF-RE), and Real Estate Services (IF-RS).
** Grova Developments was established in 2025. Due to the immateriality of its operations during the current reporting year, the entity has been excluded for this report's reporting boundary. Grova will be incorporated into the reporting reporting boundary in the subsequent reporting cycle.

OUR INVESTMENT & DEVELOPMENT COMPANIES ARE IN PARTNERSHIPS WITH

مصدر MASDAR

Agility Global Integrated Logistics

ALMAR® WATER SOLUTIONS

INFINITY Power A MASDAR INFINITY COMPANY

A.P. MØLLER CAPITAL

ACWA POWER أكوا باور

European Bank for Reconstruction and Development

Ninety One

Meridiam for people and the planet

TCV TANMIYA CAPITAL VENTURES

Awards, Rankings, and Memberships

The Group's performance throughout 2025 reflects a strategic focus on high-impact infrastructure and technical leadership across the region. These accolades validate our commitment to operational excellence and the delivery of complex, large-scale projects.

Awards

Our project portfolio and subsidiary operations received regional recognition for engineering innovation and project delivery.

Award Body / Program	Category	Winning Project / Entity
ENR 2025 Global Best Projects Awards	Culture Project of the Year	Solar Boat Museum

Award Body / Program	Category	Winning Project / Entity
MEED Projects Awards: MENA Winner 2025	Transport Project of the Year	Bashteel Railway Station
MEED Projects Awards: National Winner 2025	Culture Project of the Year	Solar Boat Museum
MEED Projects Awards: National Winner 2025	Transport Project of the Year	Bashteel Railway Station
MEED Projects Awards: National Winner 2025	Water Transmission Project of the Year	West Asyut Water Conveyance

Award Body / Program	Category	Winning Project / Entity
CIB Business Excellence Awards 2025	Strategic Infrastructure Partnership of the Year	Hassan Allam Utilities
CIB Business Excellence Awards 2025	Best Company for Sustainable Initiatives	Hassan Allam Logistics Parks (YANMU)

Award Body / Program	Category	Winning Project / Entity
The Big 5 Egypt Impact Awards 2025	Residential Project of the Year	The Address Beach Resort & Hotel

Award Body / Program	Category	Winning Project / Entity
Saudi Building & Infrastructure Awards 2025	Best Water Project	Madinah 3 Integrated Sewage Treatment Plant (ISTP)

Award Body / Program	Category	Winning Project / Entity
Autodesk's 2025 Middle East Brilliance Awards	Workforce Capability Transformation Award	Hassan Allam Construction

Rankings

Hassan Allam Holding continues to solidify its position as a global leader and a regional benchmark for sustainable business practices. Our 2025 rankings reflect our operational scaling, technical specialization, and the leadership driving our green transition.

ENGINEERING NEWS-RECORD (ENR) 2025

The Group's performance in the ENR 2025 rankings underscores a record-breaking year of growth. Most notably, Hassan Allam Holding climbed 147 places on the **Top 250 International Contractors** list, moving from 192nd in 2024 to **45th place in 2025**. This historic lead marks our first entry into the global Top 50 and validates the success of our strategic regional expansion.

Our specialized technical leadership is further evidenced by our achievement of 8th place globally in the Top 10 Firms by Market Revenue in Sewer / Waste Water Treatment, rising from the 13th place in 2024. We have also maintained a strong foothold as a primary driver of development in the region, ranking 8th among the Top 10 Firms by Regional Revenue in Africa.

FORBES MIDDLE EAST

The Group's strategic direction received significant regional recognition through the **Forbes Middle East 2025 Sustainability Leaders** list. For the second consecutive year, **CEO Hassan Allam and Co-CEO Amr Allam** were named among 126 leaders across 15 industries driving the region's sustainable transition. This recognition highlights their role in steering the Group's transition toward a low-carbon economy and acknowledges our growing portfolio in utility-scale renewable energy and green hydrogen.

Memberships

Hassan Allam Holding institutionalizes its commitment to global standards and regional growth through formal participation in the following international and local initiatives and organizations:

UNITED NATIONS GLOBAL COMPACT (UNGC)

As an active participant since June 2022, Hassan Allam Holding adheres to the Ten Principles governing human rights, labor, environment, and anti-corruption across its operations.

WOMEN'S EMPOWERMENT PRINCIPLES (WEPS)

As a signatory since November 2024, the Group is committed to fostering gender equality and women's empowerment in the workplace and the broader construction industry.

AFRICA BUSINESS LEADERS COALITION (ABLC)

Represented by Co-CEO Amr Allam, the Group is a member of this CEO-led initiative. The coalition is dedicated to amplifying the voice of the African private sector and driving measurable impact on climate action and sustainable development across the continent.

ECONOMIC AND BUSINESS ADVOCACY ORGANIZATIONS

The Group maintains active memberships and leadership roles in premier economic and bilateral trade organizations, including the Egyptian Center for Economic Studies (ECES), the American Chamber of Commerce in Egypt, the British Egyptian Business Association (BEBA), the Egyptian British Chamber of Commerce (EBCC), the Egyptian Businessmen's Association (EBA), and the German-Arab Chamber of Industry and Commerce (AHK Egypt), to support private sector growth, national policy reform, and international investment across our core markets.

Materiality

Hassan Allam Holding's sustainability strategy is based on a comprehensive materiality process designed to identify the ESG topics most critical to the Group's business and its stakeholders. This journey began with a foundational group-wide assessment in 2022, which established 16 core material topics across our four strategic pillars. This initial assessment also identified our priority Sustainability Development Goals (SDGs) where we can deliver the most significant impact, ensuring that our strategy was aligned with the global agenda from its inception. Since then, we have evolved our methodology toward a more granular subsidiary-led approach to ensure our reporting captures the unique operational realities and localized impacts of our diverse business lines.

GOVERNANCE

- Corporate Governance
- Business Ethics & Integrity
- Risk Management
- Quality & Compliance

ECONOMIC

- Value Creation
- Investing Strategy
- Business Development
- Procurement & Supply Chain

SOCIAL

- Human Wellbeing
- Diversity & Inclusion
- Talent Management
- Community Impact

ENVIRONMENTAL

- Environmental Impact
- Built Environment
- Climate Change
- Material Flows

In 2024, we initiated a phased implementation of subsidiary-level impact materiality assessments, focusing on the environmental and social impacts of our operations. This effort was expanded in 2025 through the rollout of an Environmental and Social Management System (ESMS) self-assessment across 15 subsidiaries, representing our core operational footprint. Based on the International Finance Corporation (IFC) Performance Standard 1 framework, this assessment evaluated each subsidiary across policy, the identification of risks and impacts, and management programs.

This multi-step process is guided by the principle of double materiality, examining each topic through the distinct perspectives of its influence on enterprise value and its impact on the economy, the environment, and society. The data generated through these ESMS self-assessment provides the operational evidence needed to ensure that strategy is backed by measurable performance and verified management practices. Furthermore, because this process helps identify risks that could lead to operational disruption, it provides the baseline for our 2026 strategic objective to refine these findings into subsidiary-level financial materiality assessment aligned with the Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS).

Sustainability Action Framework

Our Sustainability Action Framework serves as the primary operational roadmap for our Group's Sustainability Strategy (2030). It ensures that sustainability is integrated across the Group's entire value chain and is built upon four strategic pillars:

STEERING THE FUTURE

- Corporate Governance
- Business Ethics & Integrity
- Risk Management
- Quality & Compliance

REWIRING THE ECONOMY

- Value Creation
- Investment Strategy
- Business Development
- Procurement & Supply Chain

EMPOWERING HUMANITY

- Human Wellbeing
- Diversity & Inclusion
- Talent Management
- Community Impact

PRESERVING OUR PLANET

- Environmental Impact
- Built Environment
- Climate Change
- Material Flows

Methodology and Development

Originally developed following the 2022 group-wide materiality assessment, the framework was built through extensive stakeholder engagement led by Masader, an external advisor, including qualitative interviews, workshops, and quantitative surveys involving executives, subsidiary CEOs, and employees, and incorporating external perspectives leveraging Morgan Stanley Capital International (MSCI), Sustainability Accounting Standards Board (SASB), and Global Reporting Initiative (GRI) frameworks to validate the prioritized topics.

Guiding Principles & Regional Alignment

Global credibility and local relevance are maintained by explicitly calibrating the framework against international benchmarks and national development strategies. At the core of these guiding principles are the UN SDGs, which provide the universal foundation for the regional visions where we operate. These global goals directly inform our support for localized growth across the region, ensuring alignment with Egypt's Sustainable Development Strategy (Vision 2030) and its National Climate Change Strategy (2050), the economic diversification goals of Saudi Vision 2030, and the UAE Net Zero by 2050 strategic initiative. The strategy also integrated the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), the Ten Principles of the UN Global Compact, and Good International Practices.

Strategic Realignment

The 2025 update refined the framework to reflect operational realities, transitioning from static timelines to annual performance tracking. Specific qualitative and quantitative updates for each material topic are detailed in the following sections.

Key Performance Indicators

The Group utilizes a robust set of Key Performance Indicators (KPIs) to measure and manage our impact across our four strategic pillars: Steering the Future (Governance), Rewiring the Economy (Economic), Empowering Humanity (Social), and Preserving our Planet (Environmental). These KPIs provide a data-driven overview of our progress during the 2025 reporting period to demonstrate our quantitative impact and alignment with international sustainability reporting standards.

Rewiring the Economy

34.9%
of the Group's consolidated revenue is generated from Green Projects in 2025, maintaining a strong baseline comparable to the 36.0% reported in 2024

1
Inaugural Regional Sustainability Workshop held in 2025

25
Green Building Projects across the Group, including a LEED Certified and 5 EDGE Certified Buildings

113
of the Group's top suppliers were assessed through an ESG Due Diligence process in 2025

Steering the Future

2
Executive ESG Committee Meetings conducted and Board-level ESG Committee bylaws developed

25
Sustainability Focal Points appointed in 18 subsidiaries

14
Environmental & Social (E&S) Policies issued for key subsidiaries

3*
New ISO 9001:2015 (Quality Management Systems) Certifications – total of 21 across the Group

Empowering Humanity

0.564**
is the improved Lost Time Injury (LTI) Rate achieved in 2025 (down from 0.877 in 2024), while Recordability Rates similarly dropped from 2.164 to 1.363.

35%
Consolidated Local Community Hiring Rate achieved across 22 entities

9.7%
of Employees across the Group are Female in 2025, increasing from 7.8% in 2024

58%
Increase in total training hours, reaching 141,123 hours, while the average hours per employee rose from 4.96 in 2024 to 6.92 in 2025

Preserving our Planet

2***
New ISO 14001:2015 (Environmental Management Systems) Certifications – total of 13 across the Group

5,720+
Tons of waste diverted from landfill in 2025 through Hassan Allam Construction sites in Egypt, with a total of more than 21,920 tons since August 2022

3
verified EPDs published (Fabricated Steel, Wall Wood Cladding, and Flush Wooden Doors)

20
Entities are now included in the expanded GHG Emissions Reporting Boundary across the Group, which additionally introduced a pilot for Scope 3 calculations

* The new ones are for Hassan Allam Construction Saudi, Hassan Allam Roads & Bridges, and CACC Cargolinx.

** The data for 2024 is for 12 entities only: Hassan Allam Construction (Egypt and KSA), Hassan Allam Roads & Bridges (Egypt), Kortech (Egypt), INTECH, STCC, 3S Ready Mix, Jinet Landscape and Services, Eden Facility Management, PGESCO, CORE Engineering Specialized Works, and CACC Cargolinx. In 2025, the reporting boundary for HSE data expanded to cover 21 entities as described in the Human Wellbeing section below.

*** The new ones are for Hassan Allam Construction Saudi and Hassan Allam Roads & Bridges.

02

Steering the Future

CORPORATE GOVERNANCE

BUSINESS ETHICS AND INTEGRITY

RISK MANAGEMENT

QUALITY AND COMPLIANCE

Corporate Governance

Our Commitments

Targets

ESG Governance

Target
Create a dedicated ESG Committee in 2025

Status
Completed

2025 Performance
2 Executive ESG Committee Meetings conducted and Board-level ESG Committee bylaws drafted

Target
Ensure compliance with ISO 26000 (Social Responsibility) and ISO 37000:2021 (Governance of Organizations) group-wide annually

Status
Completed

2025 Performance
An internal gap assessment was conducted to confirm alignment with the ISO requirements and adequacy of current action plans

Materiality Assessment

Target
Conduct streamlined double materiality assessment annually

Status
In Progress

2025 Performance
Subsidiary-level financial materiality assessments are planned in 2026 aligning with ESRS requirements and in compliance with CSRD

ESG Alignment

Target
Conduct ESG status and gap analysis and adopt corrective measures annually

Status
Completed

ESG Data Management and Disclosure

Target
Develop an ESG Data Management System in 2025

Status
In Progress

2025 Performance
A pilot for Kortech's operations in Egypt and KSA has been developed, covering its environmental data and carbon footprint

Target
Conduct disclosure with recognized frameworks such as GRI, UNGC, TCFD and SASB annually

Status
Completed

ESG Alignment

Target
Join international sustainability rating systems (such as S&P CSA, CDP) annually starting 2026

Status
Not Started

Rationale for Strategic Updates to the Targets

The dedicated ESG Committee target was updated to reflect its official establishment in 2025. The ISO 26000 and 37000:2021 and ESG status and gap analysis targets were transitioned from implementation in 2024 and 2023 respectively to annual compliance checks. Furthermore, joining international ESG rating systems was rescheduled to 2026 to ensure a higher initial baseline score.

Governance Structure

Highest Governance Body

Hassan Allam Holding B.V., a Private Limited Liability Company with its corporate seat in Amsterdam, serves as the Group's holding company. The following list details the members of its Board of Directors, which constitutes the highest governance body within the organization, responsible for the strategic direction and oversight of the Group. One member of this Board also serves on the Group's Executive ESG Committee, ensuring the Board monitors sustainability-related risks and opportunities through performance reviews.

Name	Role	Nationality	Gender	Tenure
Tamer Elhennawy	Executive Board Member	Egyptian	Male	6 Years
Robbert Frassino	Executive Board Member	Dutch	Male	5 Years
Loes de Bot	Executive Board Member & Managing Director	Dutch	Female	3 Years
Nandita Parshad	Executive Board Member	British	Female	0 Years

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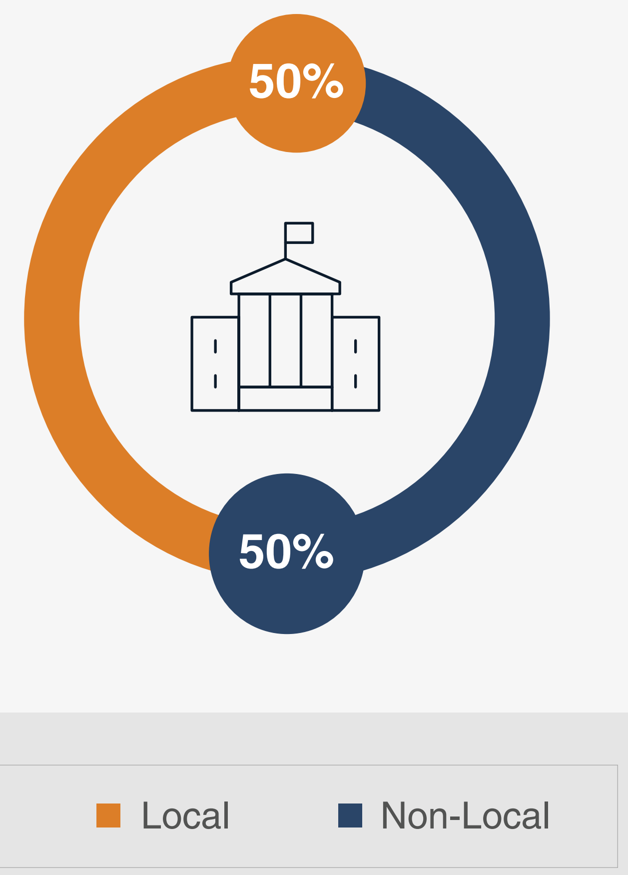
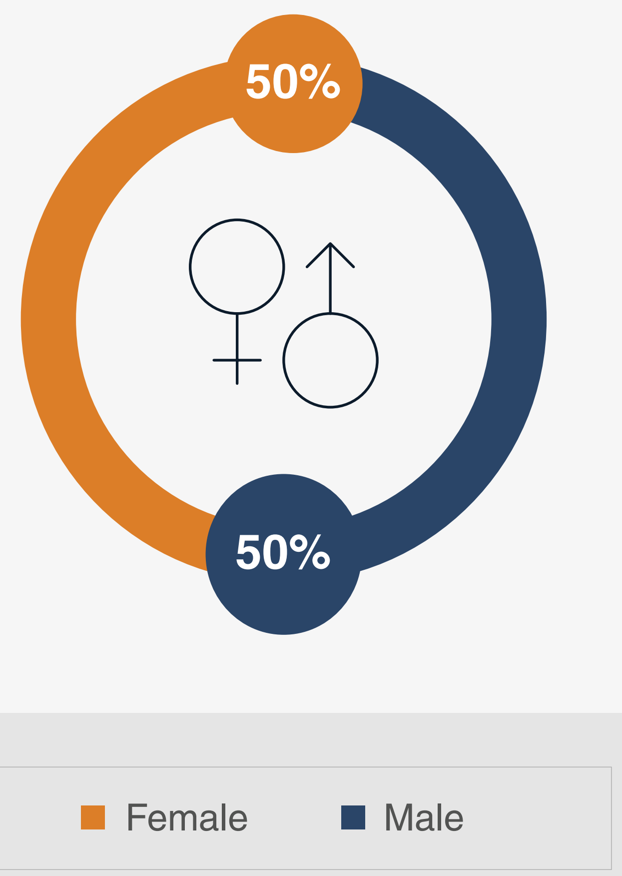
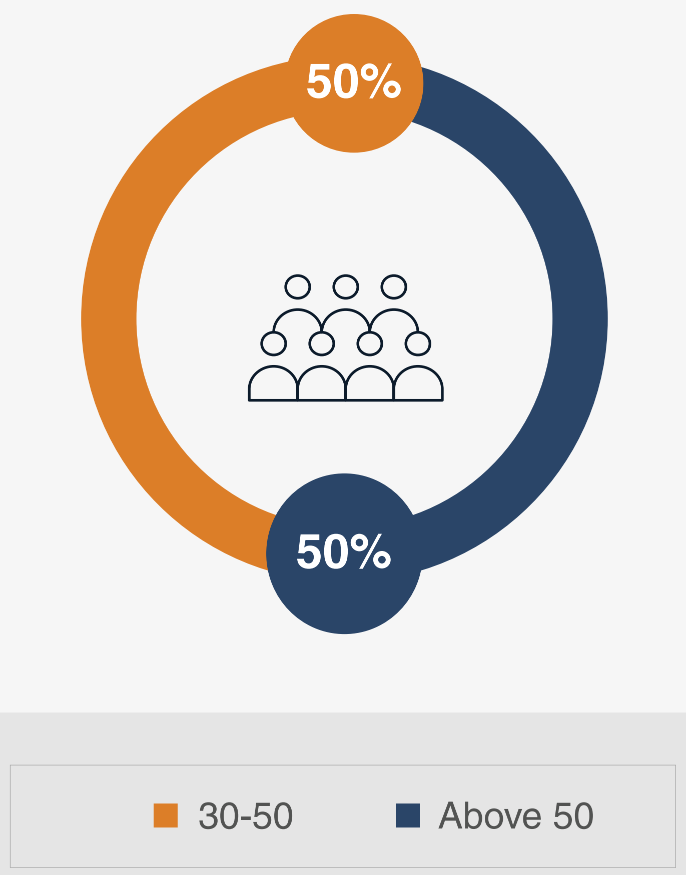
By Nationality



By Gender



By Age



Executive Leadership and Management

Loes de Bot

Executive Board Member and Managing Director of Hassan Allam Holding B.V.

As a member of the Group's Executive ESG Committee, I am proud of the professionalism and efficacy shown by the Group's Green Governance and Business Sustainability department and everyone supporting this development. Over the past year, sustainability has grown beyond a report; it has become a mindset and commitment that has seeped into the organization with wide support. The Group's commitment shows the belief that making this part of Hassan Allam Holding's long-term vision is the only way forward. We value our employees and see the positive impact we can have on the people and environment where we operate. Backed by results, with a significant part of our revenues coming from green projects, this has become part of our identity. Considering our market position, we can set an example for the industry and the region, leading by example to make a real difference.

HASSAN ALLAM HOLDING S.A.E. CORPORATE LEADERSHIP

Operational leadership is spearheaded by the Hassan Allam Holding Group CEOs and the executive team responsible for the technical execution across our diverse markets. Hassan Allam Holding's executive team includes the following:

Hassan Allam

Executive Board Member and Chief Executive Officer

Merette Elsayed

Chief Commercial Officer of Hassan Allam Holding and Chief Executive Officer of Legacy

Amr Allam

Executive Board Member and Co-Chief Executive Officer

Sameh Helal

Chief Human Resources Officer

Mohy-Eldin Abdin

Executive Board Member and Chief Financial Officer

Hoda Yehia

Group Corporate Communications and Investor Relations Managing Director

EXECUTIVE ESG COMMITTEE

The Executive ESG Committee is the primary body responsible for strategic sustainability decisions and monitoring progress against the targets in the Group's Sustainability Strategy (2030). In 2025, the committee formally adopted its bylaws and resolved to meet on a quarterly basis starting Q3 2025. To ensure high-level accountability, the committee includes:

Chairs

Hassan Allam

Executive Board Member and Chief Executive Officer of Hassan Allam Holding

Amr Allam

Executive Board Member and Co-Chief Executive Officer of Hassan Allam Holding

Members

Loes de Bot

Executive Board Member and Managing Director of Hassan Allam Holding B.V.

Dalia Wahba

Chief Executive Officer of Hassan Allam Investment Managers

Merette Elsayed

Chief Commercial Officer of Hassan Allam Holding and Chief Executive Officer of Legacy

Hoda Yehia

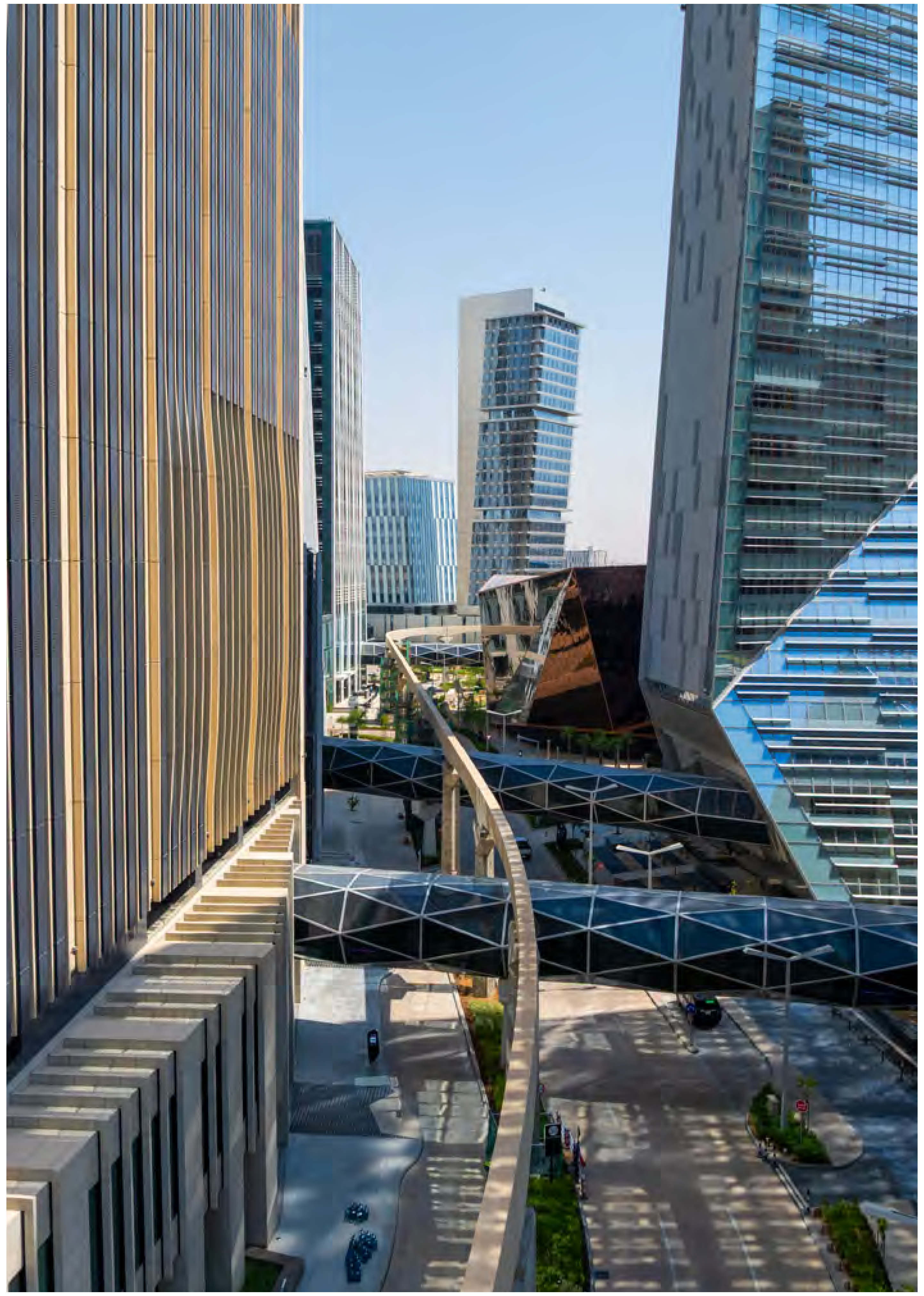
Corporate Communications and Investor Relations Managing Director of Hassan Allam Holding

Delegation of Sustainability Responsibility

The responsibility for managing the organization's impacts on the economy, environment, and people is delegated to a centralized sustainability department that operates as a core strategic unit for the Group. This department provides oversight, data management, and technical guidance necessary to ensure alignment across all regional operations and subsidiaries with international standards. To maintain high-level accountability, the department provides regular briefings and progress updates to the Executive ESG Committee, ensuring that sustainability strategy and operational execution are consistently integrated into the Group's governance structure.

SUBSIDIARY MANAGEMENT

Each subsidiary is led by a dedicated CEO responsible for localized delivery. We recognize the following leaders across the Group:



Name	Company
Mohamed El Dahshoury	Hassan Allam Construction
Mohamed Abdel Wahab	Hassan Allam Roads & Bridges
Ali El Mahdy	Kortech
Seif Eissa	INTECH
Khalid Mustafa Hasan	Saudi Tunneling Company for Contracting
Mohamed El Daghash	3S Ready Mix
Dalia Wahba	Hassan Allam Investment Managers
Merette Elsayed	Legacy Development & Management
Muhammad Suleiman	Ridgewood for Water Desalination
Karim Hefzy	CACC Cargolinx
Sherifa Kira	Jinet Landscape and Services
Wael Ahmed Mostafa	Eden Facility Management
Ahmed Ramadan	PGESCO
Ahmed Mostafa	Hassan Allam Trading & Engineering
Stephan Koepp	BIOWORKS Verfahrenstechnik
Ahmed Mokhtar	CORE Engineering for Specialized Works

Sustainability Focal Points

In order to maintain data integrity and ensure the Group's Sustainability Strategy (2030) is implemented at every level, the Group utilizes a hub-and-spoke model. While the centralized sustainability department coordinates global reporting and manages group-wide sustainability performance, each of these subsidiaries has either appointed a department or at least one focal point responsible for localized data collection and achievement of the targets relevant to their company's industry. In 2025, we appointed 25 focal points in 18 subsidiaries, ensuring that we cover the most significant operations contributing to over 97% of our consolidated revenue.

In addition to the subsidiaries mentioned above, we also have focal points representing the Hassan Allam Holding Regional Headquarters in KSA, Hassan Allam Construction in KSA and UAE.

ESG Data Management

The Group has initiated the digital transformation of its sustainability data to transition from manual tracking to a centralized digitally-driven framework, enhancing data accuracy and providing high-fidelity reporting aligned with international standards.

Kortech's Environmental Data Management System

Building upon its existing in-house Business Intelligence (BI) platform, Kortech is currently piloting an ESG data management system. Led by the Business Systems and Data Analytics teams, the initiative began with the development of an Environmental PowerBI dashboard. This tool is used to calculate and track the company's carbon footprint across its operations in Egypt and Saudi Arabia.

A critical feature of this system is its integration with Enterprise Resource Planning (ERP) SAP data, which allows for the verification of environmental metrics against actual financial spend. Since procurement and spending are controlled within the ERP, this link ensures that consumption data is cross-referenced with financial records for higher accuracy. This pilot serves as a foundation for the planned development of Social and Governance modules, with the long-term objective of rolling out the system across all Group subsidiaries.

[2]

Social and Governance Analytics

In addition to the environmental pilot, the Group's Green Governance and Business Sustainability Department has started developing internal PowerBI dashboards to analyze and present social KPIs. These dashboards, which are currently under development, are designed to track workforce demographics, training hours, and other metrics that are disaggregated by gender and age. Once fully operational, these tools will provide a more transparent and verifiable view of non-financial performance across the Group by leveraging automated data feeds. Furthermore, specific governance data, including grievance logs and resolution rates, are currently managed through dedicated mechanisms described in detail in the following section[3] of the report.

[2] Please note that the information presented in this visual are not real and are only shown for illustrative purposes.

[3] Please see the Grievance Mechanisms sub-section under Business Ethics and Integrity

Business Ethics and Integrity

Our Commitments

Targets

Stakeholder Engagement

Target
Ensure the implementation of the Corporate Stakeholder Engagement Plan annually

Status
Completed

Training

Target
All employees covered by core policies and procedures training annually

Status
Completed

Anti-corruption

Target
Maintain zero cases of corruption annually

Status
In Progress

2025 Performance
We conducted a gap assessment via an external consultant to ensure compliance with international standards and best practices

Human Rights

Target
Maintain zero human rights violations annually

Status
In Progress

2025 Performance
We drafted a group-level Human Rights Policy aligning with international standards including the UN Guiding Principles on Business and Human Rights (UNGPs)

Grievances

Target
100% resolution of grievances within system close time annually

Status
Completed

2025 Performance
We developed an external grievance mechanism aimed at suppliers for HAC as a pilot, in addition to drafting a new Employee Inquiry and Grievance Resolution Procedure

Rationale for Strategic Updates to the Targets

We updated the stakeholder engagement target from development and implementation of a corporate stakeholder engagement plan in 2024 to ensuring its implementation on an annual basis. The plan was also updated to reflect new policies and initiatives.

Relevant Policies and Procedures

Hassan Allam Holding maintains a robust suite of policies and procedures designed to ensure that ethical behavior and regulatory compliance remain central to our global operations. Our **Code of Conduct** serves as the primary guiding framework for all employees, directors, and representatives, supported by the following policies and procedures:

Anti-Bribery and Corruption Policy

This policy ensures zero tolerance for corruption and full compliance with international laws in every jurisdiction of operation.

Conflict of Interest Policy

This policy provides a structured mechanism for identifying, disclosing, and resolving potential conflicts to safeguard corporate integrity.

Business Partner and Counterparty Code of Conduct

This code extends our ethical expectations to our entire value chain, prioritizing health, safety, environmental protection, and legal compliance.

Whistleblowing Procedure

This procedure establishes a confidential framework for reporting concerns, ensuring the protection and well-being of those who act in good faith.

Building on this foundation, we drafted the following in 2025 to further ensure we align with international best practices:

Human Rights Policy (Draft)

This draft policy outlines our commitment to respecting, protecting, and promoting human rights across all operations and supply chains. It establishes a zero-tolerance approach toward discrimination, harassment, forced labor, and child labor, while ensuring fair pay, safe working conditions, and the right to remedy for all personnel.

Employee Inquiry and Grievance Resolution Procedure (Draft)

This draft procedure establishes clear guidelines for the submission, assessment, and resolution of employee concerns through the TickHELP system, ensuring a fair, transparent, and non-retaliatory process.

Stakeholder Engagement

We recognize that our long-term success is linked to the trust of our stakeholders. Our engagement strategy ensures that the diverse voices of those impacted by our work, from business partners to the communities surrounding our operations, are integrated into our strategic decision-making. This strategy is implemented across the Group through various departments and functions at multiple levels. While departments like Human Resources and Corporate Communications manage engagement at the Group level, Business Development and Operations teams within our subsidiaries lead direct engagement with stakeholders at the company and project levels. This distributed approach ensures comprehensive interaction and alignment with our diverse stakeholder groups.

In order to ensure inclusivity, we utilize tailored methods for each group, as established in 2024 and enhanced in 2025:

STAKEHOLDER GROUP

Customers and Clients

KEY TOPICS OF DISCUSSION
Customer satisfaction, product quality, pricing, innovation, data privacy, sustainability of products / services

ENGAGEMENT METHODS
Customer satisfaction surveys, social media monitoring, one-on-one meetings, complaint handling

FREQUENCY
Daily, weekly, monthly, quarterly, annually, ad-hoc

STAKEHOLDER GROUP

Employees and other Personnel

KEY TOPICS OF DISCUSSION
Health & safety, well-being, training & career development, employee engagement & experience, compensation & benefits, ethical conduct & compliance, human rights & right to remedy

ENGAGEMENT METHODS
Annual employee engagement surveys, town halls, learning & development programs, employee assistance programs, internal communication platforms (e.g., emails and employee portal) and newsletters, TickHELP, e-learning, whistleblowing hotline

FREQUENCY
Daily, weekly, monthly, quarterly, annually, ad-hoc

STAKEHOLDER GROUP

Local Communities, Non-Governmental Organizations (NGOs), and Civil Society

KEY TOPICS OF DISCUSSION
Environmental and social studies and impact assessments, community investments, corporate social responsibility initiatives, job creation, local partnerships, grievance resolution and impact mitigation

ENGAGEMENT METHODS
Website, social media, field visits, programs / projects (e.g., donations, volunteering), subsidiary hotlines / other community grievance forms

FREQUENCY
Monthly, annually, ad-hoc

STAKEHOLDER GROUP

Governmental Entities & Regulators

KEY TOPICS OF DISCUSSION
Compliance with laws and regulations, supporting local sustainable development strategies and agendas (e.g., Egypt's Vision 2030, KSA Vision 2030)

ENGAGEMENT METHODS
Public disclosures (e.g., on website), consultations, forums, conferences

FREQUENCY
Annually, ad-hoc

STAKEHOLDER GROUP

Shareholders, Investors, and Business Partners

KEY TOPICS OF DISCUSSION
Corporate governance, financial performance, risk management, ESG performance, business development

ENGAGEMENT METHODS
Annual reports including ESG/Sustainability, analyst and investor calls, industry conferences, website, compliance reporting

FREQUENCY
Quarterly, annually, ad-hoc

STAKEHOLDER GROUP

Suppliers

KEY TOPICS OF DISCUSSION
Supply chain sustainability and transparency, ethical sourcing, fair labor practices, environmental performance, innovation, risk management, contractual ESG clauses

ENGAGEMENT METHODS
Calls, meetings, supplier surveys, supplier trainings, and other types of meetings / engagements

FREQUENCY
Weekly, monthly, quarterly, annually, ad-hoc

In 2025, these engagement channels were instrumental in the development of our materiality assessment and refinement of our Sustainability Strategy (2030). By integrating both internal and external perspectives, we ensure that our corporate priorities reflect the evolving economic, environmental, and social expectations of our operations.

Code of Conduct

We are committed to conducting business with the highest ethical standards and integrity. Our Code of Conduct serves as the primary guiding framework for all employees, directors, and representatives, reflecting our core values and mandating compliance with all applicable laws, rules, and regulations of the jurisdictions and countries in which we operate. The Code maintains a zero-tolerance policy for non-compliance with its provisions, including illegal or unethical behavior, supported by a specific Anti-Bribery and Corruption Policy that provides guidance on preventing and reporting such activities.

The Code also sets expectations for protecting company assets and maintaining financial integrity. Our financial reporting is accurate, transparent, and compliant with applicable accounting standards. Robust internal controls and record-keeping systems ensure proper asset use and protect confidential information. The Group's Internal Audit Department plays a crucial role in assessing operational risks related to corruption as part of its regular audit activities.

We provide structured mechanisms for identifying and resolving personal interests that may interfere with the Group's integrity, as detailed in our Conflict-of-Interest Policy. The Code further promotes fair and ethical conduct with customers, partners, and competitors as detailed in our Business Partner and Counterparty Code of Business Conduct.

Responsibility for the administration of the Code and ethical frameworks rests with the Group Chief Executive Officer and the Board. A designated committee, including the Chief Human Resources Officer, Legal Counsel, and Group Internal Audit Director, ensures consistent enforcement and addresses compliance issues across the Group.

Human Rights

We developed a (draft) Human Right Policy in 2025, building on the internal Human Rights Due Diligence (HRDD) we conducted in 2024 to identify salient human rights issues across the Group. Following our participation in the UN Global Compact's Business and Human Rights Accelerator Program, we developed this policy to further align our operations with the UN Guiding Principles on Business and Human Rights (UNGPs), International Finance Corporation (IFC) Performance Standards, European Bank for Reconstruction and Development (EBRD) Performance Requirements, and International Labor Organization (ILO) Fundamental Conventions, upholding internationally recognized human rights as defined by the Universal Declaration of Human Rights (UDHR).

Planned for issuance in 2026, this policy with reinforce our obligation to:

1. Avoid causing or contributing to adverse human rights impacts through our own activities.
2. Seek to prevent or mitigate adverse human rights impacts that are directly linked to our operations, products, or services by our business relationships.
3. Provide for or cooperate in effective remediation for any negative impacts we cause or to which we contribute.

The specific human rights commitments embedded within the policy include:

- Zero-tolerance for workplace discrimination and harassment.
- Zero-tolerance for forced labor, human trafficking, indebtedness, and other forms of modern slavery.
- Zero-tolerance for child labor, strictly complying with local law or the ILO Minimum Age Convention.
- Zero lost time injuries.
- Fair pay and working conditions.
- Right to remedy.

In line with the UNGPs, Hassan Allam Holding commits to a continuous risk-based HRDD process to identify, prevent, and mitigate adverse impacts across our Group. We further commit to measuring the effectiveness of our actions against key performance indicators, aligning with our Sustainability Strategy (2030), and reporting our progress and challenges annually via the Group's annual sustainability report.

Grievance Mechanisms

Hassan Allam Holding utilizes a multi-layered framework of grievance mechanisms to ensure every stakeholder has a voice and a path to resolution, grounding our approach in accessibility and a strict non-retaliation policy for reports made in good faith.

Whistleblowing Hotline and Form

Our Whistleblowing Procedure facilitates the confidential (and anonymous, when desired) submission of concerns regarding illegal or unethical behavior. The system categorizes reports into several areas, including financial and audit violations, misappropriation of assets, non-compliance with labor laws, and conflicts of interest. Submissions are reviewed daily by authorized personnel including the Group Chief Executive Officer, Group Chief Financial Officer, Compliance Individual, and Legal Counsel. Each complaint is systematically recorded in a log and prioritized from Priority I for critical financial fraud to Priority III for general violations, ensuring a documented and transparent resolution status for each case.

Stakeholders can report via a dedicated hotline email **(whistleblower@hassanallam.com)** that is also referenced in the Code of Conduct, and employees can utilize an online form available on the internal employee portal, which also allows for anonymous submission. While the hotline is the principal means, board members and senior management are also receptive to direct complaints, which they are required to forward to the designated Compliance Individual for proper documentation and handling.

- whistleblower@hassanallam.com
- Internal Employee Portal
- Direct Contact with Management

TickHELP (HR Ticketing System)

Launched in 2024, this platform streamlines HR inquiries with features like easy ticket submission, a comprehensive knowledge base, and an ideas forum. In 2025, the system resolved 1043 tickets with an average resolution time of 1.6 days, compared to 825 tickets and an average resolution time of 2 days in 2024.

Further ensuring a fair, transparent, and efficient process, we drafted the Employee Inquiry and Grievance Resolution Procedure, to establish clear guidelines for the submission, assessment, and resolution of employee inquiries and grievances within the Group. The system was updated to reflect the clauses in this procedure through the creation of the following new ticket types:

Workplace Health & Safety

To report any issues or concerns about unsafe working conditions, such as lack of safety equipment or hazards that could lead to accidents or health risks.

Fair Labor Practices

Child Labor

Report any concerns about the employment of underage individuals within the company or its supply chain (such as contractors).

Discrimination

Report any discriminatory practices experienced or witnessed, such as unequal or unfair treatment based on race, age, gender, religion, disability, or other personal characteristics.

Harassment

Report any workplace harassment—whether verbal, physical, or digital (e.g., via email or messaging apps) that creates a hostile work environment, interferes with work performance, or negatively impacts well-being.

Retaliation

Report any retaliation—including demotion, reassignment, negative performance reviews, harassment, or termination—taken after reporting a workplace issue or concern.

Each of these new grievance types will have a defined Service Level Agreement (SLA) to ensure timely responses and resolutions, specifying the expected timeframe for initial acknowledgement, investigation, and final resolution. These SLAs and responsible parties will be determined in 2026, and following their training and the official adoption of the procedure, we plan to communicate these new additions to all personnel.

While direct anonymous submission for all grievance types is being developed for TickHELP, the system is design to handle submissions confidentially. However, employees with concerns requiring strict anonymity are advised to utilize the dedicated channels outlined in the Hassan Allam Holding Whistleblowing Procedure and the previous section.

Vendor Grievance Mechanism

Recognizing that our ethical commitments must extend to our entire supply chain, we are implementing a unified Vendor Grievance Mechanism group-wide. The first phase of this initiative was launched within Hassan Allam Construction (HAC) in Egypt, which represents around half of the Group's total consolidated turnover, with a dedicated system for suppliers in Egypt in September 2025. Developed by HAC's Sustainability Department in Egypt with extensive stakeholder input, this mechanism provides a formal and transparent channel for vendors and subcontractors to raise concerns without fear of retaliation or impact on their operational standing. By providing a structured process for reporting, categorized into legal, financial, behavioral, and operational grievances, the system ensures that concerns are routed to the appropriate focal points. As of the end of 2025, the system has successfully closed 5 cases within an average of less than 18 days, and received a total of 185 cases that are to be addressed in 2026. Following this initial rollout at HAC in Egypt, the Group will extend the mechanism to all other subsidiaries starting in 2026, ensuring a unified standard of accountability across our global supply chain.

Subsidiary-specific Grievance Channels

In order to address the unique operational requirements of our diverse business units, several subsidiaries maintain specialized grievance and support channels tailored to their specific stakeholder landscapes. Examples include:

EDEN FACILITY MANAGEMENT'S HOTLINE

Eden Facility Management operates a multi-stakeholder grievance hotline designed to effectively manage complaints from employees, suppliers, clients, and community members in Egypt. The system is phone-based and can be reached via this number: 16057. In 2025, the system resolved 15 complaints within 1-2 days, compared to the hotline's performance within the 6 months since its launch in 2024, in which the team resolved 18 complaints in an average response time of 2 days. Trained personnel categorize and route complaints to the relevant departments for investigation, ensuring each issue is addressed with excellence and integrity. All data is recorded in a centralized database for tracking, which has significantly enhanced the company's ability to monitor responses and identify systemic trends.

3S READY MIX'S CUSTOMER SUPPORT

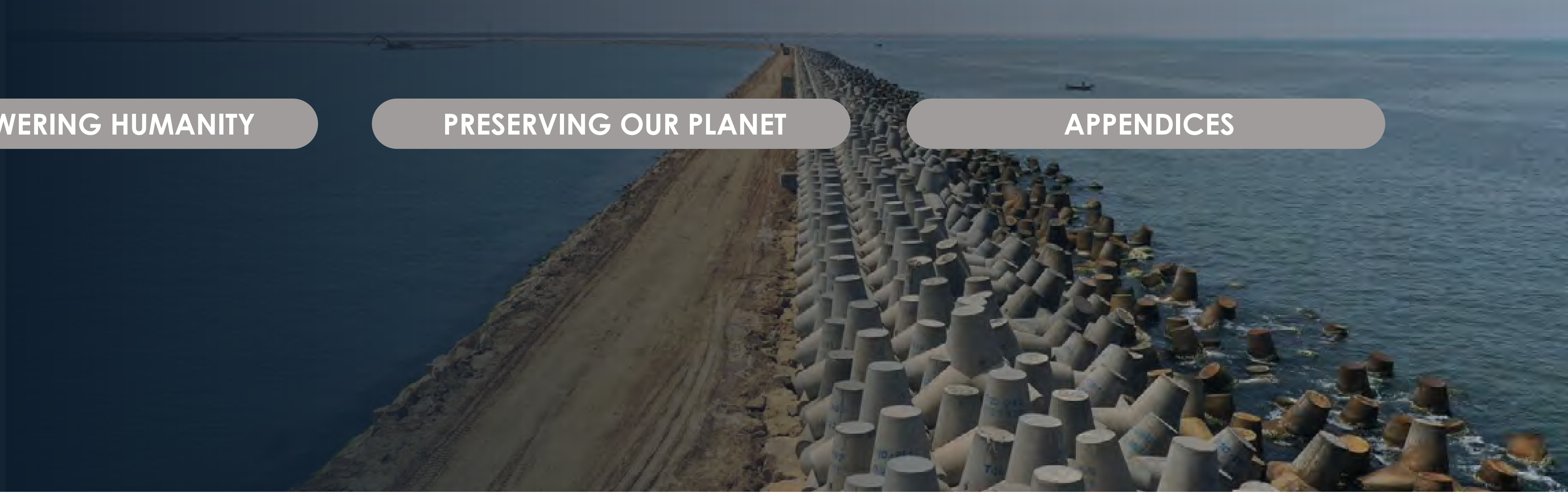
3S Ready Mix utilizes a comprehensive suite of communications methods to engage with customers and resolve issues effectively. This includes a mini-survey log and a formalized customer complaint form that records the root cause of the issue, the associated action plan, and an assessment of that plan's effectiveness. In addition to these tools, customers can provide feedback or register complaints via the "Contact Us" page on the company website. 3S Ready Mix remains committed to operational excellence by aiming to resolve all customer complaints within seven working days of receipt.

HAU Compliance Action Plan

Strengthening the Group's governance architecture in 2025 involved a project led by Hassan Allam Utilities (HAU) to establish a robust Compliance Action Plan (CAP) and a specialized Sanctions Compliance Framework. This project was initiated with a gap analysis and risk assessment conducted at the Hassan Allam Holding level, and served as a foundational component of this project. It involved a review of existing policies and an assessment of both inherent and residual compliance risks. Evaluating inherent risks allowed the team to identify the natural exposure to misconduct or non-compliance before the application of any controls, while the analysis of residual risks highlighted the vulnerabilities remaining after considering current mitigation measures, ensuring the resulting CAP targets the most critical areas of exposure.

Development of the HAU CAP is grounded in good international practices, including ISO 37001 for Anti-Bribery Management Systems, Organization for Economic Co-operation and Development (OECD) Good Practice Guidance, and the UN Global Compact. A core deliverable of this initiative involved the establishment of an effective compliance function within HAU. This includes the definition of reporting lines and the formalization of all related policies and procedures required for an active oversight role.

Recognizing the complexity of international operations led to the inclusion of a Sanctions Policy as a primary deliverable of the project. This framework ensures strict adherence to applicable laws and the sanctions regimes administered by national and international competent authorities. Starting in 2026, all HAU employees will undergo dedicated training on the new compliance and sanctions frameworks, ensuring continuous awareness and a unified approach to integrity across HAU and its subsidiaries.



Risk Management

Our Commitments

Targets

Business Continuity Management

Target
Develop a corporate wide Business Continuity Management (BCM) and Operational Resilience Plan (e.g., ISO 22301) in 2027

Status
In Progress

2025 Performance
We plan to establish a taskforce in 2026 to develop a Business Continuity Management System in line with ISO 22301:2019

Risks and Opportunities Management

Target
Revise Risk Management Procedures to incorporate all ESG risks and opportunities annually

Status
In Progress

2025 Performance
We plan to use the findings of the internal Human Rights Due Diligence (HRDD) and Risk Assessments conducted as part of the HAU Compliance Action Plan to update our risk management procedures, as we did with climate-related risks

Data Privacy and Cybersecurity

Target
Enhance the suite of policies and procedures for cybersecurity risks annually

Status
Completed

Target
Enhance data privacy and responsible technology practices, by attaining ISO 27001:2022 (Information Security Management) by 2026

Status
Completed

2025 Performance
While the target was postponed to 2026, we have successfully achieved the ISO/IEC 27001:2022 Certification

Rationale for Strategic Updates to the Targets

Integration of environmental, social, and governance (ESG) risks, including climate-change considerations, has transitioned into an annual requirement (rather than being conducted once in 2024) to capture evolving global and local threats effectively. Strategic optimization of senior management training led to a shift away from specialized methodologies like Many Objective Robust Decision-Making (MORDM) and Dynamic Adaptive Policy Pathways (DAPP), allowing the Group to focus resources on governance initiatives with more immediate business utility. Cybersecurity enhancements have also moved to an annual cycle (rather than a one-time exercise in 2025) to keep pace with rapid technological change, while the timeline for attaining ISO 27001:2022 certification was rescheduled for 2026. Although the certification was indeed achieved in 2025, this extension enabled the IT Department to focus on a single high-impact international standard for information security management and ensures a thorough implementation across the Group's diverse subsidiaries.

Relevant Policies and Procedures

Strategic oversight and project-level resilience are maintained through a structured hierarchy of governance documents. These policies provide the foundational framework for identifying, assessing, and mitigating risks across the Group's diverse operations:

Enterprise Risk Management Procedure

Establishes the methodology for managing risks in alignment with the ISO 31000 standard, defining roles and responsibilities for consistent monitoring.

Project Risk Management Procedure

Mandates a specialized framework for managing risks throughout the project lifecycle, ensuring that lessons learned and mitigation strategies are integrated from initiation to closure.

IT Risk Management & Business Continuity Procedure

Governs digital resilience, disaster recovery, and business impact analysis, ensuring alignment with ISO 9001:2015, ISO 22301:2019, ISO 27001:2022, and ISO 31000:2018.

Identification of Risks and Opportunities

The Group's approach to identifying sustainability-related risks has evolved from general operational reviews to a methodology grounded in industry-specific benchmarks. This process begins with our formal materiality assessment, conducted with the support of external sustainability experts, which serves as the primary input for risk identification. Building upon these results, our process uses the International Sustainability Standards Board (ISSB) standards' (IFRS S1 & S2) methodology alongside the Sustainability Accounting Standards Board (SASB) standards, specifically by using the Sustainable Industry Classification System (SICS) to identify industry-specific risks known to impact financial performance within those specific industries.

Refining this assessment further, we conducted an internal exercise with our subsidiary focal points using the IFC Environmental and Social (E&S) Risk Assessment Tool in the form of an Environmental & Social Management System (ESMS) Self-Assessment. Aligned with IFC Performance Standard 1, we built the assessment around each of the following elements of the subsidiary-specific ESMS: policy, the identification of risks and impacts, and management programs. The results of this self-assessment helped us start identifying localized operational risks and opportunities that could affect project delivery, regulatory standing, or subsidiary-level financial resilience.

- **Policy**
- **Identification of Risks and Impacts**
- **Management Programs**
- **Organizational Capacity and Competency**
- **Emergency Preparedness and Response**
- **Stakeholder Engagement**
- **External Communications and Grievance Mechanisms**
- **Ongoing Reporting to Affected Communities**
- **Monitoring and Review**

Thematic Risk Assessments

While the ISSB standards and the IFC framework provide the structural basis for identification, the Group conducts more thorough assessments into specific thematic areas to better understand their potential impact on enterprise value and business continuity.

CLIMATE-RELATED RISKS

Aligned with IFRS S2, the Group identifies climate-related risks through a detailed Climate Risk Heatmap. This process evaluates risks to the business and opportunities, distinguishing between physical risks and transition risks. A comprehensive analysis of these risks, including governance and strategy integration, is provided in the following section.

SOCIAL AND LABOR RISKS

We identify social risks through internal Human Rights Due Diligence (HRDD). This assessment focuses on spotting salient risks within our portfolios that could lead to operational delays, legal liabilities, or other disruptions. By quantifying direct financial risks, the Group will be able to ensure that workforce stability is maintained as a core component of business continuity.

GOVERNANCE AND COMPLIANCE RISKS

For governance initiatives, such as the Hassan Allam Utilities (HAU) Compliance Action Plan, we apply a methodology that distinguishes between inherent risk (natural exposure before intervention) and residual risk (vulnerability remaining after mitigation). Additionally, by using financial impact scores to determine risk appetite, we help management prioritize capital and oversight where compliance or operational gaps pose the greatest threat to investments and reputation.

Management and Integration

Building on our established risk management approach, we have commenced the integration of sustainability-related risks into our Enterprise Risk Management (ERM) and Project Risk Management Procedures, which adhere to ISO 31000:2018 guidelines. For each entry, we document the potential impact on time and cost, the likelihood of occurrence, and the specific mitigation strategy.

Climate Change Risks Integration in Project Risk Registers

In alignment with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), the Group is embedding climate-related risks into its project risk registers. This ensures that climate-related risks are systematically identified and managed across the company's key functions, such as Operations, Contracts, Legal, Health, Safety, and Environment (HSE), Procurement, and Business Development. The first phase of this integration was completed for Hassan Allam Construction in Egypt, which represents around half of the Group's total consolidated turnover, and will scale group-wide to ensure a unified approach to climate risk management.

Climate-related Risks and Opportunities

In alignment with the requirements of IFRS S2 (Climate-related Disclosures) and the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), the Group has established a framework to manage the financial implications of climate change. This section details how climate considerations are integrated into our governance, strategy, and risk management processes.

Governance

The Group's corporate climate governance structure ensures oversight and accountability at the highest levels. The Executive ESG Committee hold primary responsibility for climate-related matters, guiding the implementation of the Group's Sustainability Strategy (2030), overseeing annual sustainability reporting, and reporting directly to the Board (Highest Governance Body). The Group also developed bylaws for a dedicated Board-level ESG Committee, that is planned to be formally established in 2026. Operational coordination is managed by the Group's Green Governance and Business Sustainability Department, which ensures that sustainability focal points across all subsidiaries are equipped to identify and report on climate-related exposures.

Strategy

The Group identifies climate-related risks and opportunities over three distinct time horizons: Short-term (0-3 years), Medium-term (3-10 years), and Long-term (over 10 years), which are determined by our construction project lifecycles and the operational lifespan of our physical assets. The risks and opportunities have been assessed through a detailed climate risk and opportunity heatmap managed by the Group's Green Governance and Business Sustainability Department, developed with sustainability experts, and have potential impacts on assets, revenues, costs, and cash flows that are the most material to the Group. The principal risks include:

PHYSICAL RISKS

The Group has identified physical risks, such as prolonged heat stress induced by chronic heat waves, which poses a short-term threat to labor productivity and increases associated healthcare costs. Medium-to-long-term acute risks, including coastal flooding and extreme weather events, present threats to infrastructure integrity and could necessitate increased maintenance capital expenditure (CAPEX) or lead to asset impairment.

TRANSITIONAL RISKS

Transitioning to a lower-carbon economy introduces policy and legal risks, including evolving carbon-related regulations and potential carbon pricing mechanisms in key markets like Egypt, KSA, and UAE. These shifts, in addition to market risks arising from changing client preferences, have the potential to directly impact project budgets and the cost of raw materials.

A sample of key risks including their financial impacts and management response can be found below:

Risk Category: Physical

Actual

INDIVIDUAL RISK EXPOSURE
Chronic Heat waves

TIME HORIZON
Short Term

FINANCIAL IMPACT (LINE ITEMS)
Increased Labor Costs & Healthcare expenses.

MANAGEMENT RESPONSE
Revised work-shifts; shading/cooling PPE for site staff.

Potential

INDIVIDUAL RISK EXPOSURE
Inland/Coastal Flooding

TIME HORIZON
Medium Term

FINANCIAL IMPACT (LINE ITEMS)
Maintenance CAPEX & potential Asset Impairment.

MANAGEMENT RESPONSE
Integration of resilient drainage and elevated structural design.

Risk Category: Transition

Potential

INDIVIDUAL RISK EXPOSURE
Carbon Pricing / GHG Regulation

TIME HORIZON
Medium Term

FINANCIAL IMPACT (LINE ITEMS)
Increased cost of Raw Materials (Cement/Steel).

MANAGEMENT RESPONSE
Strategic pivot to low-carbon materials & resource efficiency.

Actual

INDIVIDUAL RISK EXPOSURE
Market Demand for Green Buildings

TIME HORIZON
Long Term

FINANCIAL IMPACT (LINE ITEMS)
Strategic growth in Green Project market share.

MANAGEMENT RESPONSE
Capacity building of team members as per international green building standards (LEED, IFC EDGE, etc.)

OPPORTUNITIES

The transition to a low-carbon economy presents strategic opportunities for the Group, primarily driven by the rising market demand for sustainable construction and green-certified buildings. We are exploring how resource-efficiency initiatives can further optimize our operations and reduce costs, while the potential integration of renewable energy across our projects offers a pathway to enhance energy security and explore new revenue streams, such as the generation of carbon credits.

While the Group is currently in the process of enhancing its qualitative resilience assessments, the identified climate risks, particularly the transition risks, drive the Group's investment strategy toward energy-efficient machinery and renewable energy solutions. Our focus on green projects serves to mitigate the risk of asset stranding and aligns our revenue stream with the global low-carbon transition.

While formal scenario modeling is in development in line with IFRS S2, the Group's qualitative analysis indicates high resilience under transition scenarios due to our existing green revenue base and the adoption of IFC EDGE green building standards, which reduce exposure to rising operational costs. This qualitative approach allows the Group to identify strategic pivots and resource-efficiency opportunities that support long-term business continuity under varying climate conditions.

RISK MANAGEMENT

Climate-related risks are integrated into existing enterprise and project-level risk management processes, including environmental management plans and standardized risk registers aligned with ISO 31000. These risks are reviewed on a bi-annual basis, with material updates escalated to the Group's corporate risk register to ensure consistent strategic visibility. Risks identified through the Group's climate heatmap are cascaded to relevant business units and incorporated into quantitative risk assessments, including cost and schedule risk analysis. Material risks are escalated to subsidiary-level corporate risk registers and shared with the Group's sustainability department where relevant.

METRICS AND TARGETS

The Group monitors progress against climate-related commitments through the Sustainability Strategy (2030) and annual sustainability reporting. Key targets include increasing revenue from green projects, assessing annual decarbonization pathways toward net-zero, achieving 100% green building certification for office buildings by 2030, and reducing energy and water consumption by 20% relative to local baselines. Performance indicators include (%) revenue from green projects, Scope 1 and Scope 2 GHG emissions (calculated based on the Greenhouse Gas (GHG) Protocol Corporate Accounting and Reporting Standard), number of certified green buildings, and total energy and water consumption. Detailed KPI definitions and calculation methodologies can be found in upcoming sections in this report.

IT and Cybersecurity Risks

Digital resilience is a core pillar of the Group's operational stability, managed through the IT Risk Management & Business Continuity Procedure and governed by approved other IT policies and procedures accessible to all employees via the company portal. The Group's digital infrastructure is anchored by primary and disaster recovery data centers designed to ANSI/TIA/EIA 942 global standards. While our SAP S/4HANA ERP landscape is hosted on AWS cloud, on-premise operations utilize native Cisco network architecture, VMware virtualized environments, and Commvault backup solutions. Connectivity is secured via redundant internal lines from multiple ISPs to ensure uninterrupted regional operations.

Advanced Cybersecurity Defense

In order to address security risks, the Group employs a multi-layered defense strategy. At the user level, we deploy best-of-breed security solutions like Crowdstrike Endpoint Detection and Response (EDR) and Windows Defender suites. Network security is managed through multi-layered multi-vendors firewall clusters (Cisco Firepower and Fortinet) with integrated IPS/IDS, alongside Cisco umbrella (OpenDNS), the online cloud security service, to mitigate DNS-based attacks. These controls are validated by our ISO/IEC 27001:2022 Certification, confirming that our Information Security Management System (ISMS) meets international standards for data privacy.

Communication and Professional Development

We maintain a high level of security awareness through email campaigns, screensavers, and the published Code of Business Conduct. Additionally, we invest in the professional development of our IT staff through professional workshops and specialized training. This includes technical training and certifications in Service Desk (ITIL 4), Strategic Governance (TOGAF & COBIT 5), and Systems Infrastructure (Microsoft and VMWare solutions). Our team is also undergoing training to acquire globally recognized certifications such as Certified Information Systems Auditor (CISA), Certified Information Security Manager (CISM), and Certified Information Systems Security Professional (CISSP).

In 2025, these measures resulted in zero successful data breachers, zero instances of Personally Identifiable Information (PII) exposure, and zero substantiated privacy complaints.

Operational Excellence and Resilience

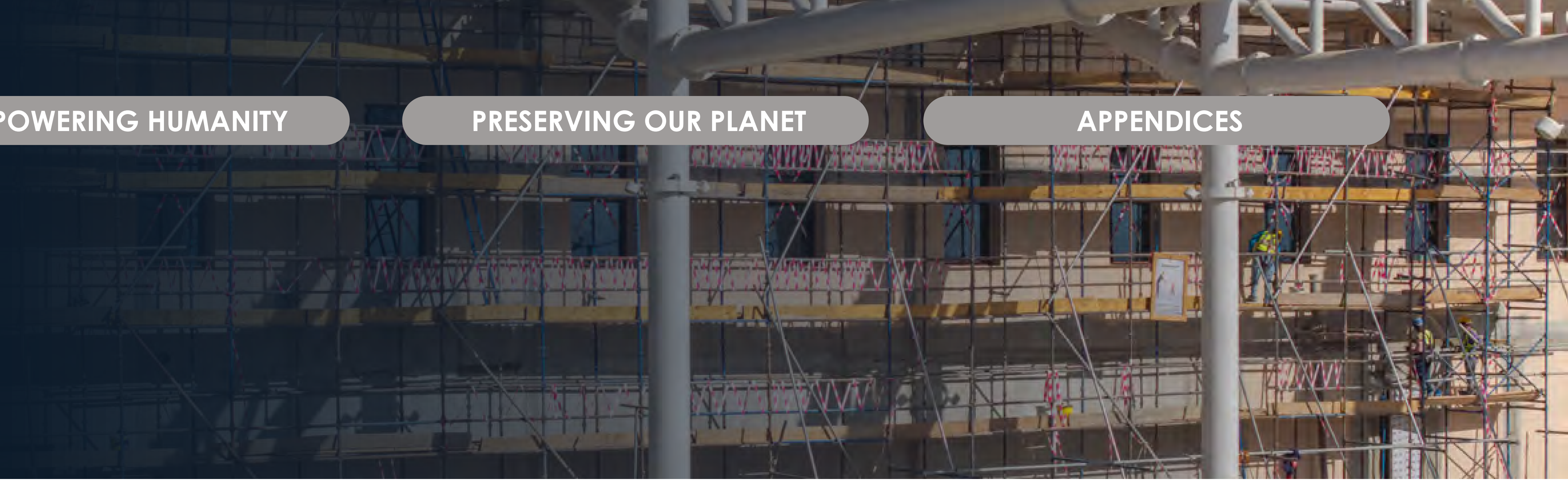
While the Group utilizes international standards and thematic assessments to identify external threats, we recognize that long-term resilience is equally dependent on the internal evolution of our operating model. In order to ensure that risk mitigation and efficiency are embedded into our daily corporate structure, the Group has moved to formalize its internal transformation efforts.

Hassan Allam Holding's Transformation Department

Following the strong results achieved through the Transformation Program in 2024, Hassan Allam Holding's management decided to institutionalize the initiative by transforming the Transformation Office into a dedicated Transformation Department. The department's mandate has expanded beyond Hassan Allam Construction to support transformation efforts across the Group, reinforcing a unified approach to operational excellence, financial discipline, and continuous improvement.

In 2025, the department has expanded its role and strengthened collaboration with key functions across the company, particularly Finance and Operations, focusing on critical areas such as cash management, underbilling, process enhancement, and project closing. Through a more hands-on and on-ground approach, the Transformation Department has contributed to tangible operational and financial improvements. Key outcomes include reducing underbilling by 4.88%, freeing up significant cash, unlocking retention amounts that have been blocked for over 2 to 4 years across multiple projects, and successfully closing 6 projects along with all their corresponding financial and contractual settlements. These achievements reflect the department's growing role in improving financial discipline, enhancing operational processes, and supporting the company's overall performance and resilience.

Quality and Compliance



Our Commitments

Targets

Environmental and Social Management

Target
Develop and adopt an Environmental and Social Management System (ESMS) for each subsidiary by 2030

Status
In Progress

2025 Performance
We issued 14 Environmental & Social (E&S) Policies for key subsidiaries based on the IFC ESMS Implementation Handbook

Target
Ensure alignment with IFC Performance Standards, EBRD Performance Requirements, and World Bank E&S Framework annually

Status
In Progress

2025 Performance
We conduct regular gap analyses on various topics at the group, subsidiary, and project levels to maintain compliance with international lender requirements

Target
Assign and train dedicated sustainability focal points or teams in subsidiaries annually

Status
In Progress

2025 Performance
We appointed and onboarded a total of 25 sustainability focal points in each of the 18 subsidiaries

Anticipatory Compliance

Target
Assess compliance to legal and regulatory ESG requirements, including future developments annually

Status
In Progress

2025 Performance
We regularly assess compliance via engagements with subject-matter experts advisors within the various jurisdictions in which we are located

Quality Management

Target
Integrate ESG criteria and sustainability targets into the current Quality Management System (QMS) across subsidiaries through the ESMS by 2030

Status
In Progress

2025 Performance
Successfully completed integration for Hassan Allam Construction (Egypt) and currently mapping replication for other subsidiaries with existing quality departments

Rationale for Strategic Updates to the Targets

We refined our targets to prioritize subsidiary-level implementation, as operational policies are most effectively managed at that level. Material changes include extending the completion timeline for subsidiary-specific ESMS and QMS integration to 2030, allowing for a phased and thorough rollout across the Group. Additionally, we have shifted framework alignment with the IFC, EBRD, and World Bank to an annual requirement. We also added a target to assign and train dedicated sustainability focal points or teams in subsidiaries on an annual basis. Finally, we have redirected ESG auditing responsibilities from the internal audit function to the Quality and Compliance departments, as they are better equipped to manage non-financial oversight and QMS integration.

Relevant Policies and Procedures

Sustainability Policy 01

This Group-level policy aligns with our Sustainability Strategy (2030), prioritizing good governance and the environmental, social, and economic risks and impacts across all operations.

02 Sustainability Procedure

This Hassan Allam Construction procedure integrates responsibility into construction processes by aligning with ISO 9001:2015, ISO 14001:2015, LEED standards, and the Group's Sustainability, Quality, and Health, Safety, and Environment (HSE) policies and procedures.

Environmental and Social Management

The Group's commitment to sustainable operations is institutionalized through a structured hierarchy of policies and procedures that translate high-level ambitions into localized, actionable requirements. This framework ensures that environmental stewardship, social responsibility, and ethical governance are integrated into every project phase, from planning and procurement to execution and handover. The foundation of our approach is the Hassan Allam Holding Sustainability Policy, which mandates the integration of Environmental, Social, and Governance principles across all business units.

Subsidiary Environmental & Social (E&S) Policies

In 2025, we achieved a significant milestone by issuing 14 localized Environmental & Social (E&S) Policies for key subsidiaries. These policies, including those for Hassan Allam Construction (in Egypt, KSA, and UAE), Hassan Allam Roads & Bridges, 3S Ready Mix, Kortech, INTECH, Hassan Allam Utilities, CACC Cargolinx, Ridgewood for Water Desalination, Eden Facility Management, PGESCO, Jinet Landscape and Services, and Hassan Allam Trading & Engineering, specifically align each entity's operational risks with the IFC Performance Standards and EBRD Performance Requirements. By decentralizing these policies, we empower subsidiary leadership to manage their specific material impacts, while maintaining a unified Group-wide standard for excellence and accountability.

Hassan Allam Utilities (HAU) Environmental and Social Management System

Hassan Allam Utilities (HAU) is currently developing and implementing a comprehensive Environmental and Social Management System (ESMS), designed to anchor the subsidiary's investment and operational strategies in high-level sustainability standards. This system serves as a specialized framework to identify, evaluate, and mitigate environmental and social risks throughout the project lifecycle, ensuring full compliance with local E&S regulations and alignment with the IFC Performance Standards as well as the European Bank for Reconstruction and Development (EBRD) Performance Requirements.

The HAU ESMS is governed by a foundational Environmental and Social Policy that sets the mandate for HAU's subsidiaries and projects. The ESMS is structured to address a broad spectrum of material issues, categorized as follows:

ENVIRONMENTAL STEWARDSHIP

The framework enforces dedicated plans for Emissions Management and Water Management to minimize operational footprints, while ensuring ecosystem protection through comprehensive Biodiversity Management and protocols for Hazardous Material and Waste Management. Furthermore, the implementation of Emergency Preparedness and Response Management provides the necessary operational resilience to safeguard against environmental incidents.

SOCIAL RESPONSIBILITY

The ESMS ensures that all projects contribute positively to human capital development and community stability through several integrated frameworks. It provides for the detailed management of Labor and Working Conditions, Worker Accommodation, and Occupational Health and Safety, while upholding equality through Gender Management and Security and Human Rights Management. The system further formalizes processes for Stakeholder Engagement, Livelihood Restoration, and Community Development Management. Accountability is maintained via External Grievance Mechanisms, in addition to a comprehensive E&S Training Management program.

Notably, the system extends its reach through Subcontractor and Supplier Management, which mandates that all partners develop and adhere to project-specific E&S plans to ensure that site-level execution mirrors HAU's core commitments.

Quality Management

Hassan Allam Holding is committed to delivering projects of the highest quality, exceeding client expectations, and adhering to stringent industry standards. This commitment is underpinned by tailored and robust quality management systems, demonstrated by an increase in the number of ISO 9001:2015 (Quality Management Systems) certifications from 18 in 2024 to a total of 21 in 2025 across the Group, as follows:

- Hassan Allam Construction **Egypt**
- Hassan Allam Construction **KSA**
- Hassan Allam Construction **UAE**
- Steel Fabrication Division **Alexandria**
- Steel Products Division **El Dabaa Nuclear Power Plant**
- Concrete Products Division
- Wood Products Division
- Hassan Allam Roads & Bridges
- Hassan Allam Construction **Algeria**
- Kortech **Egypt & KSA**
- Jinet Landscape and Services
- Eden Facility Management
- Ridgewood for Water Desalination
- CACC Cargolinx
- 3S Ready Mix
- CORE Engineering Specialized Works
- International Environmental Technologies Co. **INTECH**
- Power Generation Engineering and Services Company **PGESCO**
- Saudi Tunneling Company for Contracting **STCC**
- BIOWORKS Verfahrenstechnik **Putzbrunn**
- BIOWORKS Verfahrenstechnik **Tutenhausen**

Our subsidiaries maintain documented Project Quality Plans aligned with relevant industry standards and contractual obligations. These plans serve as foundational documents for effective project management across all project phases, guiding the development and implementation of supporting procedures applicable to all project operations. This comprehensive approach ensures consistent quality and drives continuous improvement across our portfolio.

A key strategic priority is the integration of ESG criteria and sustainability targets into the QMS across all subsidiaries through their respective Environmental and Social Management Systems (ESMS). The issuance of the 14 subsidiary E&S Policies in 2025 marks the first step in this integration process, following the successful model established by Hassan Allam Construction (HAC) in Egypt.

In 2024, HAC developed Sustainability Procedures for its projects in Egypt, aligning with ISO 9001:2015 (Quality Management), ISO 14001:2015 (Environmental Management), LEED standards, and the Group's Sustainability Policy and HAC's HSE policies. Originally piloted at over 50 construction sites across Egypt in 2024, these procedures have been implemented at an additional 7 of our active projects in 2025 with more planned in 2026, providing a scalable blueprint for the rest of the Group's subsidiaries to follow.

03

Rewiring the Economy ↘

VALUE CREATION

INVESTMENT STRATEGY

BUSINESS DEVELOPMENT

PROCUREMENT & SUPPLY CHAIN

Value Creation

Our Commitments

Targets

Business Metrics

Target
Develop Impact Measurement and Management (IMM) frameworks for subsidiaries (e.g., based on UNDP's SDG Impact Standards) annually

Status
In Progress

2025 Performance
In addition to the 12 key subsidiaries, we started developing IMM frameworks for in 2024, we expanded this effort to include 6 additional subsidiaries in 2025

Tailored Services

Target
Implement tailored services for clients to meet their sustainability aspirations and certifications (e.g., LEED, EDGE, ISO, etc.) annually

Status
In Progress

Revenue Streams

Target
Increase revenue from green projects based on ICMA Green Bond Principles categories annually

Status
In Progress

Rationale for Strategic Updates to the Targets

Our strategic updates for 2025 reflect a shift toward specialized frameworks that enhance our ability to attract green financing and deliver high-value sustainable infrastructure. A primary material change is the evolution of our value metrics; we have transitioned from a general "sustainable value" approach to developing Impact Measurement and Management (IMM) frameworks for our subsidiaries, specifically utilizing the UNDP's SDG Impact Standards. This provides a rigorous internationally recognized methodology for quantifying the direct and indirect economic value we create. In order to better serve our clients' evolving requirements, we have also expanded our tailored services to include the IFC's EDGE certification alongside LEED and general ISO standards. This specialization allows us to offer precise and certified sustainability performance for infrastructure and building assets. Furthermore, recognizing that over 90% of our revenue already contributes to the SDGs, we have pivoted our diversification target to focus specifically on increasing revenue from green projects as defined by the International Capital Market Association (ICMA) Green Bond Principles. This shift is designed to align our portfolio more closely with the requirements of the green bond market and international climate finance, ensuring the Group remains a leader in the transition to a low-carbon economy.

Impact Measurement and Management

Hassan Allam Holding is institutionalizing Impact Measurement and Management (IMM) as a core strategic function to move beyond traditional activity tracking toward managing the specific socio-economic outcomes our project generate. Following the initiation of IMM framework development for 12 key subsidiaries[4] in 2024, we expanded this effort in 2025 to include an additional 4 subsidiaries[5], bringing the total to 16. These frameworks are being developed in alignment with the UNDP's SDG Impact Standards, ensuring that each business unit has a tailored methodology to measure its contribution to the SDGs. By utilizing the SDGs as a universal language, we are able to benchmark our performance not only against the Global Goals, but also against the specific national priorities outlined in Egypt Vision 2030 and KSA Vision 2030, ensuring our regional operations directly support local sustainable development strategies.

[4] In 2024, we began developing IMM frameworks for: Hassan Allam Construction, Kortech, INTECH, Saudi Tunneling Company for Contracting, 3S Ready Mix, Hassan Allam Investment Managers, Legacy Development and Management, Eden Facility Management, Jinet Landscape and Services, PGESCO, BIOWORKS, and CORE Engineering Specialized Works.

[5] In 2025, we began developing IMM frameworks for: Hassan Allam Roads & Bridges, Ridgewood for Water Desalination, CACC Cargolinx, and Hassan Allam Trading & Engineering.

Indirect Economic Value

The infrastructure delivered by Hassan Allam Holding and its subsidiaries acts as a primary catalyst for regional development. We categorize these achievements as indirect economic impacts, representing foundational assets that enable mobility, resource security, and urban growth for millions of people across our operating markets. By mapping our cumulative physical outputs to the UN Sustainable Development Goals (SDGs), we demonstrate the breadth of our indirect economic value; the real-world benefits that persist long after project handover. To date, our consolidated portfolio has delivered / is developing the following impact:

SUSTAINABLE DEVELOPMENT GOALS

Clean Water and Sanitation

SDG 6

6 CLEAN WATER AND SANITATION

20 Million

Cubic meters of treated water

ensuring reliable supply for millions.

60+

Desalination plants

with a total capacity of 100,000 cubic meters per day, providing long-term water security and climate resilience for coastal and water-scarce regions for 20+ years.

Affordable and Clean Energy

SDG 7

7 AFFORDABLE AND CLEAN ENERGY

58 GW

Total energy capacity

delivered to national grids.

13.2 GW

Renewable energy capacity

directly supporting national decarbonization targets, including:

1.2 GW
Solar Energy

12 GW
Wind Energy

Industry, Innovation and Infrastructure

SDG 9

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

3,000+ Km
Roads

100+
Bridges

constructed to link markets and facilitate trade.

200,000+ sqm

Logistics hubs

173,000 sqm

Bonded warehousing

160,000 sqm

Leasable logistics space

providing the infrastructure for modern and efficient commerce

Sustainable Cities and Communities

SDG 11

11 SUSTAINABLE CITIES AND COMMUNITIES

25 Km

Metro lines and stations

providing high-capacity, low-carbon public transit, alongside infrastructure facilitating

6 million

Annual airport passengers.

12,000 sqm

Residential and commercial developments

necessary for urban communities

Management of the Grand Egyptian Museum, enabling access to

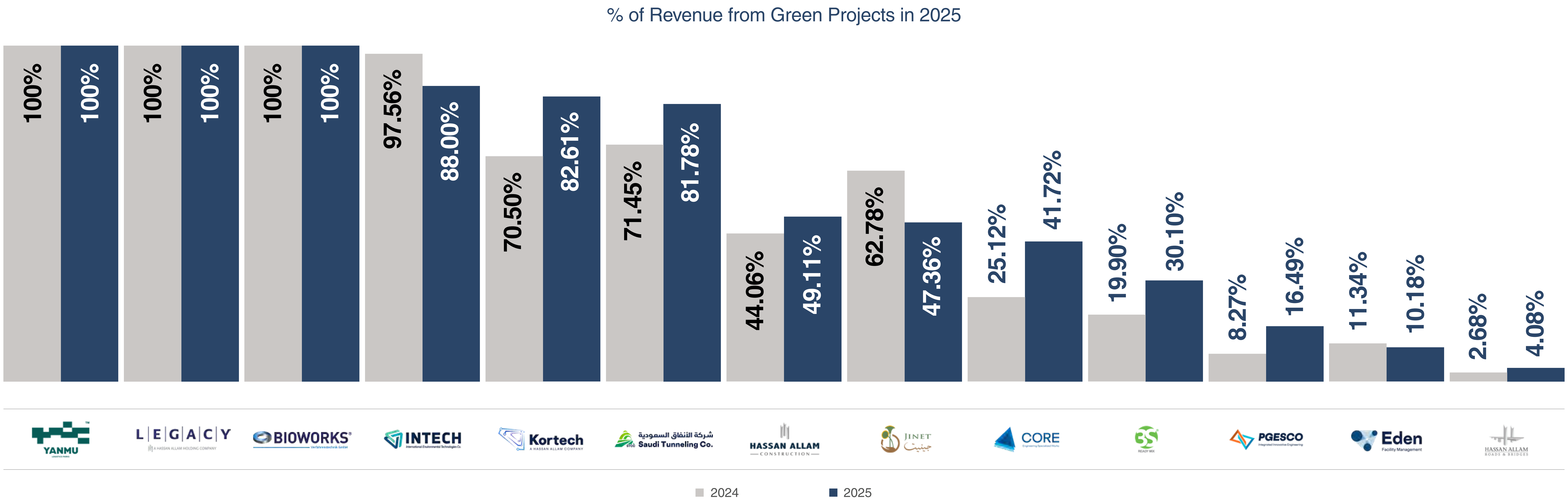
50,000 artifacts

Green Projects

Building on our foundational commitment to regional development, Hassan Allam Holding is strategically accelerating the transition toward a low-carbon economy. We are committed to further expanding our portfolio of green projects across all our subsidiaries and investments, ensuring that our technical expertise is directed toward assets that provide clear environmental benefits and contribute to climate change mitigation and adaptation.

Aligned with the International Capital Market Association's (ICMA) Green Bond Principles (GBP), which outline 10 key categories for green projects, we have assessed our investment portfolio and our engineering and construction subsidiaries[6]. This assessment determines the percentage of our project activity and revenue generated from assets that meet the criteria defined by ICMA GBP.

In 2025, the consolidated percentage of Group revenue generated from green projects stood at 34.9%, maintaining a strong baseline comparable to the 36.0% reported in 2024. This sustained contribution continues to be driven by the regional demand for green-certified buildings across our engineering and construction pipeline, as well as within our investment portfolio. The following graph details the revenue generation from green projects at the subsidiary level:



[6] The companies displayed in the graph include: Hassan Allam Logistics Parks (HALP, also known by YANMU), Legacy Development & Management, BIOWORKS Verfahrenstechnik GmbH, International Environmental Technologies Company (INTECH), Kortech (in Egypt and KSA), Saudi Tunneling Company for Contracting (STCC), Hassan Allam Construction (HAC in Egypt, KSA and UAE for 2025), Jinet Landscape and Services (in Egypt and KSA), CORE Engineering Specialized Works, 3S Ready Mix (3SRM), Power Generation Engineering and Services Company (PGESCO in Egypt, KSA, UAE, UK, Iraq, Libya, Djibouti, and Cameroon), Eden Facility Management (in Egypt and KSA), and Hassan Allam Roads & Bridges (in Egypt, KSA, Oman, and Libya).

Variations in green revenue percentages are an expected characteristic of a diverse engineering and construction portfolio. Significant increases in entities such as CORE Engineering Specialized Works and Kortech highlight the successful commencement of new sustainable mandates. Conversely, slight decreases in other areas typically occur as major green projects from previous reporting periods reach completion, or as the initiation of high-value essential infrastructure projects (which may not yet fall under specific green project categories) temporarily adjusts the proportional revenue mix. These shifts are a standard part of project lifecycle management and do not negatively impact our long-term commitment to increase our consolidated green revenue. The following sections provide examples of green projects under the major categories contributing to our Group's revenue:

Renewable Energy

The Group continues to develop utility-scale renewable assets to support regional energy transitions. An operational example is the Swenette (50 MW) project in the Benban Solar Park in Egypt, which provides an established track record of clean power generation. Further development is underway with the Sunshine Benban (200 MW) project, which is planned to integrate Battery Energy Storage Systems (BESS) to maximize the displacement of fossil-fuel-based power.

Energy Efficiency

Energy efficiency efforts focus on reducing the carbon intensity of rapid urban development, particularly in large-scale cooling infrastructure. The King Salman Park District Cooling Plant (DCP) in Saudi Arabia is a key example of this application. By centralizing the cooling load for a major urban park, the facility is engineered to achieve a higher coefficient of performance (and thus better energy efficiency) than decentralized systems.

Clean Transportation

The Group contributes to the decarbonization of local and regional logistics through the development of rails and public transportation. A landmark project in this category is the Hafeet Rail link, a 303 km railway connecting the UAE to Oman. By enabling the shift of significant freight volumes from heavy-duty trucks to electrified rail, the project provides a lower-carbon alternative for cross-border trade.

Sustainable Water and Wastewater Management

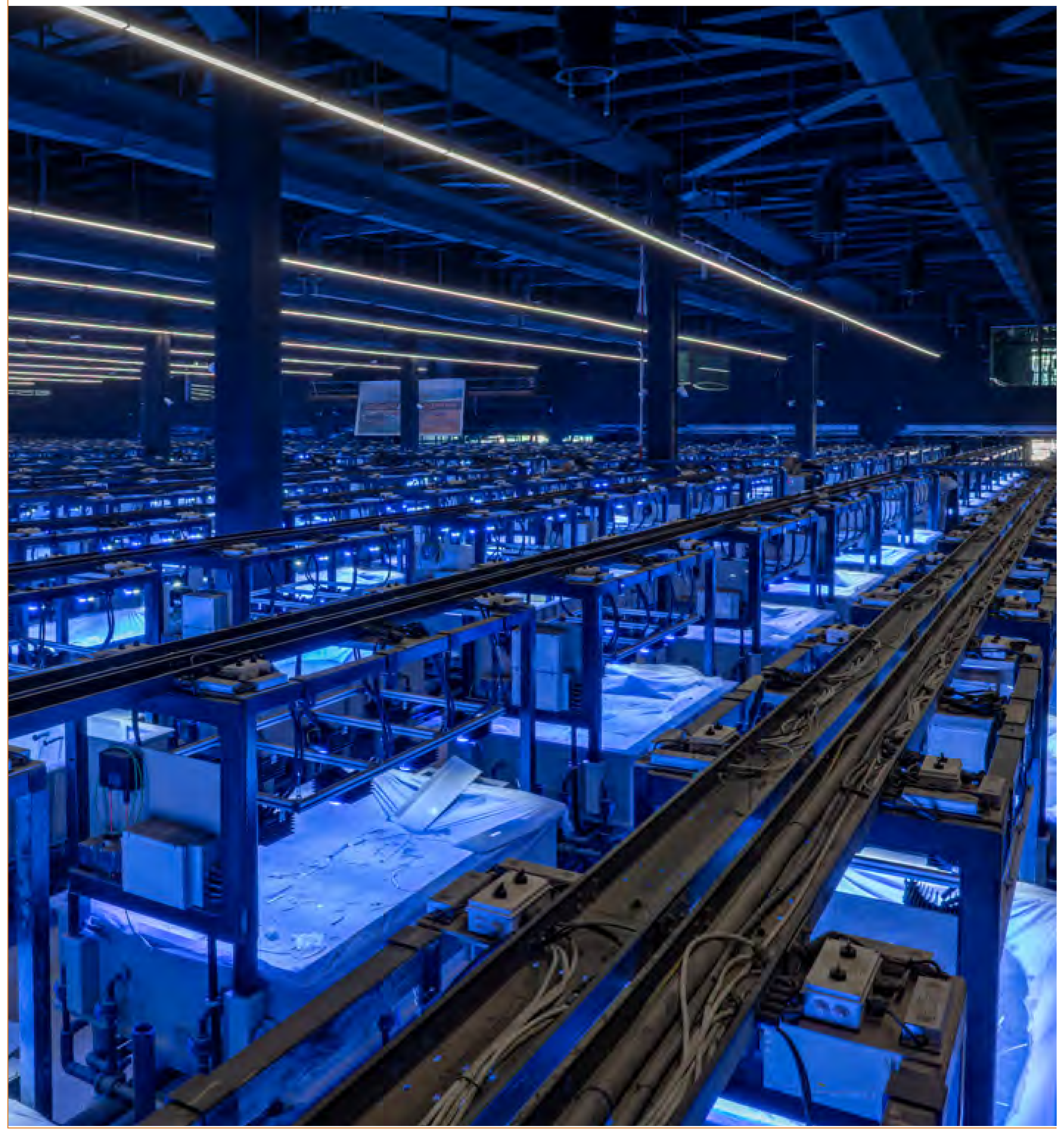
The Group prioritizes water resource circularity through the application of advanced treatment and reuse technologies in large-scale infrastructure. A primary example is the New Administrative Capital Wastewater Treatment Plant, which features a capacity of 250,000 m3/day. This facility is a critical component for the sustainable development of the New Capital, providing a reliable water supply for urban irrigation while reducing the total demand on limited freshwater resources.

Climate Change Adaptation

The Group delivers large-scale infrastructure designed to mitigate the impacts of climate-driven water scarcity and enhance regional food security. An example of this strategy is the Mostaqbal Misr Water Intake, a massive hydraulic engineering project on the Rosetta branch of the Nile. With a discharge capacity of 7 million cubic meters per day, the facility is engineered to provide a reliable water supply for the reclamation and cultivation of land in the New Delta region. By securing the water resources necessary for large-scale agricultural expansion, the project serves as a critical adaptation measure against the increasing volatility of Nile flows and ensures long-term national resilience in essential crop production. This infrastructure directly supports the transition of arid lands into productive carbon sinks, while safeguarding the agricultural sector from the shifting climatic patterns of the Middle East.

Terrestrial and Aquatic Biodiversity Conservation

Infrastructure expertise is frequently applied to support critical ecosystem restoration and conservation initiatives. A notable example is the construction of the specialized infrastructure and life-support systems for the King Abdullah University for Science and Technology (KAUST) Coral Restoration Nursery in KSA. This intervention is designed to facilitate the restoration of 100 hectares of coral reefs, utilizing technical excellence to enhance the climate resilience of vital marine biodiversity in the Red Sea.

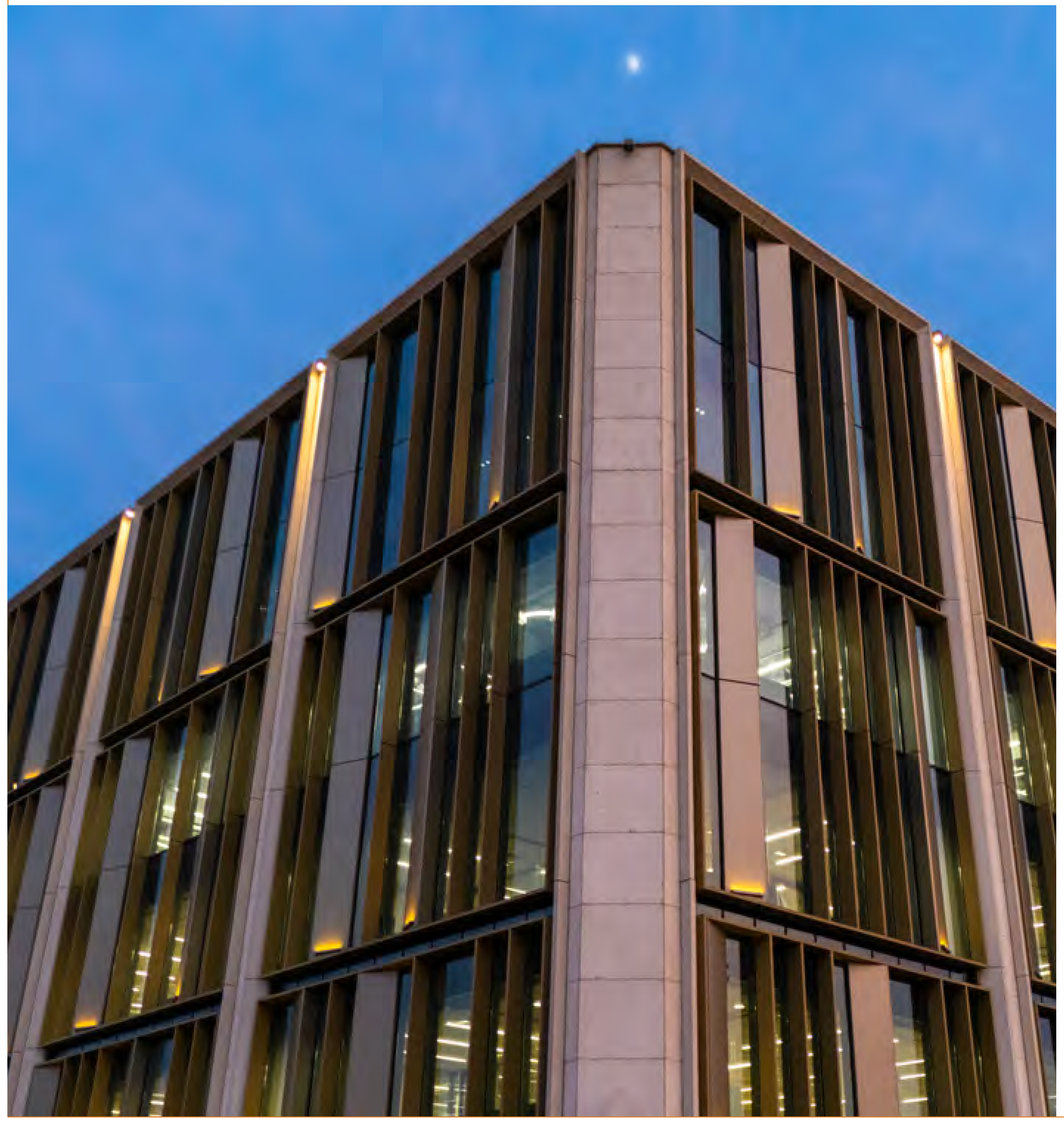


Environmentally Sustainable Management of Living Natural Resources and Land Use

This category focuses on the remediation of degraded land to restore essential ecosystems within urban environments. A prime example is the Al-Fustat Garden, one of Egypt's oldest Islamic sites dating back to the 7th century, which holds immense cultural and historical significance. The project involved the transformation of 210,000 sqm of historically degraded land into one of the country's largest botanical gardens. The development of Al-Fustat Hills acts as an urban carbon sink, preserving rare flora while providing natural cooling and restored habitats in a high-density city center.

Green Buildings

The Group's green building strategy is centered on achieving high-tier certifications that validate the environmental performance of our own assets and for the projects we are awarded. By aligning with global frameworks like LEED and EDGE, as well as regional standards such as Estidama and Barjeel, we provide a measurable contribution to decarbonizing the built environment. With over 25 green building projects across the Group, including 1 LEED Certified and 3 EDGE Certified (with a total of 5 certified buildings) projects, the following table details the projects generating revenue in 2025:



GREEN BUILDING STANDARD/CERTIFICATE

LEED

PROJECT NAME	STATUS	COUNTRY	SUBSIDIARIES PARTICIPATING IN PROJECT
Six Senses Resort (AMAALA)	Targeting LEED Platinum	KSA	HAC
Rosewood Resort (AMAALA)	Targeting LEED Platinum	KSA	HAC
Four Seasons Resort	Targeting LEED Platinum	KSA	HAC
Medical Wellness Resort, Triple Bay (AMAALA)	Targeting LEED Platinum	KSA	Kortech
NEOM Oxagon Terminal 1	Targeting LEED Platinum	KSA	HAC, HARB
KAFD Monorail Depot Building	Targeting LEED Platinum	KSA	HAC
Marina Hotel 3 (AMAALA)	Targeting LEED Gold (minimum)	KSA	HAC, Kortech
Red Sea Global Headquarters	Targeting LEED Gold	KSA	Kortech
King Salman Park District Cooling Plant (DCP)	Targeting LEED Gold	KSA	Kortech
Beko Egypt Home Appliances Factory	Targeting LEED Gold	Egypt	HAC
Mars OCT FBL Project	Targeting LEED Gold	Egypt	HAC
Afreximbank African Trade Center / HQ Building	Targeting LEED Gold	Egypt	HAC
Arab African International Bank (AAIB)	Targeting LEED Gold	Egypt	HAC, Kortech
L'Oreal Pyramids	Achieved LEED Silver	Egypt	Eden
Safaga Port	Targeting LEED Silver	Egypt	HAC
Al Kharj Entertainment Complex	Targeting LEED Silver	KSA	HAC, Eden, Jinet

GREEN BUILDING STANDARD/CERTIFICATE

EDGE

PROJECT NAME	STATUS	COUNTRY	SUBSIDIARIES PARTICIPATING IN PROJECT
YANMU East Logistics Park	Achieved EDGE Advanced for 3 Warehouses; targeting 3 more	Egypt	HALP, HAC, PGESCO, Eden
Grand Egyptian Museum	Achieved Edge	Egypt	Legacy, Eden
Hassan Allam Holding Headquarters in Cairo	Achieved Edge	Egypt	Eden, Jinet
Luxor Strategic Warehouse	Targeting Edge	Egypt	HAC, PGESCO
CIB New Capital	Targeting Edge	Egypt	HAC, Jinet
Suez Canal Bank New Capital	Targeting Edge	Egypt	HAC, Jinet

GREEN BUILDING STANDARD/CERTIFICATE

Estidama Pearl

PROJECT NAME	COUNTRY	SUBSIDIARIES PARTICIPATING IN PROJECT
Ramhan Island	UAE	HAC

GREEN BUILDING STANDARD/CERTIFICATE

Barjeel

PROJECT NAME	COUNTRY	SUBSIDIARIES PARTICIPATING IN PROJECT
Ras Al-Khaimah (RAK) Hospital	UAE	HAC
Marjan Refuge Node Beach District	UAE	HAC

Investment Strategy

Our Commitments

Targets

Framework

Target
Review and implement Green Financing Framework, aligning with international taxonomies annually

Status
In Progress

2025 Performance
In addition to implementing our Green Financing Framework, we are also planning to expand upon it to capture Sustainability-linked Financing as part of a wider framework

ESG and Impact Portfolio

Target
All investments screened based on minimum ESG criteria annually

Status
In Progress

Target
New investments provide a measurable contribute to SDGs annually

Status
In Progress

2025 Performance
Investments actively contribute to the SDGs and continue to undergo ESG due diligence (which is also being enhanced based on the HAU Compliance Action Plan)

Training

Target
Sustainable investment and finance training program across relevant subsidiaries, management levels and teams annually from 2026

Status
In Progress

Rationale for Strategic Updates to the Targets

In order to align with our evolving financial strategy, we have updated our targets to move beyond framework development into active market readiness. A key priority is the official launch of our Green Financing Framework, which is currently finalized and awaiting a strategic window for second-party opinion (SPO) and publication. Recognizing the shift toward performance-based capital, we are expanding this scope to include Sustainability-Linked Financing as part of a comprehensive group-wide framework. This transition is underpinned by a Sustainable Investment and Finance Training program for management, finance, and investment teams to institutionalize expertise. Furthermore, we are enhancing our ESG due diligence processes in line with the HAU Compliance Action Plan, ensuring all investments actively contribute to the SDGs while meeting the rigorous transparency requirements of international taxonomies and partners.

Green Financing Framework

Hassan Allam Holding has developed a Green Financing Framework to issue finance in the form of green bonds and/or loans for the financing and/or refinancing of eligible green projects. The framework is aligned with the ICMA Green Bond Principles, the EU Taxonomy, and the EBRD Taxonomy, ensuring our capital allocation meets international benchmarks for environmental integrity, encompassing the following categories:

- Renewable Energy
- Energy Efficiency
- Wastewater Management
- Green Agriculture
- Material Recovery from Solid Waste
- Green Buildings
- Water Desalination
- Wastewater Reuse
- Waste Collection and Transport, Storage and Transfer, and Reuse

Case Study: YANMU East Logistics Park

A flagship example of our sustainable investment strategy in action is YANMU East, a joint venture between Hassan Allam Utilities (HAU), Agility, and A.P. Moller Capital. As Egypt's first premier Grade A logistics park, YANMU East is a model for our Green Financing Framework translates into tangible bankable assets through high-performance engineering.

The development was supported by a ten-year EGP 1.5 billion green loan from the Commercial International Bank (CIB). Through a partnership between CIB and the International Finance Corporation (IFC), the project qualified for a 2.8% cashback on the construction loan upon meeting the EDGE green building standard. YANMU East is the first logistics park in Egypt to achieve the EDGE Advanced Certification for three of its warehouses, delivering savings of 49% in energy, 53% in water, and a 59% reduction in embodied carbon.

TESTIMONIAL

Cheick-Oumar Sylla

Regional Director for North Africa and the Horn of Africa
International Finance Corporation

The EDGE Advanced certification of YANMU EAST Logistics Park marks yet another milestone in Egypt's progress towards more resource-efficient infrastructure. This achievement, made possible through IFC and CIB's innovative green financing, demonstrates the growing momentum behind sustainable development in Egypt. At IFC, we are committed to supporting Egypt's green transition by advancing climate-smart solutions across the built environment through the EDGE certification.

Investing in Sustainable Infrastructure

Through Hassan Allam Utilities (HAU), our investment and development arm, we act as a regional platform for sustainable infrastructure, focusing on sectors that are fundamental to economic resilience and environmental stewardship. Our investment strategy is built on long-term ownership and operational excellence, targeting critical infrastructure gaps in the Middle East and Africa, ensuring our assets provide critical services while generating long-term value and advancing the UN Sustainable Development Goals (SDGs). Our portfolio is structured around four key verticals: Water, Energy, Transport & Logistics, and Social Infrastructure.

HASSAN ALLAM UTILITIES

Water Vertical

Ridgewood

Water security is a strategic priority for Hassan Allam Utilities, addressed primarily through Ridgewood, a leading player in Egypt's water desalination sector. Ridgewood specializes in providing decentralized water solutions for the industrial, commercial, and tourism sectors, delivering over 58 desalination plants, with ongoing operational and maintenance contracts, totaling an aggregated capacity of 96,340 cubic meters per day. By providing long-term water security and climate resilience for coastal and water-scarce regions for 20+ years, these investments mitigate the risks of freshwater scarcity and support the sustainable growth of local economies.

Ridgewood

6 CLEAN WATER AND SANITATION

Energy Vertical

HAU Energy

HAU Energy is at the forefront of the regional energy transition, developing a diversified portfolio of utility-scale renewable assets. Our strategy focuses on high-capacity wind and solar projects that provide stable clean power to national grids. As of 2025, we are developing 13.2 GW of renewable energy capacity, directly supporting national decarbonization targets. This includes 1.2 GW of Solar Energy and 12 GW of Wind Energy. Our projects provide the scale necessary to displace fossil fuel generation, with the 1.1GW Suez Wind project, which is one of the largest onshore wind farms in the world, set to offset 2.4 million tons of CO_2 annually, while providing electricity to 1.08 million households.

7 AFFORDABLE AND CLEAN ENERGY

13 CLIMATE ACTION

The table below details the projects and their current status:

PROJECT NAME		1.3 GW WIND
LOCATION		Ras Shukir & South Hurghada
TYPE		Wind Energy
CAPACITY (MW)		1,300
STATUS		Early-Stage Development

PROJECT NAME		SUNSHINE – MINYA
LOCATION		Minya
TYPE	Solar Energy	+ BESS
CAPACITY (MW)	1,000	600
STATUS		Advanced-Stage Development

PROJECT NAME		SUNSHINE – BENBAN
LOCATION		Benban
TYPE	Solar Energy	+ BESS
CAPACITY (MW)	200	120
STATUS		Advanced-Stage Development

PROJECT NAME		SUEZ WIND
LOCATION		Ras Gharib & Gabal El Zeit
TYPE		Wind Energy
CAPACITY (MW)		1,100
STATUS		Under Construction

PROJECT NAME		SWENETTE
LOCATION		Benban
TYPE		Solar Energy
CAPACITY (MW)		50
STATUS		Operational

PROJECT NAME		RAY SOLAR
LOCATION		Sharm El Sheikh
TYPE		Solar Energy
CAPACITY (MW)		5
STATUS		Operational

Transport & Logistics

HAU Logistics

We invest in the modernization of supply chains, focusing on decarbonizing the movement of goods, through Hassan Allam Utilities Logistics (HAUL), which serves as our strategic investment platform for integrated logistics solutions. Our strategy focuses on developing infrastructure that addresses critical gaps in the logistics value chain while adhering to international environmental standards.

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

YANMU EAST CAIRO LOGISTICS PARK

YANMU East Cairo Logistics Park, developed by Hassan Allam Logistics Parks (HALP) through a joint-venture between HAU, A.P. Moller Capital, and Agility, serves as our flagship development in this vertical. Boasting a Gross Leasable Area of approximately 160,000 sqm, YANMU East Cairo Logistics Parks is regarded as Egypt's first international standard modern urban logistics park, hosting international and leading top tier tenants in the e-commerce and Fast-Moving Consumer Goods (FMCG) space. YANMU East is the first logistics park in Egypt to achieve the EDGE Advanced Certification for three of its warehouses, delivering savings of 49% in energy, 53% in water, and a 59% reduction in embodied carbon, with the rest of the warehouses also targeting EDGE certification.

CACC CARGOLINX

Our air cargo and specialized handling capabilities are represented by Cairo Airport Cargo Company (CACC) Cargolinx. Extending over an area of 173,000 sqm with a series of state-of-the-art import, export, and express cargo terminals, CACC Cargolinx manages temperature-controlled logistics for sensitive goods. The company holds several International Air Transport Association (IATA) Center of Excellence for Independent Validators (CEIV) certifications (Pharma, Fresh, and Lithium Batteries) alongside IATA Safety Audit for Ground Operations (ISAGO) and Transported Asset Protection Association – Trucking Security Requirements (TAPA TSR) credentials, ensuring the highest integrity for cargo handling. CACC Cargolinx is also the first company within the Group to set Science-based Targets (SBTi), further reducing its carbon footprint while maintaining the highest standards of operational excellence.

LUXOR STRATEGIC WAREHOUSE

Expanding our reach into national food security and supply chain resilience, the Luxor Strategic Warehouse project is a key development currently targeting EDGE certification. This project is part of a broader initiative to establish modern climate-controlled storage facilities that reduce post-harvest losses and ensure the stable distribution of essential commodities across Upper Egypt. By investing in these strategic assets, we strengthen the regional logistics network and support sustainable growth of local economies.

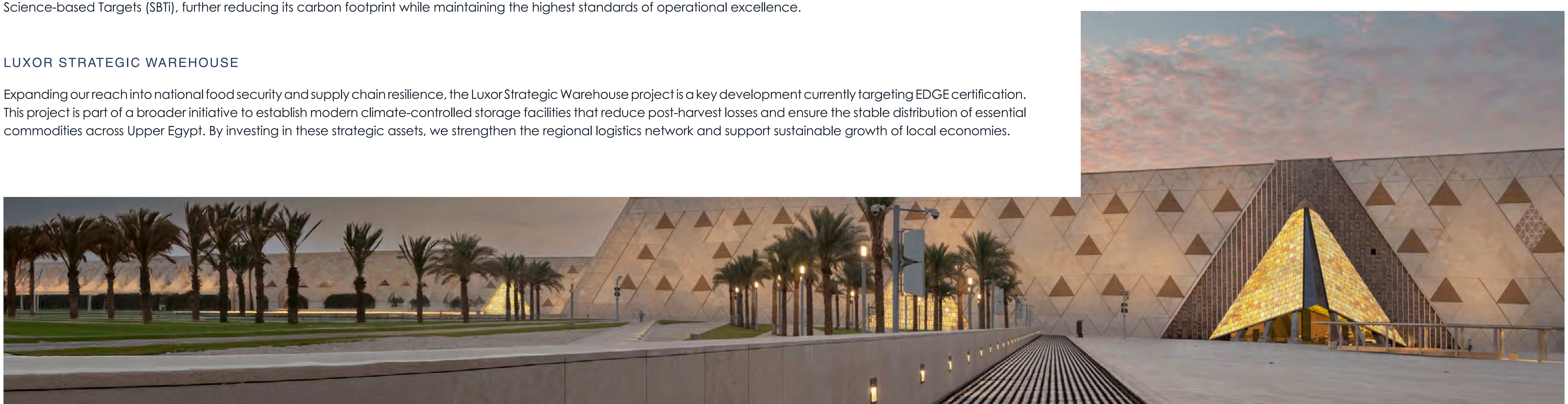
Social Infrastructure

Legacy Development & Management

11 SUSTAINABLE CITIES AND COMMUNITIES

Our Social Infrastructure vertical focuses on the long-term management, preservation, and revitalization of cultural and heritage destinations as vital drivers of economic value and community identity. This vertical is led by Legacy Development & Management, which holds the management concession for the Grand Egyptian Museum (GEM), the world's largest museum dedicated to a single civilization. Following its highly anticipated grand opening in November 2025, the GEM now serves as a global cultural anchor, displaying nearly 50,000 artifacts spanning 7,000 years of history.

Legacy's mandate extends beyond traditional facility management to the creation of a holistic cultural ecosystem, including education centers for knowledge exchange and a curated commercial environment featuring local brands, such as Zooba, 30 North, Beano's, Okhtein, and Azza Fahmy. By partnering with both local enterprises and global leaders, we support the growth of the Egyptian retail and hospitality sectors while ensuring the museum remains a resilient and accessible national treasure.



Business Development

Our Commitments

Targets

Sustainability Innovation & Development

Target

Develop and assess minimum viable products for innovative solutions to sustainability solutions, like Modern Methods of Construction, through the Business Innovation Hub annually

Status

In Progress

2025 Performance

The Group's Business Innovation Hub receives ideas through an internal submission form and dedicated email and proceeds to evaluate and develop the innovations further via MVPs on a regular basis

Sustainability Innovation Workshops

Target

Establish annual workshops to gather bright minds and exchange ideas for regional sustainability innovation in 2025

Status

Completed

2025 Performance

The inaugural Regional Sustainability Innovation Workshop was held in November 2025

Rationale for Strategic Updates to the Targets

In 2025, Hassan Allam Holding transitioned from a decentralized research and development (R&D) model to a unified innovation ecosystem governed by the Group's Business Innovation Hub. This strategic shift ensures that sustainability solutions are developed with cross-functional agility and commercial viability. Consequently, we have updated out 2030 Strategy to replace individual subsidiary R&D training targets with a centralized requirement to develop and assess Minimum Viable Products (MVPs) for sustainability challenges annually. Furthermore, our commitment to regional knowledge exchange has been expanded to encompass all sustainability-related innovations, moving beyond a narrow focus on infrastructure to address broader environmental, social, and governance (ESG) integrated solutions.

Digital Infrastructure and Technological Transformation

Hassan Allam Holding's digital strategy is anchored by high-performance tailored solutions that address the specific complexities of the Group's various business lines. This section will cover the technological solutions offered at various levels across the Group.

Relevant Policies and Procedures

01 IT Service Hub Procedure

This Group-level procedure standardizes the management and security of IT services and infrastructure, while establishing a formal structured lifecycle for the in-house development, testing, and delivery of software systems designed to enhance the Group's operational environment.

02 Digital Delivery Policy

This Hassan Allam Construction policy serves as the guiding framework for digital transformation within construction operations, enabling the use of Building Information Modeling (BIM) to drive project efficiency, foster collaboration, and ensure data integrity across all project phases.delivery of software systems designed to enhance the Group's operational environment.

Group IT

A key driver of this reliability is the Group IT Service Hub Procedure, which provides a dedicated framework for the IT function, standardizing the management of infrastructure and establishing a formal structured lifecycle for the in-house development and delivery of software systems. In addition to the Employee Portal and Mobile App, which are used as communication tools and means to process employee requests, the IT Department also develops tailored applications and systems, including the following:

ARTIFICIAL INTELLIGENCE (AI) TOOLS

Hassan Allam Holding's IT Department is at the forefront of the Group's AI strategy, developing and deploying in-house tools to boost efficiency. This includes the iChat AI Digitial Assistant, which is based on ChatGPT5 and is used for multi-field technical support, responding instantly to questions, providing access to information and resources in seconds, supporting core operations, BIM, engineering, cost control, and other functions. The IT Department also developed Contexta AI to eliminate manual document review, boosting speed and accuracy, by transforming millions of files into actionable answers within seconds of sending out a prompt.

DIGITAL TRANSFORMATION OF BUSINESS PROCESSES

Beyond AI, IT develops in-house applications tailored to digitize key business cycles, such as the Contract System for automated employee lifecycle management, the Fleet System which handles the operation and the reporting of the company's fleet, and the Tendering Estimation System used to support project cost estimation processes. The Department is also developing an Electronic Document Management System (EDMS) to manage the projects' documents cycle including approval an reporting functions.

Hassan Allam Construction

TECHNICAL AND DIGITAL DELIVERY

Hassan Allam Construction is one of the industry leaders in digitizing the physical built environment through its specialized Technical and Digital Delivery Department. Comprising the Digital Delivery and Digital Engineering teams, this department provides BIM modeling, design coordination, 4D scheduling, 5D quanitification, and energy analysis to enhance project efficiency and sustainability. The department's commitment to international excellence is validated by its ISO 19650-1:2018 and 19650-2:2018 certifications, making it the first in Egypt to receive the ISO 19650 Kitemark Certification from the British Standards Instituion (BSI). The framework governs the digitization of information for buildings and civil engineering works using BIM across operations in Egypt, KSA, and the UAE.

INNOVATION MANAGEMENT SYSTEM

Hassan Allam Construction is currently working toward formalizing its innovation processes by seeking the ISO 56001:2024 Innovation Management System certification across its operations in Egypt, KSA, and the UAE. This initiative represents a commitment to moving beyond ad-hoc improvements toward a structured repeatable framework that ensures every stage of the innovation lifecycle is governed by strategic oversight. While we are about to embark on the final stages of this journey, including comprehensive readiness assessments and a formal two-stage audit process, our primary focus remains the cultivation of a resilient culture that consistently delivers forward-thinking sustainable infrastructure solutions.

Kortech

As the Group's digital transformation arm and a trusted SAP Partner, Kortech translates complex data into actionable business intelligence by providing end-to-end Enterprise Resource Planning (ERP) / SAP services that optimize business processes. Further enhancing management oversight, Kortech's in-house Business Intelligence & Monitoring Platform increases the visibility of function KPIs on a company-level. The system also plans to utilize AI and disruptive technologies in managing and forecasting business performance.

HAH Business Innovation Hub

At Hassan Allam Holding, innovation is a core value driving our pursuit of efficiency and sustainability. The Business Innovation Hub is the Group's engine for commercial growth and future-proofing, focusing on three strategic pillars to ensure innovation drives long-term value:

Value Creation

We diversify the Group's portfolio by developing new revenue streams and business models. This involves commercializing our internal technical expertise into scalable market-ready solutions for the regional infrastructure sector.

Culture Change

We normalize innovation across all levels of the organization by providing practical tools, clear metrics, and standardized processes that empower employees to experiment and propose new ideas.

Startups & Acquisitions

We continuously scan the market for emerging technologies and disruptive trends to inform strategic partnerships and acquisitions, ensuring we integrate specialized capabilities that strengthen our competitive edge. Our investment strategy focuses on high-potential companies within the technology, infrastructure, and environmental sectors, targeting both full acquisitions and strategic funding rounds. Key examples include the acquisition of BIOWORKS Verfahrenstechnik, which has significantly bolstered our technical capacity in sustainable water treatment, as well as strategic investments in Khazna Data Centers, Bosta, and Naqla. These initiatives allow us to back scalable solutions that optimize logistics, support digital transformation, and complement our core operational verticals across the region.

Sustainable Innovation

In order to further embed innovation into our corporate culture, we utilized engagement platforms that foster a space for knowledge exchange and ensure that innovative thinking is applied directly to our governance, social, and environmental challenges.

Sustainability Innovation Workshop

In 2025, Hassan Allam Holding's Green Governance & Business Sustainability Department and the Business Innovation Hub hosted a Regional Sustainability Innovation Workshop to showcase the internal innovations across the Group. The event featured a keynote from the Group's acting Chief Sustainability Officer and CEO of Hassan Allam Investment Managers, an overview of the Group's Sustainability Strategy (2030), and a strategic briefing from the Business Innovation Hub. The workshop highlighted success stories from subsidiaries, including the development of data intelligence systems for operational and sustainability reporting by Kortech, innovations with social impact at the Grand Egyptian Museum by Legacy, and the deployment of proprietary water treatment technologies across the region by BIOWORKS. The session achieved significant internal reach with over 180 active participants.

GOVERNANCE
Reporting Leveraging data intelligence systems for operational and sustainability reporting

SOCIAL
Deploying innovations with social impact at the Grand Egyptian Museum

ENVIRONMENTAL
Scaling proprietary water treatment solutions across the region

SDG Innovation Accelerator for Young Professionals

Following the workshop, we launched the internal recruitment and selection process for the UN Global Compact's SDG Innovation Accelerator for Young Professionals. This program is designed for high-potential professionals under the age of 35, empowering them to develop disruptive business solutions that align with the Sustainable Development Goals. The 2025 recruitement process saw over 100 applicants from a wide range of functions, including IT, Technical & Digital Delivery, and Tendering.

SDG INNOVATION

Exhibitions and Events

Hassan Allam Holding's digital strategy is anchored by high-performance tailored solutions that address the specific complexities of the Group's various business lines. This section will cover the technological solutions offered at various levels across the Group.

EVENT NAME	BIG 5 CONSTRUCT SAUDI
LOCATION	Riyadh, KSA
DATES	15 – 18 February, 2025

EVENT NAME	BIG 5 CONSTRUCT EGYPT
LOCATION	Cairo, Egypt
DATES	17 - 19 June, 2025

EVENT NAME	EGYPT ENERGY SHOW (EGYPES)
LOCATION	Cairo, Egypt
DATES	17 – 19 February, 2025

EVENT NAME	GLOBAL RAIL TRANSPORT INFRASTRUCTURE EXHIBITION & CONFERENCE
LOCATION	Abu Dhabi, UAE
DATES	30 September – 2 October, 2025

EVENT NAME	OMAN WATER WEEK
LOCATION	Muscat, Oman
DATES	6 – 10 April, 2025

EVENT NAME	SAUDI INTERNATIONAL RAIL
LOCATION	Riyadh, KSA
DATES	19 – 20 October, 2025

EVENT NAME	SAUDI GIGA PROJECTS SUMMIT
LOCATION	Riyadh, KSA
DATES	12 – 14 May, 2025

EVENT NAME	TRANSMEA
LOCATION	Cairo, Egypt
DATES	9 – 11 November, 2025

Procurement and Supply Chain

Our Commitments

Targets

Supplier Responsibility and Security

Target	Supplier Code of Conduct and ESG Due Diligence annually	Adopt PAS 7000 (Supply Chain Risk Management – Supplier prequalification) and ISO 28000 (Security Management System for the Supply Chain) in 2026
Status	In Progress	In Progress
2025 Performance	Established semi-annual cycle and piloted Vendor Grievance Mechanism in Egypt	Developed 2025 ESG Due Diligence framework covering core governance and security management criteria

Procurement

Target	Adopt Sustainable Procurement System according to ISO 20400 in 2025	Launch green vendor database in 2026	Prioritize local procurement annually
Status	In Progress	Completed	In Progress
2025 Performance	Held ISO 20400 workshop for 20 Sustainability Focal Points to integrate ESG into vendor selection and evaluation criteria	Built database through supplier assessments	Expanded assessment to 15 subsidiaries, reaching 100% local spend at 3S Ready Mix and 88% at HAC in Egypt

Rationale for Strategic Updates to the Targets

In 2025, Hassan Allam Holding refined its procurement strategy to transition from static goals toward a dynamic and holistic approach to sourcing by updating the objective to adopt Sustainable Procurement in alignment with ISO 20400. This ensures that sourcing decisions account for the full spectrum of ESG requirements rather than focusing solely on environmental metrics. In order to ensure continuous compliance, the Supplier Code of Conduct and ESG Due Diligence target transitioned to an annual recurring target following our pilot in 2024, allowing for tailored oversight across all subsidiaries. Additionally, the Group has reworded its localization goal to prioritize local procurement as an annual mandate, focusing on regional economic support where applicable. Finally, the standalone Supply Chain Transparency target was removed to eliminate redundancy, as this requirement is inherently integrated into the broader ISO 20400 framework and Supplier Code of Conduct and ESG Due Diligence requirements.

Relevant Policies and Procedures

01 Business Partner and Counterparty Code of Conduct

This Group-level code outlines expectations for all business partners and other counterparties, emphasizing compliance with laws and regulations while prioritizing health, safety, and environmental protection, and maintain ethical business practices that align with the company's values.

02 Procurement Procedures Manual

This Hassan Allam Construction manual aims to establish best-in-class procurement services by ensuring high-quality competitive goods and services, clear roles, consistent procedures, and well-managed supplier relationships. It covers principles, planning, vendor selection, logistics, and performance evaluation, all guided by a policy of transparency, objectivity, and accountability.

Responsible Supply Chain Management

Hassan Allam Holding is committed to fostering resilient and ethical relationships across our value chain. We ensure that our procurement framework remains dynamic by continuously aligning with the latest regulatory updates. In Egypt, our agreements incorporate the foundational requirements of Labor Law 12:2003 and Environmental Law 04:1994, including all subsequent executive regulations and amendments that govern modern workplace safety and environmental protections. Recognizing our expanding footprint, we also strive to develop standardized sets of social and environmental clauses that apply across all jurisdictions where we operate. These clauses ensure that regardless of the specific country, our partners must adhere to highest standards, effectively bridging gaps between local regulations and international best practices. These clauses include:

Prohibition of Child and Forced Labor

A zero-tolerance policy toward the use of child labor, compulsory labor, or any form of human trafficking.

Worker Welfare and Insurance

Mandatory provision of social insurance and adherence to local minimum wage at least.

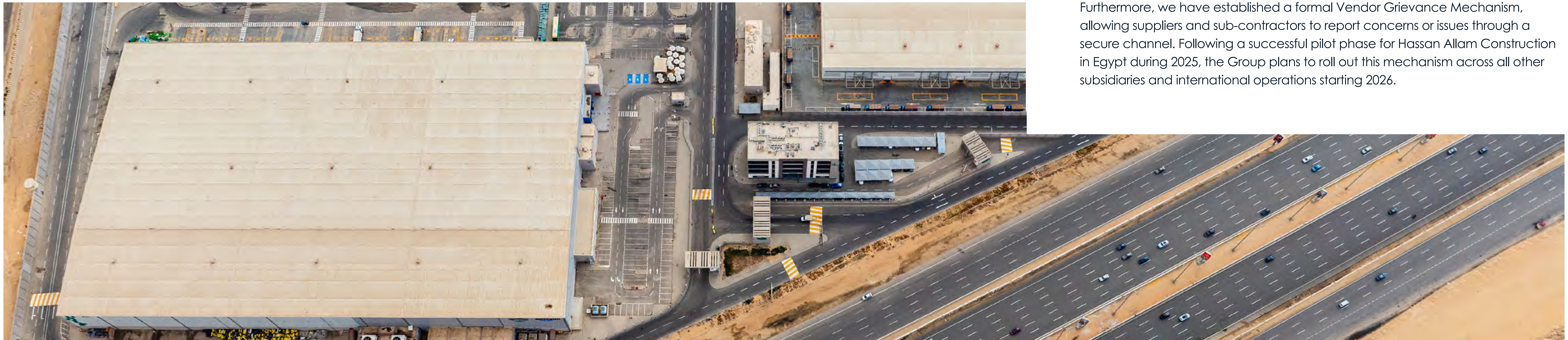
Occupational Health and Safety

Strict adherence to the Group's Health and Safety procedures to protect employees and workers on-site.

Environmental Protection

Mandatory compliance with the Group's Environmental procedures to minimize site-level ecological impact.

Furthermore, we have established a formal Vendor Grievance Mechanism, allowing suppliers and sub-contractors to report concerns or issues through a secure channel. Following a successful pilot phase for Hassan Allam Construction in Egypt during 2025, the Group plans to roll out this mechanism across all other subsidiaries and international operations starting 2026.



Sustainable Procurement and Capacity Building

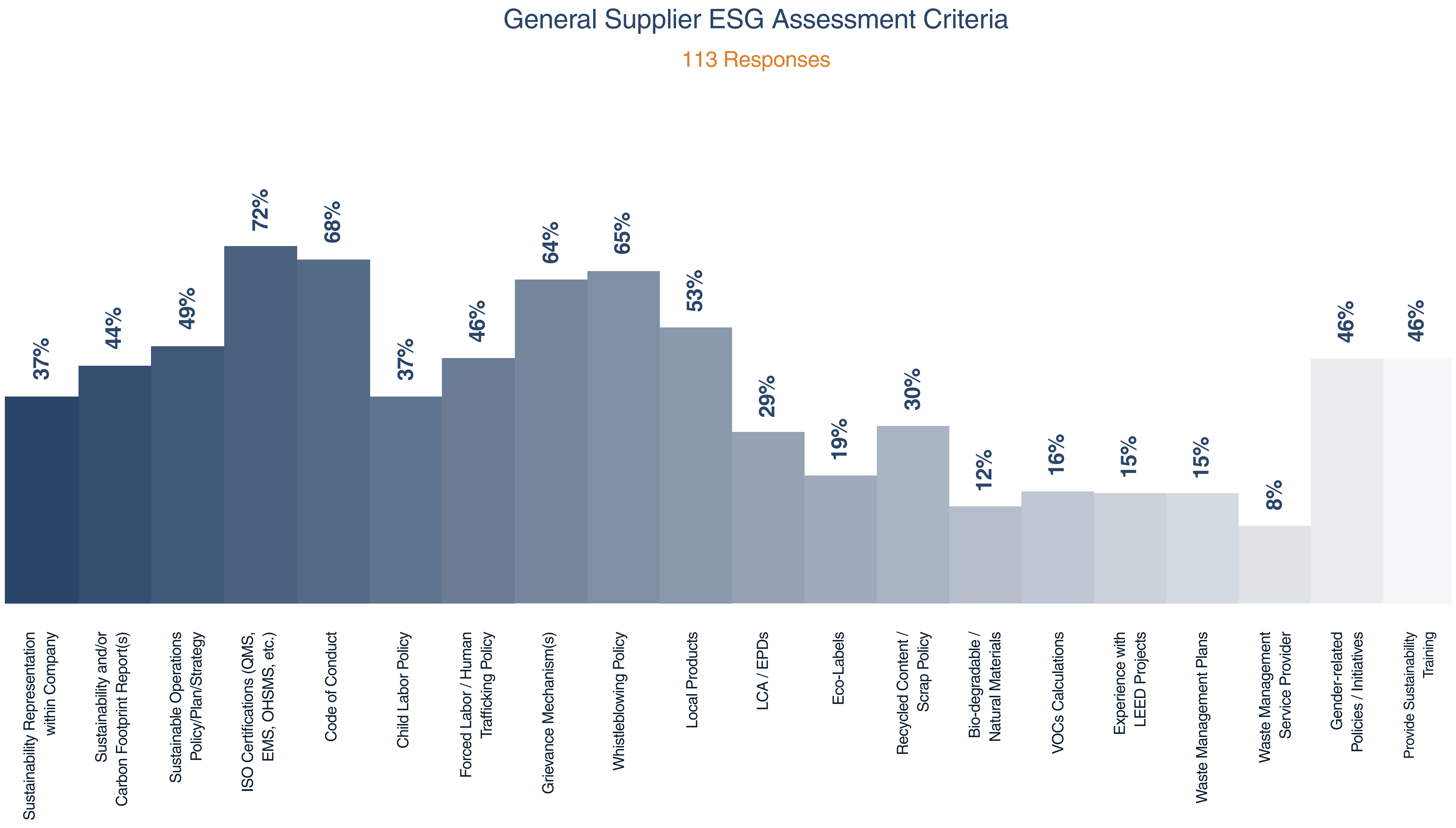
In order to operationalize our transition toward the ISO 20400 Sustainable Procurement standard, the Group's Green Governance & Business Sustainability Department held a specialized workshop in September 2025. Attended by 20 Sustainability Focal Points from various subsidiaries, the session focused on integrating ESG criteria into vendor selection and managing supply chain risks. This internal capacity building serves as the launchpad for evaluating our largest suppliers group-wide, ensuring that procurement processes secure high-quality materials and services while adhering to rigorous environmental and social standards.

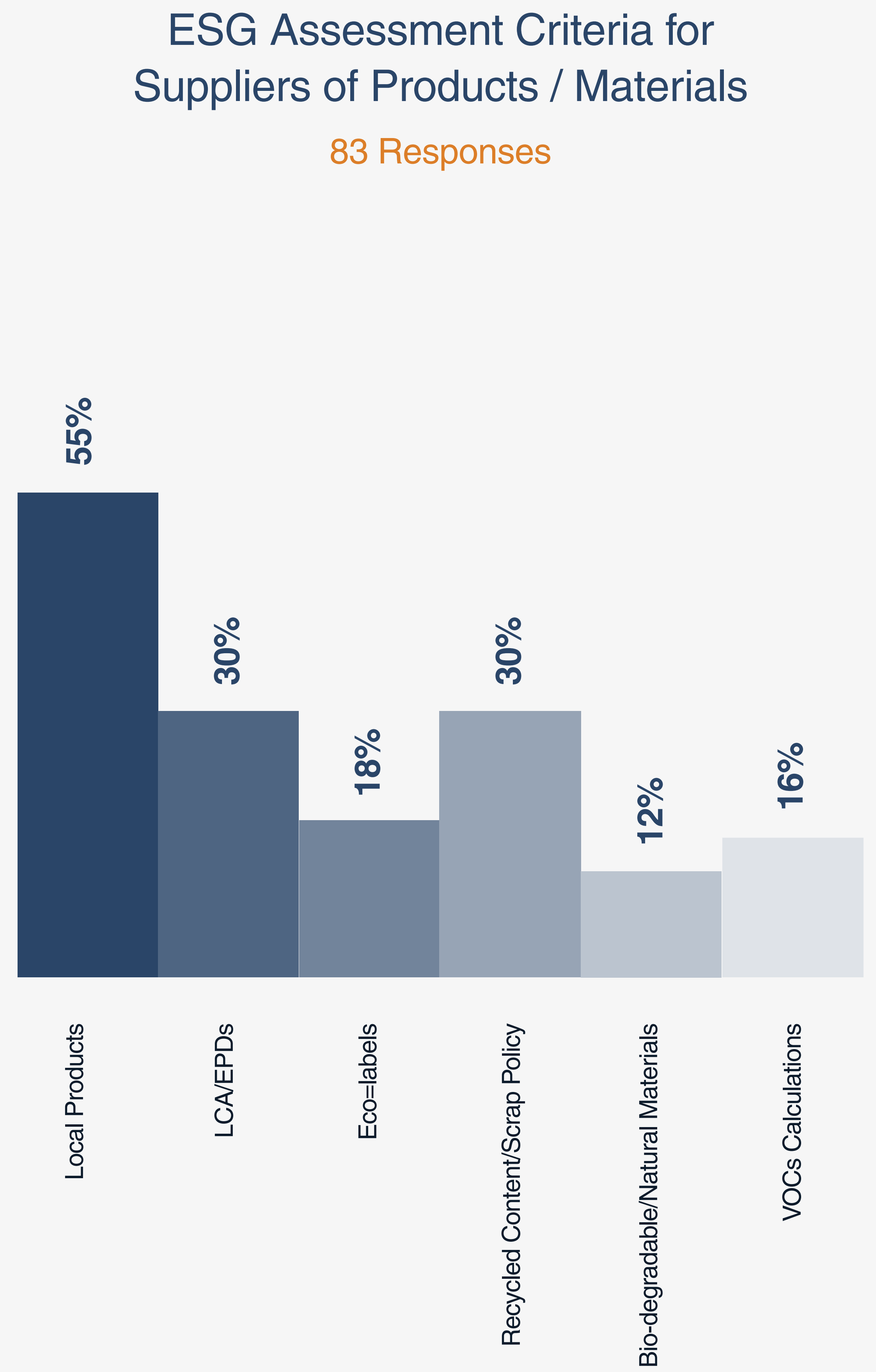
Sustainability Awareness Session for Suppliers

Building on this momentum, the Hassan Allam Construction Sustainability Department delivered a Sustainability Awareness Session for top vendors in Egypt in December 2025 at the Abou Oweikal project site. This initiative was a direct response to the ESG assessment conducted in 2024 for HAC's top 30 suppliers in Egypt, which helped us establish our Green Vendor Database. Based on a feedback survey following the session, the team has achieved a 100% success rate in improving the understanding of sustainability concepts and the SDGs of the 14 participating organizations, including many with over 20 years of industry experience. By identifying the benefits such as accessing new markets and reducing long-term costs, our partners signaled their readiness to integrate these ESG standards into their core operations.

ESG Due Diligence and Vendor Assessment

Following the ISO 20400 held for our Sustainability Focal Points on Sustainable Procurement, we collaborated with subsidiary-level procurement teams to conduct supplier surveys as part of our ESG Due Diligence process. Implemented across key subsidiaries, including Hassan Allam Construction (in KSA and UAE), 3S Ready Mix, Hassan Allam Roads & Bridges, Eden Facility Management, Jinet, INTECH, Kortech, and Hassan Allam Trading and Engineering, the assessment covered a total of 113 of their top suppliers in 2025. The results of the assessment (% stating 'Yes' out of the number of responses) can be found in the graphs below:





In order to ensure continuous improvement and up-to-date data, this formal due diligence process is conducted every two years.

Local Procurement

Hassan Allam Holding recognizes the vital role of local supply chains in driving regional economic resilience and reducing the environmental impact associated with long-distance logistics. While the complexities of large-scale infrastructure often require specialized global sourcing, the Group prioritizes local procurement whenever applicable and feasible. Following an initial analysis of the rate of procurement from local suppliers in key subsidiaries in 2024, we expanded the assessment to cover 15 subsidiaries[7] in 2025. The results of the 2025 assessment can be found in the graph below:

% Procurement from Local, Local Agents, and Foreign Suppliers in 2025

	3S Ready Mix	CACC Cargolinx	CORE	Eden	HAC EGY	HAC KSA	HAC UAE	HALP	HARB	HATE	INTECH	Jinet	Kortech EGY	Kortech KSA	Legacy	PGESCO	RWD	STCC
Foreign Suppliers		5%	2%		1%	3%										23%	24%	5%
Local Agents of Foreign Suppliers		2%	8%	1%	11%	Included in local	2%			90%	34%	2%	8%	0%	2%	52%		53%
Local Suppliers	100%	93%	91%	99%	88%	97%	98%	100%	100%	10%	66%	98%	92%	100%	98%	25%	76%	42%

Comparing the 2025 results with those of 2024 reveals a significant increase in the rate of procurement from local suppliers. Notable shifts occurred in 3S Ready Mix (increasing from 56% to 100%), HAC Egypt (from 49% to 88%), and CACC Cargolinx (73% to 93%). While STCC saw a decrease in local procurement spending from 56% to 42%, it also reduced procurement from foreign suppliers from 11% to 5%. This shift is attributed to STCC increasing its procurement from local agents of foreign suppliers from 33% to 53%, ensuring that even when international products are required, the economic transaction remains within the local ecosystem. By favoring local manufacturers and service providers, we aim to stimulate domestic markets in Egypt, KSA, and the UAE, while simultaneously improving the agility of our project delivery and reducing our indirect carbon footprint.

[7] 3S Ready Mix (Egypt), CACC Cargolinx (Egypt), CORE Engineering Specialized Works (Egypt), Eden Facility Management (Egypt), Hassan Allam Construction (HAC in Egypt, KSA and UAE), Hassan Allam Roads & Bridges (Egypt), Hassan Allam Trading & Engineering (Egypt), International Environmental Technologies Company (INTECH in Egypt), Jinet Landscape and Services (Egypt), Kortech (Egypt and KSA), Legacy Development & Management (Egypt), Power Generation Engineering and Services Company (PGESCO in Egypt), Ridgewood for Water Desalination (RWD in Egypt), and Saudi Tunneling Company for Contracting (STCC in KSA).

Hassan Allam Construction Saudi
Local Content Certification

Hassan Allam Construction Saudi has successfully renewed its Local Content Certificate from the Local Content & Government Procurement Authority in KSA. For the financial year ending 31 December, 2024, the company achieved a Local Content Score of 41.24%, with the certificate remaining valid until 31 July, 2026. While this follows an exceptionally high score of 46.43% in the previous year, it maintains a strong trajectory compared to our initial baseline score of 4.18%, underscoring our established presence and sustained commitment to the Saudi Arabian economy.

التاريخ: 2025/12/14م
رقم الشهادة: M 228743

هيئة المحتوى المحلي والمشتريات الحكومية
Local Content & Government Procurement Authority

LC المحتوى المحلي

شهادة المحتوى المحلي
Local content certification

The Local Content & Government Procurement Authority certifies that the Local Content Score for [Hassan Allam Construction Saudi Company] Unified National Number [7001698252] for the year ended in 31/12/2024, is 41.24%.

This certificate expires on 31/07/2026.

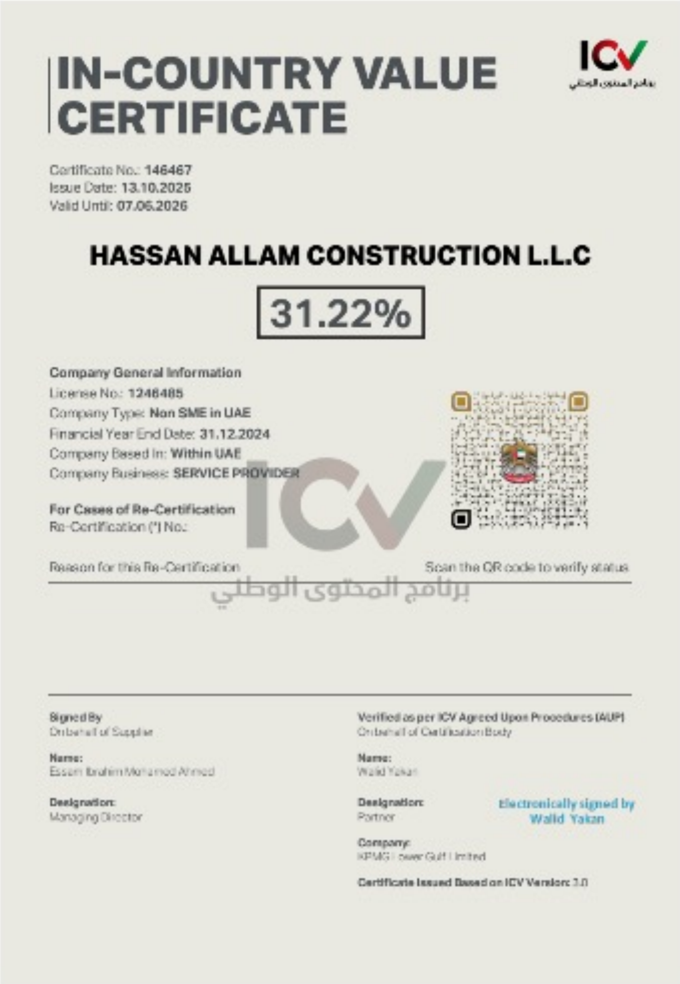
Note:
This certificate was issued according to the procedures followed by the Authority and based on the disclosure submitted by the entity and the report issued by the approved audit firm, without holding LCGPA minimally responsible.
This certificate is sent via electronic mail / automated system and it does not require a signature.

تشهد هيئة المحتوى المحلي والمشتريات الحكومية أن نسبة المحتوى المحلي لـ [شركة حسن علام للإنشاءات السعودية المحدودة ذات مسؤولية محدودة من] الرقم الوطني الموحد [7001698252]، للسنة المالية المنتهية بتاريخ 2024/12/31م، تبلغ 41.24%.

تنتهي صلاحية هذه الشهادة في 2026/07/31م

Hassan Allam Construction UAE
In-Country Value (ICV) Certificate

Hassan Allam Construction L.L.C. (UAE) has been awarded a formal In-Country Value (ICV) Certificate, demonstrating our alignment with the UAE's national industrial strategy to redirect higher portions of public spending into the local economy. Based on the financial year ending 31 December, 2024, the company achieved an ICV Score of 31.22%. The certificate was issued on 31 October 2025 and remains valid until 7 June 2026. Verified by KPMG, this certification identifies the company as a non-SME service provider based within the UAE and represents a key milestone in ensuring we remain a competitive and preferred partner for major national projects while contributing to the country's long-term economic diversification goals.



IN-COUNTRY VALUE CERTIFICATE

ICV

Certificate No.: 146467
Issue Date: 13.10.2025
Valid Until: 07.06.2026

HASSAN ALLAM CONSTRUCTION L.L.C

31.22%

Company General Information
License No.: 1246485
Company Type: Non SME in UAE
Financial Year End Date: 31.12.2024
Company Based In: Within UAE
Company Business: SERVICE PROVIDER

For Cases of Re-Certification
Re-Certification (*) No.:
Reason for this Re-Certification

Scan the QR code to verify status

برنامج المحتوى الوطني

Signed By
On behalf of Supplier
Name:
Essam Ibrahim Mohamed Ahmed
Designation:
Managing Director

Verified as per ICV Agreed Upon Procedures (AUP)
On behalf of Certification Body
Name:
Walid Yakan
Designation:
Partner
Company:
KPMG Lower Gulf Limited
Electronically signed by Walid Yakan

Certificate Issued Based on ICV Version: 3.0

HASSAN ALLAM
HOLDING

04

Empowering Humanity ↘

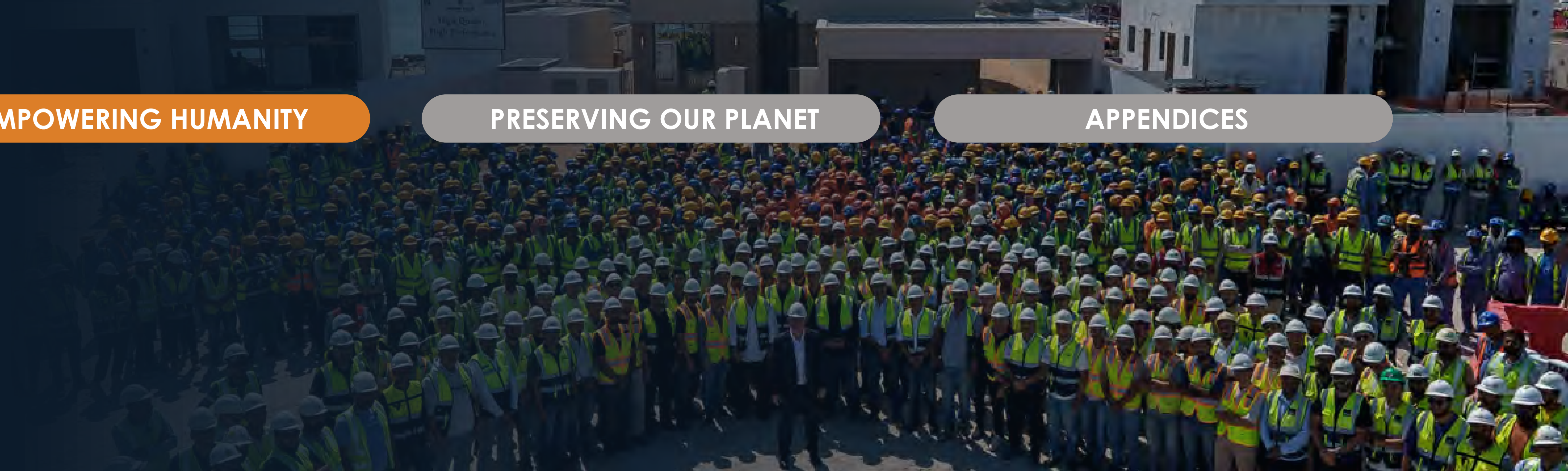
HUMAN WELLBEING

DIVERSITY AND INCLUSION

TALENT MANAGEMENT

COMMUNITY IMPACT

Human Wellbeing



Our Commitments

Targets

Health and Safety

Target
Ensure that applicable subsidiaries are ISO 45001 (Occupational Health and Safety) certified by 2026

Status
In Progress

2025 Performance
2 New ISO 45001 Certifications for Hassan Allam Construction Saudi and Hassan Allam Roads & Bridges, bringing the total of active certifications up to 13 in 2025 from 11 in 2024

Target
Zero Lost Time Injuries annually

Status
In Progress

2025 Performance
The overall LTI rate improved from 0.877 in 2024 to 0.564 in 2025

Target
Enhance preventative healthcare schemes for all employees in 2025

Status
Completed

2025 Performance
The HAH Medical Department launched VitalQ, a rotational health assessment program that aims to identify health risks early, promoting preventive care

Wellbeing and Benefits

Target
100% employees covered by wellbeing services and benefit schemes annually

Status
In Progress

Target
90-95% employee satisfaction annually

Status
In Progress

2025 Performance
Employee satisfaction increased to 87.5% in 2025 from 84.3% in 2024

Corporate Culture and Sustainability

Target
Introductory sustainability courses, seminars and campaigns to all employees annually

Status
Completed

2025 Performance
In addition to all employees having access to the UN Global Compact Academy, we recorded an "Introduction to Sustainability" course that will be launched in February 2026 as part of the Group's new Learning Management System

Target
Launch reward scheme for sustainable practices and sustainability innovation in 2025

Status
Completed

2025 Performance
Since 2024, we launched an initiative to promote sustainable practices and innovation by recognizing "Sustainability Advocates" through our internal quarterly newsletter

Rationale for Strategic Updates to the Targets

In 2025, Hassan Allam Holding refined its social targets to ensure practical impact and long-term sustainability. The Group updated its ISO 45001 (Occupational Health & Safety) objective to focus on achieving 100% certification across all relevant subsidiaries with existing or planned Health, Safety, and Environment (HSE) functions by 2026, ensuring that global safety standards are prioritized where they are most impactful. Additionally, the commitment to providing sustainability courses and campaigns has been transitioned to an annual recurring target, reflecting an ongoing dedication to institutionalizing environmental and social awareness as a core permanent pillar of our corporate culture.

Relevant Policies and Procedures

01 Health, Safety and Environment Policy

This Hassan Allam Construction policy emphasizes continuous improvement through safe working practices and employee awareness, aiming to prevent injuries and minimize environmental impact. Management ensures program enforcement, while all personnel are accountable for safe practices and environmental responsibility.

02 Health, Safety and Environment Procedure

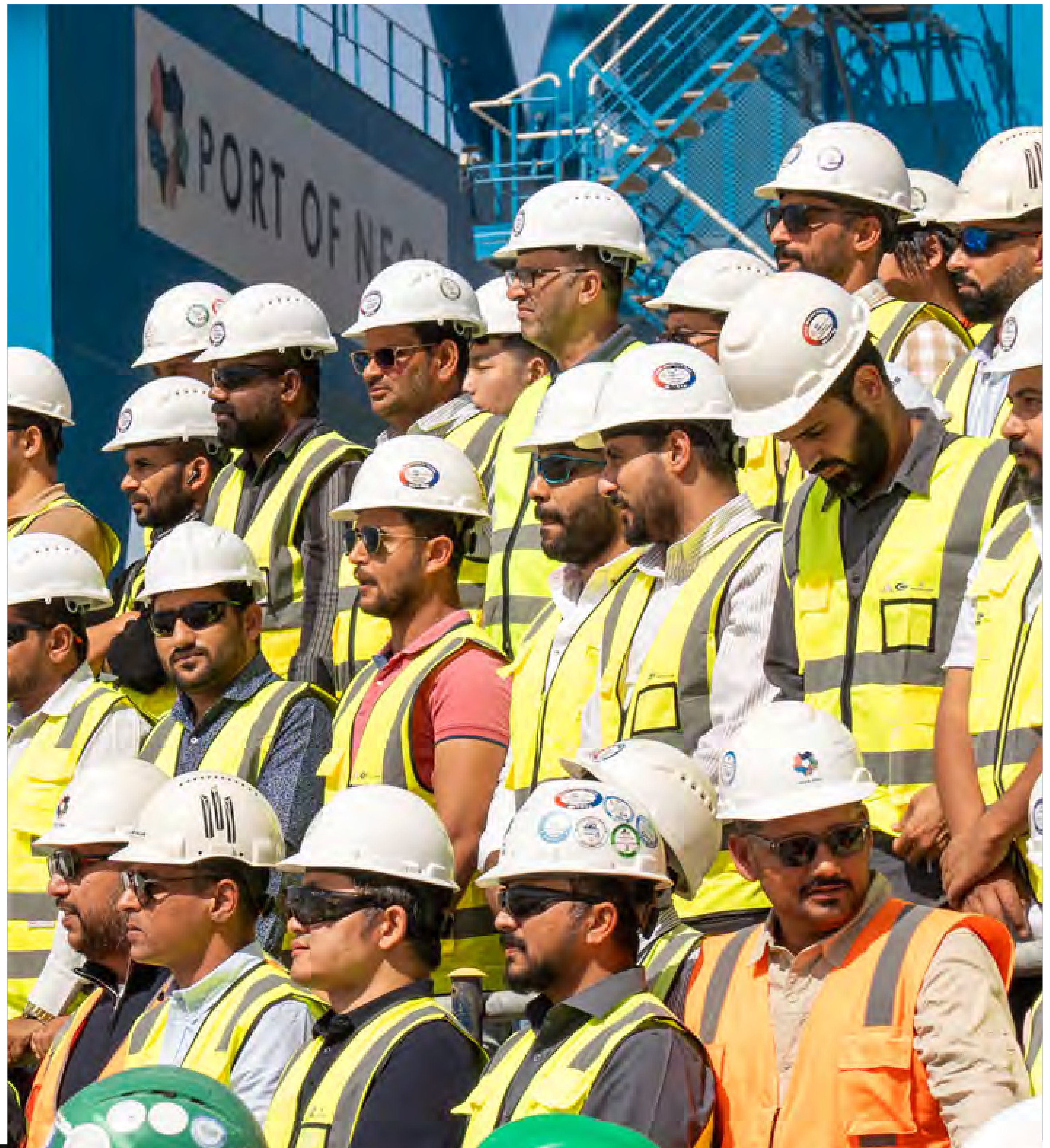
This Hassan Allam Construction procedure includes over 55 topics tailored to specific construction processes, covering everything from tool and equipment safety to emergency response and first aid. Complementing these topics are 25 specialized HSE guidelines addressing high-risk activities like working at heights and excavation.

03 Incident and Investigation Procedure

This procedure establishes a clearly documented pathway for incident management, from notification and investigation to root cause analysis and preventative measures. It emphasizes learning from incidents, particularly serious ones like fatalities and major disruptions, to safeguard personnel and assets.

04 Accidents Policy

This Hassan Allam Holding policy provides comprehensive coverage for all personnel across the Group and offers direct access to network hospitals in Egypt. This ensures immediate medical care and reduces administrative delays, demonstrating the Group's commitment to employee wellbeing.



Health and Safety Management

Hassan Allam Holding maintains a robust and decentralized Health and Safety Management System that ensures high-level oversight while allowing for operational flexibility across its diverse subsidiaries. Each subsidiary is responsible for developing and maintaining its own comprehensive HSE policies and procedures, tailoring to its specific sector and risk profile. This approach ensures that safety protocols are technically relevant and effectively implemented at the site level through project-specific HSE plans that address unique operational and environmental challenges.

Our commitment to international safety standards is evidenced by the continuous expansion of our certified management systems. In 2025, we achieved two new ISO 45001:2018 (Occupational Health and Safety) certifications for Hassan Allam Construction Saudi and Hassan Allam Roads & Bridges. These milestones bring the Group's total number of active ISO 45001 certifications to 13, up from 11 in 2024. This growth reflects our strategic focus on institutionalizing safety excellence across our regional operations and ensuring that our workforce is protected by a globally recognized and audited framework.

Hassan Allam Construction
Egypt

Hassan Allam Construction
KSA

Hassan Allam Construction
UAE

Steel Fabrication Division

Concrete Products Division

Wood Products Division

Saudi Tunneling Company for Contracting
STCC

Kortech
Egypt & KSA

Hassan Allam Roads & Bridges

3S Ready Mix

Eden Facility Management

International Environmental Technologies Co.
INTECH

Power Generation Engineering and Services Company
PGESCO

By prioritizing these certifications, we ensure that our subsidiaries move beyond basic compliance toward a culture of proactive risk mitigation and continuous improvement. Management at both the Group and subsidiary levels remain dedicated to enforcing these standards, providing the necessary resources for training, and maintaining a transparent incident reporting system that safeguards our most valuable asset: our people.

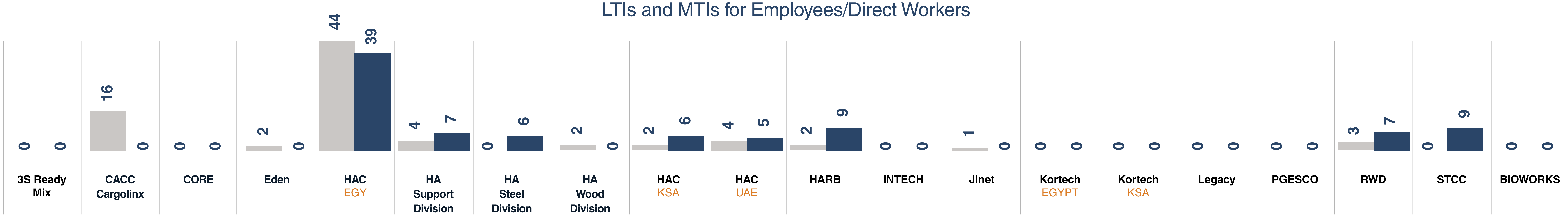
Health and Safety Performance

This section outlines our quantitative safety results and the proactive measures taken to maintain a high standard of workplace protection. By tracking rigorous metrics and investing in targeted training, we ensure that our safety culture translated into measurable outcomes across the Group's operations.

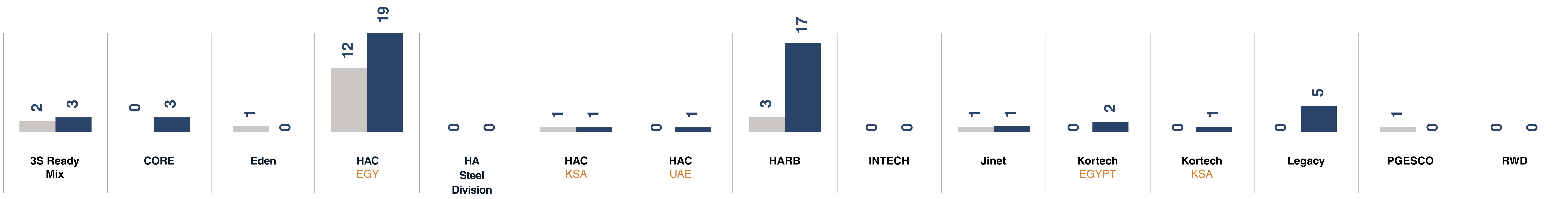
Safety Metrics

Lost Time Injuries (LTIs) and Medical Treatment Injuries (MTIs) serve as our primary indicators for safety performance, measured for both our[8] direct workforce and subcontractors. An LTI is defined as a work-related injury resulting in absence from the next schedule work shift, while an MTI refers to an injury requiring treatment by a qualified physician that does not result in lost time. The following two graphs show the results for 2025: one for employees/direct workforce and another for subcontractors.*

LTIs and MTIs for Employees/Direct Workers



LTIs and MTIs for Subcontracted Workers

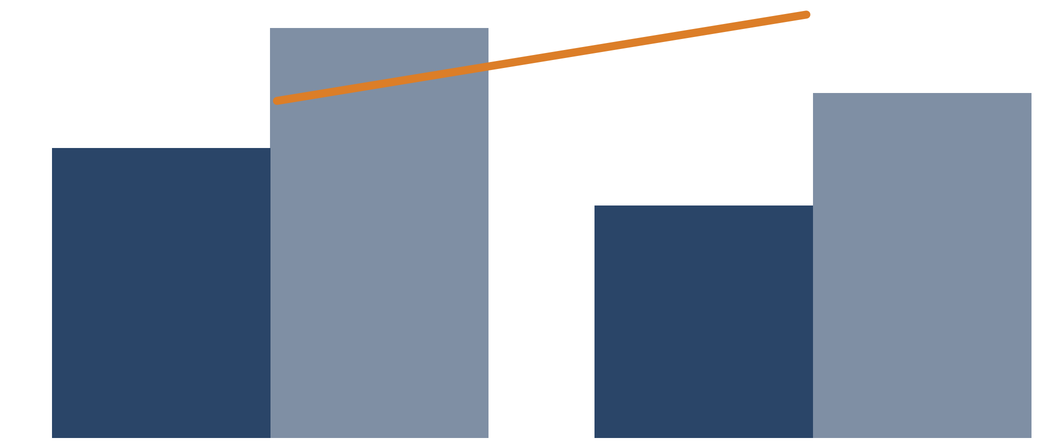


[8] 3S Ready Mix (Egypt), CACC Cargolinx (Egypt), CORE Engineering Specialized Works (Egypt), Eden Facility Management (Egypt), Hassan Allam Construction (HAC in Egypt, KSA and UAE) and its Support, Steel, and Wood Divisions in Egypt, Hassan Allam Roads & Bridges (Egypt), International Environmental Technologies Company (INTECH in Egypt), Jinet Landscape and Services (Egypt), Kortech (Egypt and KSA), Legacy Development & Management (Egypt), Power Generation Engineering and Services Company (PGESCO in Egypt), Ridgewood for Water Desalination (RWD in Egypt), Saudi Tunneling Company for Contracting (STCC in KSA), and BIOWORKS Verfahrenstechnik (Germany).

*Some subsidiaries, such as CACC Cargolinx and BIOWORKS, do not have subcontracted workers.

In 2025, the Group has shown a remarkable improvement in safety performance across its expanding global footprint and a wider reporting boundary that fully incorporates major operations in KSA and UAE, alongside more granular data collection for operations in Egypt. Despite a significant increase in total exposure, with hours worked rising to over 115 million for direct employees and workers and 64 million for subcontractors, the Group successfully reduced its Lost Time Injury (LTI) rates. Specifically, the LTI rate for direct workers improved from 1.00 to 0.696, while the subcontractor rate dropped from 0.601 to 0.328, with the overall LTI rate improving from 0.877 in 2024 to 0.564 in 2025. These results reflect our ability to scale our safety management systems effectively as we grow, ensuring that increased operational volume is met with enhanced protective measures.

Total LTIs and MTIs



	2024	2025
LTIs	122	110
MTIs	172	141
Hours Worked	**139,119,792**	**179,030,719**

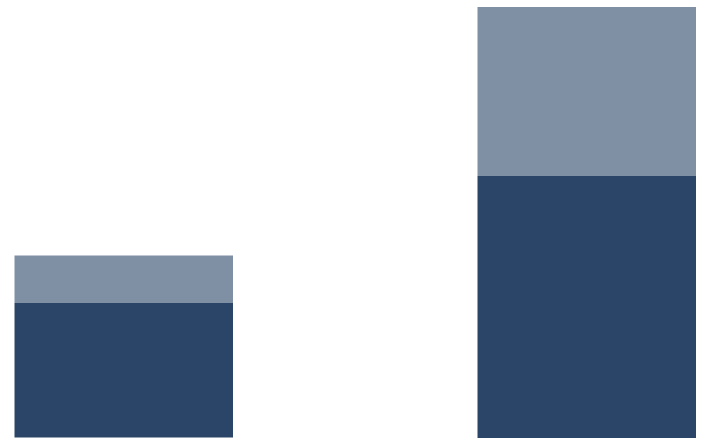
Safety Metrics

Beyond high-level metrics, the Group maintains a granular focus on the specific nature of workplace incidents by systematically tracking the primary causes of work-related injuries across subsidiaries. This data helps inform the development of targeted training curricula designed to mitigate the specific risks inherent in different operational environments. In order to translate these insights into on-site safety, our subsidiaries deliver a wide array of training programs tailored to both general and specialized tasks.

Foundational sessions covering first aid, firefighting, and personal protective equipment (PPE) usage are standard across all subsidiaries, while more technical training addresses high-risk activities such as confined space entry, electrical isolation (LOTO), and advanced equipment operation. By combining daily Toolbox Talks with specialized certifications and site-specific inductions, we ensure our workforce is equipped with the practical knowledge to navigate their unique environments safely.

Reflecting this intensified focus, 2025 saw a substantial increase in total health and safety training hours. Training for direct employees and workers rose from 181,825 hours in 2024 to 346,732 hours in 2025, while subcontractor training hours saw an even more significant leap, increasing from 58,457 to 217,888 hours. The following graph illustrates this growth through consolidated training hours for employees/direct workers and subcontractors, highlighting our commitment to building a highly skilled and safety-conscious workforce.

Health and Safety Training Hours



	2024	2025
Employees / Direct Workers	181,825	346,732
Subcontracted Workers	58,457	217,888
Hours Worked	**240,282**	**564,620**

Preventative Healthcare

In 2025, the Hassan Allam Holding Medical Department launched VitalQ, a proactive rotational health assessment program designed to expand the Group's focus from strictly reactive medical care toward early detection and long-term wellness. Operating across subsidiaries and project sites in Egypt, VitalQ provides employees with access to expert awareness sessions, diagnostic check-ups (including blood analysis, audiometry, and eyesight tests) and private 1-to-1 consultations. The program is structured around a mobile clinic setup, featuring dedicated consultation rooms for private wellness reviews, labs for sample collection, and awareness seminars to empower the workforce with preventative health knowledge.

The 2025 activations addressed a wide range of health domains through specialized campaigns, such as Cardiology events at 2 Project Sites and the Head Office providing ECG testing and lipid profile analysis, and Hearing & Ear Health screenings reaching 173 participants over two days at Hassan Allam Construction's Steel Fabrication Division and Wood Division (Zillij). Ergonomics sessions were prioritized at five locations, including 3S Ready Mix, Kortech and Ridgewood, to prevent musculoskeletal injuries, while Optics campaigns for office-based staff and drivers provided fundus examinations and intraocular pressure measurements.

Notable high-impact initiatives included a Pink October event for 82 participants at the Head Office, diabetes monitoring via HbA1c testing for the Hassan Allam Roads & Bridges team, and specialized screenings for occupational respiratory diseases at project sites, ensuring a data-driven approach to workforce health. By integrating these clinical services directly into the workplace, the VitalQ initiative ensures that health remains a fundamental pillar of our corporate responsibility and operational resilience.

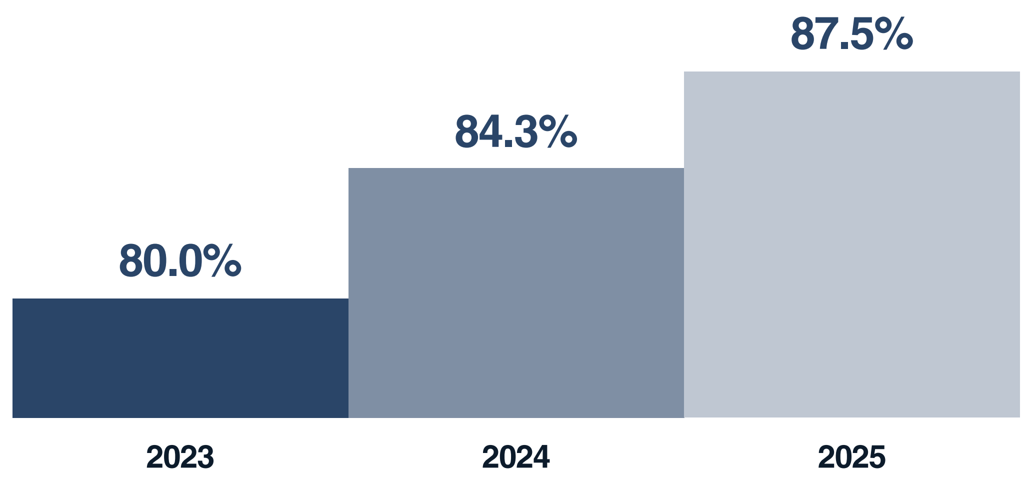
Employee Wellbeing and Engagement

Hassan Allam Holding prioritized employee wellbeing through a holistic framework of benefits and initiatives designed to support professional satisfaction and personal health. This commitment is brought to life through engagement surveys, specialized development programs, and physical wellness events that recognize our workforce as our most valued asset.

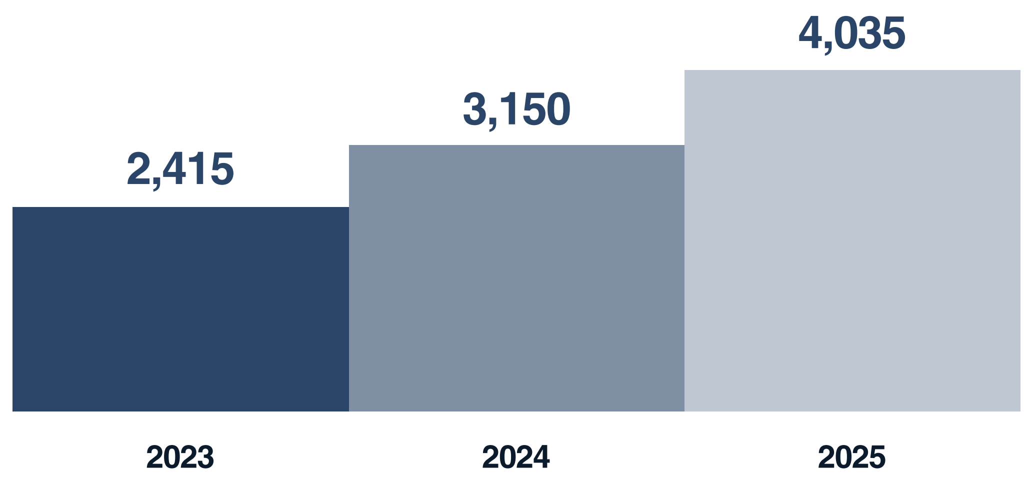
Employee Engagement Survey

The 2025 Employee Engagement Survey marked a significant milestone, with participation reaching a record 4,035 total employees, which is an increase that includes 1,567 entirely new participants compared to 2024. This growth reflects the successful integration of new hires and a strengthening culture of feedback across the Group. Overall satisfaction reached 87.51%, a notable increase from 84.3% in 2024. Gender-specific analysis showed balanced results, with 87.65% satisfaction among female participants (representing 8.33% of the total respondents) and 87.49% among male participants. The graphs below show our performance for the last 3 years:

Satisfaction Rate



Number of Participants



Corporate Events and Physical Wellness

The Group actively promotes physical health and team synergy through a diverse calendar of competitive and recreational events. These initiatives encourage an active lifestyle while strengthening the bonds between colleagues across different subsidiaries.

Key highlights form 2025 include:

CORPORATE GAMES 2025

A major highlight of our internal calendar, drawing 272 participants across various sporting disciplines, following an Internal Qualifiers Round, which engaged 351 participants, ensuring broad participation from across the Group's project sites and offices.

HASSAN ALLAM RUN AT THE GRAND EGYPTIAN MUSEUM

Held at the iconic Grand Egyptian Museum, this event saw 105 participants join for a community 3K run with family and friends, under the theme of "Run for a Better Wellbeing, Run for a Healthier Lifestyle".

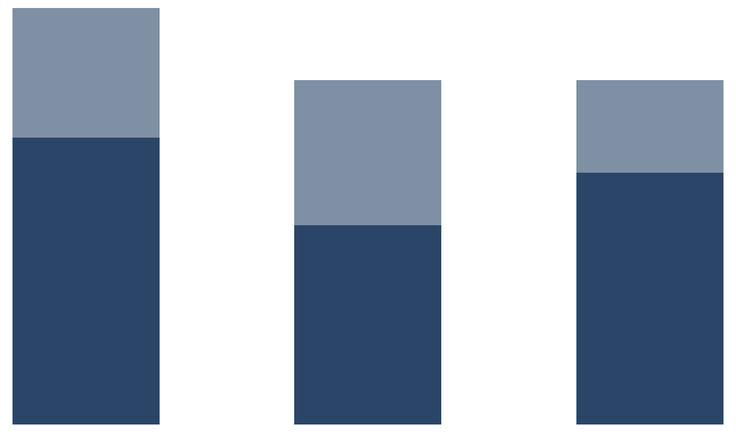
Support Systems

Hassan Allam Holding maintains two primary support pillars to assist employees through life's hurdles, ensuring that personal, financial, or health-related challenges do not stand in the way of a productive and stable life.

EMPLOYEE ASSISTANCE PROGRAM (EAP)

The EAP provides confidential support to employees and their families, addressing legal, financial, health concerns. In 2025, the program handled a total of 102 cases, an increase from the cumulative 83 cases in 2024. The distribution remained consistent with previous years, with 71.57% representing personal cases and 28.43% involving family-related support. Reflecting the program's operational efficiency, 56% of these cases were successfully accepted and closed within the reporting period, providing timely relief and guidance to our workforce.

Number of Accepted Cases / Year



	2023	2024	2025
Personal	16	11	14
Family	7	8	5
Total	**23**	**19**	**19**

TAKAFOL FUND

The Takafol Fund remains our hallmark initiative for internal social solidarity, offering a lifeline to associates facing extreme financial hardship, supporting families of deceased employees, and assisting with critical medical expenses. In 2025, the fund demonstrated the powerful impact of collective generosity, successfully closing 14 urgent cases with a total contribution of EGP 1.5 million. Since its inception in 2021, the fund has continued to grow as a vital safety net, with these most recent cases being directly funded through internal appeals. This underscores the unity and compassion that defines the Group's culture, leaving no one behind.

Corporate Culture and Sustainability

At Hassan Allam Holding, we believe that true sustainability is achieved when it is embedded into the mindset and culture of our people, empowering our employees to transition from passive observers to active advocates for environmental and social change.

Internal Quarterly Sustainability Newsletter

In Q3 2024, the Green Governance & Business Sustainability Department launched the internal quarterly Sustainability Newsletter to institutionalize ESG awareness across the Group. In 2025, three issues were published, with the final installment for the year scheduled for Q1 2026. This platform serves as a vital bridge between corporate strategy and grassroots action, celebrating the inspiring stories of our Sustainability Advocates while keeping the workforce informed on our progress toward Group-wide ESG targets. The newsletters are shared via email to all employees in all subsidiaries, highlighting subsidiary-led initiatives and impact.

HASSAN ALLAM TRADING & ENGINEERING

One example of an entry that is featured in the newsletter is Hassan Allam Trading & Engineering's "Build Green, Live Clean" initiative. Managed by an internal Green Team Committee, the company successfully digitalizing its administrative and HR processes, saving approximately 7 kg of paper annually.

The committee also focuses heavily on behavioral change through education, hosting climate change sessions for 42 team members and workshops on reducing plastic consumption for 20 participants in 2025. In order to practically support these shifts, the company provided employees with reusable glass water bottles as part of their New Year giveaway, directly tackling the use of single-use plastic cups across their offices.

Advancing Evidence-based Sustainability

In order to ensure that our sustainability efforts are both impactful and measurable, Hassan Allam Holding has entered into a strategic Memorandum of Understanding (MoU) with the National Institute for Governance and Sustainable Development (NIGSD) and J-PAL Middle East and North Africa, based at the American University in Cairo.

This collaboration is designed to build our internal capacity for rigorous monitoring and evaluation, moving toward a data-driven approach to sustainable development. As a key component of this partnership, we are preparing to implement a research project planned for 2026. The study, titled "Which messaging strategies can encourage Egyptians to undertake pro-environmental behaviors in public and private spaces?", will evaluate the effectiveness of different informational strategies in promoting responsible behaviors in locations such as museums and private homes. By grounding our initiatives in scientific evidence, we aim to foster long-term environmental awareness and behavioral change across Egypt and the wider region.

PGESCO's Go Green Initiative

An example of a subsidiary-led cultural integration is PGESCO's "Trash Can Be a Treasure" initiative, launched in 2025 as an extension of the company's long-standing environmental commitment. While Go PGESCO Green, the first of its kind in the Group, dates back to 2012 and has historically raised awareness through internal posters and educational sessions, this new program focuses on the tangible transformation of waste into value.

GIVE AND GO GREEN CAMPAIGNS

Originally started in 2016 with collecting used school uniforms for students going back to school, this campaign was expanded to also collect used clothing in 2023, with the items collected donated to non-profit organizations. In 2025, the team conducted 2 rounds of clothes donations and 3 rounds of paper collection, reaching a cumulative total of 1,853 items of clothing and diverting a total of 3,480 kgs of paper from landfill, saving the equivalent of almost 70 trees. Collectively, this impact was translated into 10,966,100 liters of water offset and 13,666 kg of CO_2 avoided.

CREATIVE UPCYCLING

In continuation of the "Trash Can Be a Treasure" initiative, PGESCO's Marketing and Communications Team collaborated with the Go PGESCO Green team by crafting colorful Ramadan decorations from scrap colored paper, helping offset waste generation and resource use associated with conventional decorations. Furthermore, the Maintenance Team constructed a Ramadan cannon from discarded elevator shaft material, in addition to decorations from scrap wood, reinforcing the broader message of viewing waste as a value resource.

PAPER RECYCLING WORKSHOP

In September 2025, PGESCO hosted a paper recycling workshop for 50 participants, including employees and their children. The event turned sustainability into a family activity, gathering 650 kg of paper waste, offsetting 600 kg of CO2 and saving 1,300 cubic meters of water, in addition to learning the step-by-step process of transforming shredded waste into usable paper.

Diversity and Inclusion

Our Commitments

Targets

Category	Target	Status
Diversity, Equality and Inclusion (DE&I)	Launch tailored program to support vulnerable and disadvantaged groups in 2025	In Progress
Diversity, Equality and Inclusion (DE&I)	Align with EDGE (DE&I) Move and Lead Certification by 2028	Not Started
Diversity, Equality and Inclusion (DE&I)	Develop and adopt a Gender Action Plan in 2026	In Progress
Diversity, Equality and Inclusion (DE&I)	Establish a Gender Committee in 2025	In Progress
Diversity, Equality and Inclusion (DE&I)	Implement zero-tolerance policies for harassment and gender-based violence, with confidential reporting channels in 2026	In Progress
Anti-discrimination	Zero cases of workplace discrimination and harassment annually	In Progress
Family and Parenting	Program for equal parenting, return to work and support to single parents by 2028	Not Started

2025 Performance

Based on the Human Rights Due Diligence conducted in 2024, we have identified a need for baseline and gap analysis on gender & inclusion practices and an action plan to address these gaps and better align with international best practices via a dedicated Gender & Inclusion Action Plan particularly for subsidiaries in the construction industry.

2025 Performance

As part of the Gender Action Plan, we have drafted bylaws and tentatively selected the Gender Committee members with the inaugural meeting and final composition to be determined in 2026.

2025 Performance

Dedicated ticket types have been created in the Group's HR Ticketing System (which acts as a Grievance Mechanism) for Discrimination and Harassment. Service-level agreements have also been formalized for these tickets and are planned to be officially launched in 2026.

Rationale for Strategic Updates to the Targets

The Group is currently refining its sustainability roadmap to better integrate gender equity and governance into its core structural framework. A primary focus for 2025/2026 is the establishment of a dedicated Gender Committee, serving as the foundation for the development and adoption of a comprehensive Gender Action Plan scheduled for 2026. As part of the Gender Action Plan, the Group is working toward implementing zero-tolerance policies for harassment and gender-based violence by 2026, which will include the rollout of confidential reporting channels to protect the dignity and safety of every employee across our offices and project sites. In an effort to streamline our sustainability reporting and avoid redundancy, certain targets have been re-evaluated and reclassified, such as the removal of the target to create a separate Fair and Decent Wages Policy target and the DEI Internal Audit target. This is due to the fact that fair wages clauses are already firmly integrated into existing HR policies, ensuring that they are part of our standard operational requirements. Furthermore, while the internal audit system remains focused on financial rigor at this stage, the Group believes that operationalizing DEI through dedicated committees and action plans provides a more direct and effective path toward achieving our long-term inclusion goals.

Relevant Policies and Procedures

01 Employee Relations Procedure

This Group-level procedure aims to ensure equitable treatment across all subsidiaries. By standardizing policies regarding parental leave, attendance, and workplace conduct, the procedure provides a transparent roadmap for employees and management. This institutionalized approach fosters an inclusive culture where every individual is treated with professional respect and has clear guidance on navigating their rights and responsibilities with the organization.

02 Talent Attraction Procedure

This procedure serves as the gateway to our workforce, ensuring that recruitment remains fair, consistent, and cost-effective. By anchoring the selection process in a merit-based evaluation system, we ensure that every candidate is assessed solely on their professional capabilities and alignment with the Group's values. This rigorous approach aims to position Hassan Allam Holding as an employer of choice that actively removes bias from the hiring process to build a diverse and high-performing team.

Workforce Overview

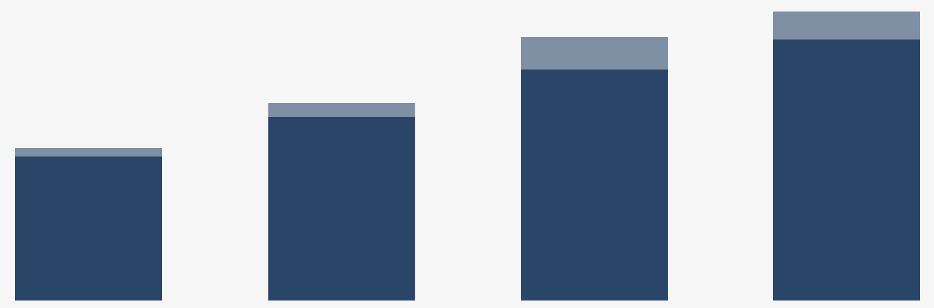
In 2025, Hassan Allam Holding experienced a period of significant strategic expansion, with the total number of full-time employees growing to 20,407, a 13.6% increase from 17,966 in 2024. This growth is primarily driven by the Group's expansion across the region, including the establishment of the Regional Headquarters in the Kingdom of Saudi Arabia (KSA). This transition marks the Group's evolution into a prominent regional leader, scaling our human capital alongside our project portfolio.

Diversity and Demographic Trends

The Group has achieved a notable breakthrough in gender diversity during this reporting period, with the total number of female employees rising to 1,994, now accounting for 9.7% of the workforce compared to 7.8% in 2024. A particularly impactful trend is the movement within senior leadership, as the number of women in Top Management and Directors categories increased from 22 to 27, while those in the Senior Managers category more than doubled from 15 to 33.[9] This shift indicates that the Group's focus on equity is successfully translating into leadership representation.

[9] More information can be found in the appendices of this previous sustainability reports here: www.hassanallam.com/sustainability

Total Number of Employees



	2022	2023	2024	2025
Female%	**5.4%**	**6.5%**	**7.8%**	**9.7%**
Total	**10,950**	**14,128**	**17,966**	**20,407**
Female	593	919	1,394	1,984
Male	10,357	13,209	16,572	18,423

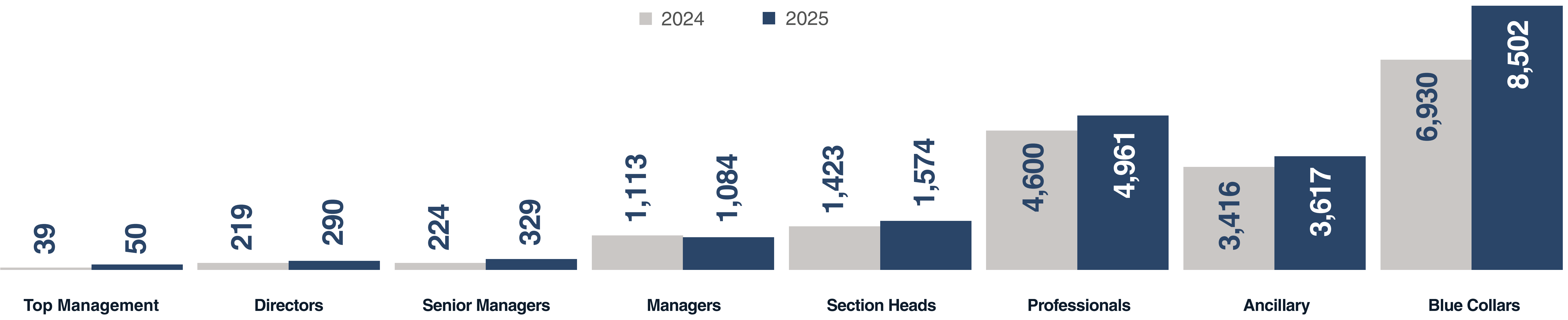
Our age demographics remained largely stable and balanced, with the 30-50 age bracket continuing to form the core of our workforce at 67.3%. Simultaneously, the Group maintains a robust talent pipeline focused on the next generation, with 5,091 full-time employees under 30 years of age representing 24.9% of the workforce in 2025, with an increase in the number of managers under 30 from 1 in 2024 to 6 in 2025. Employees above 50 years of age represent a vital 7.8% of our team, providing the strategic mentorship and senior leadership necessary for complex large-scale infrastructure projects.

Total Number of Employees by Age Group

Employee Categories

The Group's workforce distribution reflects a strategic shift toward strengthening leadership and formalizing field operations to support regional expansion. As illustrated in the following graph, our leadership core (comprising Top Management and Directors) expanded to 340 positions, while Senior Manager roles grew by 47% to provide the oversight necessary for increasingly complex project portfolios. Our technical foundation was further strengthened by a 7.8% increase in professional staff.

Total Number of Employees by Employee Category



This structural evolution is anchored by a 22.7% increase in registered blue-collar staff, reflecting a deliberate transition toward direct employment models. These functional shifts collectively demonstrate a more robust vertically integrated organizational structured prepared for long-term regional leadership.

[10] This category is provided by subsidiaries using various calculation methodologies, including headcounts, full-time equivalent and some assumptions. It is also important to note that the reporting boundary for this report only encompasses the most significant subsidiaries and operations within the Group. Some data reported in public domains mentions a total workforce of over 50,000, which accounts for operations beyond the scope of this report.

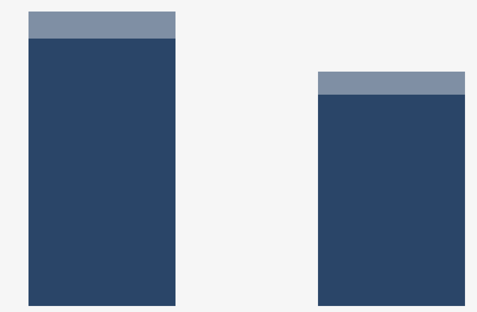
Direct = Blue Collar Workers (Casual; not registered to the company)

S/C = Sub-contracted Workers; BPO = Business Process Outsourcing

Workers who are not Employees[10]

While the Group continues to utilize a flexible support base of 22,951 non-employee workers, there has been a shift toward direct employment models, with the number of registered blue-collar employees growing to 8,502 in 2025 from 6,930 in 2024, while the reliance on external sub-contracted support decreased from 29,403 in 2024. This brings a larger portion of the field workforce under the Group's direct governance, providing them with enhanced social protections and benefits.

Workers who are not Employees



	2024	2025
Total	29,403	22,951
S/C or BPO	2,944	2,072
Direct	26,459	20,874

New Hires

In 2025, the Group's recruitment efforts experienced a substantial surge, with the total number of new hires rising to 5,870, a 60% increase from the 3,680 hires recorded in 2024. This talent acquisition strategy was critical in supporting our regional expansion and the staffing requirements of high-scale infrastructure projects. While the workforce remains predominantly male, the Group demonstrated a continued commitment to gender diversity by hiring 845 women in 2025, more than doubling the 413 females hires from the previous year and increasing the female proportion of new intakes from 11% to 14%.

The Group's focus on long-term talent sustainability is further evidenced by its age-diverse hiring patterns. While we continue to onboard experienced professionals, with 54% of 2025 hires falling within the 30-50 age bracket, the Group maintains a strong emphasis on early-career development, with 43% of new hires being under the age of 30. Although the percentage new hires under the age of 30 decreased slightly from 48% in 2024, the total number of new hires in this category increased from 1,765 to 2,500 as shown in the following graph[11]. This balanced approach ensures that we are simultaneously securing senior expertise for complex delivery while refreshing our pipeline with the next generation of professionals.

New Hires (disaggregated by Gender)

	2024	2025
Female %	11%	14%
Total	3,680	5,869
Female	413	845
Male	3,267	5,024

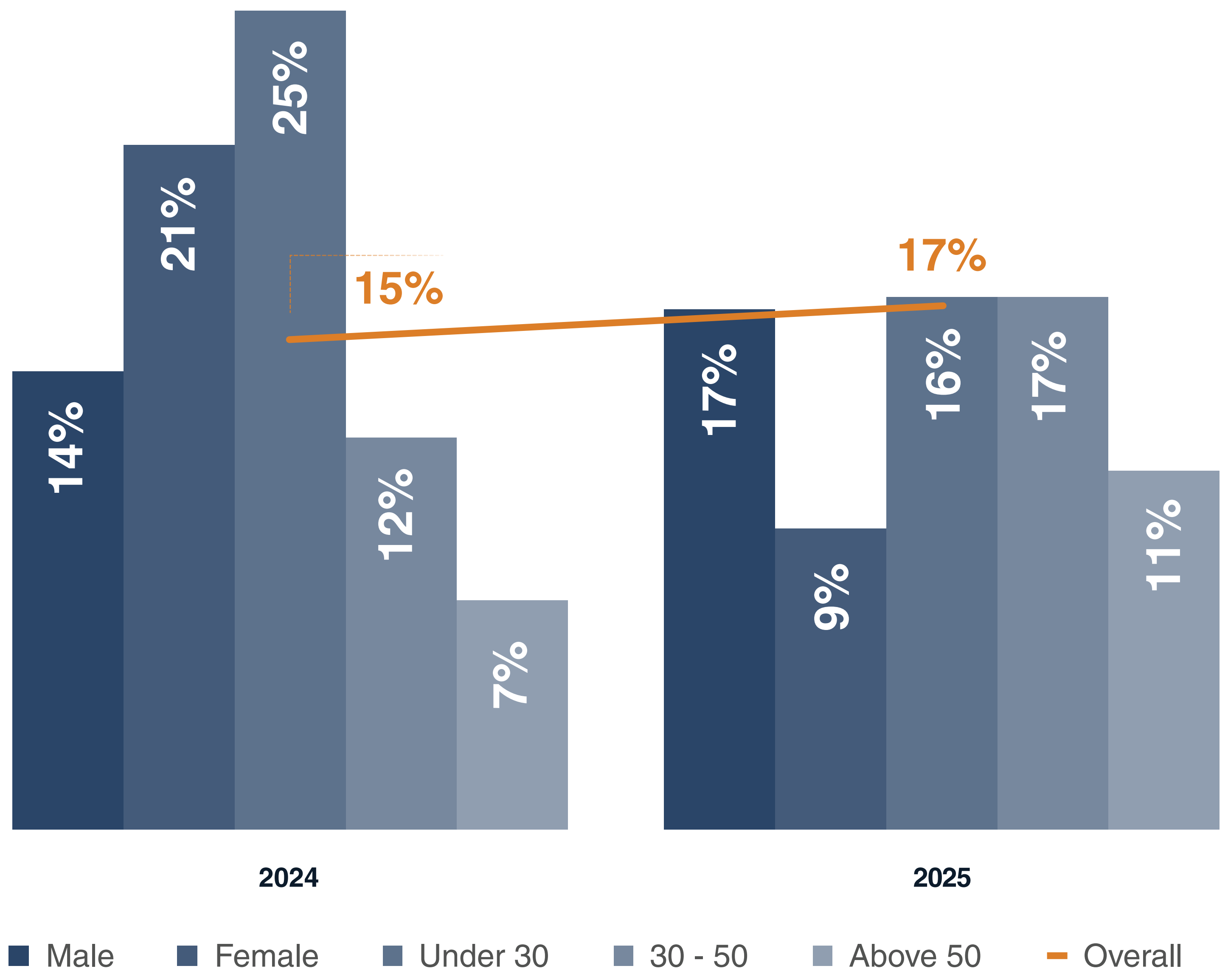
New Hires (disaggregated by Age)

	2024	2025
Total	3,669	5,869
Above 50	91	194
30 - 50	1,813	3,175
Under 30	1,769	2,500

Turnover

Despite the significant surge in recruitment and regional expansion, the Group's turnover rate remained relatively stable, increasing slightly from 15% in 2024 to 16% in 2025. This increase in total turnover volume, from 2,548 to 3,046 individuals, is a direct reflection of the expanded workforce and the natural project-based lifecycle inherent to large-scale construction operations. Analysis of the 2025 performance shows an increase in male turnover rate from 14% in 2024 to 17% in 2025, while the female turnover rate decreased from 21% in 2024 to 9% in 2025. While the turnover rate for employees under 30 also dropped from 25% in 2024 to 16% in 2025, the rest of the age brackets increased[12], as shown in the graphs. By closely monitoring these exit patterns, the Group ensures that its retention strategies remain effective, particularly for the senior and technical professionals required for our long-term regional stability.

Turnover Rates (by Gender and Age)



[11] The slight difference between the total of New Hires in 2024 by Gender and by Age is due to some new hires in some subsidiaries not being tracked via the same age brackets (or age not being tracked at all). This was rectified in 2025 to ensure consistent monitoring and reporting moving forward.

[12] Turnover for Employees Above 50 also includes those who reached the retirement age.

Gender Action Plan

The Group's commitment to gender equality is institutionalized through the development of a Gender Action Plan, drafted in 2025 based on the framework of the UN Women's Empowerment Principles (WEPs) following our status as a signatory of the WEPs since November 2024. This roadmap, which covers seven core principles ranging from corporate leadership and non-discrimination to training and community initiatives, ensures our gender strategy aligns with global best practices while reflecting our sustained efforts in international gender parity assessments. As a primary step toward operationalizing this plan, we have drafted the bylaws and identified the inaugural members for the Group's first Gender Committee, with its formal launch and first meeting scheduled for 2026. This governance structure is further supported by a strengthening of our zero-tolerance policies regarding harassment and gender-based violence; we have already formalized dedicated ticket types and service-level agreements within our HR Ticketing System (TickHELP) to serve as a grievance mechanism, with an official rollout planned for 2026 to ensure the safe and transparent reporting of any potential incidents. The implementation of these governance frameworks is already reflected in the positive growth of the Group's female leadership pipeline and total workforce representation (9.7% of all employees in 2025).

In support of

WOMEN'S EMPOWERMENT PRINCIPLES

Established by UN Women and the UN Global Compact Office

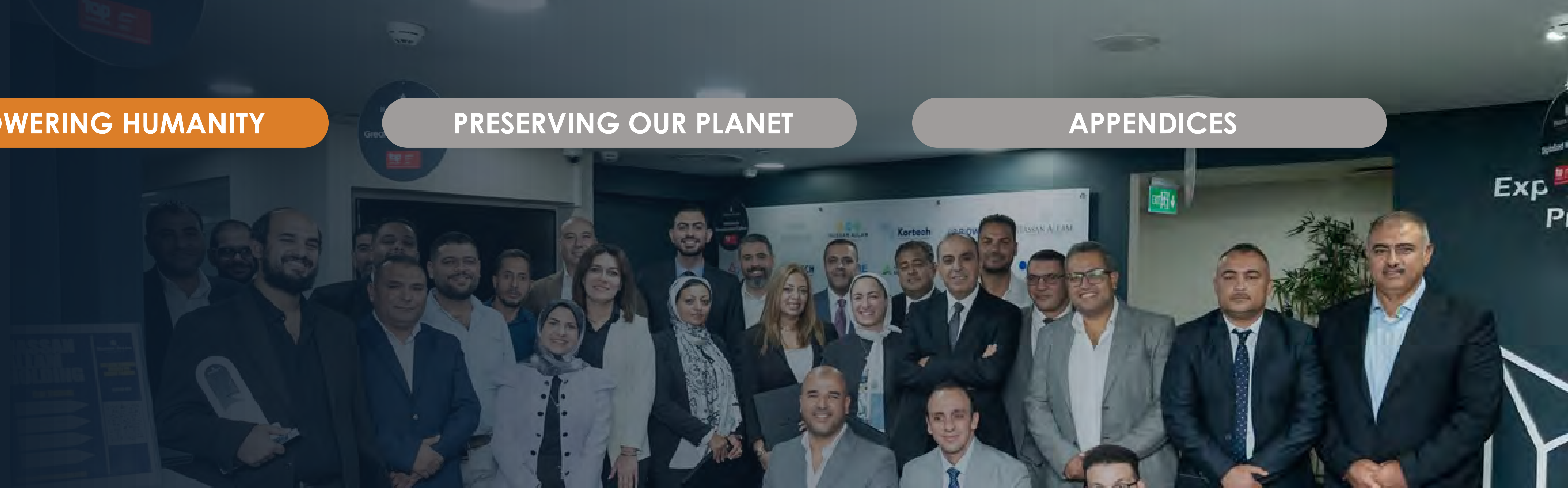
Hassan Allam Construction's Gender & Inclusion Action Plan

Complementing these group-wide efforts, we are conducting a strategic deep-dive through a localized Gender and Inclusion Action Plan (GIAP) for Hassan Allam Construction (HAC) in Egypt. This project will result in critical deliverables, including a baseline and needs assessment, the development of GIAP and training content, implementation support, monitoring and evaluation frameworks, and a comprehensive communication and visibility strategy. These localize actions are essential for driving our goal of zero annual cases of workplace discrimination and harassment by ensuring that field and corporate staff are thoroughly trained on gender-based violence prevention. By embedding these rigorous assessments and specialized training programs, we are creating an inclusive environment where workforce stability is maintained through the active protection and advancement of our employees, moving us closer to our long-term representation and safety targets.

Hassan Allam Utilities Women's Network

Complementing these formal structures is the development of the Hassan Allam Utilities (HAU) Women's Network. Established by Dalia Wahba, the CEO of Hassan Allam Investment Managers (HAIM), she hosted an insightful meeting in May 2025, bringing together over 30 women from across all HAU subsidiaries through an intergenerational dialogue on how women excel and lead in the workplace. By balancing these technical deep-dives with spontaneous leadership-led engagement, the Group ensures its gender strategy remains both technically rigorous and authentically aligned with the lived experiences of our workforce.

Talent Management



Our Commitments

Targets

Training

Target

All employees covered by relevant training annually

Status

Completed

2025 Performance

Total training hours increased by 58% to 141,123, with average hours per employee rising from 4.96 to 6.92

Career Development

Target

Working on career development plans for employees annually

Status

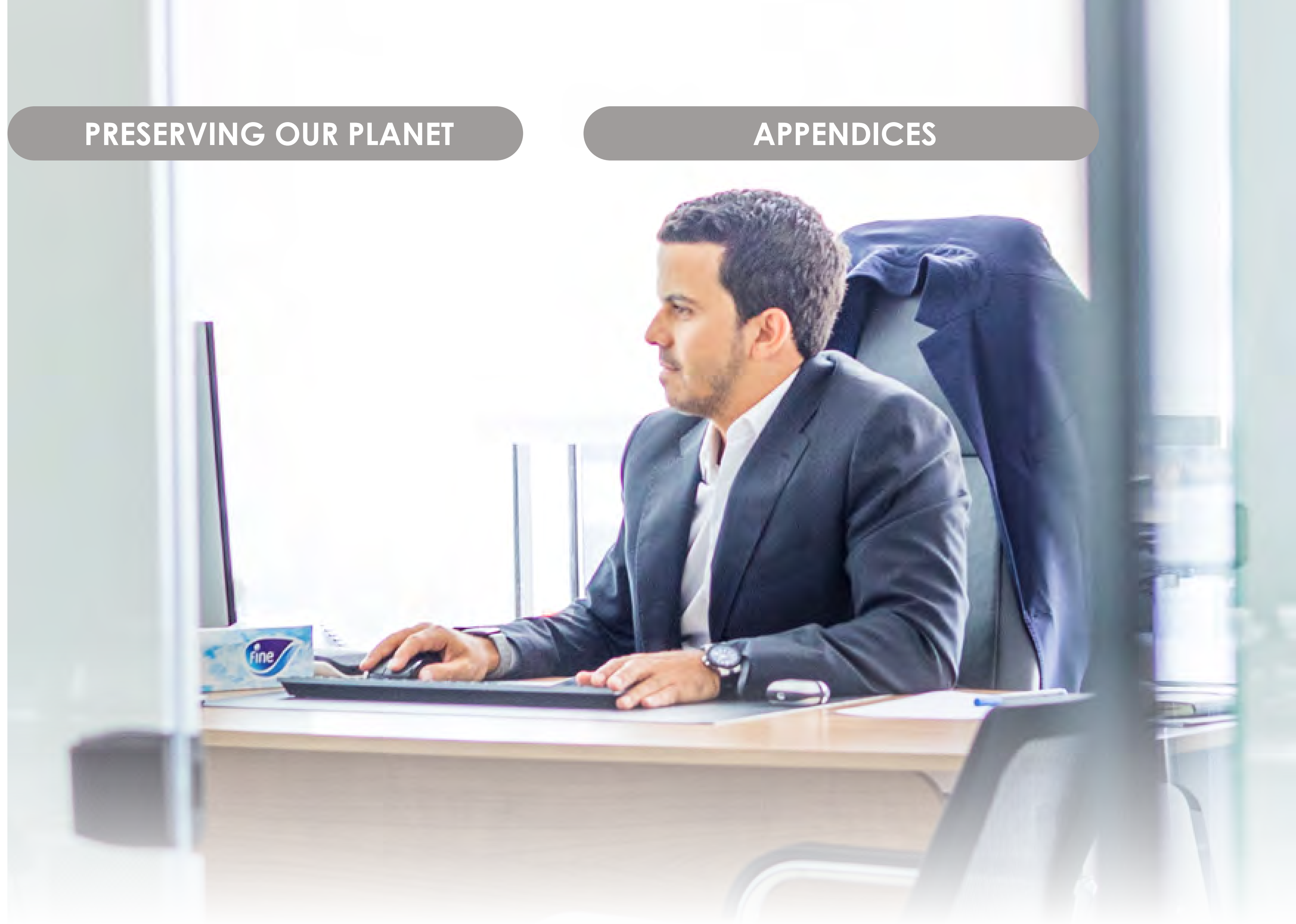
Completed

2025 Performance

Implemented tailored Individual Development Plans (IDP) for Hassan Allam Academy Members

Rationale for Strategic Updates to the Targets

In 2025, the Group refined its talent management targets to ensure they remain technically feasible and aligned with the evolving regulatory landscape of our operating regions. The target to provide a generalized sustainability and future-proof skills program was removed, as our current strategy prioritizes highly specialized department-specific training over a one-size-fits-all approach to ensure maximum operational impact. Similarly, the objective to adopt a formal Freedom of Association and Collective Bargaining Policy by 2025 has been transitioned into a more localized mechanism-based approach. Given that regional regulations regarding collective bargaining are still maturing, the Group has replaced this policy-driven target with the launch of the Liaison Office Initiative (implemented through the Brand Ambassador Program). This mechanism serves the same core intent, facilitating employee voice and management dialogue, while remaining strictly complaint with local laws.



Relevant Policies and Procedures

01 Training Procedure

This Group-level procedure establishes a structured framework for organizational development by defining the end-to-end process of needs assessment, plan formulation, and delivery methods.

02 Workforce Planning Procedure

This Hassan Allam Construction procedure provides a systematic approach to human resource optimization, governing critical processes such as manpower planning, internal transfers, and career shifting.

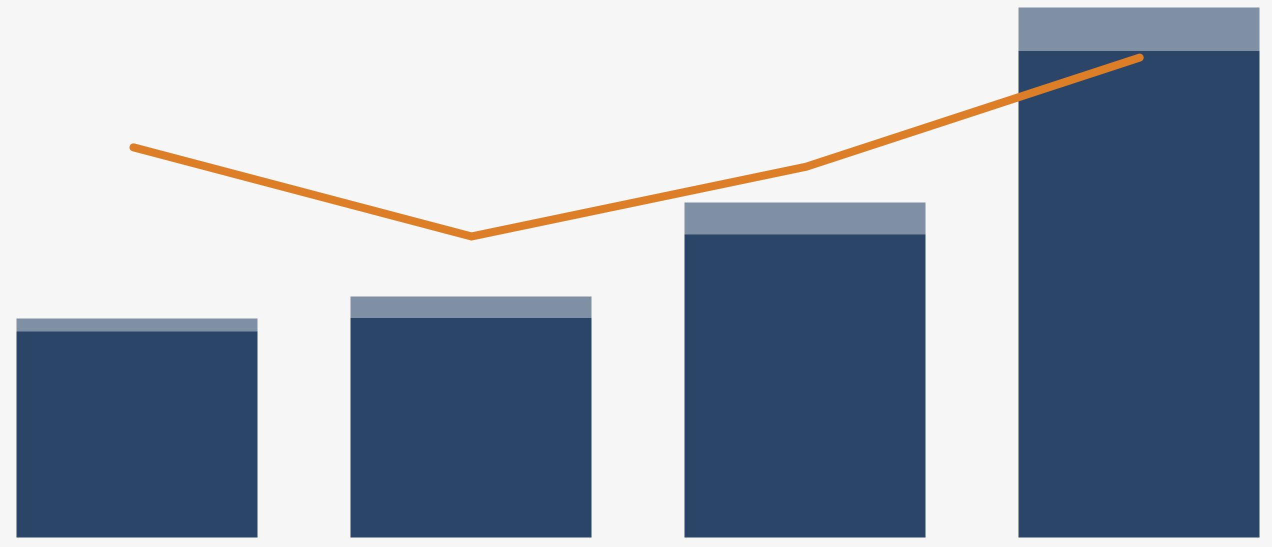
The Liaison Office and Brand Ambassador Program

In order to operationalize this commitment to employee voice and collective dialogue, the Group initiated a call for applications in December 2025 for the Brand Ambassador Program, which will serve as the primary vehicle for the Liaison Office. Following the selection process in 2026, this program will function as a robust two-way communication mechanism, facilitating an environment where workers can meet to discuss areas of concern directly with management (e.g., Employee Relations, Health and Safety). By appointing sociably oriented ambassadors with a minimum of two years of service, the Group will ensure that these liaisons act as the authentic decentralized voice of employees. These ambassadors will be empowered to represent the needs and feedback of their colleagues, providing a direct link to the central HR team for grievance facilitation and workplace satisfaction insights.

Employee Training Performance

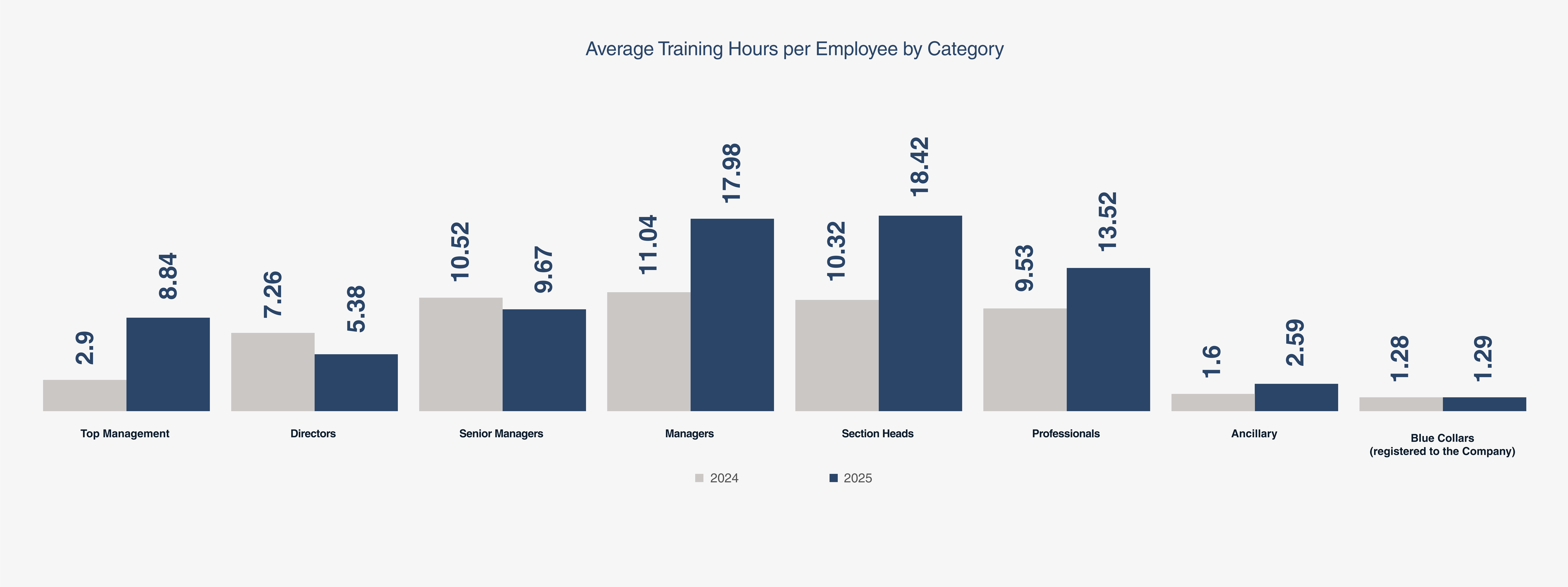
In 2025, the Group significantly expanded its investment in human capital, shifting toward a specialized training model that resulted in a substantial 58% increase in total training hours from 89,175 in 2024 to 141,123 in 2025. This growth is mirrored in the average training hours per employee, which improved from 4.96 to 6.92, as shown in the following graph. From a gender perspective, average hours for male employees increased from 4.66 to 7.03, while average hours for female employees, remained relatively stable at 5.80 in 2025, compared to 5.86 in 2024, as the Group continues to balance expanded recruitment with tailored development programs.

Total Training Hours disaggregated by Gender



	2022	2023	2024	2025
Total	**58,282**	**64,205**	**89,175**	**141,123**
Female	3,497	5,725	8,522	11,511
Male	54,785	58,480	80,653	129,612
Average per Employee	5.32	4.54	4.96	6.92

Analysis of performance by employee category reveals a targeted focus on middle and senior management, as the average hours for Managers increased from 11.04 to 17.98, while Section Heads saw a significant jump from 10.32 to 18.42 hours, reflecting our strategy to strengthen technical and managerial oversight. Furthermore, average hours for Top Management also increased from 2.90 to 8.84, emphasizing a top-down culture of continuous learning. Finally, average hours for Professionals increased from 9.53 in 2024 to 13.52 in 2025, as shown by the graph below.



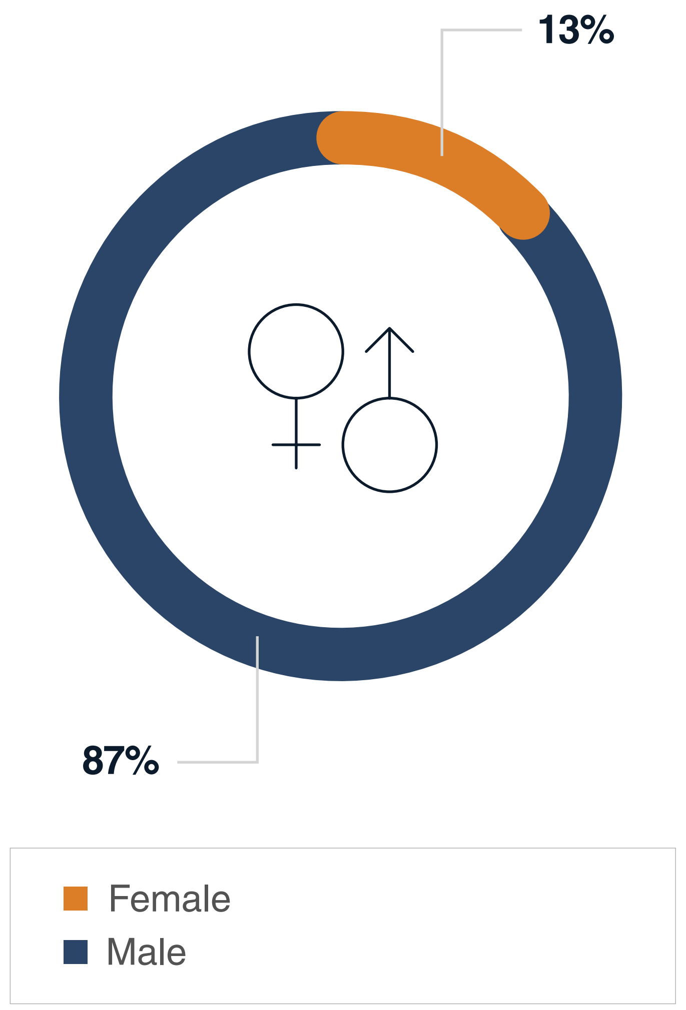
Hassan Allam Academy

The Hassan Allam Academy serves as the Group's dedicated hub for professional excellence, offering a diverse array of learning interventions, and expanding its geographical footprint and deepening its impact on the Group's leadership pipeline. In 2025, the Academy focused on a high-impact cohort of 23 members, selected from across the Group's subsidiaries, including Hassan Allam Holding, Hassan Allam Construction, Hassan Allam Utilities, Hassan Allam Roads & Bridges, and Hassan Allam Trading & Engineering; functions, such as Operations, Tendering, Contracts, Project Controls, Sustainability, Human Resources, and Commercial; and in key locations of operations (Egypt, KSA, and UAE).

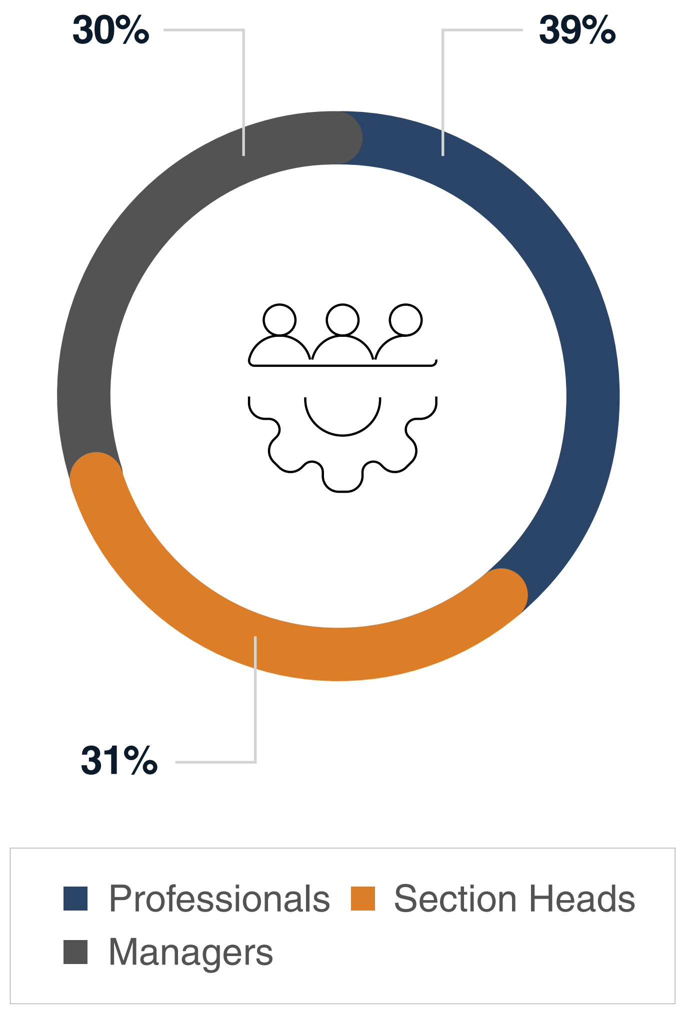
HASSAN ALLAM ACADEMY

A Journey to Excellence

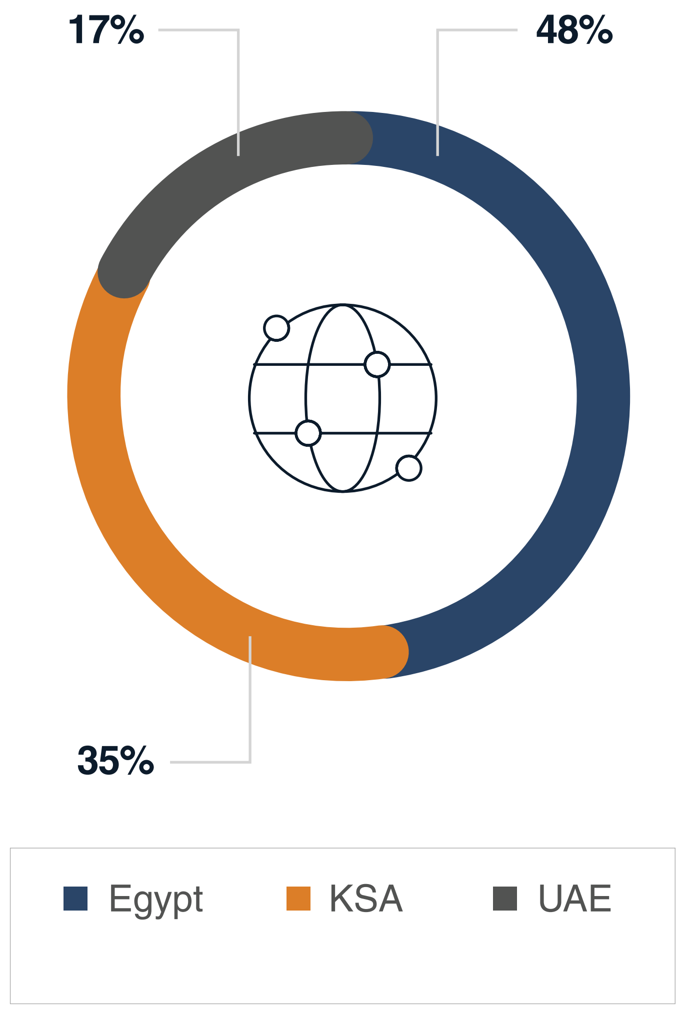
Academy Members by Gender



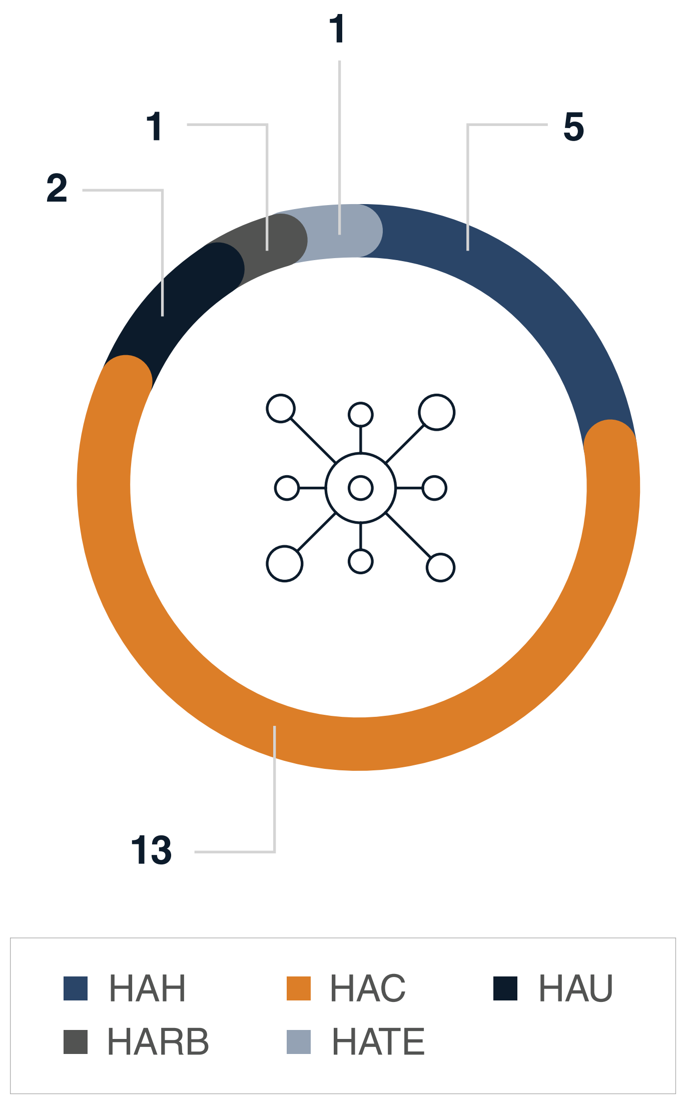
Academy Members by Employee Category



Academy Members by Country



Academy Members by Subsidiar



Career Coaching and Individual Development Plans (IDPs)

In continuation to the Career Coaching journey started in 2024, the 2025 cycle moved into a more rigorous implementation phase. Members engaged in a comprehensive development loop designed to align personal career aspirations with the Group's strategic objectives, including 360-Degree Assessments, Tripartite Alignment Meetings, and 3 Dedicated Coaching sessions. This journey culminated in the creation of tailored Individual Development Plans (IDPs) based on the 70/20/10 model. This industry-standard approach ensures that 70% of development is driven by on-the-job experiences and challenging assignments, 20% through exposure and mentorship, and 10% through formal educational interventions. These IDPs serve as the blueprint for the cohort's career progression throughout 2026.

Talent Program

The Group continues to invest in the next generation of industry leaders through a specialized graduate program that provides structured career entry points across our primary markets. In 2025, this program, saw a significant focus on technical expertise and a proactive shift in gender representation within our professional intake.

EGYPT GRADUATE PROGRAM

The 2025-2026 cohort in Egypt comprises 19 members, strategically divided into two specialized streams: an Engineering Track with 12 participants and a Business Track with 7 participants. Notably, this intake cycle demonstrates a significant advancement in gender diversity, with 68% female representation (13 females and 6 males), ensuring a diverse pipeline for both core construction and corporate support functions.

SAUDI GRADUATE PROGRAM

Parallel to our Egyptian operations, the Group has expanded its talent development framework into the Kingdom of Saudi Arabia. The current KSA cohort consists of 6 Talent Associates (of which 1 is female) focused on high-demand technical disciplines, including Computer Engineering, Civil Engineering, Mechanical Engineering, and Architectural Engineering. This program ensures that local talent is thoroughly integrated into the Group's regional standards and operational culture.

Rising Leaders Program

The Rising Leaders Program provides targeted development for its 33-member 2025 cohort, specifically focusing on first-time managers and recently promoted employees to bridge the gap between technical expertise and leadership. This transition is most concentrated within the Operations Department, which accounts for approximately 58% of participants (19 members), ensuring that new Construction and Technical Office Managers lead with both operational and managerial confidence. The program's cross-functional reach includes leaders from Procurement and Commercial functions, alongside Tendering, Quality, and Sustainability. While the cohort currently maintains a 15% female representation (5 members), the initiative serves as a vital mechanism for strengthening the female leadership pipeline across Egypt, KSA, and Libya, unifying the Group's management culture as these new leaders' step into their expanded roles.

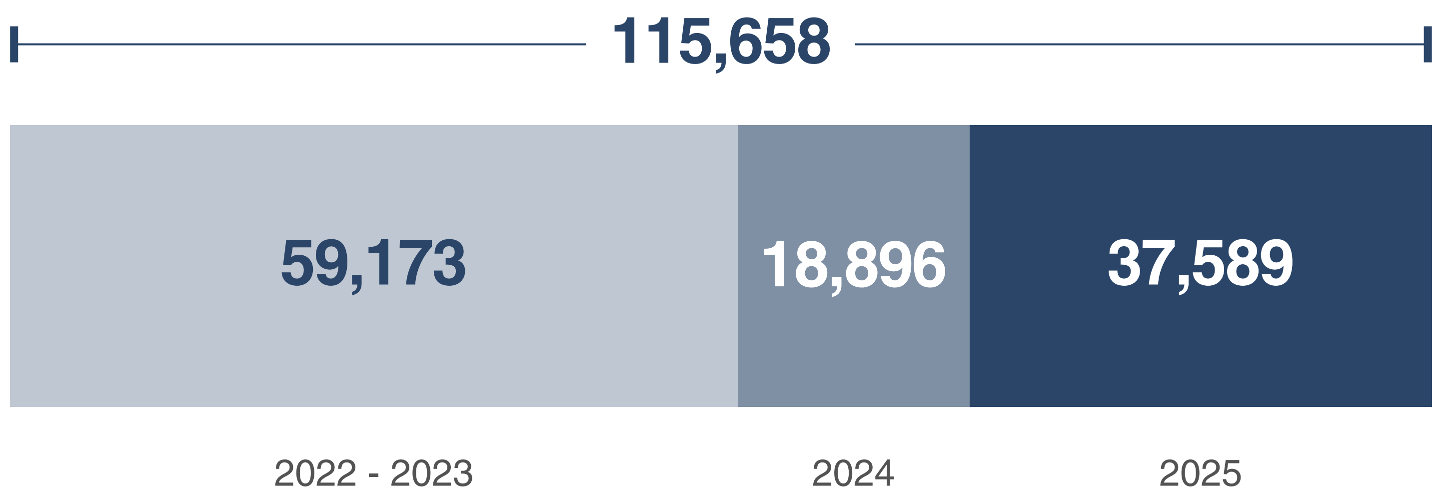
Azm National Development Program

In alignment with Saudi Arabia's Vision 2030, the Group is participating in the Azm National Development Program, a Public Investment Fund (PIF) initiative with the support of the Human Resources Development Fund (HRDF) designed to cultivate high-caliber Saudi talent. This strategic collaboration, which launched in Q4 2025, provides 26 Saudi Bachelor of Engineering and Diploma graduates with four months of specialized technical and on-the-job training. As the first Egyptian construction company to partner with the PIF on this national skilling initiative, Hassan Allam Holding ensures long-term workforce stability by offering full-time employment to all participants effective from their first day of training. The program moves beyond basic compliance to establish a qualified local workforce that is fully integrated into the Group's regional operations.

Internal Trainers

In 2025, the Group's internal knowledge-sharing ecosystem reached a significant milestone, with 34 internal trainers delivering a total of 37,589 training hours, a significant increase from 18,896 training hours in 2024. This initiative leverages a hierarchy of expertise where senior leadership plays a primary role in mentorship; currently, 43% of trainers are at the Manager level and 21% are at the Director level, ensuring that strategic and technical insights are passed down directly from the top. The remaining trainer pool consists of Section Heads (18%), Senior Specialists (12%), and Specialists (6%), creating a multi-tiered knowledge transfer structure that spans all operational levels of the organization.

Internal Training Hours by Year



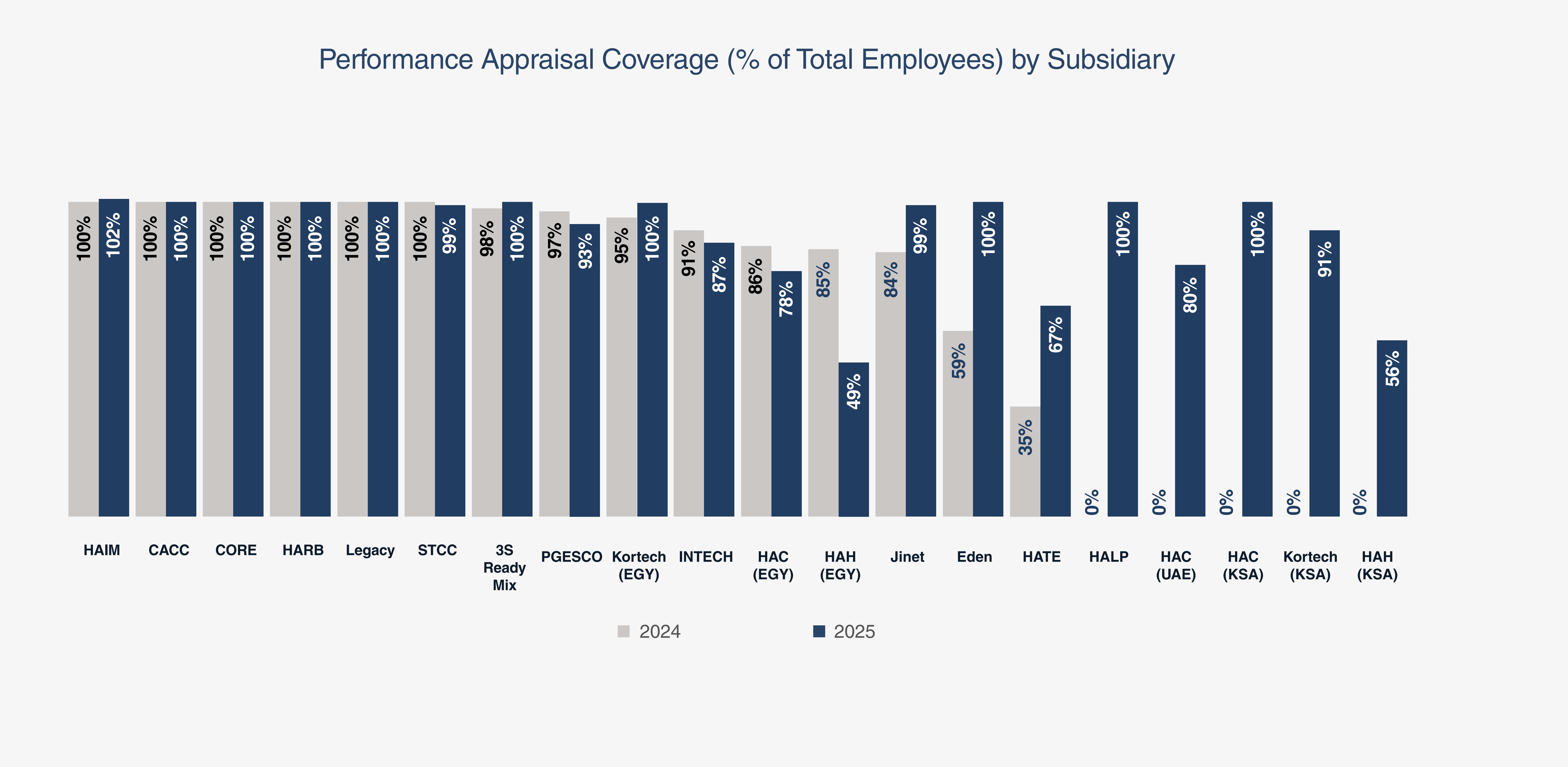
In order to further scale this internal expertise and ensure global accessibility, the Group is developing Learnifi, a centralized Learning Management System (LMS) scheduled for official launch in February 2026. Learnifi will serve as a digital hub for continuous development, offering a wide array of services including peer-to-peer knowledge exchange, leadership talks, and a comprehensive library of free online courses. A cornerstone of this new platform is the recently recorded "Introduction to Sustainability" course, which is designed to align the entire workforce with the Group's ESG objectives.

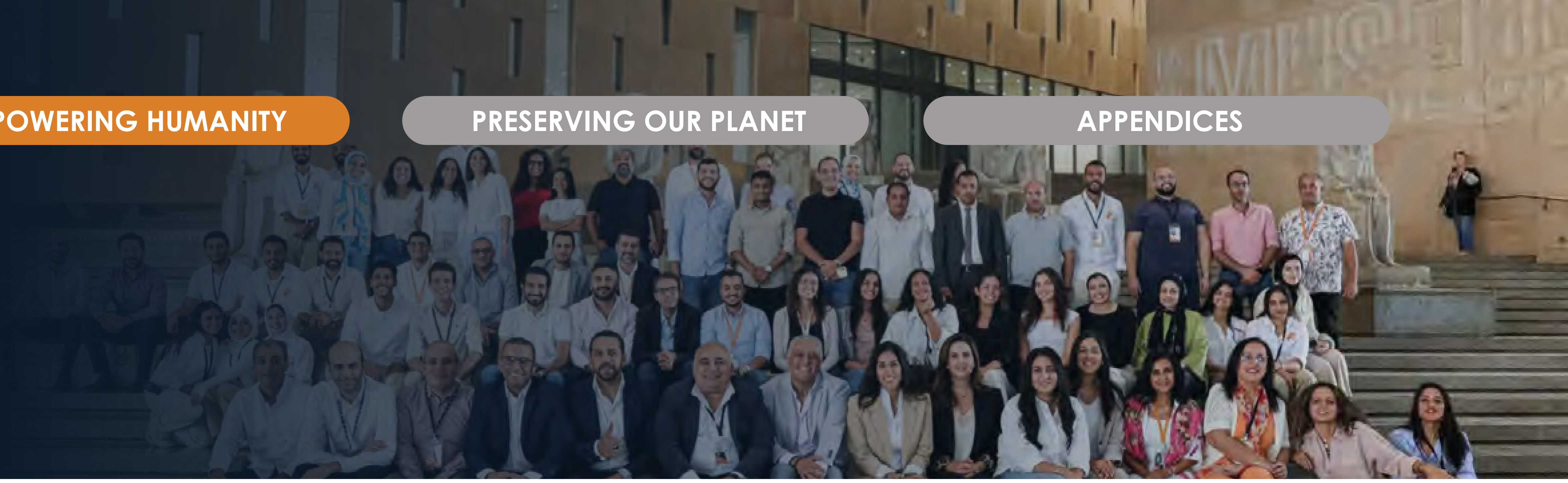
[13] Hassan Allam Investment Managers (HAIM) recorded a coverage rate of 102% due to the appraisals being conducted for employees who were active and reviewed during the year but departed prior to the year-end headcount cut-off.

Performance Appraisals

Hassan Allam Holding utilized formal performance appraisals to align individual contributions with corporate goals, at least once per year. In 2025, the Group maintained high consistency in its established subsidiaries, with entities such as Hassan Allam Investment Managers[13], 3S Ready Mix, CACC Cargolinx, Core Engineering Specialized Works, Hassan Allam Roads & Bridges, Legacy Development & Management, Kortech (Egypt), and Saudi Tunneling Company for Contracting achieving or maintaining 100% coverage. A key milestone was the rapid integration of the Group's regional expansion in Hassan Allam Construction (KSA & UAE), which has successfully scaled from 0% in 2024 to 100% coverage for KSA and 80% coverage in 2025, while the newly tracked Kortech (KSA) achieved 91% coverage in its first reported cycle.

Based on data tracked through year-end, coverage percentages are calculated by dividing total appraisals conducted by the year-end employee headcount. Some subsidiaries showed lower percentages, such as Hassan Allam Trading & Engineering, and Hassan Allam Construction (KSA) primarily due to high volumes of new hires and natural turnover where employees had not yet reached the eligibility window for review. This data-driven approach, based strictly on data received and tracked by Group's HR functions, ensures transparent and merit-based career progression across all regions.





Community Impact

Our Commitments

Targets

Community Engagement

Target Develop Community Engagement Plans where applicable annually	**Target** Prioritize local community hiring annually	**Target** Volunteering events with local communities annually	**Target** Partnerships per community with local NGOs and CSOs, focusing on SDGs annually
Status In progress	**Status** Completed	**Status** In Progress	**Status** In Progress
	2025 Performance Achieved a consolidated 35% local hiring rate across 22 entities	**2025 Performance** Several events were held in 2025, such as those at El Dabaa through which our team collected 3.5 tons of waste and planted trees	**2025 Performance** Formalized strategic partnerships with local NGOs via several projects (e.g., Water-Energy-Food Nexus Project with Schneider Electric)

Rationale for Strategic Updates to the Targets

In 2025, the Group refined its community impact framework to better align with international best practices and the specific operational realities of the construction sector. By transitioning from a generalized commitment to specialized Community Engagement Plans (CEPs) for specific sites, where applicable, we ensure that our social interventions are purposeful and tailored to the unique needs of the regions where we operate. This shift includes formalizing our long-standing prioritization of local community hiring as a core operational standard rather than a standalone objective. Furthermore, in accordance with international standards such as IFC and EBRD, the Group will integrate Land Acquisition, Resettlement, and Rehabilitation protocols directly into the Environmental and Social Management Systems (ESMS) of the subsidiaries where this commitment is relevant, rather than a develop a generic Group-level commitment. This ensures that these critical procedures are activate as site-specific requirements during the project lifecycle, allowing for more agile and high-standard response to social safeguards while upholding our commitment to preventing involuntary resettlement across our global footprint.

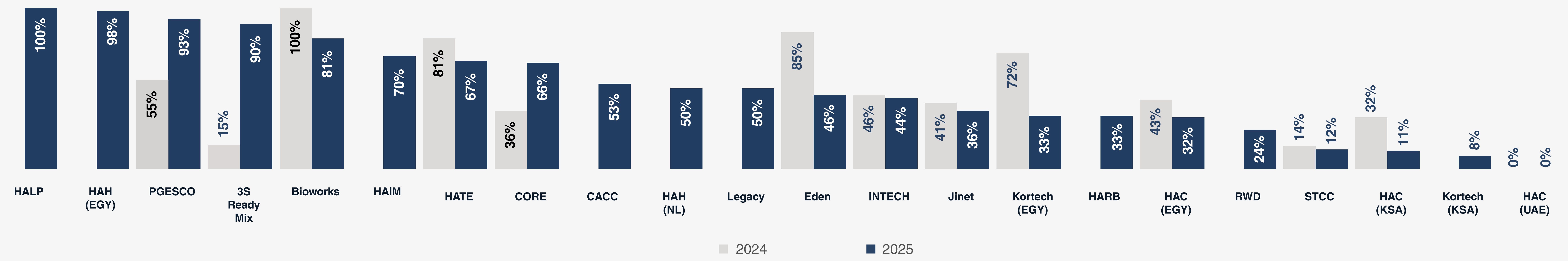
Local Community Hiring

The Group views local community hiring not merely as a corporate objective, but as a fundamental operational mandate practiced across all locations of operation. By prioritizing the recruitment of individuals from the immediate vicinity of our projects and offices, we ensure our economic footprint directly translates into regional stability and household-level prosperity. In 2025, we expanded the reporting scope for the percentage of employees hired from the local community (from 12 to 22 entities[14]), providing a more representative data for this indicator. In Egypt, local hiring is verified by matching an employee's city of residence (as per their National ID) to the city where their workplace is location[15]. Internationally, such as with Hassan Allam Construction Saudi, we match nationalities to the host country (i.e., the figure in the chart below shows the percentage of Saudi employees assigned to that company). The consolidated local hiring average of 36.4%[16] reflects this stricter verification and significantly broader reporting boundary, providing a transparent baseline for our social impact.

3S Ready Mix's Safaga Employment Initiative

In alignment with the Group's commitment to local community hiring, 3S Ready Mix has committed to hiring 20% of its total workforce, including workers, drivers, security personnel, and helpers, at the Safaga Port Project Site directly from Safaga City in Egypt to drive local economic development and improve the residents' quality of life. In order to ensure professional success and safety, the newly hired employees undergo a comprehensive training program focusing on operational procedures and safety protocols. This initiative serves as a strategic community investment, transforming local labor into a skilled workforce while fostering deeper community engagement and social sustainability in the region.

% of Employees hired from Local Community



[14] Hassan Allam Logistics Parks (HALP, Egypt), Hassan Allam Holding (HAH in Egypt and the Netherlands), PGESCO (Egypt), BIOWORKS Verfahrenstechnik (Germany), Hassan Allam Investment Managers (HAIM, Egypt), Hassan Allam Trading & Engineering (HATE, Egypt), CORE Engineering Specialized Works (Egypt), CACC Cargolinx (Egypt), Legacy Development & Management (Egypt), 3S Ready Mix (Egypt), Eden Facility Management (Egypt), INTECH (Egypt), Jinet Landscape and Services (Egypt), Kortech (in Egypt and KSA), Hassan Allam Roads & Bridges (HARB, Egypt), Hassan Allam Construction (in Egypt, KSA and UAE), Ridgewood for Water Desalination (RWD, Egypt), and Saudi Tunneling Company for Contracting (STCC, KSA).

[15] For entities assigned to a single location, such as Legacy Development & Management at the Grand Egyptian Museum (Giza), an employee is only considered hired from the local community if their National ID confirms residency in the same city as their workplace (i.e., Giza in Legacy's case). For entities with operations across multiple cities, the Group conducts a site-by-site assessment: local hires are identified for each specific city, and these figures are then aggregated against the total headcount for that entity to ensure a precise representation of community impact.

[16] The 2025 average of 36.4% is a weighted average based on the total number of employees across 22 entities. This figure is not directly comparable to the 2024 average, which was calculated as a simple average across a smaller scope of 12 entities and utilized a less granular residency verification method.

Relevant Policies and Procedures

Corporate Social Responsibility (CSR) Policy

Issued in April 2025, this policy formalizes the Group's commitment to sustainable development through three strategic pillars: Community Development, Youth, and Gender Equality. The policy aims to ensure that social investments, ranging from infrastructure investments to training opportunities for women, are aligned with international standards such as ISO 26000 (Social Responsibility) and the UN Sustainable Development Goals (SDGs).

Community Development

This pillar aims to support the local communities where the Group operates, enhancing their quality of life through sustainable development initiatives and active engagement.

The Water-Energy-Food-Nexus Project with Schneider Electric

Hassan Allam Holding and Schneider Electric have established a strategic partnership to implement an integrated model addressing the "Water-Energy-Food" Nexus. The flagship project in El Nouras village, Port Said, serves an agricultural community of 12,000 people via a local Non-Governmental Organization (NGO). In 2025, the project reached a significant milestone with the installation of a 1.65 kWp solar-powered system and a climate-controlled greenhouse equipped with IoT remove monitoring. This infrastructure revitalizes local cultivation in areas previously hindered by soil salinity, directly addressing vital infrastructure needs through smart solutions and digital technologies.

TESTIMONIAL

Sebastian Riez

Cluster President for North Africa & Levant
Schneider Electric

Our partnership with Hassan Allam Holding is built on deep technical collaboration across their subsidiaries. As their energy technology partner, we were proud to recognize their progress at our 2024 Sustainability Impact Awards. Our collaboration extends beyond industry into social impact, most notably through our first joint community development in Port Said, where solar-powered irrigation systems and greenhouses are helping transform the lives of 12,000 people. At Schneider Electric, we remain committed to electrifying, automating, and digitalizing every industry, business, and home – driving efficiency and sustainability for all.

Supporting Safe Housing Initiative with Misr El Kheir Foundation

Hassan Allam Holding is committed to driving meaningful social impact across Egypt's underserved communities. As part of this commitment, we partnered with Misr El Kheir Foundation through dedicated support directed toward improving living conditions for the most vulnerable families in Al-Madamoud Bahri Village in Luxor. The initiative targets 15 families identified as among the most in need, focusing on the structural upgrading and rehabilitation of their homes to ensure safe, adequate, and dignified housing standards. The project is structured across three sequential phases, each covering five homes over a two-month period, ensuring accountability and quality assurance at every stage. This partnership reflects the Group's broader strategy of investing in sustainable community development, with a particular focus on Upper Egypt, one of the country's most underserved regions.

3S Ready Mix's First Aid Training with Egyptian Red Crescent

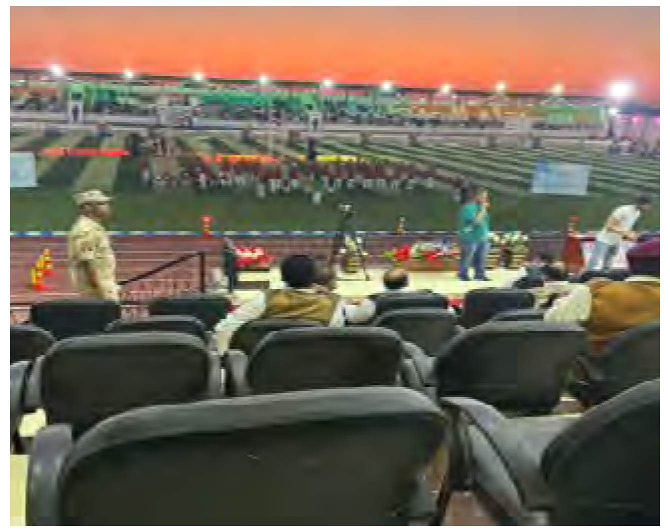
Building community resilience through health and safety is a core component of the Group's social responsibility strategy. To this end, 3S Ready mix collaborated with the Egyptian Red Crescent Authority to organize a comprehensive First Aid Training program for local community members. Over three days of intensive theoretical and practical sessions at the project site in the North Coast area, 10 participants were empowered with essential life-saving skills. This initiative increases local health awareness and strengthens the community's ability to respond effectively to medical emergencies, fostering a safer environment for families in the region.

Local Environmental Stewardship at El Dabaa

The Group's presence on major project sites serves as a catalyst for local environmental health and collaborative action. At the El Dabaa Project, Hassan Allam Construction's team actively integrates stewardship into its community engagement through recurring volunteer initiatives. In 2025, the team participated in an annual tree-planting campaign, planting trees estimated to sequester 735 kg of CO2e annually, and conducted quarterly beach cleanups removing over 500 kg of waste from the coastline. This commitment expanded in September 2025 through a large-scale urban initiative conducted under the supervision of the Nuclear Power Plants Authority (NPPA). By mobilizing 35 employees and providing essential logistical support, including trucks and technical expertise, the team facilitated the collection of over 3 tons of mixed waste from residential areas, schools, and public parks. This collaboration contributed to improving the city's environmental landscape while strengthening the strategic partnership between the Group, the project owner, and the local community.

3S Ready Mix's Social Stability and Family Support in Marsa Matrouh

In alignment with the goal of fostering social sustainability and household-level prosperity, 3S Ready Mix contributed to the marriage costs and provided essential electronic devices for 200 couples, recognizing that financial barriers can hinder community stability. This sponsorship was designed to alleviate significant financial burdens, helping young families build a stable foundation for their future and demonstrating the Group's commitment to the long-term well-being of its neighbors.



PGESCO's Community and Environmental Contributions

In 2025, PGESCO executed a series of targeted initiatives focused on resource circularity and public health. Environmental efforts centered on waste diversion, with nearly 1.5 tons of paper donated for recycling through partnerships with Go Clean and Bekia. Social contributions included the donation of 675 items of clothing to Al Orman and the Baheya Foundation, alongside the provision of essential medicines to Al Baqiyat Al Salihat. Furthermore, PGESCO conducted a blood donation drive in collaboration with the National Blood Bank, collecting 48 liters of blood to support approximately 144 beneficiaries. These activities reflect a consistent commitment to leveraging operational waste streams and employee mobilization for community benefit.

HAU's support for Clean Water Access with UNICEF and BLU

Hassan Allam Utilities (HAU), in collaboration with UNICEF and BLU, provided a financial contribution to connect 200 households in Upper Egypt to a reliable source of clean water. This initiative targets the immediate hygiene needs of underserved families. To complement the infrastructure, HAU sponsored a school kayaking event under the WAVE initiative, an interactive platform to educate students about water sanitation and inspire a new generation of changemakers.

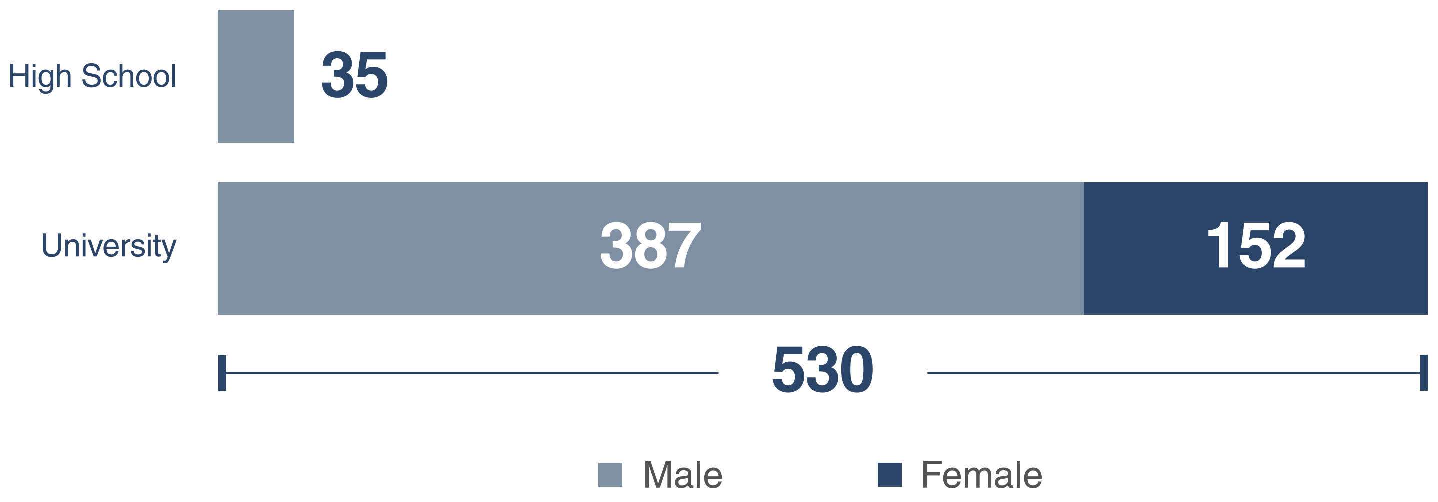
Youth Empowerment

This pillar focuses on fostering quality education and providing training to equip the next generation for careers in engineering. We aim to bridge the gap between academic theory and industry mastery through partnerships with academic institutions while supporting youth in various disciplines.

Academic-Industry Integration and Internships

In 2025, we hosted 565 interns across our various projects and offices, providing students with a front-row seat to large-scale sustainable infrastructure. This cohort included 530 university students and 35 high school students, with 27% female representation overall. While this follows a high-engagement year in 2024, which saw 618 interns with a 47% female participation rate, the Group remains committed to diversifying its intake and providing technical exposure to the next generation of engineers and specialists across all disciplines.

Internships provided to Students in 2025



Our engagement with academic institutions extends beyond the internship cycle to include active recruitment and orientation at leading universities. For example, Hassan Allam Holding participated in the American University in Cairo (AUC) Employment Fair in November 2025. These platforms allow the Group to connect with talented graduates, sharing insights on building careers. Furthermore, these partnerships provide our existing employees with access to rigorous training and professional certification preparedness, ensuring our internal workforce remains aligned with global industry complexities.

TESTIMONIAL

The American University in Cairo

Prof. Dr. Ehab Abdelrahman

Provost

The American University in Cairo

Our partnership with Hassan Allam Holding stands as a premier example of how institutional knowledge and corporate leadership can converge to build a resilient, ethical, and highly skilled workforce for Egypt's sustainable future. The collaboration between HAH and Engineering and Science Services (ESS) at AUC is a closed-loop ecosystem of professional development. While HAH provides invaluable on-the-job training and internships, offering students a front-row seat to large-scale sustainable infrastructure, AUC provides the rigorous professional certification preparedness necessary to navigate the complexities of today's industry.

National Skilling and Workforce Localization in KSA

In alignment with Saudi Arabia's Vision 2030 and the Group's commitment to developing national talent, our team hosted 40 students from Prince Sattam bin Abdulaziz University for two days at the Al-Kharj Entertainment Complex Project in 2025. The program included guided exposure to live construction operations, interactive sessions with Technical Office teams, and direct engagement with project leadership and managers across civil, electrical, and mechanical engineering disciplines. In order to ensure comprehensive future readiness, the program also delivered professional development workshops on CV writing and business communication. By mobilizing internal mentors and site leadership, this initiative demonstrates the Group's dedication to investing early in the next generation of Saudi engineers, fostering the industry awareness and employability skills necessary for their entry into the job market.

Cultural Heritage at the Grand Egyptian Museum

In 2025, Hassan Allam Holding dedicated a part of its annual giveaways budget to providing over 1,330 public school children with the opportunity to visit the Grand Egyptian Museum and participate in workshops. This strategic change aims to create a deeper social impact by fostering a connection with heritage, and enriching the cultural understanding of young Egyptians.

Additionally, during the GEM Summer Camp, Legacy's Education Team hosted up to 50 students aged 14 to 17 per day from both public and private schools across five different governorates for 5 days. The experience included a tour of the GEM galleries, the GEM Discovery game, a technology workshop where the students designed robotic games inspired by ancient toys, and a session provided by Hassan Allam Construction's Sustainability Department to explore how ancient Egyptian building practices inspire today's low-carbon construction methods. These sessions foster curiosity in engineering principles and sustainable design by connecting historical heritage with modern innovation.

GEM SUMMER CAMP 2025

Partnership for Athletic Inclusion

Hassan Allam Holding is proud to continue its multi-year partnership with Zeiad Kahil, a distinguished Paralympic swimmer who serves as an ambassador for resilience and social inclusion. Since 2016, Zeiad has consistently broken international records, including reaching the “Golden Square” at the 2022 World Cup and representing Egypt at the Tokyo 2020 Paralympics. He also made history in 2024 by breaking an African record and reaching the finals at the Paris 2024 Paralympic Games. Most recently, at the World Aquatics Championships 2025 in Singapore, Zeiad set new benchmarks in the 100m breaststroke. Beyond the podium, Zeiad’s journey serves as a powerful catalyst for youth empowerment, challenging systemic barriers and inspiring a new generation of athletes to pursue excellence regardless of physical limitations.

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Zeiad Kahil

Paralympic Swimmer & Brand Ambassador

Every medal, every record, every finish line I cross – I do it to make my family proud, to honor the support of the Egyptian Paralympic Committee, and to give back to those who believed in me. Hassan Allam Holding has been more than a sponsor – they’ve stood by me as a true partner in this journey.

Youth Athletic Development

In 2025, 3S Ready Mix formalized a strategic sponsorship of the Qanater Al Khairiya Football Team to support grassroots athletic talent. This initiative covers all costs associated with the team, such as professional coaching, medical care, and technical equipment. By investing in structured athletic programs, we contribute to fostering an environment that encourages disciplined lifestyles, empowering local youth and supporting their development.

Hassan Allam
HOLDING

05

Environmental Impact

Environmental Impact

Our Commitments

Targets

Pollution Prevention

Target
Pollution Prevention Plans and monitoring across all operations and projects annually

Status
In Progress

Ecosystems and Biodiversity

Target
Ensure implementation of the Biodiversity Policy across all operations annually

Status
In Progress

2025 Performance
We drafted a Group-level Biodiversity Policy, developed a Biodiversity Management Procedure for HAU, and several projects in subsidiaries (such as HAC) already conduct biodiversity studies and management plans

Sustainable Operations

Target
Align with ISO 46001:2019 (Water Efficiency Management Systems) in 2025

Status
In Progress

Target
Align with ISO 50001:2018 (Energy Management Systems) in 2025

Status
In Progress

2025 Performance
Key commitments were integrated within the subsidiary-specific Environmental & Social Policies as an initial step; capacity building sessions and further alignment initiatives are planned for 2026

Rationale for Strategic Updates to the Targets

The Group transitioned pollution prevention and biodiversity protection from fixed-term goals to annual recurring targets, ensuring that mitigation and monitoring efforts remain constant across all operational sites as the Biodiversity Policy moves from the drafting phase into active implementation. Furthermore, the management of water and energy resources has been consolidated under the Environmental Impact pillar, with a refined focus on aligning internal systems with the requirements of ISO 46001:2019 and ISO 50001:2018. This shift prioritizes the functional integration of water efficiency and energy management standards into project lifecycles over the pursuit of formal certifications, ensuring that environmental performance is driven by practical site-level application and consistent resource optimization.

Relevant Policies and Procedures

01 Biodiversity Policy

This draft framework established a Group-wide mandate to integrate ecological conservation into projects' lifecycles, ensuring sustainable resource management and habitat protection, while aligning operational footprints with national and international environmental regulations.

02 Biodiversity Procedure

This operational procedure for Hassan Allam Utilities defines the technical protocols for pre-construction biodiversity surveys, species relocation, and chance-finding, providing a standardized methodology to minimize site-specific ecological disruption during construction and operations.

Environmental Management

The Group's approach to environmental stewardship is grounded in the systematic implementation of internationally recognized management systems. In 2025, we successfully expanded our ISO 14001:2015 (Environmental Management Systems) certifications from 11 to 13 across our subsidiaries, signaling a deepening of our commitment to standardized environmental performance.

Hassan Allam Construction **Egypt**	Wood Products Division	3S Ready Mix
Hassan Allam Construction **KSA**	Saudi Tunneling Company for Contracting **STCC**	Eden Facility Management
Hassan Allam Construction **UAE**	Kortech **Egypt & KSA**	International Environmental Technologies Co. **INTECH**
Steel Fabrication Division	Hassan Allam Roads & Bridges	Power Generation Engineering and Services Company **PGESCO**
Concrete Products Division		

This expansion is supported by the decentralization of our Environmental and Social (E&S) management, as detailed in the Governance section this report. By issuing 14 localized E&S Policies, we have enabled our subsidiaries to manage their specific material impacts while adhering to a unified Group-wide standard aligned with IFC and EBRD requirements. The following sub-sections provide examples of how these policies are being used to improve industry-specific management.

Environmental Risk Management at Hassan Allam Construction

As the Group's largest subsidiary, Hassan Allam Construction (HAC) serves as a blueprint for integrated environmental risk management. HAC utilizes a comprehensive framework that incorporates Health, Safety, and Environmental (HSE) risks, including climate-related physical risks such as flooding and storm surges, directly into its project risk registers. This allows for systematic mitigation across more than 70 distinct construction procedures, including material handling and excavation.

Building on its Sustainability Procedures, which align with ISO 14001 and LEED standards, HAC further support environmental management on a project-level through an Environmental Checklist. This tool monitors site-specific performance across key categories, including site assessment, heat island reduction, low light intensity, dust control, construction site entrance, transportation, water usage, waste management, green procurement, and also encourages innovative efforts.

PGESCO's Environmental and Social Impact Assessments

PGESCO has expanded its environmental engineering portfolio by delivering technical support for high-priority impact assessments and baseline studies across the regional energy landscape. This included the development of Environmental and Social Impact Assessment (ESIA) reports for major utility-scale solar PV and high-efficiency gas-fired power projects, as well as specialized contributions to a green hydrogen baseline noise assessment. By integrating these assessments into the engineering phase, PGESCO ensures that utility-scale infrastructure is designed to mitigate ecological risks and comply with international environmental safeguards from the outset.

In parallel, the company has enhanced its internal governance by updating standard engineering instructions for ESIAs and rolling out targeted awareness programs across its technical departments to ensure cross-functional alignment. This focus on standardizing environmental oversight is further evidenced by the preparation of recommendation reports for urban development projects and the management of quarterly environmental and social progress reporting for substation electricity reconstruction efforts.

CACC Cargolinx and IATA Environmental Assessment (IEnvA)

In 2025, CACC Cargolinx initiated a comprehensive alignment with the IATA Environmental Assessment (IEnvA) framework to address the unique environmental footprint of the logistics and aviation sector. This process involved a detailed risk assessment using IATA's Cargo Handler Scope & Context Tool to identify material environmental impacts. Following this assessment, CACC Cargolinx updated its ESG Policy and developed a dedicated IEnvA Manual alongside specialized management plans for emissions, water and wastewater, and waste. This transition toward a specialized IEnvA-aligned system ensures that CACC Cargolinx manages its operational impacts with the technical precision required by international aviation standards.

Biodiversity and Ecosystem Preservation

The Group is committed to integrating ecological conservation into its core operations to protect local habitats and ensure sustainable resource use. Our approach balances regulatory compliance with proactive measures to mitigate land degradation and desertification across all project sites. We are currently finalizing a Group-level Biodiversity Policy designed to provide a unified mandate for habitat protection. This framework ensures that all subsidiaries align their operational footprints with national and international environmental regulations, prioritizing the prevention of ecological loss during project lifecycles.

Hassan Allam Utilities Biodiversity Management Procedure

Hassan Allam Utilities (HAU) conducts Environmental and Social Impact Assessments for its new projects to establish baseline conditions and identify potential risks to air quality, water resources, and local biodiversity. In order to operationalize these assessments, HAU developed its Biodiversity Management Procedure in 2025, providing a structured methodology for site-level management. This includes defining boundaries for pre-construction surveys and recording species presence to establish site-specific mitigation strategies; a chance find protocol that implements mandatory "no-harm" rules for unexpected wildlife encounters, ensuring all findings are documented in a dedicated register; and providing technical guidelines for the safe transfer of sensitive species from construction zones to suitable alternative habitats when necessary.

Biodiversity in Construction Sites

Hassan Allam Construction (HAC) conducts ecological studies aligning with project requirements and national legislations in the regions where it operates. For example, in 2025, HAC conducted a comprehensive biodiversity survey in the El Dabaa area, recording a notable diversity of fauna, including reptiles, amphibians, migratory birds, and desert mammals; and flora, specifically wild and medicinal plant species, spanning ecosystems such as sand dunes, saline depressions, and valleys. These results and then typically used to implement site-specific protection measures and maintain environmental sensitivity during project activities. Furthermore, when rare or sensitive flora is identified on a site, HAC collaborates with specialized experts, like Jinet, to ensure its preservation and appropriate treatment during the construction phase.

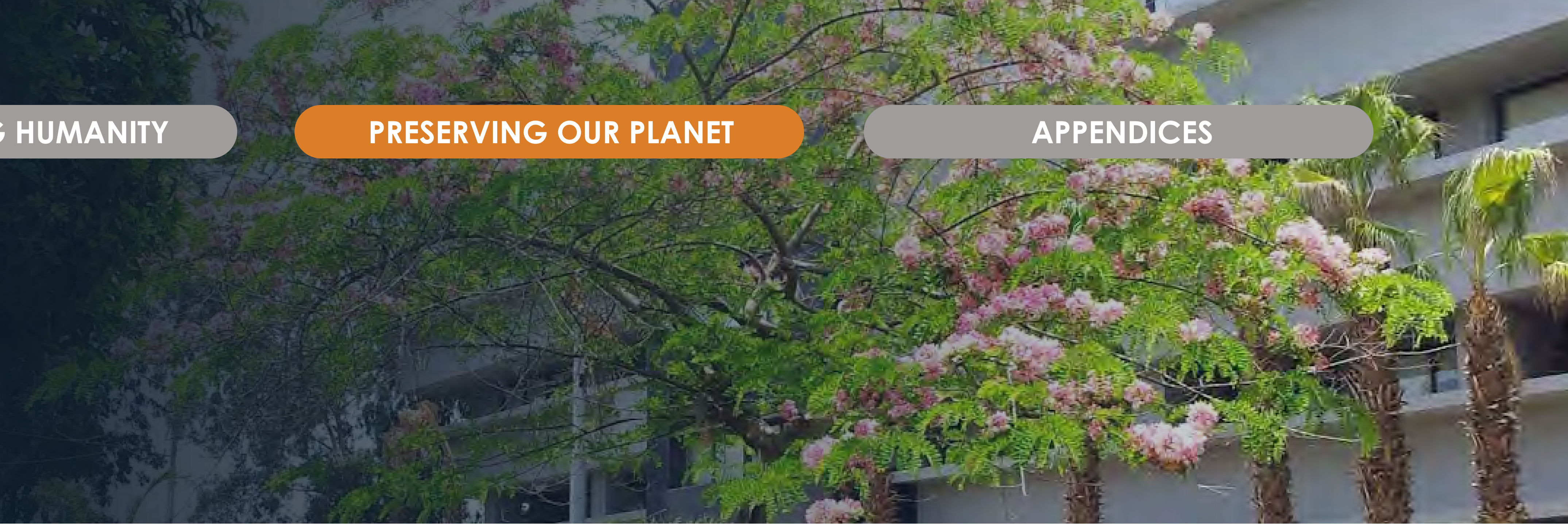
Jinet Landscape and Services

As the Group's landscaping specialist, Jinet focuses on the conservation and utilization of native Egyptian flora. These species have evolved to be resilient to drought, high salinity, and extreme temperatures, making them highly effective for sustainable landscaping in arid climates like Egypt and the Kingdom of Saudi Arabia. Jinet manages this by integrating low-impact maintenance into all project sites, including the use of organic algae-based compost to eliminate chemical runoff, and "Cycle and Soak" irrigation technology to prevent water waste and soil erosion.

STRATEGIC NURSERY INFRASTRUCTURE

In order to ensure plant availability and maintain project-specific standards, Jinet establishes dedicated nurseries for its major project clusters. This infrastructure mitigates market shortages and meets heightened demand during peak seasons. As of 2025, Jinet manages 39 acres of dedicated nursery space across key locations, including Al Mansoureyah Nursery (10 acres), which is the primary hub for the conservation and propagation of indigenous genotypes; KSA Plant Nursery (10 acres), supporting regional expansion with climate-resilient species; Badr Plant Nursery (10 acres); New Capital Nursery (5 acres); and Al-Fustat Plant Nursery (4 acres). This approach ensures the availability of resilient plant life for Group projects.

Built Environment



Our Commitments

Targets

Sustainable Building

Target
100% of office buildings are green based on standards such as LEED, WELL, EDGE, BREEAM, etc. by 2030

Status
In Progress

2025 Performance
Achieved a 60.29% average completion rate for subsidiary head offices' EDGE assessments

Environmental Declaration of Products

Target
Prioritize products and materials based on Environmental Product Declarations (EPDs) annually

Status
In Progress

2025 Performance
Conducted an assessment[17] across key subsidiaries, revealing that 30% of 83 top vendors hold LCAs or EPDs for their products

Target
Evaluate and optimize the environmental performance of our building materials and products (i.e., by publishing EPDs) by 2030

Status
In Progress

2025 Performance
Published 3 verified EPDs (Fabricated Steel, Wall Wood Cladding, and Flush Wooden Doors) and initiated the third-party audit phase for bricks and ready-mix concrete

Rationale for Strategic Updates to the Targets

The Group's strategy for the built environment shifts from broad procedural goals toward quantifiable performance and better transparency, for example, we now target that 100% of our office buildings are green based on frameworks such as LEED, WELL, EDGE, or BREEAM by 2030 to enable precise tracking and reporting. A primary focus of this update is the decarbonization of our industrial supply chain; we have recalibrated our material efficiency targets to specifically focus on our building materials and products divisions. By extending the target deadline to 2030, we allow for the rigorous lifecycle assessments required to publish EPDs, ensuring our core products meet international environmental standards. Furthermore, in alignment with our decentralized governance model, several previous targets regarding sustainable infrastructure and general procedures have been integrated into the Environmental and Social Management Systems (ESMS) of relevant subsidiaries like Eden Facility Management and Legacy.

[17] Read more under the ESG Due Diligence and Vendor Assessment sub-section under the Procurement and Supply Chain section

Green Buildings

Hassan Allam Holding is committed to minimizing the environmental impact of its physical footprint by transitioning its office portfolio toward international green building standards. This strategy focuses on resource efficiency, carbon reduction, cost savings, and the health and well-being of our workforce.

Hassan Allam Holding's Headquarters in Cairo, Egypt

Our Cairo headquarters continues to serve as the Group's benchmark for sustainable real estate. Certified since October 2024 under the IFC's EDGE (Excellence in Design for Greater Efficiencies) standard, the facility achieves significant annual resource savings, including 33% reduction in energy consumption (saving around 205,000 kWh annually); 25% reduction in water consumption (saving around 10,000 cubic meters of water annually); 99% less embodied carbon in materials; and over 37 tons of CO_2 avoided each year. These efficiencies are maintained through active smart-building technologies, including smart meters for energy and water, motion-controlled lighting, aerators for water fixtures, and roof-mounted solar PV panels.

Portfolio Decarbonization Roadmap

In 2025, we launched a multi-stage roadmap to evaluate and optimize the remaining office portfolio across all subsidiaries. We distinguish between owned assets, where we have full operational control over certifications, and leased spaces, where we focus on internal operational optimization. We completed the first stage of this roadmap in 2025 by conducting a workshop on the use of the EDGE Application for our Sustainability Focal Points in order to build their capacities to perform the assessments. Following the workshop, we initiated EDGE Assessments for 12 subsidiaries, reaching an average completion rate of 60.29% across the Group, with notable progress reported by PGESCO, Ridgewood for Water Desalination, Hassan Allam Roads & Bridges, Hassan Allam Construction (in Egypt, UAE, and KSA), Jinet Landscape and Services, Kortech, Eden Facility Management, Hassan Allam Trading & Engineering, 3S Ready Mix, and CACC Cargolinx.

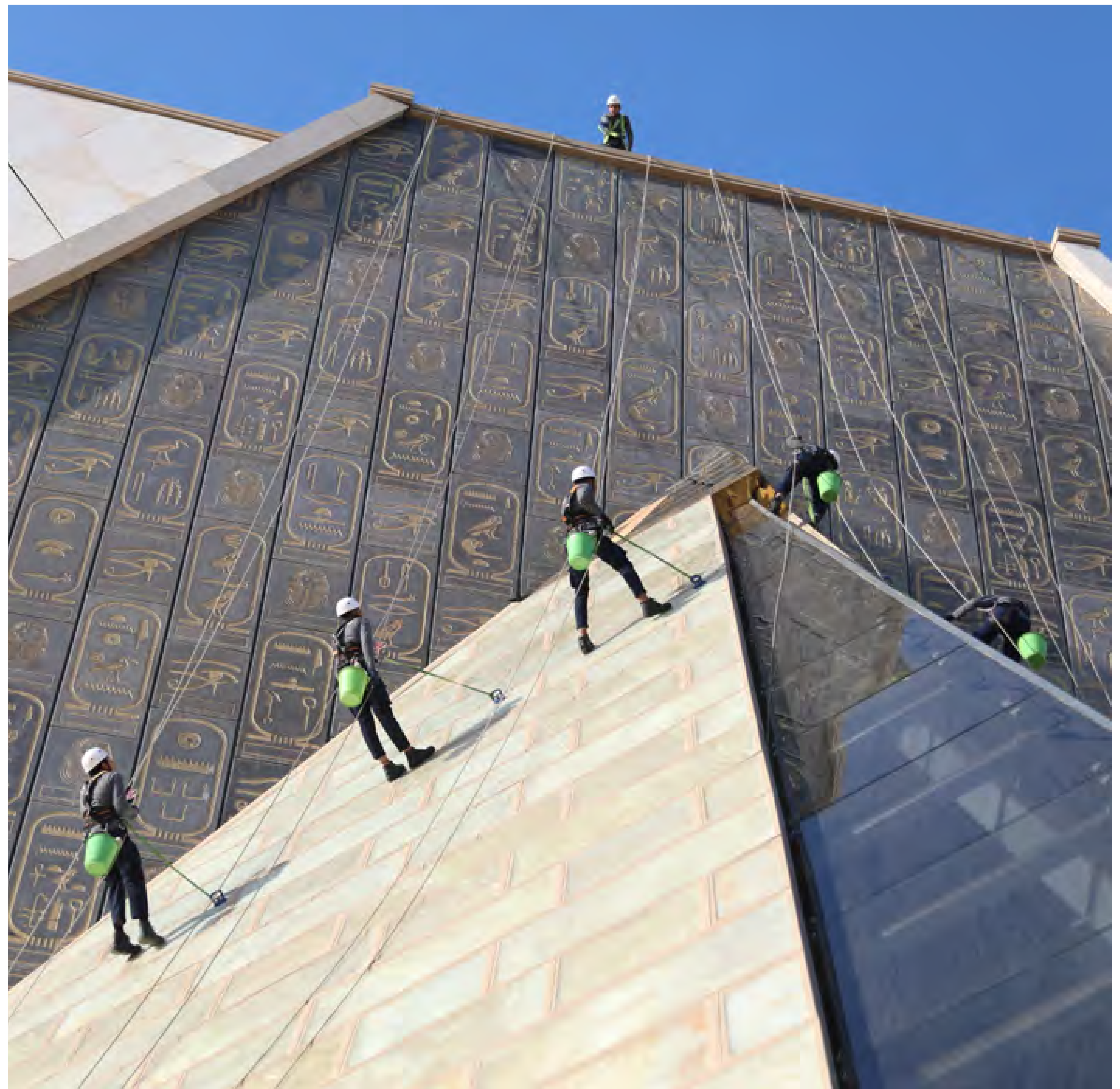
The following stages include on-site technical audits by our Group's Green Governance & Business Sustainability Department to verify assessment data, the development and implementation of building-specific optimization plans to bridge efficiency gaps, and finally, certification for all Group-owned office buildings. We also plan to assess the percentage of our workforce operating out of certified green buildings, which (as of the end of 2025) include: our Hassan Allam Holding and Hassan Allam Construction staff in Egypt who are based in the EDGE-certified Headquarters in Cairo; our Hassan Allam Holding B.V. staff in the Netherlands, who are based in a BREEAM-certified building in Amsterdam; and our Legacy and Eden staff who are based at the Grand Egyptian Museum.

Edge Excellence In Design For Greater Efficiencies

BREEAM®

Eden Facility Management's Green Operations Program

Eden Facility Management provides technical maintenance and oversight for key Group assets, including the Hassan Allam Holding Headquarters and YANMU East Cairo Logistics Park[18]. In order to ensure long-term operational efficiency, Eden is currently piloting its "Green Operations" program at the Grand Egyptian Museum (GEM), aiming to develop specialized services aligned with LEED Operations and Maintenance (O+M) standards. The GEM is officially registered for the LEED O+M certificate, with final accreditation targeted for 2026. This pilot serves as a technical blueprint, building the internal capacity for Eden to eventually scale certified operational excellence across its broader commercial and industrial portfolio.



[18] At YANMU East, three warehouses have already achieved green building certification (EDGE Advanced – the first warehouses in Egypt) since 2024, with a phased roadmap in place to certify all remaining warehouses in the development starting 2026.

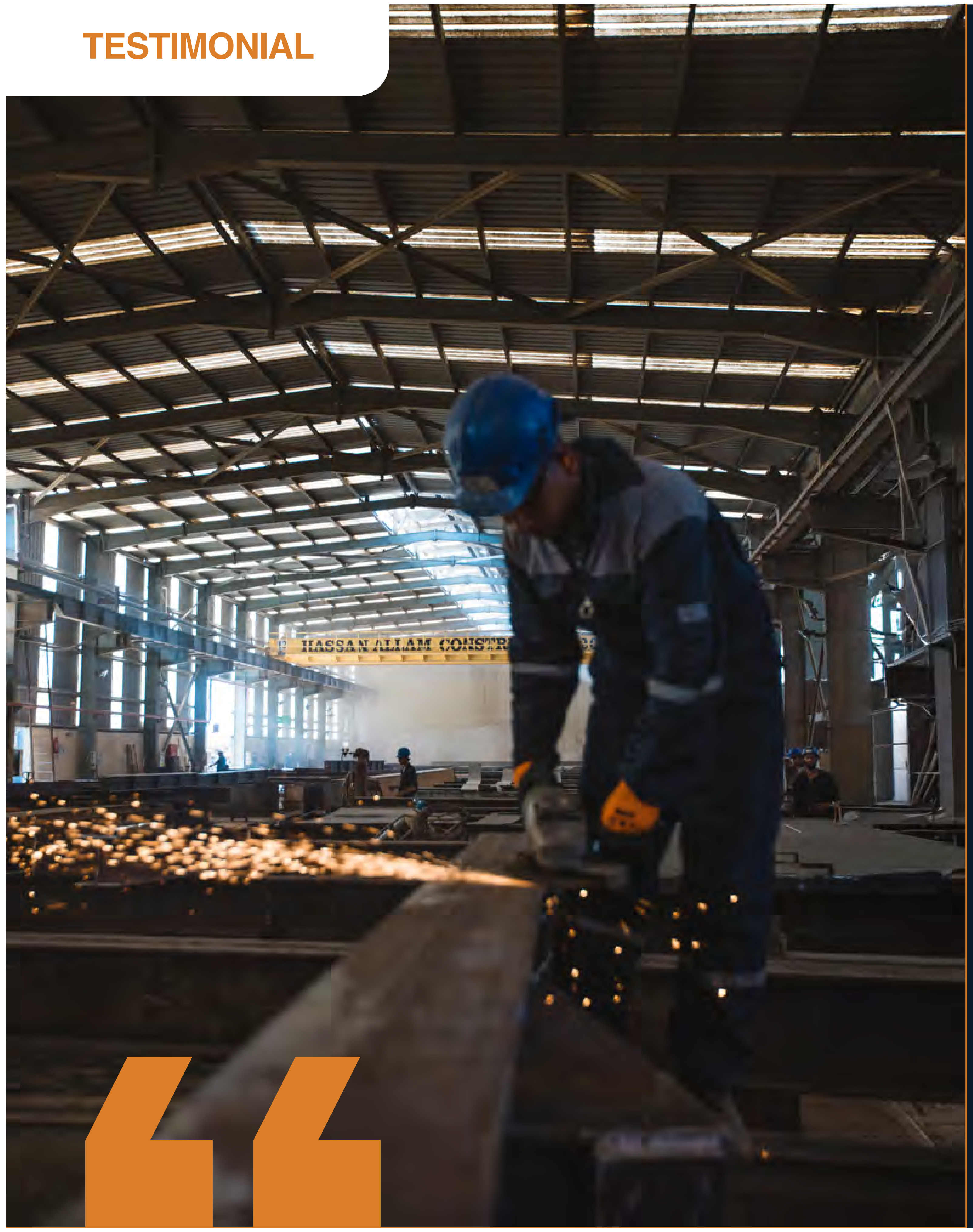
Environmental Product Declarations (EPDs)

The transition toward a certified built environment relies on the availability of high-fidelity data. As global green building standards like LEED increasingly reward the use of materials with verified environmental profiles, the Group has launched a comprehensive Environmental Product Declaration (EPD) development program to transform raw manufacturing data into verified and actionable decarbonization roadmaps. This ensures our products meet international standards while identifying carbon hotspots for targeted renewable energy integration and material transitions.

Hassan Allam Construction's Steel Fabrication Division

Building on its 2024 self-declaration, the Steel Fabrication Division has achieved full third-party verification for its structural columns and beams[19]. This transparency has allowed the division to move directly into the optimization phase. A key milestone is the 2025 commissioning of solar PV panels to power its operations, significantly lowering the embodied carbon of our steel profiles.

TESTIMONIAL



Salah Shaker

Managing Director
Hassan Allam Steel Fabrication Division

Our sustainability journey began with the development of our first Environmental Product Declaration (EPD), which opened the door to new market opportunities, including our participation in the Oxagon Project in KSA. This milestone enabled us to better understand green building requirements and strengthen our ability to meet them as a supplier. Building on this progress, we took further steps to reduce our environmental impact by installing photovoltaic (PV) panels on our factory roof, now supplying approximately 50% of our energy needs. Our investments in sustainability have delivered tangible improvements and strong returns, reinforcing our commitment to continue advancing our sustainability performance in the years ahead.

[19] Link to Fabricated Steel Products EPD: https://manage.epdhub.com/declarations/metal-based-products/haconstruction-steel-division/2896/fabricated-steel-products/

Hassan Allam Construction's Wood Division

Zillij

In 2025, the Wood Division (Zillij) successfully published two verified EPDs, covering the full range of standard wall[20] and door[21] types manufactured by the Group. By disclosing the environmental footprint of these components, we enable architects and developers to make informed and sustainable choices for high-end fit-out and construction projects.

WALL WOOD CLADDING EPD

FLUSH WOODEN DOORS EPD

TESTIMONIAL

Wael Elsharkawy

Managing Director
Zillij

At Zillij, obtaining Environmental Product Declaration (EPD) certifications is enabling us to expand into new markets, including KSA, by meeting evolving sustainability requirements. We remain committed to advancing our sustainability agenda. As part of this, we are currently developing a new wood factory with the ambition of delivering it as a green building. In order to further improve our environmental performance, investing in photovoltaic (PV) panels is a strategic priority, given our high electricity consumption. This initiative not only delivers significant cost savings, but also aligns with Egypt's national transition toward renewable energy, while strengthening our competitive position in the market. Additionally, we are enhancing our resource efficiency by repurposing wood waste into value-added products such as Arabesque designs and advertising materials, rather than selling it as raw waste.

Hassan Allam Construction's Support Division

Our brick manufacturing unit has reached the self-declared stage, covering its entire product range. The division is currently undergoing a final audit for EPD Hub publication, with a verified status expected in 2026. This data will be instrumental in identifying carbon hotspots within the kiln firing and raw material sourcing processes.

3S Ready Mix

3S Ready Mix has developed three detailed EPDs encompassing all primary concrete mix designs. These declarations are currently awaiting third-party verification, targeting for completion in 2026. Once verified, these EPDs will provide the foundation for transitioning to lower-carbon binders and optimized mix designs across our regional infrastructure projects. Furthermore, as part of our commitment to reducing embodied carbon, 3S Ready Mix continues to prioritize the use of CEM III (blast-furnace cement), which offers a significantly lower carbon footprint compared to traditional Portland cement. In 2024, we supplied 97,976 cubic meters of CEM III-based concrete, followed by 50,565 cubic meters in 2025, reflecting our ongoing efforts to integrate sustainable material alternatives into large-scale construction.

[20] Link to Wall Wood Cladding EPD: https://manage.epdhub.com/declarations/wood-and-wooden-elements/zillij-by-hassan-allam-construction/4945/wall-wood-cladding/
[21] Link to Flush Wooden Doors EPD: https://manage.epdhub.com/declarations/wood-and-wooden-elements/zillij-by-hassan-allam-construction/4944/flush-wooden-doors/

Climate Change

Our Commitments

Targets

Climate Resilience	GHG Emissions					
Target	**Target**	**Target**	**Target**	**Target**	**Target**	**Target**
Climate vulnerability, impacts and risk assessment based on ISO 14091:2021 (Adaptation to Climate Change) annually	Carbon footprint and decarbonization pathways assessment towards net zero annually	Feasibility assessment for sustainable and electric fleet by 2027	Work on adopting renewable energy within operations by 2030	Reduction in energy and water consumption of each building and facility by 20% compared to a national baseline by 2030	Measure amount of wastewater in project sites in 2026	Reuse 20% of our wastewater in project sites by 2030
Status	**Status**	**Status**	**Status**	**Status**	**Status**	**Status**
In Progress	Completed	In Progress	In Progress	In Progress	In Progress	Not Started
	2025 Performance	**2025 Performance**	**2025 Performance**	**2025 Performance**	**2025 Performance**	
	We have been calculating our carbon footprint since 2021 and progressively expanding our reporting boundary for this KPI	Pilot conducted at PGESCO with new hybrid and electric vehicles	In addition to Solar PV panel installations at our Headquarters and HAC's Support and Steel Fabrication Divisions, we are also studying the feasibility of project-level installations	EDGE assessments initiated for 12 subsidiary head offices	We collected water consumption data for project sites under Hassan Allam Construction (in Egypt and KSA), 3S Ready Mix (in Egypt), Kortech (in Egypt), and STCC (in KSA)	

Rationale for Strategic Updates to the Targets

In order to maintain alignment with evolving global standards and regional operational realities, the Group has refined its climate change strategy to transition from broad qualitative goals toward data-driven, technically feasible milestones. This shift emphasizes continuous governance, moving from one-off vulnerability assessments to annual regional updates based on ISO 14091 and in alignment with IFRS S2 standards. By recalibrating timelines for emerging technologies, such as moving the electric vehicle (EV) feasibility study to 2027, the Group ensures that its decarbonization roadmap remains grounded in market readiness and commercial viability.

Furthermore, the strategy now prioritizes quantifiable performance benchmarks, specifically aligning with IFC EDGE standards to target a 20% reduction in energy and water consumption across all facilities. This rigorous approach extends to wastewater management, where the unattainable zero-waste target has been replaced by a phased roadmap focusing on comprehensive measurement by 2026 and a 20% reuse milestone by 2030. By integrating ISO 50001 and ISO 46001 principles directly into operational instructions rather than pursuing standalone certifications (and moving them under Environmental Impact section of the strategy), the Group is focusing on resource optimization across its entire portfolio.

Greenhouse Gases (GHG) Emissions

The Group has been consistently calculating its carbon footprint since 2021. Our reporting journey is characterized by a commitment to continuous improvement; every year, we have expanded our organizational and operational boundaries by collecting more granular data for our most significant operations[22]. We remain dedicated to expanding our reach across the region and within each subsidiary, prioritizing the most material sources of emissions.

Reporting Methodology and Organizational Boundary

The 2025 Greenhouse Gas (GHG) inventory is prepared in accordance with the GHG Protocol Corporate Accounting and Reporting Standard. We utilize the Operational Control approach, accounting for 100% of identified emissions from operations where the Group maintains the authority to implement operating policies.

Following the GHG Protocol's requirements for structural changes and boundary shifts, the Group has designated 2025 as the new base year for its GHG inventory. This recalculation is necessitated by the significant expansion of our reporting scope[23], which provides a more robust baseline for tracking our long-term decarbonization journey. In 2025, we successfully piloted the expansion of our reporting across several subsidiaries' project-level operations, including 3S Ready Mix, Kortech, STCC, INTECH, and Eden Facility Management, in addition to also covering Hassan Allam Construction's operations in the UAE and KSA, leveraging existing consolidated data at the subsidiary and project levels.

We prioritize primary activity data measured in specific consumption units (e.g., kWh, m^3, Liters) to ensure the highest data quality. In instances where utility information is unavailable in consumption units, the Group utilizes a spend-based estimation methodology. Emissions are calculated by applying official national utility prices or specific utility bill pricing to the total financial expenditure for the period. This ensures a conservative and transparent proxy for actual consumption based on verified financial records.

For the carbon footprint calculation, we leverage the Intergovernmental Panel on Climate Change (IPCC) Guidelines and Assessment Reports, supplemented by emission factors from globally recognized national datasets such as the UK Department for Energy Security and Net Zero (DESNZ). In order to ensure regional precision, we also integrate grid-specific emission factors and utility-verified data sourced from national electricity and water authorities in our primary countries of operation, including Egypt, KSA, and the UAE. By utilizing this combination of international scientific benchmarks and localized utility reporting, the Group ensures that its carbon footprint is both scientifically rigorous and representative of our specific geographic and operational contexts.

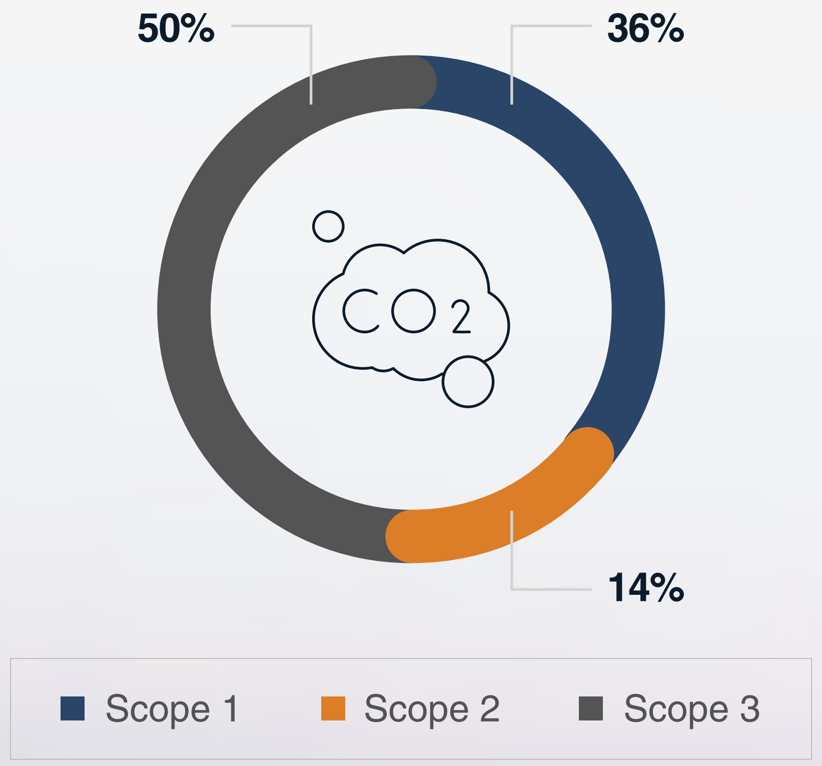
GREENHOUSE GAS PROTOCOL

[22] Because the reporting boundary is expanded annually to capture a more accurate representation of our regional footprint, the Group-level consolidated carbon footprint for 2025 should not be compared directly with previous years. A direct comparison of total emissions would lead to inaccurate conclusions regarding our environmental performance. Instead, the Group aims to share specific data points and intensity metrics that allow for meaningful progress tracking. When applicable, the 2024 figures have been slightly restated as a result of applying updated emission factors and refining of historical data to ensure consistency and comparability with the new 2025 base year methodology.

[23] The 2025 Reporting Boundary includes: 3S Ready Mix (Offices and Batch Plants in Egypt), BIOWORKS Verfahrenstechnik (Offices and Warehouse in Germany), CACC Cargolinx (Offices and Warehouses in Egypt), CORE Engineering Specialized Works (Offices in Egypt), Eden Facility Management (Offices and fuel consumption across projects in Egypt), Hassan Allam Construction (Offices and Project Sites in Egypt, KSA and UAE), Hassan Allam Holding (Offices in Egypt and the Netherlands), Hassan Allam Investment Managers (Offices in Egypt), Hassan Allam Logistics Parks (Warehouses in Egypt), Hassan Allam Roads & Bridges (Offices in Egypt), Hassan Allam Trading & Engineering (Offices in Egypt), INTECH (Offices and fuel consumption across projects in Egypt), Jinet Landscape and Services (Offices and Project Sites in Egypt), Kortech (Offices in Egypt and Project Sites in Egypt and KSA), PGESCO (Offices in Egypt), Ridgewood for Water Desalination (Offices in Egypt), and STCC (Offices and Project Sites in KSA).

Overview of Carbon Footprint

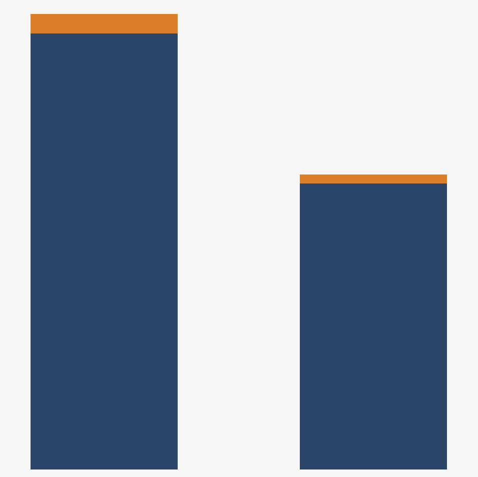
For the 2025 reporting period, the Group's total consolidated greenhouse gas emissions across all reported scopes and boundaries amounted to 388,719.69 tCO_2e. This represents the baseline for the Group's expanded operational footprint, capturing the high-intensity energy consumption inherent in regional construction and infrastructure projects. The emissions are distributed across the three scopes as shown in the following graph and table.



GHG Emissions by Scope (2025)			Unit
Scope 1			
Stationary Combustion		71,520.94	tCO_2e
Mobile Combustion		64,209.21	tCO_2e
Fugitive Emissions		2,861.48	tCO_2e
Total		**138,591.63**	**tCO_2e**
Scope 2			
Purchased Electricity		53,816.00	tCO_2e
Purchased Cooling		1.78	tCO_2e
Total		**53,817.77**	**tCO_2e**
	Total (Scope 1 + 2)	**192,409.40**	**tCO_2e**
Scope 3			
Purchased Goods & Services	Paper	26,692.32	tCO_2e
Purchased Goods & Services	Water	474.81	tCO_2e
Waste Generated in Operations	Water	424.12	tCO_2e
Business Travel		997.99	tCO_2e
Employee Commuting		168,031.95	tCO_2e
Total		**196,621.19**	**tCO_2e**
	Total (All Scopes)	**389,030.60**	**tCO_2e**

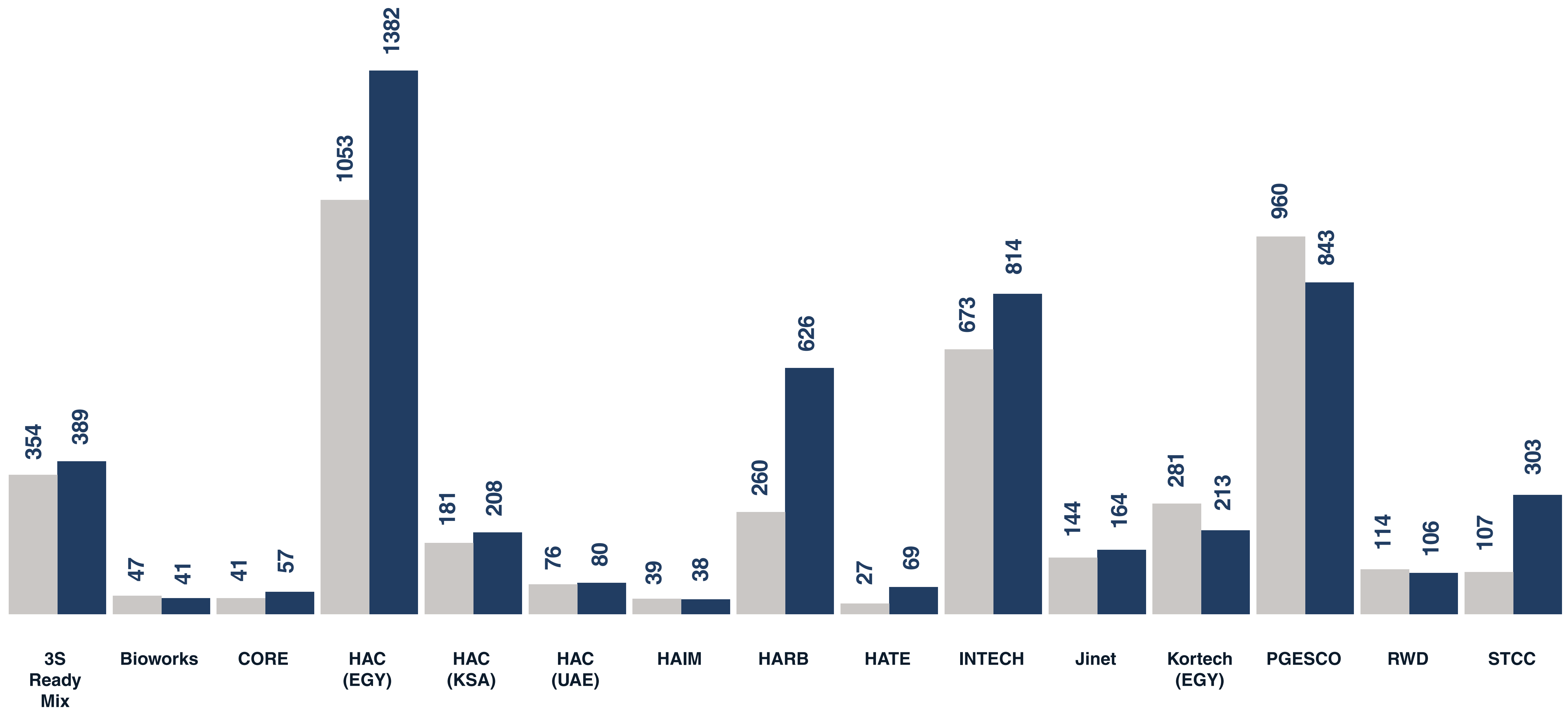
When comparing the 2025 inventory to the 2024 inventory, the variance can be found to be driven mainly by the strategic expansion of our reporting boundary rather than an increase in operational carbon intensity. One example is Hassan Allam Construction's Project-based Scope 1 + 2 Emissions, which have decreased from 155,501.45 tCO_2e in 2024 to 108,923.95 tCO_2e in 2025, as shown in the following graph. This is also evident across our head offices, as shown by the graph below. While there are increases in the carbon intensity of some offices, such as 3S Ready Mix (due to a decrease in the number of head-office based employees) and Hassan Allam Roads & Bridges (HARB, due to an increase in floor area of around 150%), there are several notable decreases across BIOWORKS, Hassan Allam Construction (UAE), Hassan Allam Investment Managers (HAIM), Jinet Landscape and Services, Kortech (Egypt), PGESCO, and Ridgewood for Water Desalination (RWD).

Hassan Allam Construction Project-based GHG Emissions in Egypt (tCO_2e)



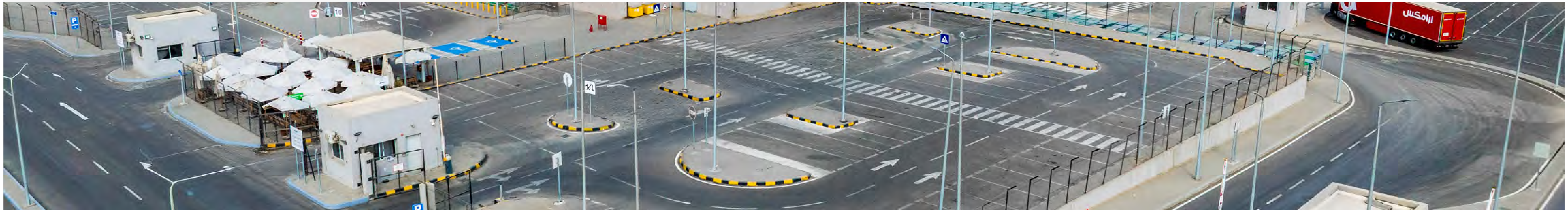
	2024	2025
Total	155,501.45	108,923.95
Scope 2	7,571.46	2,356.74
Scope 1	147,929.98	106,567.21

Scope 1 + 2 (tCO_2e) for Head Offices



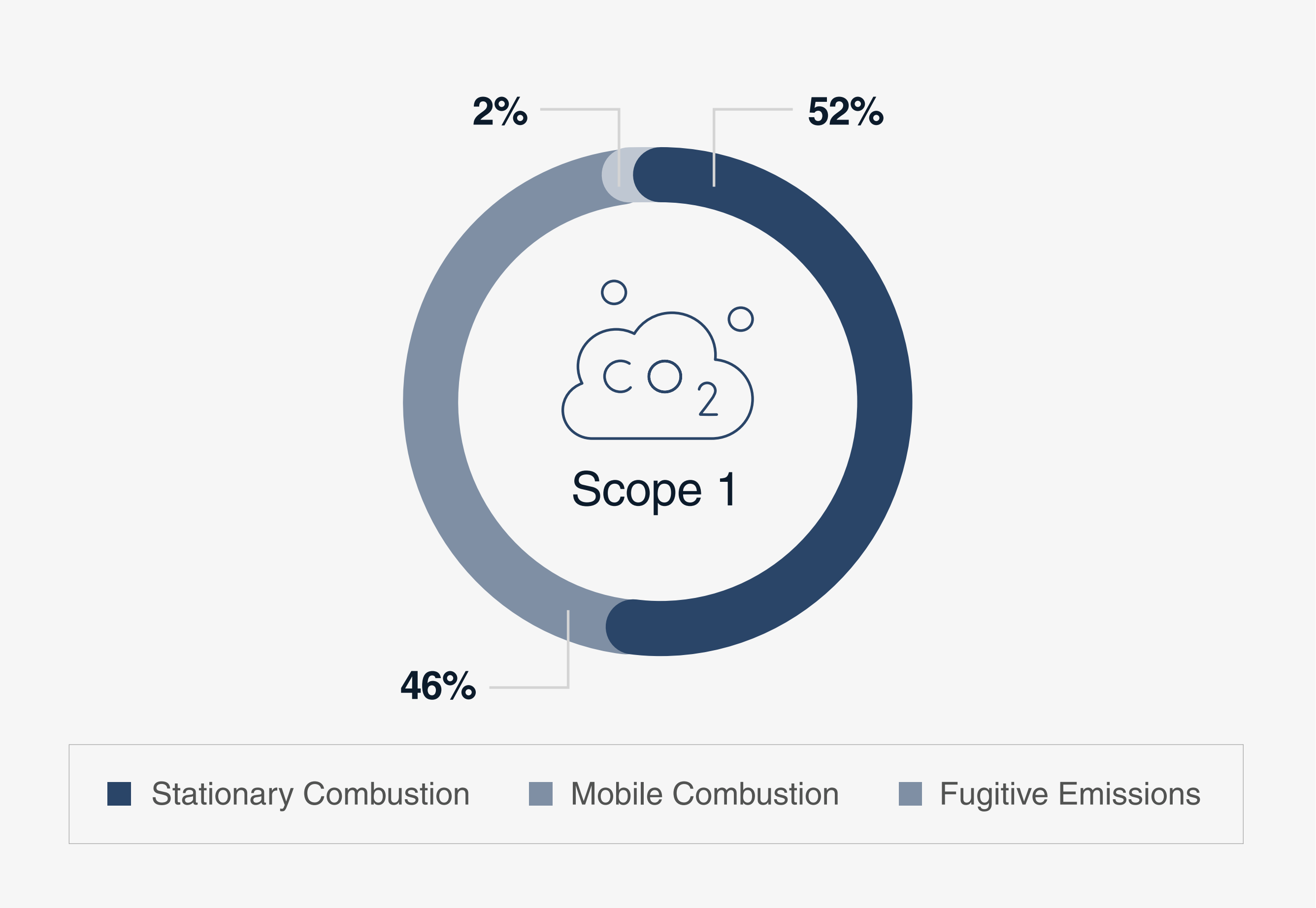
	3S Ready Mix	Bioworks	CORE	HAC (EGY)	HAC (KSA)	HAC (UAE)	HAIM	HARB	HATE	INTECH	Jinet	Kortech (EGY)	PGESCO	RWD	STCC
tCO_2e/employee (2024)	4.43	1.43	0.56	0.93	0.76	3.02	1.39	2.02	1.23	1.84	2.05	0.94	2.97	5.69	3.05
tCO_2e/employee (2025)	8.84	1.25	1.50	1.06	1.09	2.77	0.82	4.07	1.40	2.19	1.93	0.68	2.66	5.26	7.97

■ 2024 ■ 2025



Scope 1: Direct Emissions

Direct emissions are primarily driven by the combustion of fuels across our diversified regional projects and facilities, with stationary combustion as the most significant contributor to this scope through the use of diesel for onsite power generation in areas with limited grid access. Mobile consumption further contributes to this category through diesel and gasoline consumed by our extensive fleet of commercial vehicles and heavy construction machinery, such as excavators and loaders, operating across the region. Additionally, this scope accounts for fugitive emissions, which include the potential release of greenhouse gases from the maintenance or discharge of fire suppression systems, specifically carbon dioxide and FM-200 (HFC-227ea). We also track and report the leakage of hydrofluorocarbon (HFC) refrigerants, specifically R-22, R-134a, R-410A, and R-404A, from the HVAC systems that support our corporate offices and project-site accommodations.



Recognizing the materiality of these sources, the Group is actively pursuing initiatives to decarbonize its direct operations. For stationary combustion, the Group is evaluating efficiency measures and alternative energy solutions to reduce long-term reliance on diesel generators. We are also prioritizing the transition to low-carbon transport by integrating electric vehicles (EVs) and hybrid technology into our corporate and operational fleets to decrease mobile consumption.

PGESCO'S HYBRID AND ELECTRIC VEHICLES

As a case study in this transition, PGESCO is taking a leading step toward a greener fleet with the addition of two new electric vehicles and one hybrid vehicle to its fleet. This pilot investment is estimated to reduce its carbon footprint by 7 tCO_2e annually. While the EVs produce zero direct emissions at the point of use, this reduction figure is calculated comprehensively, accounting for the indirect emissions from the electricity used to charge the vehicles, in addition to the hybrid car's significant reduction in fuel consumption compared to traditional internal combustion engines.

Scope 2: Indirect Energy Emissions

Our Scope 2 inventory accounts for the indirect emissions associated with the generation of energy purchased from third-party utilities to power our operations. The largest share of these emissions stems from purchased electricity used for lighting, climate control, and electronic equipment across our offices and project sites that are connected to the national grid. These emissions are calculated using regional grid-specific factors from national authorities such as the Egyptian Electrical Holding Company (EEHC), the Saudi Electric Company, and the Dubai Electricity & Water Authority (DEWA) in the UAE. This scope also includes the indirect emissions from purchased cooling services (around 0.0033% of total Scope 2 emissions for 2025), specifically chilled water used in district cooling systems for our larger corporate facilities.

SOLAR ENERGY AT HASSAN ALLAM HOLDING'S HEADQUARTERS AND HASSAN ALLAM ONSTRUCTION'S DIVISIONS IN EGYPT

Offsetting a portion of our grid reliance, our onsite renewable energy infrastructure, including the solar PV plants at Hassan Allam Holding's Headquarters in Cairo, Hassan Allam Construction's Support Division in the 10th of Ramadan City and Steel Fabrication Division in Alexandria, significantly reduces our Scope 2 profile by generating carbon-free electricity to meet substantial portions of those facilities' energy demands. In 2025, a total of 834,258 kWh of renewable energy was generated by these Solar PV Plants, including 388,836 kWh, which represented 46% of the Headquarters' energy consumption and over 30% of all of Hassan Allam Construction offices' energy consumption during that year; in addition to 305,110 kWh, accounting for 4.69% of Hassan Allam Construction's project operations in Egypt during the year. The remainder of this yield was exported to the national grid, totaling 140,312 kWh in 2025, compared to 36,045 kWh in 2024.

Scope 3: Indirect Value Chain Emissions

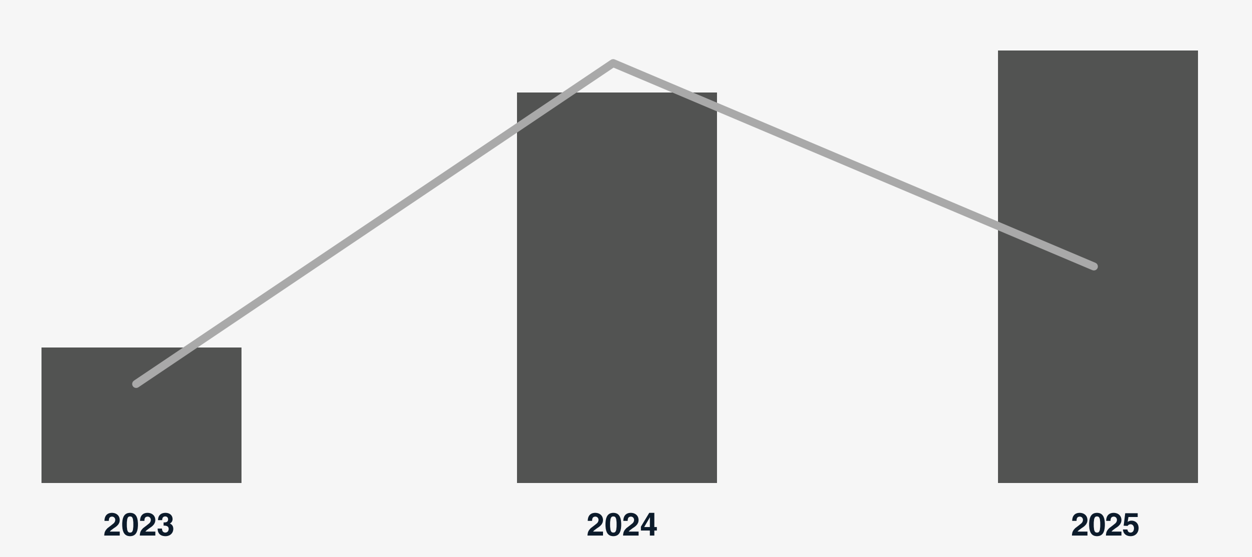
In 2025, the Group initiated the first phase of its Scope 3 reporting journey, focusing on four categories identified as highly relevant to the Group's operational footprint and data maturity. This pilot phase serves as a foundation for enhancing value chain transparency and establishing a baseline for future upstream and downstream engagement. By measuring these categories, the Group aims to identify hotspots for intervention and refine its data collection frameworks across all subsidiaries.

PAPER CONSUMPTION

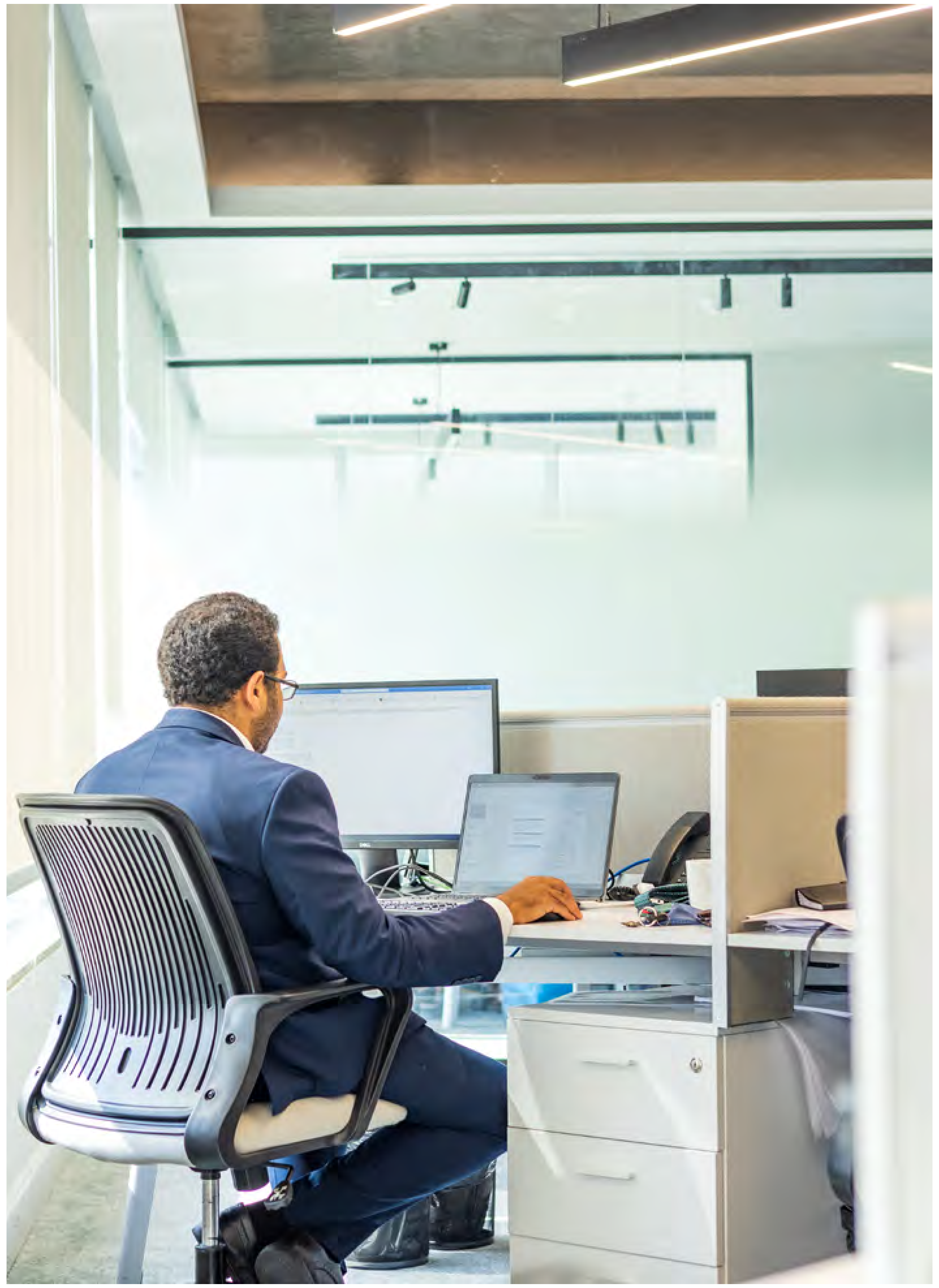
As part of Category 1 (Purchased Goods and Services), the Group monitors emissions associated with the production and supply of office paper. Data for this category reflects the "cradle-to-gate" impact, accounting for the environmental cost of extraction, manufacturing, and transport before the paper reaches our facilities. Currently, this specific dataset is compiled for a select subset of the Group's operations, including Hassan Allam Holding (Egypt), Hassan Allam Construction (Egypt), Kortech (Egypt), Hassan Allam Investment Managers (HAIM), Legacy Development & Management, and Hassan Allam Logistics Parks (HALP).

While total paper consumption has seen an upward trend, increasing from 3,443,036 sheets in 2023 to 3,913,973 in 2024, the most representative metric for the Group's efficiency is consumption intensity per employee. In 2024, the intensity reached a peak of 598 sheets per employee. However, in 2025, despite an increase in total headcount to 7,321 employees and a slight rise in total consumption to 3,977,072 sheets, the intensity metric improved significantly, dropping to 543 sheets per employee. This reduction in per-capita use reflects the initial impact of our ongoing digitalization initiatives and the progressive shift toward electronic document management systems. As we continue to refine our data collection processes, we intend to expand this monitoring to encompass more of our subsidiaries in Egypt and across the region.

Paper Consumption and Number of Sheets / Employee



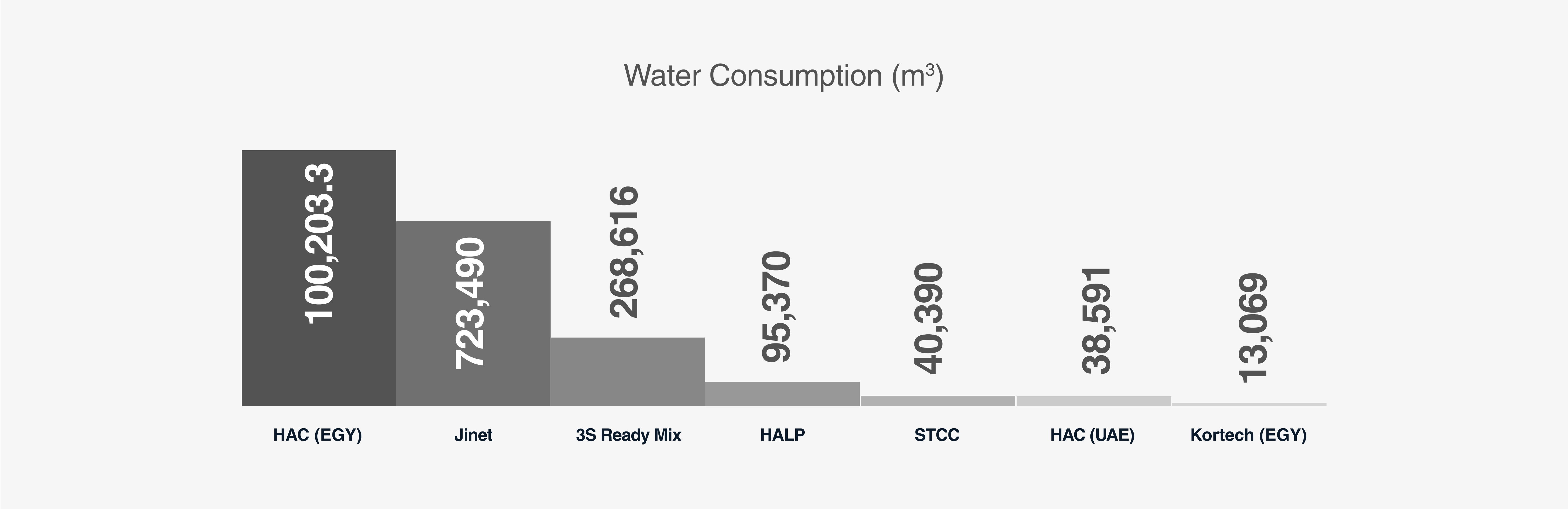
	2023	2024	2025
Paper Consumption	3,443,036	3,913,973	3,977,072
Sheets/Employee	520	598	543



WATER SUPPLY AND TREATMENT

The emissions associated with water are captured through a lifecycle approach, split between the supply phase and the wastewater treatment phase. The supply component, accounted for under Category 1, includes the emissions resulting from the extraction, purification, and distribution of water to our offices and projects. The downstream component, classified under Category 5 (Waste Generated in Operations), accounts for the energy-intensive processes required to treat wastewater. By tracking water through this dual lens, the Group acknowledges the full environmental impact of water use, particularly in the water scarce regions where we operate, and reinforces our commitment to water efficiency and responsible discharge.

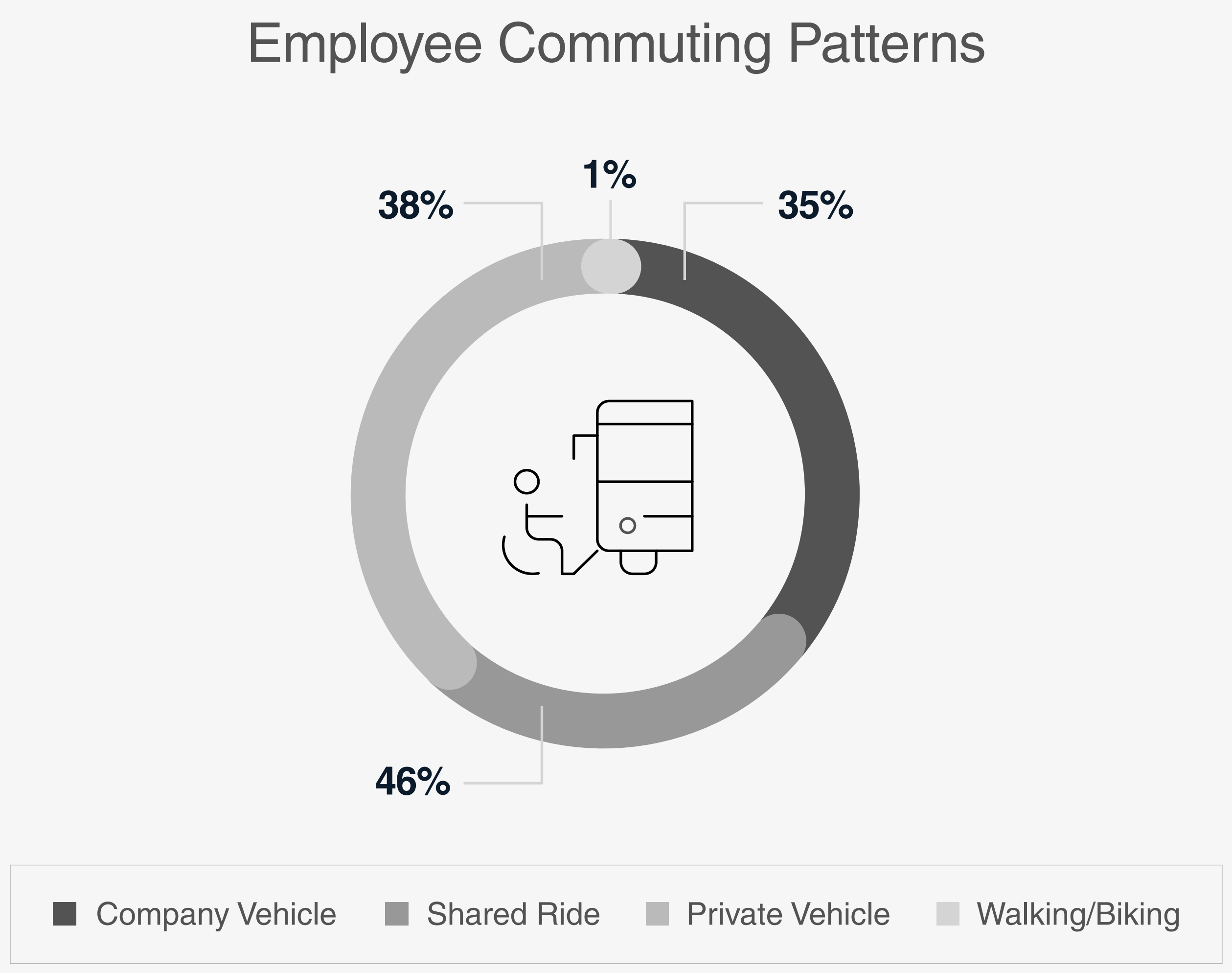
While the Group has consistently tracked water consumption across its administrative offices since 2024, the 2025 reporting period marks a significant advancement with the initial tracking of water at the project level. This expanded monitoring currently encompasses the operational sites of 3S Ready Mix in Egypt, Hassan Allam Construction in both Egypt and the UAE, Hassan Allam Logistics Parks (HALP/YANMU) in Egypt, Jinet Landscape and Services in Egypt, Kortech in Egypt, and the Saudi Tunneling Company for Contracting (STCC) in KSA, as shown here:



Demonstrating our strategy to reduce operational wastewater, 3S Ready Mix implemented a circular water initiative at the Safaga Port project. By isolating wastewater from concrete production and truck washing for processing, the team successfully captured and treated 1,500 tons of wastewater, repurposing it to irrigate 1.5 acres of trees in Safaga city. Additionally, the use of water-reducing admixtures preserved 1,320,000 liters of water. This serves as a scalable blueprint for wastewater management across the Group's operations in order to achieve our 2030 target to reuse 20% of our wastewater in project sites by 2030.

BUSINESS TRAVEL

Business travel emissions (Category 6) encompass the climate impact of employee air travel for corporate and operational purposes across our regional and international locations[24]. For the 2025 inventory, we analyzed a total of 2,423 flight tickets utilizing the International Civil Aviation Organization (ICAO) Carbon Emissions Calculator. In instances where specific travel class data was unavailable, we applied conservative assumptions based on official company travel policies, and where specific airport data was missing, the geographically nearest airport was utilized to ensure a complete and representative calculation. By utilizing the ICAO methodology, the Group accounts for aircraft-specific fuel consumption and passenger load factors across diverse flight paths, providing a more precise disclosure than broad distance-based or spend-based averages.



EMPLOYEE COMMUTING

The emissions generated by our workforce during their daily transit between home and work are reported under Category 7. In order to establish an accurate baseline, the Group utilized the "Average-Data Method", leveraging a primary survey that garnered 833 responses from across our regional operations including personnel from head offices and project sites.[25]

The survey revealed a wide variety of transport modes, which allowed for a highly granular analysis of our workforce's mobility footprint. 317 of the respondents (38%) utilize their own vehicles, with a growing trend toward sustainable transport as 2.26% of private vehicle users (0.84% of total respondents) reported using hybrid or electric vehicles. Shared mobility also plays a significant role, with 216 respondents utilizing shared rides, including 102 through buses, 16 via rail, and 98 through carpooling or ride-sharing applications. Additionally, a small segment of the workforce (9 respondents) utilizes zero-emission modes such as walking or biking.

In order to ensure the scientific integrity of the inventory and strictly avoiding double-counting, 291 respondents who indicated the use of company-owned vehicles were excluded from the Scope 3 commuting calculations, as the fuel consumption for these vehicles is already accounted for under Scope 1 Mobile Combustion. Furthermore, to avoid overestimation when extrapolating these results, the calculation distinguishes between different employee segments and acknowledges the transport arrangements unique to project-site environments. Due to the scale of our regional workforce and the distances involved in site-based operations, this category represents more than 85.5% of the total Scope 3 calculations for the 2025 pilot phase. This significant percentage has highlighted employee mobility and the promotion of low-carbon commuting alternatives as a priority for the Group's long-term decarbonization goals.

[24] The reporting boundary for this category includes flights managed by the Hassan Allam Holding Travel Office in Egypt for companies including Hassan Allam Construction (offices and projects), Hassan Allam Utilities and its subsidiaries (including Hassan Allam Investment Managers, Legacy Development and Management, and Ridgewood for Water Desalination), Hassan Allam Roads & Bridges, Eden Facility Management, Kortech, Jinet Landscape and Services, INTECH, CORE Engineering for Specialized Works, PGESCO, and Hassan Allam Holding (including the Netherlands office).

[25] The sample included responses from personnel from head offices and project sites for 3S Ready Mix (Egypt), CACC Cargolinx (Egypt), CORE Engineering for Specialized Works (Egypt), Eden Facility Management (Egypt), Hassan Allam Construction (Egypt, KSA, UAE), Hassan Allam Holding (Egypt and the Netherlands), Hassan Allam Investment Managers (HAIM), Hassan Allam Logistics Parks (Egypt), Hassan Allam Roads & Bridges (Egypt), Hassan Allam Trading & Engineering (Egypt), INTECH (Egypt), Jinet Landscape & Services (Egypt), Kortech (Egypt and KSA), Legacy Development & Management (Egypt), PGESCO (Egypt), and Ridgewood for Water Desalination (Egypt).

Material Flows

Our Commitments

Targets

Waste

Target
Develop a Waste Management System across all operations aligning with BS 8001 or True Zero Waste standards by 2030

Status
In Progress

Target
Measure amount of waste in project sites by 2026

Status
In Progress

Target
Divert 50% of our waste in project sites from landfill by 2030

Status
In Progress

Products and Services

Target
Prioritize low-impact, recycled and renewable inputs applicable to all projects annually

Status
In Progress

Target
Hazardous materials management and elimination of harmful chemicals across the value chain annually

Status
In Progress

2025 Performance
Conducted an assessment of 83 vendors across key subsidiaries[26] revealing that 30% have integrated recycled content into their products or implemented formal scrap recovery policies; 18% provide products with eco-labels; 16% actively perform volatile organic compound (VOC) calculations; and 12% incorporate biodegradable and natural materials into their product lifecycles.

Rationale for Strategic Updates to the Targets

Hassan Allam Holding is refining its material flow strategy to move away from administrative checklists and toward meaningful operational impact. By merging the development of waste management systems with the principles of international standards like BS 8001 and True Zero Waste, the Group is prioritizing the rigorous application of these requirements over the pursuit of site-specific certifications, which can be unnecessarily cumbersome for a portfolio of our scale. Similarly, the removal of the industrial symbiosis target reflects a shift toward a pragmatic internal waste reuse system within our building materials and products divisions, acknowledging that such broad diversified construction and engineering group.

This strategic recalibration also introduces a more grounded and data-driven approach to landfill diversion. Recognizing that a "Zero Waste" status by 2030 is a significant long-term challenge, the Group has replaced this single target with concrete and achievable milestones: establishing a verified measurement baseline at project sites by 2026 and aiming for a 50% diversion rate by 2030. Finally, static guidelines for sustainable procurement and hazardous materials management are being transitioned into continuous annual performance targets. This ensures that the prioritization of recycled inputs and the elimination of harmful chemicals remain active priorities integrated within our Environmental and Social Management Systems rather that being treated as one-time projects with fixed end dates.

[24] Read more under the ESG Due Diligence and Vendor Assessment sub-section under the Procurement and Supply Chain section

Relevant Policies and Procedures

Corporate Scrap Procedure

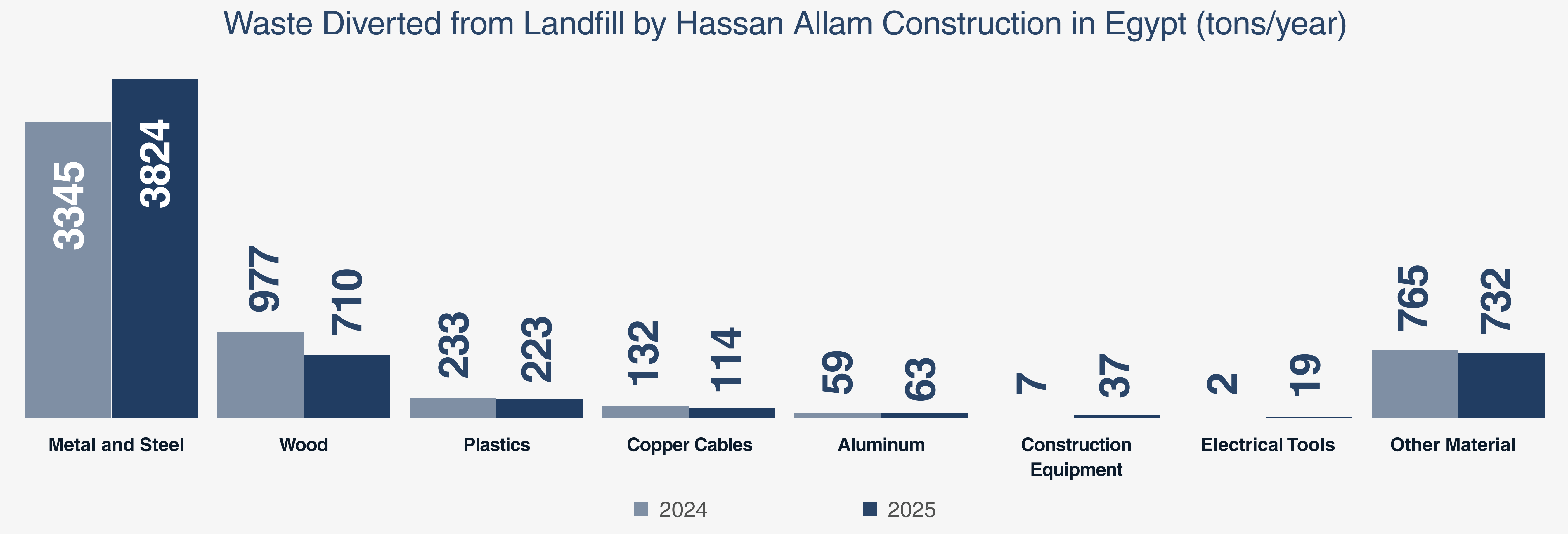
This Hassan Allam Construction procedure governs the end-to-end lifecycle of scrap materials across the company's operations, standardizing protocols for classification, inventory auditing, and commercial disposal. By formalizing the recovery and sale process, the procedure ensures rigorous alignment with environmental and legal regulations while driving operational efficiency and the Group's transition toward a circular economy.

Waste Diverted from Landfill

The Group prioritizes diverting material streams from landfills toward recovery, recycling, and repurposing. This minimizes our environmental footprint while driving the regional transition toward a circular economy. The following sections detail the diversion performance across our key subsidiaries.

Hassan Allam Construction

Hassan Allam Construction in Egypt has demonstrated consistent growth in its waste management capabilities. In 2025, the company successfully diverted more than 5,720 tons of waste from landfills, representing a significant increase over the 5,500 tons diverted in 2024, as shown in the graph below.



This consistent year-on-year improvement has brought the cumulative total of waste diverted since the program's inception in August 2022 to more than 21,920 tons, illustrating the long-term impact of standardized site-level sorting and recovery procedures. Examples of specific initiatives at the project level across the region can be found in the following sub-sections:

CONCRETE WASTE IN EGYPT

We monitor concrete waste through our Cost Control Department, which tracks consumption variances against budgeted project values. This ensures that "rejected" or surplus concrete is accounted for, integrating this environmental metric into our financial and operational oversight. Building on these findings, project teams develop site-specific management plans for the reuse of concrete waste onsite. One example of this implementation is the El Dabaa Project site reusing 19,172 tons (38%) of its rejected concrete to build 4.6 km of road barriers and flooring for 158 waste bin support bases. This initiative is a model we aim to replicate across our regional portfolio.

AL KHARJ ENTERTAINMENT COMPLEX (KSA)

At the Al Kharj Entertainment Complex project in KSA, our HAC Saudi team has implemented a comprehensive tracking system for nine distinct waste categories, including food, excavated soil, concrete, metal, wood, plastic, paper and cardboard, hazardous waste and other general items. In 2025, the project achieved an exceptional diversion rate of 92.86% by collaborating with specialized waste management companies to recycle and reuse 6,987 tons of material out of a total generated volume of 7,524 tons. This success is attributed to targeted waste segregation training for onsite personnel to ensure that material streams are captured at the source with maximum purity. Currently, waste management tracking and diversion initiatives across our KSA operations are typically executed at the individual project level; however, we aim to consolidate these efforts into a centralized framework in the coming years to further standardize reporting and optimize resource recovery.

HAFEET RAIL PROJECT (UAE)

Our UAE operations are increasingly focused on integrating waste management protocols from the earliest stages of project mobilization, aligning site activities with the Group's Sustainability Strategy (2030) and local environmental mandates. A remarkable example is the Hafeel Rail Project team, which has launched a series of conservation initiatives at its Abu Dhabi and project offices, including the elimination of single-use plastics and promotion of double-sided printing. For waste management, the team utilizes a multi-bin segregation system, with recovered materials regularly delivered to the Tadweer Recyclable Materials Collection Center in Al Ain. The team is also finalizing the procurement of specialized Environmental Service Providers (ESPs) for full-scale waste management in early 2026.

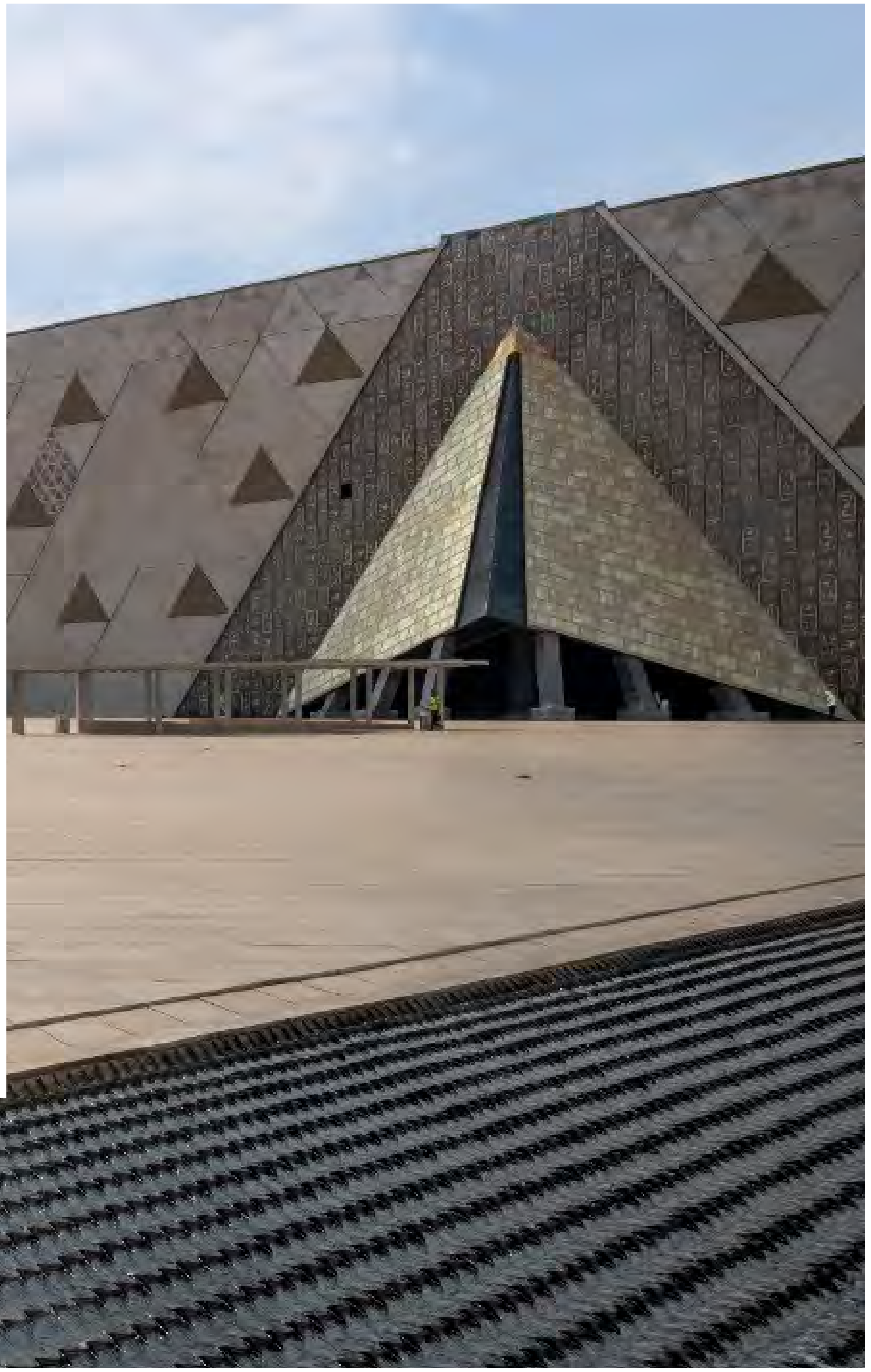
Saudi Tunneling Company for Contracting

The Saudi Tunneling Company for Contracting (STCC) has implemented specialized diversion protocols for the high-volume materials unique to tunneling and infrastructure projects. A primary focus of these efforts is the recovery of fuels and lubricants, including the diversion of 5,981.5 liters of engine oils, over 13,086 liters of hydraulic oils, 234.5 liters of coolant water, and 140 of bearing and gear oils. The company also diverted significant quantities of specialized greases, such as Condant Grease (311.5 kg), Plantogel ECO 2-N (107.5 kg), and Duraplex Ep-2 (21 kg). In terms of raw materials, STCC successfully redirected 9,100 kilograms of raw materials like bentonite, gels, and soda ash from disposal. Additionally, the diversion of consumables was tracked precisely, including 395 kilograms of cans for WD-40, CRC, spray paint, foams, and silicone, ensuring that even maintenance-related waste is integrated into the recovery cycle.

3S Ready Mix

The diversion profile for 3S Ready Mix includes the recovery of 22,600 kilograms of oil and approximately 59.66 tons of steel scrap. Maintenance-related diversion included 597 tires, 160 batteries, and 109 bulk pieces of equipment. Compared to 2024 performance, which features 217 tons of metal, 24 tons of oil, and 5 tons of spare parts, these figures highlight the company's ability to capture diverse outputs across shifting production cycles.

Legacy and Eden Facility Management



Through a strategic collaboration between Legacy and Eden Facility Management, our teams oversee the complex operational and facility waste streams at the Grand Egyptian Museum. While specialized external partners manage the downstream segregation and repurposing of materials, our joint efforts focus on the systemic collection and segregation of site-generated waste to ensure high levels of resource recovery. As site activities and visitor volumes have scaled, the total waste managed by our subsidiaries grew from 229 tons in 2024 to 347 tons in 2025. While the 2023 baseline recorded 80 tons, it is important to note that this represents a partial reporting period from June to December 2023, making direct annual total comparisons prior to 2024 non-linear.

Waste Generation at the Grand Egyptian Museum (tons/year)

	2023	2024	2025
% Diversion from Landfill	**88.39%**	**71.63%**	**84.38%**
Total	**80**	**229**	**347**
Non-recyclable	9	65	54
Recyclable	71	164	293

Despite the intensifying operational demands, the partnership has maintained exceptional performance through its off-take agreements. In 2025, 293 tons of material, including organics, cardboard, paper, glass, and plastics, were successfully diverted from landfills, achieving 84.38% diversion rate. This marks a significant recovery in efficiency from the 71.63% achieved in 2024 and closely aligns with the 88.39% performance noted during the initial pilot phase.

06

Appendices ↘

GLOSSARY OF TERMS, ABBREVIATIONS AND ACRONYMS

LISTS OF INDICATORS

CONTENT INDICES (GRI, ISSB, SASB, UNGC)

LIMITED ASSURANCE STATEMENT

Glossary of Terms, Abbreviations and Acronyms

Abbreviation/Term	Full Name/Entity
3S	3S Ready Mix
CACC	Cairo Airport Cargo Company (CACC Cargolinx)
CSRD	Corporate Sustainability Reporting Directive
E&S	Environmental and Social
EDGE	Excellence in Design for Greater Efficiencies
EPD	Environmental Product Declaration
ESG	Environmental, Social, and Governance
GEM	Grand Egyptian Museum
GHG	Greenhouse Gas

Abbreviation/Term	Full Name/Entity
GRI	Global Reporting Initiative
HAC	Hassan Allam Construction
HAH	Hassan Allam Holding
HAIM	Hassan Allam Investment Management
HALP	Hassan Allam Logistics Parks
HAU	Hassan Allam Utilities
IATA	International Air Transport Association
IFC	International Finance Corporation
INTECH	International Environmental Technologies Company

Abbreviation/Term	Full Name/Entity
ISO	International Organization for Standardization
LEED	Leadership in Energy and Environmental Design
PGESCO	Power Generation Engineering and Services Company
RWD	Ridgewood for Water Desalination
SBTi	Science Based Targets initiative
SDGs	Sustainable Development Goals
STCC	Saudi Tunneling Company for Contracting
TCFD	Task Force on Climate-related Financial Disclosures
YANMU	YANMU East Cairo Logistics Park

List of Indicators

Social Indicators

Total Employees as of 31 December 2025 disaggregated by Gender and Age		Total	Gender		Age		
			Male	Female	Under 30	30 - 50	Above 50
3S Ready Mix Concrete	Egypt	**90**	79	11	28	61	1
Bioworks Verfahrenstechnik	Germany	**36**	25	11	0	27	9
CACC Cargolinx	Egypt	**601**	570	31	106	397	98
Core Engineering Specialized Works	Egypt	**71**	61	10	12	50	9
Eden Facility Management	Egypt	**5,196**	4,272	924	2,052	2,926	218
Hassan Allam Construction	Egypt	**6,020**	5,668	352	1,097	4,307	616
Hassan Allam Construction	KSA	**2,431**	2,300	131	511	1,808	112
Hassan Allam Construction	UAE	**644**	631	13	161	453	30
Hassan Allam Holding	Egypt	**238**	160	78	86	138	14
Hassan Allam Holding	KSA	**52**	49	3	4	43	5
Hassan Allam Holding	Netherlands	**6**	3	3	0	4	2
Hassan Allam Investment Managers	Egypt	**47**	32	15	11	35	1
Hassan Allam Logistics Parks (YANMU)	Egypt	**4**	3	1	0	3	1
Hassan Allam Roads & Bridges	Egypt	**1,420**	1,401	19	175	1,153	92
Hassan Allam Trading & Engineering	Egypt	**52**	34	18	22	27	3

Total Employees as of 31 December 2025 disaggregated by Gender and Age		Total	Gender		Age		
			Male	Female	Under 30	30 - 50	Above 50
INTECH	Egypt	1,053	991	62	163	732	158
Jinet Landscape and Services	Egypt	371	333	38	131	224	16
Kortech	Egypt	513	445	68	99	368	46
Kortech	KSA	348	324	24	71	260	17
Legacy Development & Management	Egypt	152	81	71	96	52	4
PGESCO	Egypt	388	319	69	94	214	80
Ridgewood for Water Desalination	Egypt	390	369	21	104	252	34
Saudi Tunneling Company for Contracting	KSA	284	273	11	68	192	24
Total		20,407	18,423	1,984	5,091	13,726	1,590
Percentage from Total			90.3%	9.7%	24.9%	67.3%	7.8%

Total Employees by Category as of 31 December 2025 disaggregated by Gender and Age	Total	Gender		Age		
		Male	Female	Under 30	30 - 50	Above 50
Top Management	50	45	5	0	25	25
Directors	290	268	22	0	167	123
Senior Managers	329	296	33	0	249	80
Managers	1,084	1,013	71	6	902	176
Section Heads	1,574	1,449	125	13	1,484	77
Professionals	4,961	4,382	579	1,690	3,103	168
Ancillary	3,617	3,339	278	821	2,459	337
Blue Collars (registered to the company)	8,502	7,631	871	2,561	5,337	604
Total	20,407	18,423	1,984	5,091	13,726	1,590
Percentage from Total		90.3%	9.7%	24.9%	67.3%	7.8%

Workers who are not Employees[27] by Category disaggregated by Gender and Age		Total	Gender		Age		
			Male	Female	Under 30	30 - 50	Above 50
Blue Collar Workers	Direct	**20,874**	20,358	516	8,869	9,793	2,212
	S/C or BPO[28]	**2,077**	1,929	148	1,091	739	247
Total		**22,951**	**22,287**	**664**	**9,960**	**10,532**	**2,459**
Percentage from Total			**97.1%**	**2.9%**	**43.4%**	**45.9%**	**10.7%**

New Hires and Turnover from 1 January to 31 December 2025 disaggregated by Gender and Age		Total	Gender		Age		
			Male	Female	Under 30	30 - 50	Above 50
New Hires	Number	**5,869**	5,024	845	2,500	3,175	194
	% of Total		**86%**	**14%**	**43%**	**54%**	**3%**
Turnover	Number	**3,046**	2,891	155	679	2,187	180
	Rate	**16%**	**17%**	**9%**	**16%**	**17%**	**11%**

[27] This category is provided by subsidiaries using various calculation methodologies, including headcounts, full-time equivalent and some assumptions

[28] S/C = Sub-contracted Workers; BPO = Business Process Outsourcing

Performance Appraisals from 1 January to 31 December 2025 by Category		Total	% of Total
Gender	Male	16,662	90%
	Female	1,770	89%
Top Management		20	40%
Directors		153	53%
Senior Managers		282	86%
Managers		929	86%
Section Heads		1,413	90%
Professionals		4,377	88%
Ancillary		3,103	86%
Blue Collars (registered to the company)		8,155	96%
Total		18,432	90%

Training Hours from 1 January to 31 December 2025 by Category		Total	Average Hours per Employee
Gender	Male	129612	7.03
	Female	11511	5.80
Top Management		442	8.84
Directors		1566	5.38
Senior Managers		3180	9.67
Managers		19487	17.98
Section Heads		28994	18.42
Professionals		67088	13.52
Ancillary		9364	2.59
Blue Collars (registered to the company)		11002	1.29
Total		141123	6.92

Interns from 1 January to 31 December 2025		Total	Gender	
			Male	Female
Students	University	530	378	152
	High School	35	35	0
Total		565	413	152
Percentage of Total			73%	27%

Parental Leave from 1 January to 31 December 2025	Total	Gender	
		Male	Female
Number of Employees who took Parental Leave	98	70	28
Number of Employees who returned after Parental Leave[29]	76	62	14
% of Employees who returned after Parental Leave	78%	89%	50%

[29] Numbers and percentages refer to those who took Parental Leave in 2025 and returned before 31 December 2025 (i.e., some are due to return in 2026)

Injuries and First Aid Cases by Employees / Direct Workers and Subcontractors in 2025		Lost Time Injuries (LTI)		Medical Treatment Injuries (MTI)		First Aid Cases	
Company	Country	Employee/Direct	Subcontractors	Employee/Direct	Subcontractors	Employee/Direct	Subcontractors
3S Ready Mix	Egypt	-	2	-	3	-	1
CACC Cargolinx	Egypt	16	-	-	-	6	-
CORE Engineering	Egypt	-	-	-	3	-	1
Eden Facility Management	Egypt	2	1	-	-	13	8
Hassan Allam Construction	Egypt	44	12	39	19	1,297	641
HA Support Division	Egypt	4	-	7	-	77	-
HA Steel Division	Egypt	-	-	6	-	135	8
HA Wood Division	Egypt	2	-	-	-	9	-
Hassan Allam Construction	KSA	2	1	6	1	108	92
Hassan Allam Construction	UAE	4	-	5	1	91	58
Hassan Allam Roads & Bridges	Egypt	2	3	9	17	57	102
Hassan Allam Roads & Bridges	Oman	-	-	-	-	-	-
INTECH	Egypt	-	-	-	-	14	100
Jinet Landscape	Egypt	1	1	-	1	97	119
Kortech	Egypt	-	-	-	2		1
Kortech	KSA	-	-	-	1	-	-
Legacy	Egypt	-	-	-	5	-	42
PGESCO	Egypt	-	1	-	-	-	56
Ridgewood for Water Desalination	Egypt	-	-	3	-	25	-
STCC	KSA	-	-	9	-	-	-
BIOWORKS	Germany	-	-	-	-	-	-

LTI & Recordability Rates by Employees / Direct Workers and Subcontractors in 2025		Lost Time Injuries (LTI) Rate per 1,000,000 Hours Worked		Recordability Rate per 1,000,000 Hours Worked		Number of Hours Worked	
Company	**Country**	**Employee/Direct**	**Subcontractors**	**Employee/Direct**	**Subcontractors**	**Employee/Direct**	**Subcontractors**
3S Ready Mix	Egypt	0.00	0.90	0.00	2.25	182,512	2,220,918
CACC Cargolinx	Egypt	13.40	0.00	13.40	0.00	1,193,876	-
CORE Engineering	Egypt	0.00	0.00	0.00	4.83	147,834	620,829
Eden Facility Management	Egypt	0.25	0.00	0.25	0.59	7,981,416	1,689,376
Hassan Allam Construction	Egypt	0.56	0.33	1.09	0.85	78,239,541	36,339,769
HA Support Division	Egypt	2.56	0.00	7.03	0.00	1,565,460	-
HA Steel Division	Egypt	0.00	0.00	1.62	0.00	3,711,506	372,097
HA Wood Division	Egypt	3.58	0.00	3.58	0.00	558,464	-
Hassan Allam Construction	KSA	0.18	0.13	0.72	0.26	11,134,893	7,612,008
Hassan Allam Construction	UAE	1.71	0.00	3.84	0.34	2,343,516	2,972,000
Hassan Allam Roads & Bridges	Egypt	1.66	3.16	9.11	21.06	1,207,961	949,785
Hassan Allam Roads & Bridges	Oman	0.00	0.00	0.00	0.00	76,560	50,196
INTECH	Egypt	0.00	0.00	0.00	0.00	2,374,218	2,493,702
Jinet Landscape	Egypt	0.92	1.12	0.92	2.24	1,092,544	890,928
Kortech	Egypt	0.00	0.00	0.00	8.61	546,000	232,284
Kortech	KSA	0.00	0.00	0.00	3.93	67,392	254,592
Legacy	Egypt	0.00	0.00	0.00	1.20	432,000	4,164,224
PGESCO	Egypt	0.00	0.32	0.00	0.32	819,567	3,142,632
Ridgewood for Water Desalination	Egypt	3.95	0.00	13.18	0.00	758,880	2,400
STCC	KSA	0.00	0.00	16.83	0.00	534,778	-
BIOWORKS	Germany	0.00	0.00	0.00	0.00	54,062	-

Totals (2025)	Employee/Direct	Subcontractors	Overall
LTIs	80	21	101
Hours Worked	115,022,979	64,007,740	179,030,719
LTI Rate	0.696	0.328	0.564
Recordability Rate	1.478	1.156	1.363

Total Number of Health & Safety Training Hours for Employees / Direct Workers and Subcontractors in 2025

Company	Country	Employee/Direct	Subcontractors
3S Ready Mix	Egypt	800	14,200
CACC Cargolinx	Egypt	627	-
CORE Engineering	Egypt	400	2,400
Eden Facility Management	Egypt	93,600	16,800
Hassan Allam Construction	Egypt	199,883	51,378
HA Support Division	Egypt	1,720	-
HA Steel Division	Egypt	5,566	772
HA Wood Division	Egypt	1,315	-
Hassan Allam Construction	KSA	10,161	28,673
Hassan Allam Construction	UAE	2,166	2,527
Hassan Allam Roads & Bridges	Egypt	465	389
Hassan Allam Roads & Bridges	Oman	14	13
INTECH	Egypt	3,900	7,795
Jinet Landscape	Egypt	14,982	10,467
Kortech	Egypt	1,584	1,035
Kortech	KSA	6,561	19,684
Legacy	Egypt	720	2,474
PGESCO	Egypt	2	59,131
Ridgewood for Water Desalination	Egypt	2,206	150
STCC	KSA	60	-
BIOWORKS	Germany	-	-

Environmental Indicators

GHG Emissions by Scope (2025)				Unit
Scope 1	Stationary Combustion		71,520.94	tCO_2e
	Mobile Combustion		64,209.21	tCO_2e
	Fugitive Emissions		2,861.48	tCO_2e
	Total		**138,591.63**	**tCO_2e**
Scope 2	Purchased Electricity		53,816.00	tCO_2e
	Purchased Cooling		1.78	tCO_2e
	Total		**53,817.77**	**tCO_2e**
Total (Scope 1 + 2)			**192,409.40**	**tCO_2e**
Scope 3	Purchased Goods & Services	Paper	26,692.32	tCO_2e
	Purchased Goods & Services	Water	474.81	tCO_2e
	Waste Generated in Operations		424.12	tCO_2e
	Business Travel		997.99	tCO_2e
	Employee Commuting		168,031.95	tCO_2e
	Total		**196,621.19**	**tCO_2e**
Total (All Scopes)			**389,030.60**	**tCO_2e**

Energy Consumption by Source (2025)			Unit
Electricity from National/Local Grids[30]		141,116,403.97	kWh
Renewable Energy (On-site Solar PV-generated)		693,946.00	kWh
Chilled Water from Local District Cooling Plants		19,309.65	kWh
Fuel Used[31]	Diesel	44,067,353.02	Liters
	Gasoline	6,133,891.29	Liters
	Natural Gas	7,240.00	m^3
Renewable Energy Generated & Exported to Grid		140,312.00	kWh

[30] Electricity is mainly used for offices (typically for lighting, powering electrical devices like computers, and cooling). Electricity is mostly sourced from the national grids across the region and on-site solar PV panels as described in the Scope 2 Emissions section.

[31] Diesel is used in both stationary equipment (like generators) and mobile equipment (including vehicles and construction equipment like cranes). Gasoline is only used in vehicles (mainly company cars). Natural Gas is used primarily in kitchen appliances and heating.

Subsidiary Name	Country	Type	Area (m^2)	Number of Employees	Natural Gas (m^3)	Natural Gas Intensity (m^3/employee)
Bioworks Verfahrenstechnik	Germany	Warehouse	740	3	3,134	1,045
Bioworks Verfahrenstechnik	Germany	Office	907	30	3,691	123
Ridgewood for Water Desalination	Egypt	Office	375	20	415	21

Subsidiary Name	Country	Type	Number of Employees	Diesel for Stationary Equipment (Liters)	Diesel for Mobile Equipment (Liters)	Total Diesel Intensity (Liters/ employee)
3S Ready Mix	Egypt	Projects	46	1,372,903	2,444,972	82,997
Bioworks Verfahrenstechnik	Germany	Warehouse	3		324	108
CACC Cargolinx	Egypt	All	601	117,359		195
Eden Facility Management	Egypt	All	200		41,412	207
Hassan Allam Construction	Egypt	Offices	1308	1,680		1
Hassan Allam Construction	Egypt	Projects	5059	22,342,491	13,497,877	7,084
Hassan Allam Construction	UAE	Projects	615	465,851	1,590,890	3,344
INTECH	Egypt	Projects	681	235,356		346
Jinet Landscape and Services	Egypt	Projects	286	445,104	42,000	1,703
Kortech	Egypt	Projects	200	1,470		7
Ridgewood for Water Desalination	Egypt	Office	20		18,274	914
STCC	KSA	Projects	246	1,404,440	44,950	5,892

Subsidiary Name	Country	Type	Number of Employees	Gasoline (Liters)	Gasoline Intensity (Liters/employee)
3S Ready Mix	Egypt	Office	44	136,667	3,106
Bioworks Verfahrenstechnik	Germany	Office	3	2,632	877
Bioworks Verfahrenstechnik	Germany	Warehouse	3	2,829	943
Bioworks Verfahrenstechnik	Germany	Office	30	4,804	160
CACC Cargolinx	Egypt	All	601	11,407	19
CORE Engineering Specialized Works	Egypt	Office	38	11,911	313
Eden Facility Management	Egypt	All	200	104,237	521
Hassan Allam Construction	Egypt	Offices	1308	344,113	263
Hassan Allam Construction	Egypt	Projects	5059	3,277,310	648
Hassan Allam Construction	KSA	Office	191	23,273	122
Hassan Allam Construction	KSA	Projects	2335	975,081	418
Hassan Allam Construction	UAE	Office	13	10,525	810
Hassan Allam Construction	UAE	Office	16	9,243	578
Hassan Allam Construction	UAE	Projects	615	69,965	114
Hassan Allam Investment Managers	Egypt	Office	47	7,597	162
Hassan Allam Roads & Bridges	Egypt	Office	154	118,522	770
Hassan Allam Trading & Engineering	Egypt	Offices	49	3,468	71
INTECH	Egypt	Office	372	251,950	677
INTECH	Egypt	Projects	681	46,336	68
Jinet Landscape and Services	Egypt	Office	85	52,219	614
Jinet Landscape and Services	Egypt	Projects	286	9,098	32
Kortech	Egypt	Office	313	20,218	65
Kortech	Egypt	Projects	200	122,397	612
PGESCO	Egypt	Office	317	97,730	308
Ridgewood for Water Desalination	Egypt	Office	20	11,411	571
Saudi Tunneling Company for Contracting	KSA	Office	38	76,039	2,001
Saudi Tunneling Company for Contracting	KSA	Projects	246	332,910	1,353

The number of employees here may be different from the total headcount in some cases to only account for the number of employees within each reporting boundary. For example, the total number of employees across Hassan Allam Trading & Engineering is 52, which includes both the HILTI and Mungo divisions, but we have only included the 49 of them in this metric as the Mungo Division office (in development) was not included in this calculation.

Subsidiary Name	Country	Type	Area (m²)	Number of Employees	Electricity (Total, kWh)	Electricity Intensity (kWh/employee)	Electricity Intensity (kWh/area)
3S Ready Mix	Egypt	Office	868	44	99,021	2,250	114
Bioworks Verfahrenstechnik	Germany	Office	250	3	6,792	2,264	27
Bioworks Verfahrenstechnik	Germany	Warehouse	740	3	10,532	3,511	14
Bioworks Verfahrenstechnik	Germany	Office	907	30	45,426	1,514	50
CACC Cargolinx	Egypt	All		601	5,839,273	9,716	
CORE Engineering Specialized Works	Egypt	Office	600	38	69,713	1,835	116
Eden Facility Management	Egypt	Office	1233	200	102,573	513	83
Hassan Allam Construction	Egypt	Offices	13000	1308	1,283,477[32]	981	99
Hassan Allam Construction	Egypt	Projects		5059	6,507,053[33]	1,286	
Hassan Allam Construction	KSA	Office		191	269,697	1,412	
Hassan Allam Construction	UAE	Office	142	13	4,808	370	34
Hassan Allam Construction	UAE	Office	207	16	18,607	1,163	90
Hassan Allam Construction	UAE	Projects		615	4,860,970	7,904	
Hassan Allam Holding	NL	Office	70	5	16,300	3,260	233
Hassan Allam Investment Managers	Egypt	Office	920	47	44,840	954	49
Hassan Allam Logistics Parks	Egypt	Project	171136	4	118,899,971	N/A[34]	695
Hassan Allam Roads & Bridges	Egypt	Office	2500	154	846,463	5,497	339
Hassan Allam Trading & Engineering	Egypt	Offices	1620	49	157,651	3,217	97
INTECH	Egypt	Office	2680	372	425,470	1,144	159
Jinet Landscape and Services	Egypt	Office	1000	85	79,153	931	79
Kortech	Egypt	Office	2423	313	361,931	1,156	149
Kortech	Egypt	Projects		200	60,585	303	
PGESCO	Egypt	Office	6802	317	1,557,918	4,915	229
Ridgewood for Water Desalination	Egypt	Office	375	20	46,717	2,336	125
Saudi Tunneling Company for Contracting	KSA	Office	1000	38	195,410	5,142	195

[32] The Electricity Consumption for HAC Offices in Egypt includes the renewable energy generated by on-site Solar PV panels (388,836 kWh accounting for 30.3% of all offices electricity consumption). This does not include 64,672 kWh that was generated and transferred to the grid (i.e., not consumed).

[33] The Electricity Consumption for HAC Projects in Egypt includes the renewable energy generated by on-site Solar PV panels at our Support and Steel Divisions (305,110 kWh accounting for 4.69% of all projects electricity consumption). This does not include 75,640 kWh that was generated and transferred to the grid.

[34] The Electricity Intensity in HALP is not applicable per number of employees as this consumption is for the entire park.

Subsidiary Name	Country	Type	Area (m^2)	Number of Employees	Water Consumption (m^3)	Water Intensity (m^3/ employee)	Water Intensity (m^3/ area)
3S Ready Mix	Egypt	Office	868	44	5,714	130	7
3S Ready Mix	Egypt	Projects		46	268,616	5,839	
Bioworks Verfahrenstechnik	Germany	Office	250	3	9	3	0
Bioworks Verfahrenstechnik	Germany	Warehouse	740	3	53	18	0
Bioworks Verfahrenstechnik	Germany	Office	907	30	111	4	0
CACC Cargolinx	Egypt	All		601	143,281	238	
CORE Engineering Specialized Works	Egypt	Office	600	38	8,361	220	14
Eden Facility Management	Egypt	All	1233	200	812	4	1
Hassan Allam Construction	Egypt	Offices	13000	1308	12,367	9	1
Hassan Allam Construction	Egypt	Projects		5059	1,002,033	198	
Hassan Allam Construction	KSA	Office		191	3,227	17	
Hassan Allam Construction	UAE	Office	207	16	18	1	0
Hassan Allam Construction	UAE	Projects		615	38,591	63	
Hassan Allam Logistics Parks	Egypt	Project	171136	4	95,370	23,843	1
Hassan Allam Roads & Bridges	Egypt	Office	2500	154	4,399	29	2
Hassan Allam Trading & Engineering	Egypt	Offices	1620	49	99,038	2,021	61
INTECH	Egypt	Office	2680	372	9,962	27	4
Jinet Landscape and Services	Egypt	Office	1000	85	1,029	12	1
Jinet Landscape and Services	Egypt	Projects		286	723,490	2,530	
Kortech	Egypt	Office	2423	313	3,864	12	2
Kortech	Egypt	Projects		200	13,069	65	
PGESCO	Egypt	Office	6802	317	6,791	21	1
Ridgewood for Water Desalination	Egypt	Office	375	20	1,925	96	5
Saudi Tunneling Company for Contracting	KSA	Office	1000	38	22	1	0
Saudi Tunneling Company for Contracting	KSA	Projects		246	40,390	164	

Company Name	Country	Type	Scope 1 (tCO_2e)	Scope 2 (tCO_2e)	Scope 1 + 2(tCO_2e)
3S Ready Mix	Egypt	Office	351.23	37.63	388.86
	Egypt	Projects	10,419.80	-	10,419.80
BIOWORKS Verfahrenstechnik	Germany	Offices	25.79	15.56	41.35
	Germany	Warehouse	13.83	3.14	16.97
CACC Cargolinx	Egypt	All	1,121.81	2,218.92	3,340.74
CORE Engineering Specialized Works	Egypt	Office	30.61	26.49	57.10
Eden Facility Management	Egypt	All	381.36	38.98	420.34
Hassan Allam Construction	Egypt	Offices	1,042.04	339.96	1,382.01
	Egypt	Projects	106,567.21	2,356.74	108,923.95
	KSA	Office	59.81	148.33	208.15
	KSA	Projects	2,505.96	-	2,505.96
	UAE	Offices	70.91	9.47	80.38
	UAE	Projects	5,801.40	1,966.26	7,767.66
Hassan Allam Holding	NL	Office	-	4.37	4.37
Hassan Allam Investment Managers	Egypt	Office	19.52	18.82	38.34
Hassan Allam Logistics Parks	Egypt	Project	-	45,181.99	45,181.99
Hassan Allam Roads & Bridges	Egypt	Office	304.60	321.66	626.26
Hassan Allam Trading & Engineering	Egypt	Offices	8.91	59.91	68.82
INTECH	Egypt	Office	652.09	161.68	813.77
	Egypt	Projects	756.93	-	756.93
Jinet Landscape and Services	Egypt	Office	134.20	30.08	164.28
	Egypt	Projects	1,344.69	-	1,344.69
Kortech	Egypt	Office	75.78	137.53	213.31
	Egypt	Projects	1,583.64	23.02	1,606.66
	KSA	Projects	0.01	-	0.01
PGESCO	Egypt	Office	251.17	592.01	843.18
Ridgewood for Water Desalination	Egypt	Office	88.07	17.75	105.82
Saudi Tunneling Company for Contracting	KSA	Office	195.42	107.48	302.90
	KSA	Projects	4,784.82	-	4,784.82

	ISO 9001:2015 (Quality Management Systems)			
Name of Company	**Certifier**	**Initial Certification Date**	**Current Certification Date**	**Certification Valid Until (Date)**
3S Ready Mix	Intertek	16-Jul-2020	8-Sep-2023	15-Jul-2026
Bioworks Verfahrenstechnik GmbH	TÜV Süd	14-Nov-2022	8-Oct-2025	8-Oct-2028
CACC Cargolinx	SGS	16-Nov-2019	16-Nov-2025	16-Nov-2028
CORE Engineering Specialized Works	Intertek	22-Mar-2019	19-Mar-2025	21-Mar-2028
Eden Facility Management	Intertek	16-Aug-2018	8-Jul-2024	15-Aug-2027
Hassan Allam Construction (Egypt)[35]	Intertek	27-Jun-2006	9-Jun-2024	5-Jun-2027
Hassan Allam Construction (UAE)	Intertek	27-Jun-2006	9-Jun-2024	5-Jun-2027
Hassan Allam Roads & Bridges	Bureau Veritas	22-Apr-2025	22-Apr-2025	21-Apr-2028
INTECH	TÜV NORD CERT GmbH	30-Jun-1905	13-Feb-2024	8-Jan-2027
Jinet Landscape and Services	Intertek	25-Sep-2024	14-Oct-2024	13-Oct-2027
Kortech	Intertek	5-Feb-2021	8-Feb-2024	4-Feb-2027
PGESCO	LRQA	19-Sep-2002	20-Sep-2023	18-Sep-2026
Hassan Allam Construction Saudi Ltd.	Intertek	21-Mar-2025	21-Mar-2025	22-Mar-2028
Ridgewood for Water Desalination	NES	1-Jan-2016	30-Jan-2023	29-Jan-2026
Saudi Tunneling Company for Contracting	Intertek	3-Nov-2022	9-Nov-2025	2-Nov-2028

[35] Includes Certifications for Hassan Allam Construction (Egypt); Concrete Products Division; Wood Products Division; and Steel Division; HAC Algerie; and HAC Steel Division at Dabaa Nuclear Power Plant (DNPP)

	ISO 45001:2018 (Occupational Health and Safety Management Systems)			
Name of Company	**Certifier**	**Initial Certification Date**	**Current Certification Date**	**Certification Valid Until (Date)**
3S Ready Mix	Intertek	8-Jul-2021	9-Oct-2024	7-Jul-2027
Eden Facility Management	Intertek	9-Feb-2021	8-Jul-2024	9-Feb-2027
Hassan Allam Construction (Egypt)[36]	Intertek	19-Sep-2015	4-Oct-2024	18-Sep-2027
Hassan Allam Construction (UAE)	Intertek	19-Sep-2015	4-Oct-2024	18-Sep-2027
Hassan Allam Roads & Bridges	Bureau Veritas	22-Apr-2025	22-Apr-2025	21-Apr-2028
INTECH	TÜV NORD CERT GmbH	30-Jun-1905	13-Feb-2024	8-Jan-2027
Kortech	Intertek	5-Feb-2021	8-Feb-2024	4-Feb-2027
PGESCO	LRQA	21-Sep-2020	20-Sep-2023	18-Sep-2026
Hassan Allam Construction Saudi Ltd.	Intertek	21-Mar-2025	21-Mar-2025	22-Mar-2028
Saudi Tunneling Company for Contracting	Intertek	3-Nov-2022	9-Nov-2025	2-Nov-2028

	ISO 14001:2015 (Environmental Management Systems)			
Name of Company	**Certifier**	**Initial Certification Date**	**Current Certification Date**	**Certification Valid Until (Date)**
3S Ready Mix	Intertek	5-Jan-2023	5-Jan-2023	4-Jan-2026
Eden Facility Management	Intertek	16-Aug-2021	8-Jul-2024	15-Aug-2027
Hassan Allam Construction (Egypt)[37]	Intertek	19-Sep-2015	4-Oct-2024	18-Sep-2027
Hassan Allam Construction (UAE)	Intertek	19-Sep-2015	4-Oct-2024	18-Sep-2027
Hassan Allam Roads & Bridges	Bureau Veritas	22-Apr-2025	22-Apr-2025	21-Apr-2028
INTECH	TÜV NORD CERT GmbH	30-Jun-1905	13-Feb-2024	8-Jan-2027
Kortech	Intertek	5-Feb-2021	8-Feb-2024	4-Feb-2027
PGESCO	LRQA	6-Jul-2014	20-Sep-2023	18-Sep-2026
Hassan Allam Construction Saudi Ltd.	Intertek	21-Mar-2025	21-Mar-2025	22-Mar-2028
Saudi Tunneling Company for Contracting	Intertek	3-Nov-2022	9-Nov-2025	2-Nov-2028

[36] Includes Certifications for Hassan Allam Construction (Egypt); Concrete Products Division; Wood Products Division; and Steel Division

[37] Includes Certifications for Hassan Allam Construction (Egypt); Concrete Products Division; Wood Products Division; and Steel Division

Name of Company / Division / Facility	Certification Name	Certifier	Initial Certification Date	Current Certification Date	Certification Valid Until (Date)
CACC Cargolinx	CBTA (IATA Dangerous Goods Regulations)	IATA	1-Sep-21	1-Sep-23	31-Aug-25
CACC Cargolinx	CEIV (IATA Perishable & Fresh Cargo)	IATA	9-Sep-21	8-Sep-24	8-Sep-27
CACC Cargolinx	CEIV (IATA Lithium Batteries)	IATA	22-Feb-23	21-Feb-25	21-Feb-27
CACC Cargolinx	CEIV (IATA Pharma)	IATA	31-Oct-20	15-Jan-24	14-Jan-27
CACC Cargolinx	ULD Operations Training	IATA	9-Apr-21	24-Jul-25	24-Jul-27
CACC Cargolinx	ISAGO (IATA Safety Audit for Ground Operations)	IATA	6-Dec-23	6-Dec-25	6-Dec-27
CACC Cargolinx	TAPA FSR 2020 (Facility Security Requirements)	SGS	31-Jul-21	30-Jul-24	30-Jul-27
CACC Cargolinx	IATA Security Management Systems	IATA	5-Nov-20	5-Nov-23	5-Nov-26
CACC Cargolinx	IATA Strategic Partner	IATA	30-Apr-21	30-Apr-25	30-Apr-26
CACC Cargolinx	RA3 (Third Country EU/UK Aviation Security validated Regulated Agent)	Corposec	20-Dec-22	2-Sep-25	2-Sep-28
Eden Facility Management	ISO 41001:2018 (Facility Management Systems)	Bureau Veritas (BV)	21-Jul-24	21-Jul-24	21-Aug-27
Eden Facility Management	ISO 55001:2014 (Asset Management Systems)	Bureau Veritas (BV)	21-Jul-24	21-Jul-24	21-Aug-27
Eden Facility Management	ISO 22000:2018 (Food safety Management systems)	BCI	9-Oct-25	9-Oct-25	8-Oct-28
Hassan Allam Construction (Egypt)	BIM for Design, Construction and Commissioning in accordance with ISO 19650-1:2018 and ISO 19650-2:2018	bsi	25-Jun-24	25-Jun-24	24-Jun-27
Hassan Allam Holding	ISO/IEC 27001:2022, Information Security Management System (ISMS)	MSECB	12-Nov-25	12-Nov-25	11-Nov-28
HAC Abu Dhabi	BIM for Design, Construction and Commissioning in accordance with ISO 19650-1:2018 and ISO 19650-2:2018	bsi	25-Jun-24	25-Jun-24	24-Jun-27
Hassan Allam Construction L.L.C	In-Country Value (ICV) Certificate	KPMG	13-Oct-25	13-Oct-25	7-Jun-26
Hassan Allam Construction Saudi Ltd.	BIM for Design, Construction and Commissioning in accordance with ISO 19650-1:2018 and ISO 19650-2:2018	BSI	25-Jun-24	25-Jun-24	24-Jun-27

Content Indices

Global Reporting Initiative (GRI)

Statement of Use	Hassan Allam Holding has reported in accordance with the GRI Standards for the period from 1 January 2025 to 31 December 2025.
GRI 1 Used	GRI 1: Foundation 2021
Applicable GRI Sector Standard	None

GRI Standard	Disclosure	Location / Direct Answer	Omissions		
			Requirement(s) Omitted	Reason	Explanation
GRI 2: General Disclosures 2021					
	The organization and its reporting practices				
GRI 2: General Disclosures 2021	2-1 Organizational details	1.2. About this Report; 1.3. About Hassan Allam Holding			
	2-2 Entities included in the organization's sustainability reporting	1.2. About this Report; 1.3. About Hassan Allam Holding			
	2-3 Reporting period, frequency, and contact point	1.2. About this Report			
	2-4 Restatement of information	None			
	2-5 External assurance	6.4. Limited Assurance Statement			
	2-6 Activities, value chain, and other business relationships	1.3. About Hassan Allam Holding			
	2-7 Employees	4.2. Diversity and Inclusion; 6.2. List of Indicators			
	2-8 Workers who are not employees	4.1. Human Wellbeing; 4.2. Diversity and Inclusion			

GRI Standard	Disclosure	Location / Direct Answer	Omissions		
			Requirement(s) Omitted	Reason	Explanation
GRI 2: General Disclosures 2021	2-9 Governance structure and composition	2.1. Corporate Governance	b	Confidentiality constraints	This information is considered confidential
	2-10 Nomination and selection of the highest governance body		a,b	Confidentiality constraints	This information is considered confidential
	2-11 Chair of the highest governance body		a,b	Confidentiality constraints	This information is considered confidential
	2-12 Role of the highest governance body in overseeing the management of impacts	2.1. Corporate Governance			
	2-13 Delegation of responsibility for managing impacts	2.1. Corporate Governance			
	2-14 Role of the highest governance body in sustainability reporting	2.1. Corporate Governance			
	2-15 Conflicts of interest	2.2. Business Ethics and Integrity			
	2-16 Communication of critical concerns	2.2. Business Ethics and Integrity	b	Confidentiality constraints	This information is considered confidential
	2-17 Collective knowledge of the highest governance body	ESG Committee Meetings include explanations of key concepts (e.g. materiality)			
	2-18 Evaluation of the performance of the highest governance body		a,b,c	Confidentiality constraints	This information is considered confidential
	2-19 Remuneration policies		a,b	Confidentiality constraints	This information is considered confidential
	2-20 Process to determine remuneration		a,b	Confidentiality constraints	This information is considered confidential
	2-21 Annual total compensation ratio		a,b,c	Confidentiality constraints	This information is considered confidential
	2-22 Statement on sustainable development strategy	1.1. Letter from the Group CEOs ; 1.4. Materiality			
	2-23 Policy commitments	2.2. Business Ethics and Integrity			
	2-24 Embedding policy commitments	2.2. Business Ethics and Integrity (Policies are approved by CEOs)			
	2-25 Processes to remediate negative impacts	2.2. Business Ethics and Integrity			
	2-26 Mechanisms for seeking advice and raising concerns	2.2. Business Ethics and Integrity			

GRI Standard	Disclosure	Location / Direct Answer	Omissions		
			Requirement(s) Omitted	Reason	Explanation
GRI 2: General Disclosures 2021	2-27 Compliance with laws and regulations	None to disclose			
	2-28 Membership associations	1.3. About Hassan Allam Holding			
	2-29 Approach to stakeholder engagement	2.2. Business Ethics and Integrity			
	2-30 Collective bargaining agreements	4.3. Talent Management			
Material Topics					
GRI 3: Material Topics 2021	3-1 Process to determine material topics	1.4. Materiality			
	3-2 List of material topics	1.4. Materiality			
Corporate Governance					
GRI 3: Material Topics 2021	3-3 Management of material topics	2.1. Corporate Governance			
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	2.1. Corporate Governance; 4.2. Diversity and Inclusion; 6.2. List of Indicators			
	405-2 Ratio of basic salary and remuneration of women to men		a,b	Confidentiality constraints	This information is considered confidential
Business Ethics and Integrity					
GRI 3: Material Topics 2021	3-3 Management of material topics	2.2. Business Ethics and Integrity			
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	2.2. Business Ethics and Integrity	a,b	Confidentiality constraints	This information is considered confidential
	205-2 Communication and training about anti-corruption policies and procedures	2.2. Business Ethics and Integrity	c,d,e	Information unavailable/ incomplete	This information is currently not tracked
	205-3 Confirmed incidents of corruption and actions taken	None to disclose			
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	None to disclose			
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	None to disclose			

GRI Standard	Disclosure	Location / Direct Answer	Omissions		
			Requirement(s) Omitted	Reason	Explanation
Risk Management					
GRI 3: Material Topics 2021	3-3 Management of material topics	2.3. Risk Management			
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed		a,b	Confidentiality constraints	This information is considered confidential
	201-2 Financial implications and other risks and opportunities due to climate change	2.3. Risk Management			
	201-3 Defined benefit plan obligations and other retirement plans		a,b,c,d,e	Confidentiality constraints	This information is considered confidential
	201-4 Financial assistance received from government		a,b,c	Confidentiality constraints	This information is considered confidential
Quality and Compliance					
GRI 3: Material Topics 2021	3-3 Management of material topics	2.4. Quality and Compliance			
Value Creation					
GRI 3: Material Topics 2021	3-3 Management of material topics	3.1. Value Creation			
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	3.1. Value Creation; 3.2. Investment Strategy			
	203-2 Significant indirect economic impacts	3.1. Value Creation; 3.2. Investment Strategy			
Investment Strategy					
GRI 3: Material Topics 2021	3-3 Management of material topics	3.2. Investment Strategy			
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	3.1. Value Creation; 3.2. Investment Strategy			
	203-2 Significant indirect economic impacts	3.1. Value Creation; 3.2. Investment Strategy			
Business Development					
GRI 3: Material Topics 2021	3-3 Management of material topics	3.3. Business Development			

GRI Standard	Disclosure	Location / Direct Answer	Omissions		
			Requirement(s) Omitted	Reason	Explanation
Procurement and Supply Chain					
GRI 3: Material Topics 2021	3-3 Management of material topics	3.4. Procurement and Supply Chain			
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	3.4. Procurement and Supply Chain			
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	None to disclose			
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	None to disclose			
Human Wellbeing					
GRI 3: Material Topics 2021	3-3 Management of material topics	4.1. Human Wellbeing			
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	4.1. Human Wellbeing			
	403-2 Hazard identification, risk assessment, and incident investigation	4.1. Human Wellbeing			
	403-3 Occupational health services	4.1. Human Wellbeing			
	403-4 Worker participation, consultation, and communication on occupational health and safety	4.1. Human Wellbeing			
	403-5 Worker training on occupational health and safety	4.1. Human Wellbeing; 6.2. List of Indicators			
	403-6 Promotion of worker health	4.1. Human Wellbeing			
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	4.1. Human Wellbeing			
	403-8 Workers covered by an occupational health and safety management system	4.1. Human Wellbeing			
	403-9 Work-related injuries	4.1. Human Wellbeing; 6.2. List of Indicators	a.i.,b.i.	Confidentiality constraints	This information is considered confidential
	403-10 Work-related ill health	4.1. Human Wellbeing; 6.2. List of Indicators	a.i.,b.i.	Confidentiality constraints	This information is considered confidential

GRI Standard	Disclosure	Location / Direct Answer	Omissions		
			Requirement(s) Omitted	Reason	Explanation
Diversity and Inclusion					
GRI 3: Material Topics 2021	3-3 Management of material topics	4.2. Diversity and Inclusion			
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	4.2. Diversity and Inclusion; 8.2. List of Indicators			
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees		a,b	Confidentiality constraints	This information is considered confidential
	401-3 Parental leave	4.2. Diversity and Inclusion; 8.2. List of Indicators			
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	2.1. Corporate Governance; 4.2. Diversity and Inclusion; 6.2. List of Indicators			
	405-2 Ratio of basic salary and remuneration of women to men		a,b	Confidentiality constraints	This information is considered confidential
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	None to disclose			
Talent Management					
GRI 3: Material Topics 2021	3-3 Management of material topics	4.3. Talent Management			
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	4.3. Talent Management; 6.2. List of Indicators			
	404-2 Programs for upgrading employee skills and transition assistance programs	4.3. Talent Management			
	404-3 Percentage of employees receiving regular performance and career development reviews	4.3. Talent Management			
Community Impact					
GRI 3: Material Topics 2021	3-3 Management of material topics	4.4. Community Impact			
Environmental Impact					
GRI 3: Material Topics 2021	3-3 Management of material topics	5.1. Environmental Impact			

GRI Standard	Disclosure	Location / Direct Answer	Omissions		
			Requirement(s) Omitted	Reason	Explanation
GRI 101: Biodiversity 2024	101-1 Policies to halt and reverse biodiversity loss	5.1. Environmental Impact	c	Information unavailable/ incomplete	Goals and targets have not been set yet
	101-2 Management of biodiversity impacts	5.1. Environmental Impact	b,c,d	Information unavailable/ incomplete	This information is currently not tracked
	101-3 Access and benefit-sharing	5.1. Environmental Impact			
	101-4 Identification of biodiversity impacts	None to disclose			
	101-5 Locations with biodiversity impacts		a,b,c,d	Information unavailable/ incomplete	This information is currently not tracked
	101-6 Direct drivers of biodiversity loss		a,b,c,d,e,f	Information unavailable/ incomplete	This information is currently not tracked
	101-7 Changes to the state of biodiversity		a,b	Information unavailable/ incomplete	This information is currently not tracked
	101-8 Ecosystem services		a,b	Information unavailable/ incomplete	This information is currently not tracked
Built Environment					
GRI 3: Material Topics 2021	3-3 Management of material topics	5.2. Built Environment			
GRI 103: Energy 2025	103-1 Energy policies and commitments	5.2. Built Environment; 5.3. Climate Change			
	103-2 Energy consumption and self-generation within the organization	5.3. Climate Change; 6.2 List of Indicators			
	103-3 Upstream and downstream energy consumption		a,b	Information unavailable/ incomplete	We calculated the emissions for some Scope 3 categories, however, energy consumption data was not available / collected from suppliers. We continue to build our suppliers' capacities to enable them to provide us with this information.
	103-4 Energy intensity	6.2. List of Indicators			
	103-5 Reduction in energy consumption	5.2. Built Environment; 5.3. Climate Change; 6.2 List of Indicators			

GRI Standard	Disclosure	Location / Direct Answer	Omissions		
			Requirement(s) Omitted	Reason	Explanation
GRI 305: Emissions 2016	305-5 Reduction of GHG emissions	7.2.2. Green Buildings; 8.2. List of Indicators			
Climate Change					
GRI 3: Material Topics 2021	3-3 Management of material topics	5.3. Climate Change			
GRI 103: Energy 2025	103-1 Energy policies and commitments	5.2. Built Environment; 5.3. Climate Change			
	103-2 Energy consumption and self-generation within the organization	5.3. Climate Change; 6.2 List of Indicators			
	103-3 Upstream and downstream energy consumption		a,b	Information unavailable/ incomplete	We calculated the emissions for some Scope 3 categories, however, energy consumption data was not available / collected from suppliers. We continue to build our suppliers' capacities to enable them to provide us with this information.
	103-4 Energy intensity	6.2. List of Indicators			
	103-5 Reduction in energy consumption	5.2. Built Environment; 5.3. Climate Change; 6.2 List of Indicators			
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	5.3. Climate Change; 6.2 List of Indicators			
	303-2 Management of water discharge-related impacts		a	Information unavailable/ incomplete	This information is currently not tracked
	303-3 Water withdrawal		a,b,c,d	Information unavailable/ incomplete	This information is currently not tracked
	303-4 Water discharge		a,b,c,d	Information unavailable/ incomplete	This information is currently not tracked
	303-5 Water consumption	5.3. Climate Change; 6.2 List of Indicators	b,c	Information unavailable/ incomplete	This information is currently not tracked

GRI Standard	Disclosure	Location / Direct Answer	Omissions		
			Requirement(s) Omitted	Reason	Explanation
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	5.3. Climate Change; 6.2 List of Indicators			
	305-2 Energy indirect (Scope 2) GHG emissions	5.3. Climate Change; 6.2 List of Indicators			
	305-3 Other indirect (Scope 3) GHG emissions	5.3. Climate Change; 6.2 List of Indicators			
	305-4 GHG emissions intensity	5.3. Climate Change; 6.2 List of Indicators			
	305-5 Reduction of GHG emissions	5.3. Climate Change; 6.2 List of Indicators			
	305-6 Emissions of ozone-depleting substances (ODS)		a,b,c,d	Information unavailable/ incomplete	This information is currently not tracked
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions		a,b,c	Information unavailable/ incomplete	This information is currently not tracked
GRI 102: Climate Change 2025	102-1 Transition plan for climate change mitigation	We piloted this by setting Science-based Targets and creating a Decarbonization Plan for CACC Cargolinx	a,b,c,d,e,f,g,h,i	Information unavailable/ incomplete	We have not yet developed a unified group-level transition plan, however, we develop entity/asset-specific plans
	102-2 Climate change adaptation plan	2.3. Risk Management; 5.2. Built Environment; 5.3. Climate Change	b,c	Information unavailable/ incomplete	We have not yet developed a unified group-level adaptation plan, however, we started by assessing the energy and water consumption for our offices (based on the IFC Edge standard)
	102-3 Just transition		a,b,c,d,e,f,g,h,i,j	Information unavailable/ incomplete	No data is gathered within the context of transition or adaptation effort specifically
	102-4 GHG emissions reduction targets and progress	Targets include: Reduction in energy and water consumption of each building and facility by 20% compared to a national baseline by 2030	a,b,c,d,e,f,g,h,i,j,k	Information unavailable/ incomplete	We have not yet set group-wide emissions reduction targets, but are setting entity/ asset-specific targets
	102-5 Scope 1 GHG emissions	5.3. Climate Change; 6.2 List of Indicators	b	Information unavailable/ incomplete	Emission Factors used do not specify emissions by gas (they are all in tCO_2e)
	102-6 Scope 2 GHG emissions	5.3. Climate Change; 6.2 List of Indicators	b	Information unavailable/ incomplete	Emission Factors used do not specify emissions by gas (they are all in tCO_2e)

GRI Standard	Disclosure	Location / Direct Answer	Omissions		
			Requirement(s) Omitted	Reason	Explanation
GRI 102: Climate Change 2025	102-7 Scope 3 GHG emissions	5.3. Climate Change; 6.2 List of Indicators	b	Information unavailable/ incomplete	Emission Factors used do not specify emissions by gas (they are all in tCO_2e)
	102-8 GHG emissions intensity	5.3. Climate Change; 6.2 List of Indicators			
	102-9 GHG removals in the value chain	None to disclose			
	102-10 Carbon credits	None to disclose			
Material Flows					
GRI 3: Material Topics 2021	3-3 Management of material topics	5.4. Material Flows			
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	5.4. Material Flows			
	306-2 Management of significant waste-related impacts	5.4. Material Flows			
	306-3 Waste generated	5.4. Material Flows	a,b	Information unavailable/ incomplete	This information is currently not tracked for the entire group, however, it is tracked in some projects/assets
	306-4 Waste diverted from disposal	5.4. Material Flows			
	306-5 Waste directed to disposal	5.4. Material Flows	a,b	Information unavailable/ incomplete	This information is currently not tracked for the entire group, however, it is tracked in some projects/assets

International Sustainability Standards Board (ISSB) Standards (IFRS S1 & S2)

IFRS S1 – General Requirements for Disclosure of Sustainability-related Financial Information[38]

Pillar	Disclosures	Location / Direct Answer
Governance	The governance processes, controls and procedures the entity uses to monitor and manage sustainability-related risks and opportunities (paragraphs 26-27)	2.1. Corporate Governance: details the Board-level (planned) and Executive (existing) ESG Committees.
Strategy	The approach the entity uses to manage sustainability-related risks and opportunities (paragraphs 28-42)	2.4. Quality and Compliance: approach to developing Environmental & Social Management Systems.
Risk Management	The processes the entity uses to identify, assess, prioritise and monitor sustainability-related risks and opportunities (paragraphs 43-44)	2.3. Risk Management: describes the integrated risk management framework.
Metrics and Targets	The entity's performance in relation to sustainability-related risks and opportunities, including progress towards any targets the entity has set or is required to meet by law or regulation (paragraphs 45-53)	1.4. Materiality: discusses the Group's Sustainability Strategy (2030), including a set of targets for each material topic (and performance metrics used to track progress are detailed in each section).

[38] Conceptual Foundations are further tackled under Sections 1.2. About this Report and 1.4. Materiality. Additionally, links between sustainability and financial performance can be found under Sections 3.1. Value Creation and 3.2. Investment Strategy.

Pillar	Disclosures		Location / Direct Answer
Governance	The governance processes, controls and procedures the entity uses to monitor, manage and oversee climate-related risks and opportunities (paragraphs 6-7)		2.1. Corporate Governance: details the Board-level (planned) and Executive (existing) ESG Committees.
Strategy	The entity's strategy for managing climate-related risks and opportunities (paragraphs 8-23)		2.3. Risk Management with a dedicated sub-section on Climate-related Risks and Opportunities (2.3.4)
Risk Management	The entity's processes to identify, assess, prioritise and monitor climate-related risks and opportunities, including whether and how those processes are integrated into and inform the entity's overall risk management process (paragraphs 24-26)		
Metrics and Targets	(a) Information relevant to the cross-industry metric categories (paragraphs 29-31)	(a) Greenhouse gases	5.3. Climate Change
		(b) Climate-related transition risks	Samples provided under 2.3.4. Climate-related Risks and Opportunities
		(c) Climate-related physical risks	
		(d) Climate-related opportunities	
		(e) Capital deployment	Not disclosed (confidential information)
		(f) Internal carbon prices	None
		(g) Remuneration	None
	(b) Industry-based metrics that are associated with particular business models, activities or other common features that characterize participation in an industry (paragraph 32)		6.3. Content Indices – specifically for Sustainability Accounting Standards Board (SASB) under sub-section 6.3.3
	(c) Targets set by the entity, and any targets it is required to meet by law or regulation to mitigate or adapt to climate-related risks or take advantage of climate-related opportunities, including metrics used by the governance body or management to measure progress towards these targets (paragraphs 33-37)		Several targets are covered under various sections including 3.1. Value Creation and 5.3. Climate Change, such as "Reduction in energy and water consumption of each building and facility by 20% compared to a national baseline by 2030"

Sustainability Accounting Standards Board (SASB)

This section prioritizes the Engineering & Construction and Construction Materials sectors as the Group's most material verticals; select disclosures are omitted due to confidentiality or data maturity (i.e., where data is not consolidated on a Group-level but needs to be presented for each asset or entity), with future alignment to be evaluated alongside IFRS S1 and S2 requirements.

Engineering & Construction Services (IF-EN)

Topic	Metric	Category	Unit of Measure	Code	Location / Direct Answer
Environmental Impacts of Project Development	Number of incidents of non-compliance with environmental permits, standards and regulations	Quantitative	Number	IF-EN-160a.1	None to disclose
	Discussion of processes to assess and manage environmental risks associated with project design, siting and construction	Discussion and Analysis	N/A	IF-EN-160a.2	5.1. Environmental Impact
Structural Integrity and Safety	Amount of defect- and safety-related rework costs	Quantitative	Presentation currency	IF-EN-250a.1	Not disclosed as this information is considered confidential
	Total amount of monetary losses as a result of legal proceedings associated with defect- and safety-related incidents	Quantitative	Presentation currency	IF-EN-250a.2	None to disclose
Workforce Health & Safety	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	Quantitative	Rate	IF-EN-320a.1	4.1. Human Wellbeing; 6.2. List of Indicators; Fatalities are not disclosed
Lifecycle Impacts of Buildings & Infrastructure	Number of (1) commissioned projects certified to a third-party multi-attribute sustainability standard and (2) active projects seeking such certification	Quantitative	Number	IF-EN-410a.1	25 Green Building Projects across the Group, more information under 3.1 Value Creation
	Discussion of process to incorporate operational-phase energy and water efficiency considerations into project planning and design	Discussion and Analysis	N/A	IF-EN-410a.2	This is achieved by aligning with green building standards (LEED, Edge, etc.)

Topic	Metric	Category	Unit of Measure	Code	Location / Direct Answer
Climate Impacts of Business Mix	Amount of backlog for (1) hydrocarbon-related projects and (2) renewable energy projects	Quantitative	Presentation currency	IF-EN-410b.1	Not disclosed as this information is considered confidential
	Amount of backlog cancellations associated with hydrocarbon-related projects	Quantitative	Presentation currency	IF-EN-410b.2	
	Amount of backlog for non-energy projects associated with climate change mitigation	Quantitative	Presentation currency	IF-EN-410b.3	
Business Ethics	(1) Number of active projects and (2) backlog in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index	Quantitative	Number, Presentation currency	IF-EN-510a.1	Not disclosed as this information is currently not consolidated on a Group-level and is considered confidential
	Total amount of monetary losses as a result of legal proceedings associated with charges of (1) bribery or corruption and (2) anti-competitive practices	Quantitative	Presentation currency	IF-EN-510a.2	None to disclose
	Description of policies and practices for prevention of (1) bribery and corruption, and (2) anti-competitive behaviour in the project bidding processes	Discussion and Analysis	N/A	IF-EN-510a.3	3.2. Business Ethics and Integrity

Activity Metric	Category	Unit of Measure	Code	Location / Direct Answer
Number of active projects	Quantitative	Number	IF-EN-000.A	Not disclosed as this information is currently not consolidated on a Group-level and is considered confidential
Number of commissioned projects	Quantitative	Number	IF-EN-000.B	
Total backlog	Quantitative	Presentation currency	IF-EN-000.C	

Construction Materials (EM-CM)

Topic	Metric	Category	Unit of Measure	Code	Location / Direct Answer
Greenhouse Gas Emissions	Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	Quantitative	Metric tonnes (t) CO2-e, Percentage (%)	EM-CM-110a.1	5.3. Climate Change
	Discussion of long- and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Discussion and Analysis	N/A	EM-CM-110a.2	5.2. Built Environment – specifically Environmental Product Declarations (EPDs) under section 5.2.3
Air Quality	Air emissions of the following pollutants: (1) NOx (excluding N2O), (2) SOx, (3) particulate matter (PM10), (4) dioxins/furans, (5) volatile organic compounds (VOCs), (6) polycyclic aromatic hydrocarbons (PAHs) and (7) heavy metals	Quantitative	Metric tonnes (t)	EM-CM-120a.1	Not disclosed in this report, however, please refer to the EPDs for the products. More EPDs are planned to be published in the upcoming reporting period.
Energy Management	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage alternative and (4) percentage renewable	Quantitative	Gigajoules (GJ), Percentage (%)	EM-CM-130a.1	5.3. Climate Change; 6.2. List of Indicators
Water Management	(1) Total water withdrawn, (2) total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress	Quantitative	Thousand cubic metres (m3), Percentage (%)	EM-CM-140a.1	5.3. Climate Change; 6.2. List of Indicators (specifying countries)
Waste Management	Amount of waste generated, percentage hazardous and percentage recycled	Quantitative	Metric tonnes (t), Percentage (%)	EM-CM-150a.1	Calculated on a project level, however, examples are provided under 5.4. Material Flows
Biodiversity Impacts	Description of environmental management policies and practices for active sites	Discussion and Analysis	N/A	EM-CM-160a.1	5.1. Environmental Impact
	Terrestrial land area disturbed, percentage of impacted area restored	Quantitative	Hectares (ha); Percentage (%)	EM-CM-160a.2	Not disclosed in this report, however may be tracked on a project-level

Topic	Metric	Category	Unit of Measure	Code	Location / Direct Answer
Workforce Health & Safety	(1) Total recordable incident rate (TRIR) and (2) near miss frequency rate (NMFR) for (a) direct employees and (b) contract employees	Quantitative	Rate	EM-CM-320a.1	4.1. Human Wellbeing; 6.2. List of Indicators; however, we use slightly different indicators
	Number of reported cases of silicosis	Quantitative	Number	EM-CM-320a.2	None to disclose
Product Innovation	Percentage of products that qualify for credits in sustainable building design and construction certifications	Quantitative	Percentage (%) by annual sales revenue	EM-CM-410a.1	100% of products[39] are covered / planned to be covered by EPDs
	Total addressable market and share of market for products that reduce energy, water or material impacts during usage or production	Quantitative	Presentation currency, Percentage (%)	EM-CM-410a.2	Not disclosed as this information is considered confidential
Pricing Integrity & Transparency	Total amount of monetary losses as a result of legal proceedings associated with cartel activities, price fixing, and antitrust activities	Quantitative	Presentation cur-rency	EM-CM-520a.1	None to disclose

Activity Metric	Category	Unit of Measure	Code	Location / Direct Answer
Production by major product line	Quantitative	Metric tonnes (t)	EM-CM-000.A	Not disclosed as this information is considered confidential

[38] This is for 3S Ready Mix and Hassan Allam Construction's Product Divisions in Egypt (Steel, Wood, Blocks) as described under 5.2. Built Environment. Other subsidiaries categorized under the "Construction Materials" industry procure products from suppliers and through partnerships, namely Hassan Allam Trading & Engineering and CORE Engineering Specialized Works.

UN Global Compact Principles

Pillar	Principles		Location / Direct Answer
Human Rights	**Principle 1**	Businesses should support and respect the protection of internationally proclaimed human rights.	3.2. Business Ethics and Integrity
	Principle 2	Business should make sure that they are not complicit in human rights abuses.	
Labour	**Principle 3**	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	5.3 Talent Management
	Principle 4	Businesses should uphold the elimination of all forms of forced and compulsory labour.	3.2. Business Ethics and Integrity; 4.4. Procurement and Supply Chain
	Principle 5	Businesses should uphold the effective abolition of child labour.	
	Principle 6	Businesses should uphold the elimination of discrimination in respect of employment and occupation.	3.2. Business Ethics and Integrity; 5.2. Diversity and Inclusion
Environment	**Principle 7**	Businesses should support a precautionary approach to environmental challenges.	6.1. Environmental Impact; 6.2. Built Environment; 6.3. Climate Change; 6.4. Material Flows
	Principle 8	Businesses should undertake initiatives to promote greater environmental responsibility.	
	Principle 9	Businesses should encourage the development and diffusion of environmentally friendly technologies.	4.2. Investing Strategy; 4.3. Business Development; 6.3. Climate Change
Anti-Corruption	**Principle 10**	Businesses should work against corruption in all its forms, including extortion and bribery.	3.2. Business Ethics and Integrity

Limited Assurance Statement

Hassan Allam Holding FY2025 Sustainability Report

Introduction and Objectives of the Engagement

Masader Environmental & Energy Services S.A.E (the 'Assurance Provider' or 'We') has been engaged by Hassan Allam Holding (HAH) (the 'Reporting Organization') to provide Moderate Assurance Type 1 (the 'Assurance') regarding adherence to AA1000AS v3 (2020) and the AA1000 AccountAbility Principles (2018) over Hassan Allam Holding's FY2025 Sustainability Report (the 'Report').

This assurance statement reflects the evidence provided for the 2025 assurance process, including the AA1000AS Principle Assurance evidence checklist, supporting governance, stakeholder engagement, materiality, risk management and impact evidence, and the greenhouse gas (GHG) emissions quantification provided through the 2025 carbon footprint workbook and related management explanations.

Scope, Subject Matter, and Limitations

The subject matter of the Report is the Reporting Organization's ESG performance data, management approach, and sustainability-related disclosures for the reporting period from 1 January 2025 to 31 December 2025. The scope of this Moderate Assurance Type 1 engagement is limited to a review of the Selected Information listed below:

- Hassan Allam Holding's ESG management, governance structure, roles, responsibilities, and sustainability strategy implementation;
- Stakeholder engagement, grievance mechanisms, and related disclosures;
- Materiality assessment, material topics, sustainability targets, risk integration, and related disclosures;
- Impact management and selected impact evidence, including the 2025 scope 1 and 2 GHG emissions inventory process, methodology, calculations, boundaries, assumptions, exclusions, and disclosures; and
- Completeness and consistency of selected reporting framework indexes and cross-references, including GRI, SASB, ISSB/IFRS S1 and IFRS S2, TCFD-referenced climate disclosures, and UNGC principles.

With respect to GHG emissions, the procedures performed were designed to evaluate whether the disclosed process, boundaries, calculation workbook, emission factors, assumptions, and selected outputs provide reasonable evidence for the Impact principle and related climate disclosures. These procedures do not constitute separate reasonable assurance or Type 2 assurance over every underlying source record.

The assurance process was subject to the following limitations and exclusions:

- We did not perform reasonable assurance over all quantitative data or independently verify every invoice, meter reading, fuel record, travel record, survey response, ERP/SAP entry, or other primary record used to prepare the Report.
- We did not verify statements indicating intention, opinion, belief, aspiration, strategy, forecast, target, or commitment of Hassan Allam Holding.
- We did not assess the appropriateness of legal or regulatory interpretations or determine which recommendations, if any, should be implemented.
- We did not assure content on external websites or documents linked from the Report.
- The Company has disclosed certain Scope 3 greenhouse gas (GHG) emissions, which management notes remain in a pilot phase and do not cover all GHG Protocol Scope 3 categories (currently limited to available data for water consumption, employee commuting, paper consumption, and business travel). We draw attention to the fact that Scope 3 emissions calculations were excluded from the scope of our engagement. We did not perform any assurance procedures on Scope 3 data and, accordingly, we do not express an assurance conclusion or any form of assurance on this information.
- Management has indicated that the only source of GHG emissions entirely excluded from the inventory is fertilizer use at head offices, which management deemed immaterial based on a historical significance of less than 1% of Scope 1 emissions for both 2022 and 2023. Management did not disclose any other excluded emission sources. Please note that our assurance procedures were limited to the reported inventory; we did not perform assurance on the excluded emissions data, nor did we verify management's assessment regarding its immateriality.
- Stakeholder engagement plans, maps, records, and evidence are maintained by relevant functions and subsidiaries based on stakeholder proximity and relevance, and no fully consolidated stakeholder engagement record was available beyond Report disclosures at the time of the engagement.
- A documented ESRS-aligned materiality assessment methodology is under development for 2026; therefore, 2025 evidence was assessed using the Group's existing material topics, subsidiary-level E&S risk assessments, IFC ESMS self-assessment evidence, and risk register integration.

GHG Emissions Quantification Reviewed

The GHG assessment considered included the 2025 carbon footprint workbook and management explanations provided by HAH. The workbook includes the Inventory, Employee Commuting, Business Travel, Summary, and Emission Factors sheets. The Inventory sheet includes activity data and calculations for 2025 and 2024 by subsidiary and boundary type, including offices, projects, warehouses, or all operations. The Employee Commuting sheet includes raw survey analysis, methodology and assumptions. The Business Travel sheet includes flights and assumptions, with calculations made using the ICAO calculator for each flight. The Summary sheet consolidates emissions by scope and source, and the Emission Factors sheet includes emission factors, sources, and activity-data assumptions. However, we emphasize that any activity data, calculations, and methodologies related to Scope 3 emissions—including but not limited to the entire contents of the Employee Commuting and Business Travel sheets, as well as any Scope 3 data consolidated within the Inventory and Summary sheets—were excluded from the scope of our engagement.

The following list covers the subsidiaries included in the boundaries of the reviewed GHG assessment:

- 3S Ready Mix - **Egypt**
- Bioworks Verfahrenstechnik - **Germany**
- CACC Cargolinx - **Egypt**
- CORE Engineering Specialized Works - **Egypt**
- Eden Facility Management - **Egypt**
- Hassan Allam Construction - **Egypt**
- Hassan Allam Construction - **KSA**
- Hassan Allam Construction - **UAE**
- Hassan Allam Holding - **NL**
- Hassan Allam Investment Managers - **Egypt**
- Hassan Allam Logistics Parks - **Egypt**
- Hassan Allam Roads & Bridges - **Egypt**
- Hassan Allam Trading & Engineering - **Egypt**
- INTECH - **Egypt**
- Jinet Landscape and Services - **Egypt**
- Kortech - **Egypt**
- Kortech - **KSA**
- PGESCO - **Egypt**
- Ridgewood for Water Desalination - **Egypt**
- Saudi Tunneling Company for Contracting - **KSA**

The following GHG emissions totals were reviewed for consistency between the workbook and Report disclosures:

Scope / Category	2025 emissions (tCO_2e)	Key sources reviewed	Assurance consideration
Scope 1	138,591.63	Stationary combustion, mobile combustion, fugitive emissions	Activity data by subsidiary and source; emission factors;
Scope 2	53,817.77	Purchased electricity and purchased cooling	Location-specific electricity and cooling factors; energy consumption and renewable energy treatment.
Scope 3 - selected categories	196,621.19	Purchased goods and services (paper and water), waste generated in operations (water), business travel, employee commuting	Pilot coverage and category boundaries; consolidated paper and business travel data; employee commuting survey assumptions; avoidance of double counting company-owned vehicles.
Total reported in detailed table	389,030.60	All reported scopes and selected categories	Reconciliation to workbook Summary and Report GHG emissions tables; rounding and cross-reference checks.

Note: The detailed GHG table and workbook summary show total emissions of 389,030.60 tCO_2e. Any narrative references to total GHG emissions should be reconciled to the final workbook and table before publication.

Reporting Criteria

The Selected Information has been prepared with reference to, or in accordance with as applicable, the Global Reporting Initiative (GRI) Standards, the International Sustainability Standards Board (ISSB) standards including IFRS S1 and IFRS S2, the Sustainability Accounting Standards Board (SASB) Standards relevant to Engineering & Construction Services and other applicable sectors, the Task Force on Climate-related Financial Disclosures (TCFD) recommendations as reflected through IFRS S2, the United Nations Global Compact (UNGC) Principles, and the GHG Protocol Corporate Accounting and Reporting Standard for GHG emissions disclosures.

Intended Users

The intended users of this assurance engagement are the Reporting Organization and its stakeholders, including but not limited to customers, employees, investors, shareholders, business partners, suppliers, government entities, regulators, and local communities.

Responsibilities of the Reporting Organization

The provision of the Selected Information in the Report is the sole responsibility of the Management of Hassan Allam Holding. The Reporting Organization is responsible for preparing the Report in line with the reporting criteria, maintaining relevant internal controls, retaining supporting evidence, including GHG activity data, calculation methodologies, emission factors, assumptions, exclusions, and disclosure of limitations.

For the GHG inventory, HAH management is responsible for collecting activity data through Sustainability Focal Points within subsidiaries, applying finance verification and ERP/SAP spending controls where activity data are derived from expenditure, applying emission factors and assumptions consistently, reviewing anomalies or missing data, performing invoice checks when deemed necessary, conducting internal audits where applicable, consolidating the data, and disclosing limitations associated with Scope 3 coverage and other exclusions.

Responsibilities of the Assurance Provider

Our responsibility is to carry out a Moderate Assurance Type 1 engagement in accordance with AA1000AS v3 (2020) and to express a conclusion based on the procedures performed and evidence obtained. Our responsibilities were to:

- Evaluate the nature and extent of HAH's adherence to the AA1000 AccountAbility Principles of Inclusivity, Materiality, Responsiveness, and Impact;
- Assess whether the Selected Information and related disclosures are consistent with the evidence reviewed and the reporting criteria specified above;
- Assess, on a limited basis, the design and application of processes for collecting, consolidating, calculating and reporting selected ESG data, including the 2025 GHG emissions inventory; and
- Form an independent conclusion based on the procedures performed and evidence obtained.

Methodology

To form our conclusion, we undertook the following procedures:

- Interviewed management and persons responsible for HAH›s ESG performance, sustainability reporting, data collection, stakeholder engagement, materiality, risk management, and GHG emissions calculations;
- Reviewed the AA1000AS Principle Assurance evidence checklist completed by HAH and compared the responses with supporting evidence provided;
- Analyzed the key structures, processes, responsibilities, procedures, controls, and governance evidence relating to preparation of the Report, including the Sustainability Policy, CSR Policy, organizational chart, Executive ESG Committee minutes, sustainability newsletters, sustainability targets and material topics materials;
- Evaluated whether management›s approach for material topics presented in the Report is consistent with HAH›s sustainability strategy, stakeholder engagement disclosures, subsidiary-level E&S risk assessment evidence, IFC ESMS self-assessment evidence, and risk register integration;
- Assessed the completeness and consistency of the GRI, SASB, ISSB/IFRS, and UNGC content indexes, including omissions and explanatory notes;
- Reviewed the design and implementation evidence for grievance and feedback channels, including employee grievance channels, whistleblowing, subsidiary-specific channels, and the vendor grievance mechanism pilot;
- Reviewed HAH›s GHG reporting methodology, emission factor references, and expansion of the reporting boundary;
- Reconciled GHG emissions totals and source-category totals from the carbon footprint workbook Summary sheet to the Report›s GHG tables and environmental indicators;

- Reviewed the Inventory sheet for calculation structure by subsidiary, year, scope 1 and 2, source and location type, including offices, projects, warehouses, and all operations;
- Reviewed the Emission Factors sheet for stated sources and assumptions, including IPCC, national grid factors and UK DESNZ references as applicable;
- Evaluated the GHG data control narrative, including the role of Sustainability Focal Points, finance verification through expenditure controls and SAP, exception-based invoice checks, internal audit visits, SharePoint evidence collection, and consolidation by the sustainability team; and
- Compared the content of the Report against the findings of the outlined procedures.

Statement of Independence and Impartiality

The Assurance Provider and the Reporting Organization are not engaged in relationships that would be perceived to affect the Assurance Provider›s ability to provide an independent and impartial statement.

Statement of Competence

Masader Environmental & Energy Services S.A.E is an AA1000AS v3 Licensed Assurance Provider as per the license agreement (ID: 000-882) with AccountAbility AA1000 CIC. The assurance team has experience in the assurance of ESG data, systems, processes and procedures, including climate and GHG-related disclosures.

Conclusion

Our conclusion has been formed based on and is subject to the matters outlined in this assurance statement. We believe the evidence obtained is sufficient and appropriate to provide a basis for our conclusion. The conclusion on applying the AA1000 AccountAbility Principles (2018) is presented below.

Based on the procedures performed and the evidence obtained, nothing has come to our attention that causes us to believe that the Selected Information of the Hassan Allam Holding FY2025 Sustainability Report for the reporting period from 1 January 2025 to 31 December 2025 has not been prepared, in all material respects, in accordance with the standards, frameworks and principles indicated in the Reporting Criteria section above.

For the GHG emissions disclosures, nothing has come to our attention that causes us to believe that HAH has not designed and applied processes to collect, consolidate, calculate and report its Scope 1, Scope 2 and selected Scope 3 emissions for the 2025 reporting boundary in accordance with the stated GHG Protocol-based methodology, subject to the limitations described in this assurance statement. This conclusion does not extend to reasonable assurance over each underlying activity-data record or to completeness of all Scope 3 categories.

In accordance with the terms of our engagement, this independent assurance statement on the Selected Information has been prepared for Hassan Allam Holding concerning reporting to the Reporting Organization›s stakeholders and for no other purpose or in any other context.

AA1000 AccountAbility Principles Findings

Principle	Moderate Assurance Type 1 finding
Inclusivity	HAH has provided evidence that stakeholder views are identified and engaged through multiple channels at Group, subsidiary and project levels. The evidence includes stakeholder engagement disclosures, policies, employee and supplier communication channels, grievance mechanisms, sustainability newsletters, and decentralized engagement by relevant functions. No consolidated stakeholder engagement plan, map, or group-wide engagement record was available beyond Report disclosures; records are maintained by relevant functions and subsidiaries. Based on the procedures performed, HAH demonstrates adherence to Inclusivity in all material respects, with further formalization recommended.
Materiality	HAH has disclosed 16 material topics across governance, economic, social, and environmental pillars. The evidence includes the original group-wide materiality assessment, updated Sustainability Strategy, material topics and targets materials, subsidiary-level E&S risk assessment evidence, IFC ESMS self-assessments, and integration of environmental, social and climate-related risks into project and corporate risk registers. A documented ESRS-aligned materiality methodology remains under development for 2026. Based on the procedures performed, HAH demonstrates adherence to Materiality in all material respects, with a need to document thresholds, scoring, validation, and decision records.
Responsiveness	HAH has provided evidence of responsiveness through the establishment of the Executive ESG Committee, quarterly meeting cadence, sustainability targets tracker, ESG policies, grievance mechanisms, stakeholder communication channels, supplier due diligence, vendor grievance mechanism pilot, employee channels, sustainability awareness, and Report disclosures. Some responses to external stakeholder views are implemented but not yet documented in a consolidated system. Based on the procedures performed, HAH demonstrates adherence to Responsiveness in all material respects, with further consolidation of feedback and action logs recommended.
Impact	HAH has provided evidence that it monitors and measures impacts through KPIs, ESG data management, project and corporate risk registers, E&S policies, ESMS self-assessments, environmental checklists, impact initiatives, and the 2025 GHG emissions inventory. The GHG inventory includes Scope 1, Scope 2 and selected Scope 3 emissions; uses an operational-control approach; applies GHG Protocol-based methods; documents emission factors and assumptions; and includes management controls over focal-point data collection, finance/SAP verification, exception-based invoice review, and consolidation. Scope 3 remains a pilot and is not comprehensive across all categories. Based on the procedures performed, HAH demonstrates adherence to Impact in all material respects, with further data control and Scope 3 expansion recommended.

Signature

For and on behalf of Masader Environmental & Energy Services S.A.E

Dr. Abdelhamid Beshara

Founder and Chief Executive Officer

Masader Environmental & Energy Services (S.A.E)

Cairo, June 2026

Menna Gomaa

Director of ESG Reporting, Strategy and Ratings | Practicing Certified Sustainability Assurance Practitioner, by AccountAbility

Masader Environmental & Energy Services (S.A.E)

Cairo, June 2026

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