



# شركة المجموعة المشتركة للمقاولات

شركة مساهمة كويتية عامة (ش.م.ك.ع.) رأس المال المدفوع د.ك 17,157,606.100 Kuwaiti Public Shareholding Company (K.S.C.)

## Combined Group Contracting Co. (K.S.C.)

التاريخ: 2026/06/25 Date:

الإشارة: CGC-EXP-11713 Rev:

المحترمين

السادة/ شركة بورصة الكويت

دولة الكويت

لحيتة طيبة وبعد،،،

Subject: The Sustainability Report for year 2025

الموضوع: تقرير الاستدامة للعام 2025

With reference to the above-mentioned subject, and pursuant to the provisions of Chapter One of Module Twelve (Listing Rules) of the Executive Bylaws of Law No. (7) of 2010 and its amendments, issued by the Capital Markets Authority (CMA) regarding the regulatory rules for the sustainability report of listed companies,

بالإشارة إلى الموضوع المذكور أعلاه، وعملاً بأحكام الفصل الأول من الكتاب الثاني عشر (قواعد الإدراج) من اللائحة التنفيذية للقانون رقم (7) لسنة 2010 وتعديلاته الصادرة عن هيئة أسواق المال بخصوص القواعد التنظيمية الخاصة بتقرير الاستدامة للشركات المدرجة.

"Kindly find attached the 2025 Sustainability Report for Combined Group Contracting Company (K.S.C.)."

نرفق لسيداتكم تقرير الاستدامة الخاص بشركة المجموعة المشتركة للمقاولات (ش.م.ك.ع.) عن عام 2025

شاكرين لكم صدق تعاونكم معنا ...

وتفضلوا بقبول فائق الاحترام ...



أحمد علي العقلة

مدير إدارة شؤون المساهمين



المرفقات :

- تقرير الاستدامة عن عام 2025
- Sustainability Report 2025

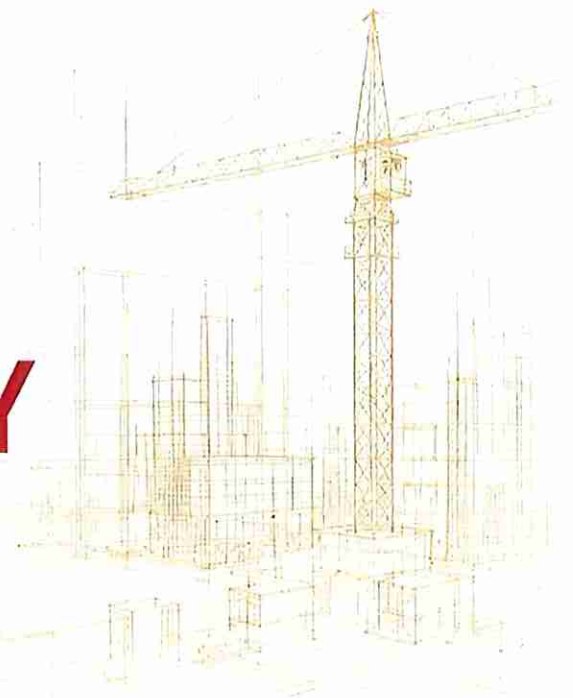




**Combined Group  
Contracting CO.**

# **SUSTAINABILITY REPORT 2025**

for the year ended 2025



[www.cgc-kw.com](http://www.cgc-kw.com)



Kuwait





**His Highness**  
**Sheikh Meshal Al-Ahmad Al-Jaber Al-Sabah**  
Amir of The State of Kuwait



**His Highness**  
**Sheikh Sabah Khalid Al-Hamad Al-Sabah**  
Crown Prince of state of Kuwait



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# About The Report

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## About This Report

At Combined Group Contracting Company, we believe that sustainability is no longer an option; it has become an integral part of our responsibility toward our employees, clients, communities, and the environment in which we operate. This report reflects our ongoing commitment to embedding sustainability principles and responsible business practices into our operations, supporting long-term business growth and resilience.

## Reporting Scope and Boundaries

This report covers the activities and operations of Combined Group Contracting Company within the State of Kuwait, including the Company's head office and project sites that fall under its operational control and management. It highlights our key environmental, social, and governance (ESG) practices and performance based on information and data available from the relevant departments during the reporting period.

This report represents our first Environmental, Social, and Governance (ESG) Report and marks an important step in our journey toward strengthening corporate sustainability practices and enhancing transparency and disclosure in a progressive and sustainable manner, aligned with stakeholder expectations and our vision for a more sustainable and responsible future.

## Reporting Period

This report covers the period from 1 January 2025 to 31 December 2025 and reflects the Company's sustainability-related performance, initiatives, and corporate responsibility efforts during the reporting year.

## Reporting Standards and Frameworks

This report has been prepared with reference to internationally recognized sustainability reporting frameworks and ESG disclosure standards, in line with leading industry practices. These include:

- Global Reporting Initiative (GRI) Standards
- United Nations Sustainable Development Goals (UN SDGs)

The Company has also considered the nature of the construction and contracting sector, as well as relevant regulatory requirements, when developing the report content and disclosures.



## Materiality Assessment

We recognize the importance of focusing on the issues that have the greatest impact on our business and stakeholders, as these are essential to supporting business sustainability and enhancing organizational performance. Accordingly, the material topics presented in this report were identified based on the nature of our operations, stakeholder expectations, regulatory requirements, and sustainability-related risks and opportunities.

Key material topics include:

- Occupational Health and Safety
- Employee Development and National Talent Development
- Resource and Energy Efficiency
- Compliance and Business Ethics
- Environmental Impact Management
- Governance and Risk Management

## Stakeholder Engagement

We believe that building strong and sustainable relationships with our stakeholders is fundamental to the success and continuity of our business. Accordingly, we are committed to maintaining open dialogue and continuous engagement with our stakeholders as partners in achieving sustainability and building a better future. Through this engagement, we seek to understand their expectations and respond effectively in ways that enhance our performance and improve the quality of our services and operations.

Our key stakeholder groups include:

- Shareholders and Investors
- Employees
- Suppliers and Subcontractors
- Clients and Project Owners
- Regulatory and Supervisory Authorities
- Local Communities

We remain committed to strengthening collaboration and communication with all stakeholder groups to support our strategic and development objectives and create long-term sustainable value.



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# Our Message

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## Chairman's Message



I am pleased to present Combined Group Contracting Company's first Sustainability Report, which has been prepared as part of our commitment to sustainability disclosure requirements applicable to companies listed on the Premier Market, in accordance with the regulations of the Capital Markets Authority and the Kuwait Stock Exchange Sustainability Disclosure Guidelines.

We believe that sustainable success is not measured solely by financial performance, but also by the impact we create on the environment, the communities in which we operate, and our people. Over the years, we have worked to strengthen our position as a trusted partner in the construction sector across Kuwait and the region, and we are now committed to translating this responsibility into a structured and evolving sustainability approach.

This report represents the first step in our journey toward systematically measuring and assessing our performance across environmental, social, and governance (ESG) areas. During this initial phase, we have focused on a number of priority initiatives, including strengthening occupational health and safety standards across our worksites, improving energy and resource efficiency, and investing in the development of our workforce. These efforts are being progressively aligned with the United Nations Sustainable Development Goals (SDGs) and Kuwait Vision 2035.

We recognize that sustainability is a continuous journey of improvement and that transparent disclosure of both our achievements and areas for development is essential to maintaining the trust of our shareholders and stakeholders. The Board of Directors and Executive Management remain committed to advancing this approach and strengthening our sustainability practices in a manner that supports the long-term resilience of our business and our ability to create sustainable value for future generations.



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# Who We Are?

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## Company Overview

Combined Group Contracting Company (CGC) takes pride in a legacy that dates back to its establishment in the State of Kuwait in 1965. For six decades, the Company has played a key role in delivering infrastructure and urban development projects both within Kuwait and across regional markets. In 2006, CGC was listed on Boursa Kuwait, marking an important milestone that reflected the growth of its operations and strengthened its position within the construction and contracting sector.

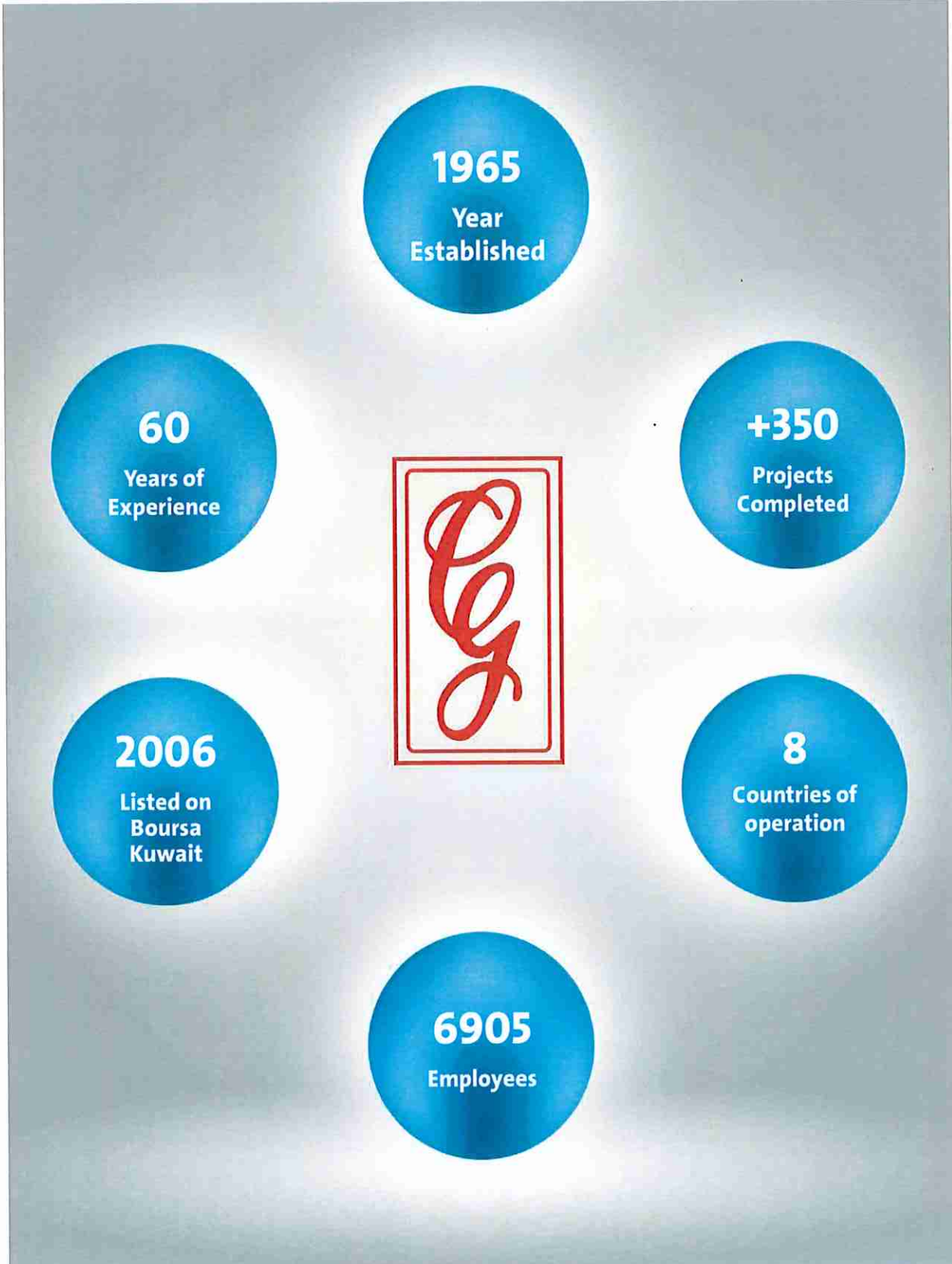


The Company's operations span a diverse range of activities, including infrastructure projects, roads and bridges, oil and gas services, water and energy projects, as well as construction works and technical services. These capabilities enable CGC to support development needs across a variety of vital sectors.

In addition to its operations in Kuwait, the Company maintains a presence in several regional markets, including the United Arab Emirates, the Sultanate of Oman, and the State of Qatar. This regional footprint reflects CGC's extensive operational expertise and its ability to successfully deliver complex projects while maintaining high standards of quality, safety, and operational excellence.



## CGC in Numbers





## Corporate and Strategic Direction

### Our Vision

To be a leading provider of construction, engineering, technical, and management services across the GCC and the Middle East, delivering high-quality solutions to our clients while maintaining competitiveness and achieving superior levels of productivity.

### Our Mission

To ensure customer satisfaction, enhance shareholder value, and contribute to the successful delivery of development projects across the GCC through maintaining excellence and quality in the execution of our work.

### Our Values



### Our Objectives

#### • Safety First

We are committed to fostering a strong occupational health and safety culture and maintaining a safe working environment across all worksites and operational projects.

#### • A Greener and More Vibrant Environment

We support environmental initiatives related to greening, debris removal, and the enhancement of surrounding environments, contributing to sustainability and improved quality of life.

#### • Developing Talent and Professional Awareness

We continue to invest in training and awareness programs to enhance employee capabilities, professional knowledge, and operational safety.

#### • Community Support and Engagement

We contribute to community, health, and humanitarian initiatives that promote social well-being and create a positive and lasting impact.



## Our Sustainability Policy

Combined Group Contracting Company is committed to integrating Environmental, Social, and Governance (ESG) principles into its business framework and operational activities through responsible practices that promote quality, safety, operational excellence, compliance, and sound corporate governance.

The Company also seeks to optimize the use of resources and energy, provide a safe and supportive workplace for its employees, and contribute to community initiatives that generate positive social impact.

Furthermore, we are committed to fostering a culture of continuous improvement and implementing operational practices that reduce environmental impacts, enhance performance, and support sustainable development, creating long-term value for stakeholders, society, and the economy.

## Our Future Aspirations

Combined Group Contracting Company aspires to further strengthen its sustainability practices and enhance environmental and operational performance through:

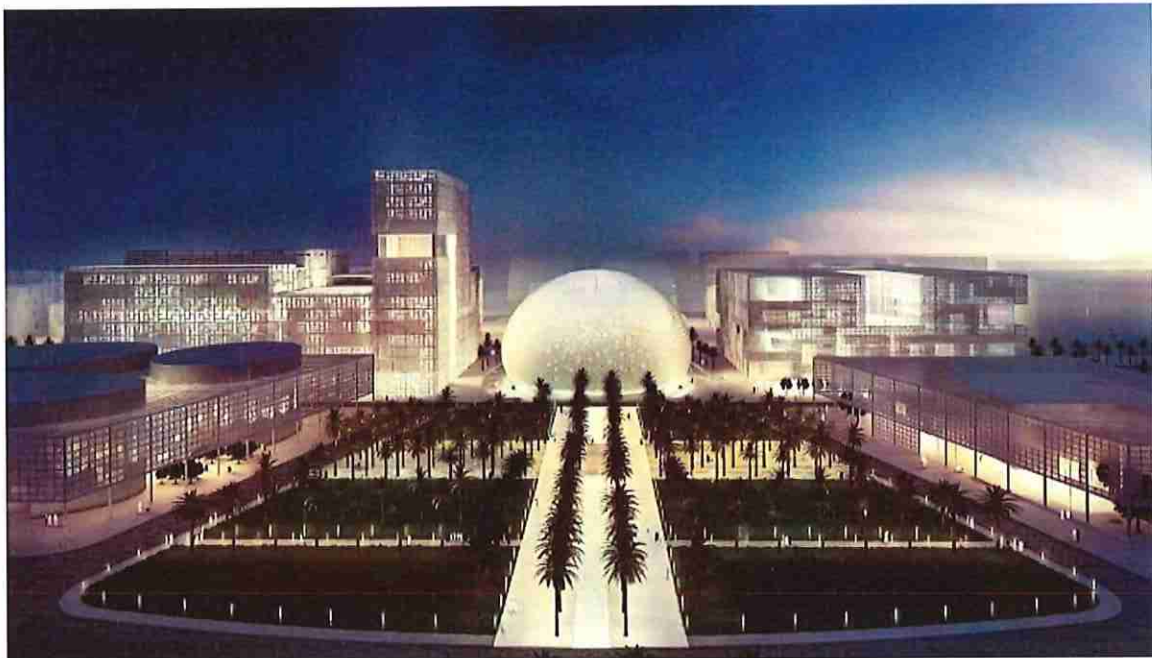
- Developing environmental and operational measurement and monitoring systems.
- Improving the quality, consistency, and accuracy of sustainability data and indicators.
- Enhancing resource and energy efficiency across operations.
- Supporting sustainability-related solutions and renewable energy projects.
- Increasing transparency and disclosure in future sustainability reports.
- Adopting methodologies and standards that are more closely aligned with recognized sustainability reporting frameworks.

The results and indicators presented in this report are based on preliminary estimates derived from currently available operational data. The Company continues to develop its measurement and monitoring systems to improve data consistency, accuracy, and transparency in future reporting.



## Services and Business Segments

Combined Group Contracting Company serves the needs of both public and private sector clients through the delivery of building, infrastructure, civil, mechanical, and electrical projects that support urban development and infrastructure growth in Kuwait and regional markets.



New Administrative Buildings Project

The Company's activities encompass infrastructure works, roads and bridges, oil and gas projects, water and energy projects, as well as construction, technical services, and maintenance activities, drawing on more than six decades of operational expertise and technical capabilities.

Supported by its skilled workforce, strategic partnerships, and the adoption of advanced technologies and operational practices, CGC continues to deliver projects in accordance with the highest standards of quality, safety, efficiency, and sustainability, reinforcing its position as one of the region's most experienced contracting companies.



Residential and Commercial Developments



Oil and Gas



Roads and Infrastructure



Service Centers



Water and Energy Projects



NATO Headquarters

### Residential and Commercial Developments

We specialize in the construction of residential, commercial, and government buildings, including towers, universities, residential complexes, office buildings, mosques, and shopping centers. Through these projects, we support urban expansion and meet the growing demand for development initiatives while maintaining high standards of quality, safety, and operational efficiency. Our approach also promotes efficient resource utilization and sustainable construction practices that contribute to long-term urban development.



Oil Well Production Lines

### Oil and Gas

We support the oil and gas sector through the execution of specialized projects and services, including the installation, testing, and commissioning of oil pipelines, gas pumping and compression stations, and associated civil works. Our expertise also extends to Jurassic production facilities and mechanical works for gathering centers. These activities are carried out in accordance with stringent safety, operational, and sustainability standards, enhancing the reliability of critical infrastructure within one of the region's most important economic sectors.



Jaber Al Sabah Bridge

### Roads and Infrastructure

Combined Group Contracting Company is a leading contractor in the roads and infrastructure sector, delivering projects that include the construction and maintenance of highways, bridges, tunnels, pavements, and asphalt works, as well as wastewater, water, and gas networks, street lighting systems, and traffic control solutions. The Company also possesses specialized expertise in underground infrastructure works, including micro-tunneling and inspection and monitoring systems. These capabilities contribute to the efficiency, resilience, and sustainability of infrastructure networks while supporting urban development through high standards of quality, safety, and operational excellence.



Ready-mix Concrete Plant

### Service Centers

Our service centers play a vital role in supporting project execution through the operation of asphalt plants, ready-mix concrete facilities, and a diversified fleet of modern equipment and machinery. These resources enhance operational efficiency, project quality, timely delivery, and adherence to safety and sustainability standards.



North Ezzor Water Station Water Pipes

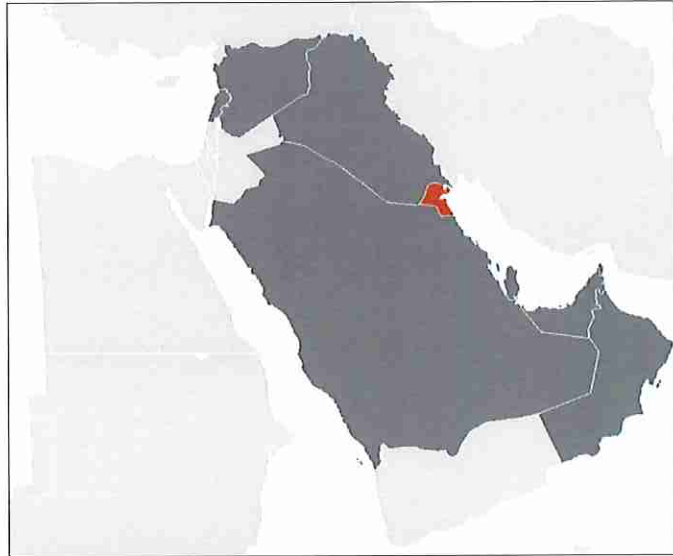
### Water and Energy Projects

Water and electricity are essential resources that support economic growth and quality of life. Combined Group Contracting Company delivers projects that contribute to the provision and development of water and power infrastructure in collaboration with relevant authorities, helping meet the growing needs of communities while supporting the reliability, efficiency, and sustainability of essential utility services.

## Geographic Presence

### Strong Presence in Kuwait

Combined Group Contracting Company operates through an integrated network of more than seven subsidiaries within the State of Kuwait, in addition to specialized operational service centers that support contracting and related activities. This local presence contributes to economic sustainability by strengthening local supply chains, creating employment opportunities, and enhancing the efficient utilization of resources and equipment, generating positive impacts on both society and the national economy.



### Regional Presence Across the GCC

The Group's operations extend across the Gulf Cooperation Council (GCC) countries through subsidiaries and operational branches in the Kingdom of Saudi Arabia, the State of Qatar, the United Arab Emirates, the Sultanate of Oman, and the Kingdom of Bahrain, in addition to its headquarters and primary operations in Kuwait. This regional footprint reflects the Group's commitment to strong corporate governance practices through the standardization of operational processes, enhanced transparency, and effective management across diverse markets.

### Subsidiaries and Branches Supporting Sustainable Development

The Group includes five subsidiaries outside Kuwait, in addition to eight regional branches located across several Arab markets, including Iraq, Lebanon, as well as GCC countries. This presence contributes to economic and social development through the transfer of technical expertise, the delivery of specialized services, and support for infrastructure and strategic projects within the communities where the Group operates.

### Sustainability as Part of Our Growth Strategy

The Group adopts a balanced approach that integrates growth and expansion with environmental, social, and governance (ESG) considerations. Through this approach, the Company seeks to improve resource efficiency, promote responsible environmental practices, and maintain the highest standards of safety and quality across its operations. The Group continues to strengthen its operational framework to create long-term sustainable value for all stakeholders.



### Certifications and Accreditations

The certifications and accreditations obtained by Combined Group Contracting Company reflect its commitment to implementing the highest standards of quality, occupational health and safety, and environmental management. These certifications support operational excellence and reinforce sustainability and governance practices across the Company's projects and activities.

#### ISO 14001:2015 Environmental Management System

The Company maintains the certification for environmental management, demonstrating its commitment to managing environmental impacts, improving resource efficiency, and promoting sustainable environmental practices across its projects and operations.



Active till June 2026.

#### ISO 9001:2015 Quality Management System

The Company is certified for quality management, covering construction and maintenance activities related to buildings, roads, oil and gas facilities, infrastructure projects, and electromechanical works. This certification reflects the Company's commitment to quality assurance, continuous improvement, and operational efficiency.



Active till July 2027.

#### ISO 45001:2018 Occupational Health and Safety Management System

This certification demonstrates the Company's commitment to maintaining the highest occupational health and safety standards and providing a safe working environment across project sites. It supports the implementation of effective risk management systems and continuous improvement in safety performance.



Active till July 2026.

#### ISO/IEC 17025:2017 Central Laboratory Accreditation

The Company's Central Laboratory has obtained the accreditation, demonstrating its competence in conducting testing and material examinations in accordance with internationally recognized standards. This accreditation supports project quality and the reliability of engineering and technical test results.

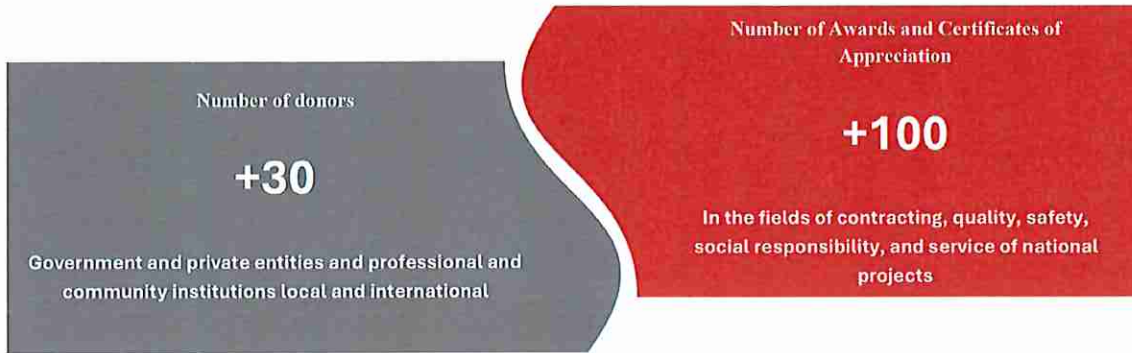


Active till October 2027.



## Institutional Awards and Recognition

The awards and recognitions received by JMC reflect its ongoing commitment to the highest standards of quality, occupational health and safety, as well as its keenness to enhance operational efficiency and establish a culture of excellence and sustainability in its various projects and operations.



### International Safety Award 2025



Combined Group Contracting Company, in partnership with China First Road Engineering Co., Ltd. has been awarded the 2025 International Safety Award, in recognition of its commitment to implementing occupational health and safety standards and promoting a safe working environment in the South Surra Project – Phase II.

### Certificate of Appreciation in the field of Occupational Health and Safety 2025



The Company has received a Certificate of Appreciation from KOC in recognition of its commitment to implementing HSE requirements and procedures in the North Fields operations.

### Recognition for Excellence in the Implementation of Safety Standards 2025



The company has received a Certificate of Appreciation from the General Authority for Roads and Land Transport in recognition of its outstanding efforts and commitment to the implementation of the British Safety Council standards within the South Surra project.

The Combined Group Contracting Company continues to develop occupational health and safety systems and procedures, and promote a culture of prevention and risk management in various projects and operational sites, in order to support the achievement of a safe and sustainable work environment and raise the efficiency of institutional and operational performance.



## Among the top 10 most powerful construction companies in the Middle East

Forbes Middle East has ranked Combined Group Contracting Company among the top 10 most powerful construction companies in the Middle East, ranking ninth in the region, reflecting its strong position and extensive experience in major projects and infrastructure development.



The designation is in recognition of the company's journey of executing more than 350 projects since its inception, through a network of subsidiaries and branches operating in diverse sectors including oil and gas, roads, housing, water and energy infrastructure in the Middle East and Asia.

The rating was based on a set of criteria that reflect the company's strength in terms of:

- Value of Projects Implemented
- Value of Projects in Progress and Future Projects
- Revenue and Total Assets
- Geographical Scope
- Transparency in Reporting

The rating was also based on the Group's strong operating and financial performance, with total assets at the end of FY2025 amounting to KD 282,677,289 and operating revenue of KD 254,544,884 during FY2025.

Source/ <https://www.forbesmiddleeast.com/ar/lists/top-10-construction-companies-2026/>



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# Executive Summary

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Throughout 2025, we at Combined Group Contracting Company continued to strengthen our efforts in the areas of environment, social responsibility and governance, by implementing initiatives and practices that support corporate sustainability and contribute to creating a long-term positive impact. This section reviews our highlights and performance indicators that reflect our progress in our journey towards a more sustainable and responsible future

### Our Key Sustainability Indicators for 2025

Category	Indicator	Total	Unit
Environment	Electricity Consumption	1,536,760	kilowatt / hour
Environment	Diesel Consumption	21,106,681	liter
Environment	Gasoline Consumption	4,513,141	liter
Environment	Water Consumption	11,000,718	gallon
Environment	Wastewater	5,802,381	gallon
Environment	Solid waste	19,820	Ton
Community	Rate of Injuries Causing Loss of Work Time (LTIR)	0.089%	-
Community	Vehicle Accident Rate MVAR	0.01%	-
Community	Deaths	0	Case
Community	Training Hours	11,228	Hour
Community	On-site Lectures	21,097	Lecture
Governance	Number of Independent Board Members	2	Member
Governance	Attendance rate of Board meetings	96%	-

### Our Sustainability Highlights for 2025





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# **Our Contribution to the Sustainable Development Goals and Kuwait Vision 2035**

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Based on the belief in the importance of sustainable development and the role of the private sector in supporting economic and social development, the company is keen to align its corporate directions and operational practices with the United Nations Sustainable Development Goals (SDGs) and Kuwait Vision 2035, in a way that contributes to supporting urban development and enhancing the sustainability of infrastructure and resources.



Al Hamad Commercial Center Project

Through its projects and operational activities in the fields of infrastructure, roads, energy, buildings and operational services, the company seeks to contribute to supporting national development and raising the efficiency of vital services and facilities, in addition to promoting the principles of quality, safety, operational efficiency and institutional sustainability.

The company also believes in the importance of building long-term sustainable value for society, the economy and the environment, by adopting responsible practices that support continuous development, enhance resource efficiency, and contribute to supporting sustainable development in line with Kuwait's national priorities and development trends.





## Sustainable Development Goals

Through the nature of its business and operational projects, CGC supports a number of the United Nations Sustainable Development Goals (SDGs) by implementing projects and practices that contribute to infrastructure development, enhance safety, support urban development, and improve the efficiency of vital resources and services.

### Good Health and Well-Being



We promote occupational health and safety practices and provide a safe working environment across our projects and operational sites.

### Industry, Innovation and Infrastructure



We carry out road, infrastructure and construction projects that contribute to supporting economic and urban development.

### Clean Water and Sanitation



We contribute to the implementation of water, sanitation and infrastructure projects related to basic services to support the sustainability of resources and improve the quality of services.

### Sustainable cities and communities



We contribute to the development of residential complexes, facilities and infrastructure to support the quality of life and sustainable urban development.

### Affordable and Clean energy



We support energy and associated infrastructure projects, as well as adopt solutions that contribute to energy efficiency and operational efficiency.

### Responsible Consumption and Production



We promote resource efficiency and implement operational practices that support responsible management of materials, energy and waste.

### Decent Work and Economic Growth



We are keen to support job creation, develop competencies and enhance the work environment in a way that contributes to achieving sustainable economic growth.

### Climate Action



We support operational initiatives and practices that contribute to reducing environmental impact and enhancing operational sustainability.



## New Kuwait – Vision 2035

The directions of the Combined Group Contracting Company are in line with the objectives of Kuwait Vision 2035, through our contribution to the implementation of infrastructure projects, urban development, and vital services that support sustainable economic and social development in the State of Kuwait.

Through our collaboration with government agencies and national authorities, including Kuwait Municipality, the Ministry of Electricity, Water and Renewable Energy, the Public Authority for Roads and Land Transport, and Kuwait Oil Company, we contribute to the implementation of projects that support infrastructure development, improve the efficiency of public utilities and services, and enhance the sustainability of cities and communities.



We are also working to support a number of key pillars of Kuwait Vision 2035, foremost of which are:

- **Advanced Infrastructure**

Through the implementation of roads, bridges, service networks, and critical infrastructure projects.

- **Diversified and sustainable economy,**

By supporting oil, energy, and development projects with economic impact.

- **Sustainable Living Environment**

Through the development of residential complexes, public facilities, and services related to quality of life.

- **Creative Human Capital**

By enhancing the work environment, developing competencies, and supporting a culture of safety and continuous development.

We remain committed to adopting operational and institutional practices that support quality, safety and sustainability, enhancing the role of the private sector as an active partner in achieving national development and contributing to building a more sustainable future for the State of Kuwait



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# Our Environment

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The Combined Group Contracting Company is committed to implementing responsible environmental practices in its projects and operations, supporting the efficient use of resources and energy and reducing the environmental impact associated with contracting and infrastructure work.



Jaber Mall Project

During 2025, the company continued to implement preventive and periodic maintenance programs for equipment, machinery and plants, which contributed to raising operational efficiency, reducing breakdowns and unnecessary fuel and energy consumption, as well as reducing emissions from irregular operation.

The company is also committed to the proper management of waste generated by its operational activities, by dealing with service providers approved by the Environment Public Authority to ensure the collection, transportation and treatment of waste in accordance with approved environmental requirements.

The company continues to develop environmental measurement and monitoring systems and support the most sustainable operational solutions. The final stages of the Jaber Mall project, which includes the use of solar energy systems, are currently being completed, enhancing reliance on renewable energy sources, reducing conventional energy consumption and operational costs, and contributing to the reduction of carbon emissions associated with the project.

## Energy & Emissions



**Total Electricity Consumption**

**1,536,760**

**kilowatt / hour**

Electricity consumption is related to the operation of sites, facilities, and factories that support various operational processes and projects.



**Total Diesel Consumption**

**21,106,681**

**Liter**

Diesel is the main source of power for heavy equipment and machinery used in infrastructure, road, and construction projects.

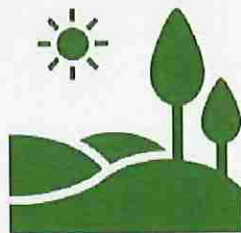


**Total gasoline consumption**

**4,513,141**

**Liter**

Gasoline consumption is related to vehicle operation, logistics, and mobility between different project sites.



**Environmental Violations**

**0**

We fully comply with approved environmental requirements and practices.



## Water



### Total Water Consumption

**11,000,718**

Gallon

Water consumption is related to various operational activities and projects, including construction and infrastructure works, and the operation of facilities and factories supporting the projects.

## Waste Management



### Total solid waste produced

**19,820**

Ton

The company is committed to the proper management of waste generated by its operational activities, by engaging with service providers approved by the Environment Public Authority to ensure the collection, transportation and treatment of waste in accordance with approved environmental requirements.



### Total Wastewater Generated

**5,802,381**

Gallon

The quantities of wastewater produced are related to the operational activities, facilities and sites of the various projects, and are treated in accordance with the approved environmental requirements and through approved entities and service providers.

## Our Environmental Highlights

### Debris removal project

As part of the company's commitment to supporting environmental sustainability and contributing to community service, the company participated during 2025 in the follow-up and implementation of the rubble removal project in the Farwaniya area on land belonging to the Kuwait Municipality, as part of an initiative aimed at improving the urban environment and reducing the environmental impacts resulting from the accumulation of waste and debris.

The volume of rubble removed amounted to about 5,880 cubic meters, contributing to improved hygiene, improving the urban landscape and enhancing environmental safety in the area, as well as supporting efforts to provide a more orderly and sustainable environment for the community.

This initiative reflects the company's keenness to adopt responsible practices that support the Sustainable Development Goals (SDGs) and enhance the role of the private sector in making a positive contribution to society and the environment, through the implementation of sustainable impact initiatives that contribute to improving the quality of life and supporting sustainable urban development.



This activity contributes to the achievement of Sustainable Development Goal 13: climate action.



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# Our Community

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CGC believes that its employees represent one of the most important elements of the success and sustainability of its business, and therefore the company is keen to provide a work environment that supports occupational safety and health, continuous development, and promotes a culture of cooperation and responsibility in various work sites and projects.



The company also continues to support initiatives and activities that contribute to enhancing employee well-being, raising awareness and community interaction, in addition to implementing training and awareness programs, health and humanitarian initiatives, including blood donation campaigns, community initiatives related to health, safety and well-being, in addition to supporting sports activities and events that contribute to enhancing community participation and encouraging sports and a healthy lifestyle.



### Manpower



**5.6%**

—  
Employee Turnover Rate

The turnover reflects relative stability in the workforce and the continuity of competencies within the various departments and operational projects.

The number of female employees in the company reflects the nature of the contracting and field work sector, with the company continuing to support and empower women and enhance their participation within various administrative and specialized positions.

**106**

—  
Number of Female Employees



**33**

—  
Nationalities

The diversity of employees' nationalities reflects a multicultural work environment that supports the exchange of experiences and promotes diversity and collaboration across various operational locations and projects.

The company is keen to support national labor and enhance the participation of Kuwaiti competencies within the work environment, in a way that contributes to supporting national development, transferring expertise and developing human capital in various administrative and operational fields.

**222**

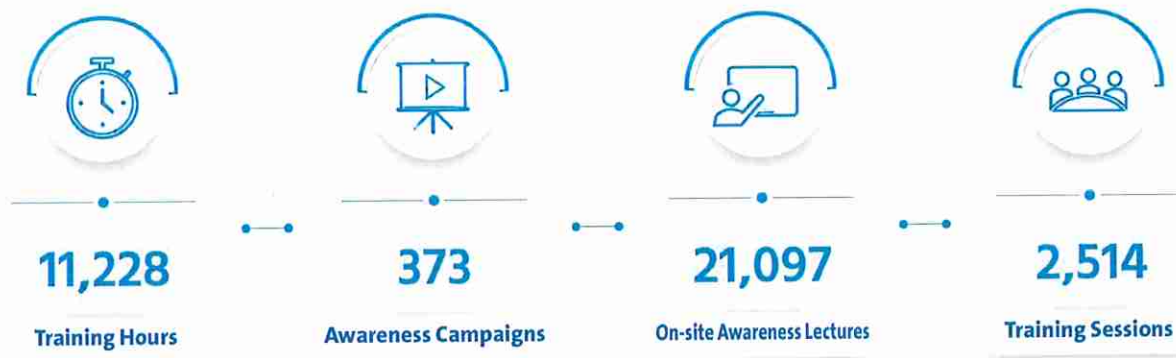
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Number of Kuwaiti Employees





## Training & Development

The Combined Group Contracting Company believes that investing in the development of human competencies is one of the main pillars of business sustainability and raising the efficiency of operational performance, and therefore the company continues to implement training programs, on-site lectures, and awareness campaigns aimed at enhancing professional knowledge, safety culture, and developing the skills of employees in various work sites and operational projects.



## Training Areas

The training and awareness programs implemented by the company during 2025 have varied to include the fields of occupational health and safety, technical and operational training, professional and administrative development, in addition to environmental awareness and sustainability, in order to support raising the efficiency of employees and enhancing operational performance in various work sites and projects.

### Occupational Health and Safety

- Occupational Safety and Health Procedures
- Personal protective equipment
- Emergency Response

### Technical and operational training

- Operation of equipment and machinery
- Operation and Maintenance Procedures
- Field and Executive Work
- Efficient operation and preventive maintenance

### Project Management & Engineering

- Primavera Project Management Training
- The Role of Engineering Contracts in Enhancing Project Performance and Achieving Goals

### Human Rights Awareness and Awareness

- Awareness sessions organized by the Kuwait Society for Human Rights

### Quality and Operational Procedures

- QDP Orientation Program



## Occupational Health and Safety



Combined Group Contracting Company places occupational health and safety at the forefront of its operational priorities, due to the nature of the company's work in the contracting, infrastructure and field work sectors that require the application of the highest safety standards to protect workers, contractors and visitors at various work sites.



The company continues to promote a culture of safety through the implementation of preventive measures, the implementation of training and awareness programs, and adherence to occupational health and safety requirements, which contributes to reducing risks and raising the efficiency of operational performance in various projects and operational sites.

The company is proud to have received several awards from government, private entities and professional institutions in recognition of our commitment to occupational health and safety

INDICATOR	2025
INJURIES TREATED WITH FIRST AID (FAI)	143
MEDICAL THERAPEUTIC CONDITIONS (MTC)	3
LOSS OF WORK TIME (LTI) INJURIES	1
DEATHS	0
ENVIRONMENTAL ACCIDENTS	0
VEHICLE ACCIDENT RATE (MVAR)	0.01
LOSS OF WORK TIME INJURY RATE (LTIR)	0.089

## Our Community Highlights



The Combined Group Contracting Company has achieved a significant milestone of recording two million working hours without serious injuries or accidents affecting safety, in a step that reflects the effectiveness of occupational health and safety systems applied in various work sites and operational projects. This achievement reflects the company's ongoing commitment to promoting a culture of safety and prevention, through the implementation

of control and operational measures aimed at reducing risks, raising awareness among employees, and enhancing compliance with occupational health and safety requirements in various operational activities.



The company received a certificate of appreciation from the HSE Combined Operations team in recognition of this achievement, reinforcing the company's position in applying best operational practices and occupational safety standards in the contracting and infrastructure sector.

This achievement is part of the company's ongoing efforts to enhance operational sustainability and improve organizational performance, based on its belief that safety is a key element in the success and long-term sustainability of the business.



This activity contributes to the achievement of SDG 8 : Decent Work and Economic Growth.



## Ramadan Iftar for the Combined Group Family



Organized Based on our belief in the importance of building a positive work environment that fosters communication and belonging among employees, Combined Group Contracting Company organized its annual Ramadan Iftar party for its employees.



The event was held in the presence of the CEO and senior management, with the participation of more than 450 employees, in an atmosphere that reflected the spirit of communication, appreciation and enhanced cohesion between the various teams within the company. This meeting was an opportunity to enhance team spirit and communication between various departments and employees in an atmosphere that reflects the values of appreciation and cooperation that we are keen to establish within the work environment.



The ceremony also included the organization of raffles and the distribution of instant gifts to the participants, which contributed to promoting positive interaction and raising the level of participation among employees. In recognition of the organizational efforts, the Department honored the Director of Public Relations and the Marketing Department in recognition of their role in organizing and following up the ceremony and contributing to its success.



This activity contributes to the achievement of Sustainable Development Goal 10: reducing inequality.

March 2025 – Waldorf Hotel

## Blood Donation Campaign for Combined Group Employees



As part of the company's keenness to support health and community initiatives, the company organized a blood donation campaign for its employees at its headquarters during 2025, with the aim of promoting a culture of volunteering and consolidating the values of social responsibility and positive contribution to the community.



The campaign witnessed the participation of the company's employees in an atmosphere that reflects the spirit of cooperation and solidarity, as these initiatives come as part of the company's efforts to enhance awareness of the importance of humanitarian work and community participation, in addition to supporting a positive work environment that encourages interaction and volunteer initiatives.



This activity contributes to the achievement of SDG 3: good health and well-

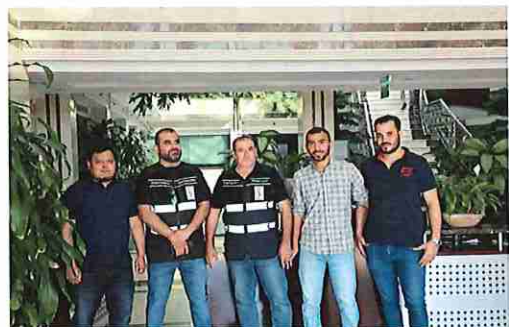
September 2025 – Headquarter



### Mock evacuation of the main building



In cooperation with the Security and Safety Department, a mock evacuation plan was implemented for the company's main building. This initiative comes as part of the company's efforts to establish a culture of preventive safety and enhance employees' awareness of emergency response procedures, which contributes to providing a safer and more sustainable work environment, enhancing occupational health and safety standards, and raising the level of emergency preparedness. he inspection field tours include following up on the application of occupational safety and health requirements within the operational sites, ensuring the readiness of emergency exits, the availability of firefighting equipment and first aid, in addition to inspecting traffic routes and gathering areas to ensure the safety of workers and visitors.



It is also ensured that employees and contractors are committed to wearing personal protective equipment and adhering to the instructions and guidelines approved within the site. The inspection field tours include following up on the application of occupational safety and health requirements within the operational sites, ensuring the readiness of emergency exits, the availability of firefighting equipment and first aid, in addition to inspecting traffic routes and gathering areas to ensure the safety of workers and visitors. It is also ensured that employees and contractors are committed to wearing personal protective equipment and adhering to the instructions and guidelines approved within the site.



This activity contributes to the achievement of Sustainable Development Goal 11: Sustainable Cities and Communities.

November 2025 -Headquarter

## Sponsorship of His Highness The Amir's Cup

As part of the company's keenness to support national initiatives and enhance its community participation, the company coordinated and followed up during the month of December 2025 to sponsor the final of His Highness the Amir Football Cup, which was held at Jaber Al-Ahmad International Stadium, one of the most prominent national sports events in the State of Kuwait.



The tournament enjoyed a wide public and official presence, as it is one of the most important sporting events in Kuwait and the most linked to society and national identity.

This participation reflects the company's commitment to supporting national and sports events that contribute to enhancing community cohesion and consolidating the values of participation and belonging, in addition to supporting initiatives that encourage community interaction and enhance sports and cultural mobility in the State of Kuwait.

These initiatives also come as part of the company's ongoing efforts to enhance its social role and contribute to supporting activities and events with a positive impact, in line with its directions in the field of social responsibility, corporate sustainability, and supporting quality of life and sustainable community participation.



This activity contributes to the achievement of SDG 3: good health and well-

December 2025 – Jaber Al Ahmad Stadium



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Combined Group Contracting Co.

# Governance

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## Governance

CGC is committed to promoting the principles of governance, transparency and compliance across its operations and projects, in a way that supports management efficiency, business sustainability, and a culture of corporate responsibility and integrity.



Combined Group Contracting Co. (K.S.C.)



شركة المجموعة المشتركة للمقاولات

The company's governance practices are based on the implementation of regulatory policies and procedures, enhancing compliance with legal and operational requirements, as well as supporting risk management, occupational health and safety, quality and environmental compliance across work sites and operational projects.

The company also continues to develop operational monitoring and control systems and promote a culture of commitment and professional awareness, which contributes to raising the efficiency of performance and improving the level of transparency and institutional compliance.



## Board of Directors

The Board of Directors of Combined Group Contracting Company is responsible for overseeing the company's strategic directions and supporting the corporate governance and control system, in a way that contributes to enhancing business sustainability and raising the efficiency of operational and administrative performance.

The Board of Directors includes members with diverse experience in the fields of contracting, engineering, management, economics and the government sector, supporting a diversity of experience and knowledge in decision-making processes and institutional oversight.

The Board of Directors also reflects a diversity of experiences and leadership generations, allowing the benefit of accumulated experience and extended leadership visions, in addition to supporting modern ideas and leadership energy for the new executive generation, in a way that enhances business continuity and institutional development.



**Mr. Bader Meshari AlHumaidhi**  
Independent Board Member  
(Non-Executive Member)  
Former Minister of Finance



**Mr. Raad Khalaf Al Abdullah**  
Vice Chairman (Executive Member)  
Bachelor's degree in Engineering



**Mr. Abdulrahman Mousa AlMarouf**  
Chairman (Non-Executive Member)  
& Group President Over 50 years of experience  
in contracting and business management



**Mr. Abdulrahman Ahmad AlMarouf**  
Board Member (Non-Executive Member)  
Bachelor's Degree in Business Administration



**Mr. Sulaiman Abdulrahman AlMarouf**  
Board Member (CEO-Executive Member)  
Bachelor's Degree in Business Administration



**Mr. Jasem A M Ramadhan**  
Board Member  
(Independent Non-Executive Member)  
Master's Degree in industrial Economics



**Mr. Mousa Ahmad AlMarouf**  
Board Member (Executive Member)  
Bachelor's Degree in Business Administration



**Mr. Marouf Abdulrahman AlMarouf**  
Board Member (Non-Executive Member)  
Bachelor's Degree in Business Administration



**Mrs. Hanan Abdulrahman AlMarouf**  
Board Member (Executive Member)  
Bachelor's Degree in Business Administration

Mr. Emad Ahmed Abdullatif Al-Houti submitted his resignation on 10/11/2025, and it was approved on 12/11/2025.

Ms. Hanan Abdulrahman AlMarouf joined the Board of Directors on 12/01/2026.



## Board Meetings

During 2025, the Board of Directors of the Combined Group Contracting Company held (7) periodic meetings, in addition to (3) resolutions to pass, within the framework of following up on the operational and administrative performance and supervising the strategic and financial directions of the company.

BOARD MEMBER	ATTENDANCE
Abdulrahman Moussa AlMarouf	100%
Raad Khalaf Al Abdullah	100%
Bader Meshari AlHumaidhi	100%
Jasem Ali Mohammed Ramadhan	86%
Emad Ahmed Abdullatif Al-Houti	80%
Sulaiman Abdulrahman AlMarouf	100%
Abdulrahman Ahmad AlMarouf	100%
Marouf Abdulrahman AlMarouf	100%
Mousa Ahmad AlMarouf	100%

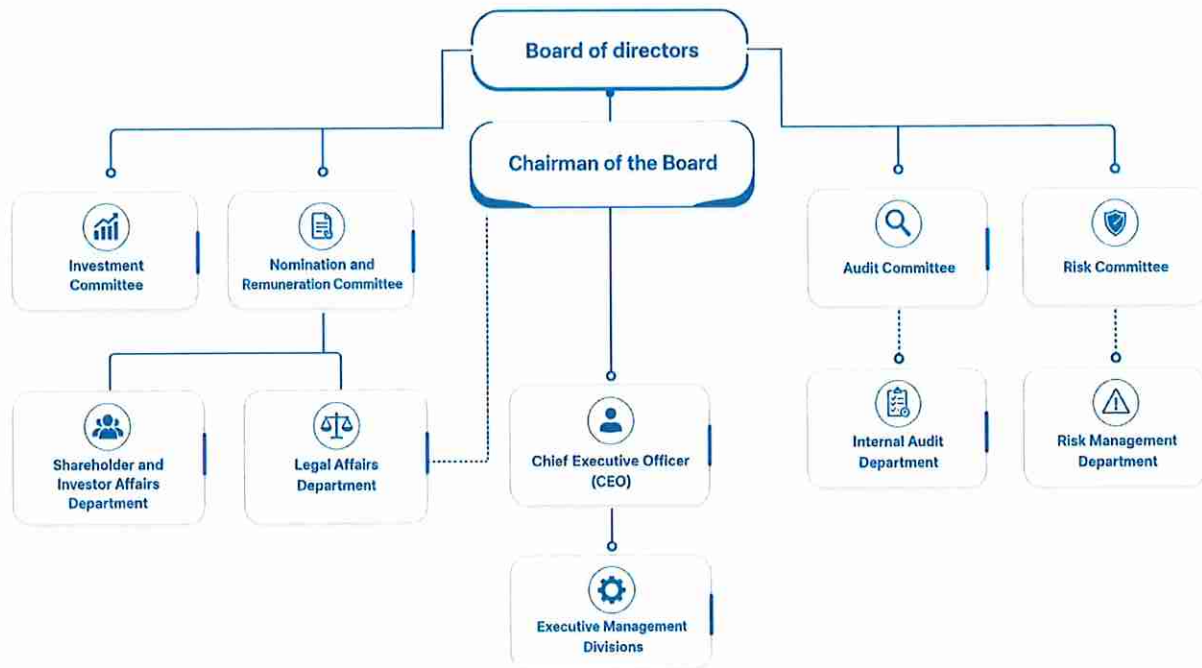
The attendance rates of the Board of Directors meetings during 2025 reflect the level of commitment and continuous follow-up by the Board members, with the majority of the members reaching 100%, which supports the effectiveness of institutional supervision and participation in the discussion of the company's decisions and strategic directions.

The Board of Directors meetings discussed a number of topics related to projects and operational processes, financial performance, risk management, occupational health and safety, and corporate compliance, in addition to following up on operational and organizational plans and making decisions that support business continuity and raise the efficiency of institutional performance.



## Organizational Structure

The organizational structure reflects the distribution of roles, responsibilities, and institutional supervision and control mechanisms within the company, supporting the efficiency of process and project management and enhancing the effectiveness of decision-making and institutional compliance across various departments and operational sectors.



The presence of specialized committees, supervisory and executive departments also contributes to enhancing compliance, risk management, and raising the efficiency of operational processes, in a way that supports business sustainability and achieves higher levels of transparency and institutional control.



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Combined Group Contracting Co.

# Investors and Company Performance

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During 2025, Combined Group Contracting Company continued to achieve operational and financial growth, supported by the expansion of projects, raising operational efficiency, and strengthening the corporate governance and control system, in order to support business sustainability and enhance the confidence of investors and shareholders.

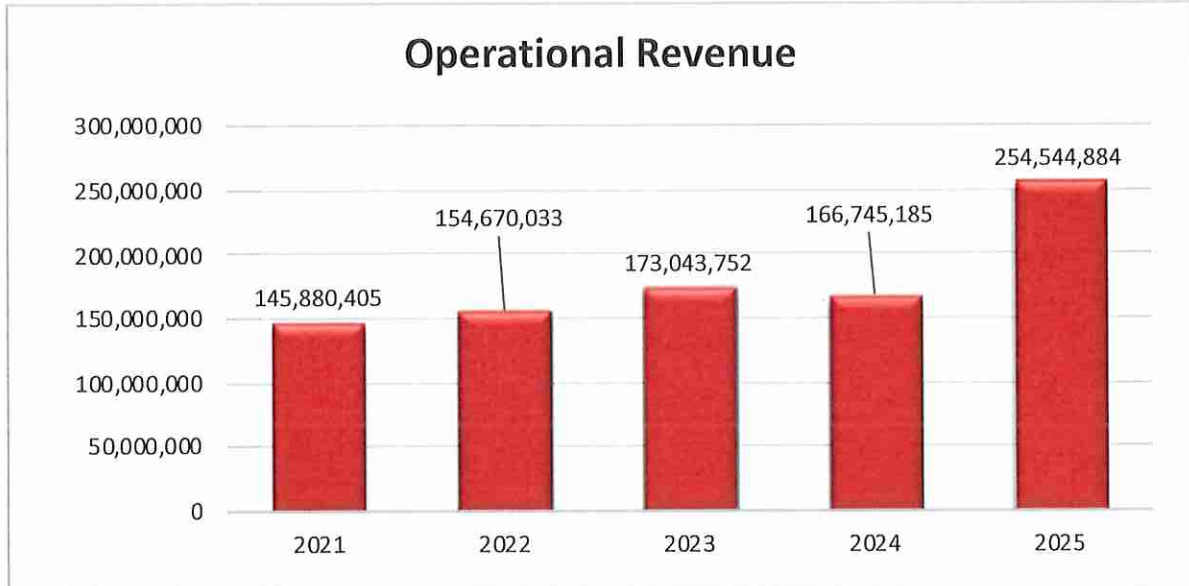


### Operational and strategic indicators

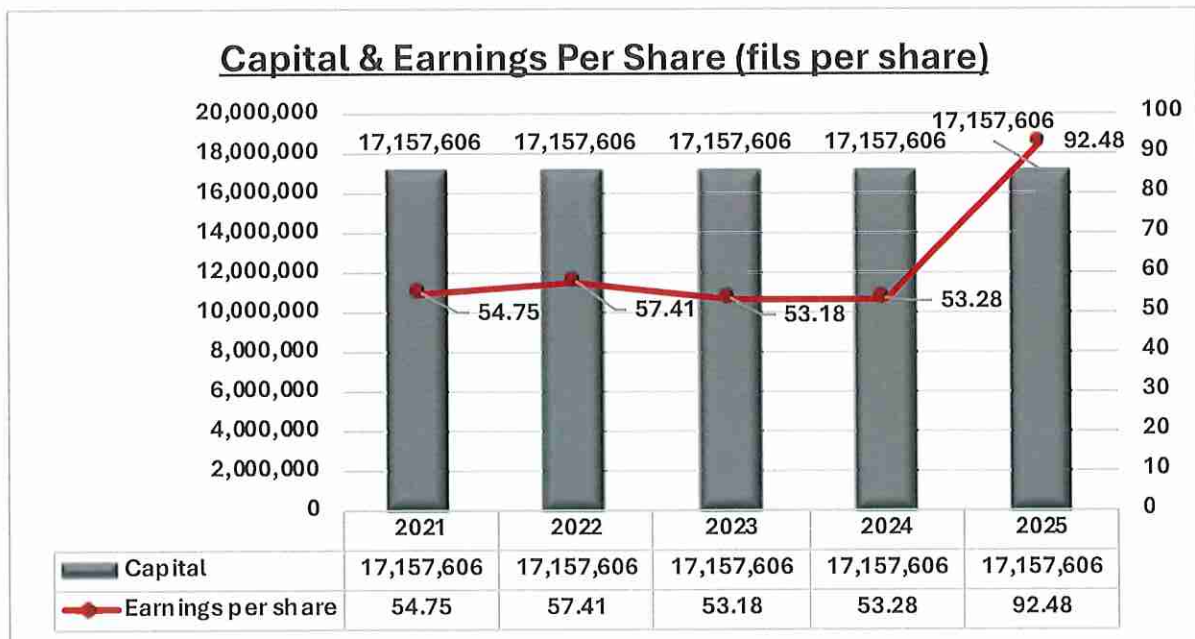
- Signing new projects and contracts inside and outside Kuwait that supported business growth and operational expansion.
- The company continues to be among the largest international contracting companies, reflecting its operational position and experience in implementing major projects.
- Continue to develop operational efficiency and enhance risk management and institutional control within various sectors and projects.



## Financial Highlights 2025



- Revenues increased to KD 254.5 million, a growth of 52.6% compared to 2024.
- Cross profit grew to KD 30.4 million, an increase of 46.5%.
- Net profit attributable to the shareholders of the parent company increased to KD 15.8 million, increased of 74%.
- Total assets grew to KD 282.6 million, increased of 17.9%.
- Earnings per share increased to 92.48 fils per share, up 73.5%.
- Maintaining a cash dividend of 30%





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Combined Group Contracting Co.

# Conclusion

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## **Our Future Aspirations**

The Combined Group Contracting Company looks forward to continuing to strengthen its measurement and monitoring systems, develop sustainability initiatives, and raise the efficiency of operational and institutional performance in line with future growth and development requirements.

In this context, the company seeks to:

- Develop mechanisms for collecting and analyzing sustainability data to enhance disclosure accuracy and transparency.
- Enhancing the efficiency of the use of resources, energy and water in projects and operational processes.
- Expanding the adoption of sustainable solutions and practices within new projects.
- Continue to invest in the development of human competencies and promote a culture of occupational health and safety.
- Supporting community initiatives that contribute to improving the quality of life and enhancing the positive impact of projects.
- Strengthen governance, risk management and compliance practices to support business sustainability and stakeholder trust.

The company believes that achieving sustainability goals is an ongoing journey that requires continuous development and improvement, creating long-term value for shareholders, customers, society and the environment.

## **Closing Remarks**

Combined Group Contracting believes that sustainability is an essential part of business continuity and long-term value creation, and the company continues to evolve its operational and corporate practices to support efficiency, transparency and responsibility towards the environment, society and shareholders.

**Completed with God's blessing.**