



KUWAIT : 22/6/2026

الكويت في: 2026/6/22

To: Boursa Kuwait Company

السادة / شركة بورصة الكويت المحترمين

**SUBJECT: Sustainability Report 2025**

**الموضوع : تقرير الإستدامة لعام 2025**

with Reference to the Above , and pursuant to the provisions of the CMA Executive Bylaws Chapter 1,Module 12 (Listing Rules) of law No.7 of 2010 regarding the establishment of The Capital Markets Authority and Regulating Securities Activities and its amendments, regarding the disclosure of the Sustainability report.

بالإشارة الي الموضوع أعلاه وعملاً بأحكام الفصل الأول من الكتاب الثاني عشر " قواعد الإدراج " من اللائحة التنفيذية للقانون رقم 7 لسنة 2010 بشأن إنشاء هيئة أسواق المال وتنظيم نشاط الأوراق المالية وتعديلاتهما ، والمتعلقة بالإفصاح عن تقرير الإستدامة.

Attached is the Sustainability Report 2025.

نرفق لكم تقرير الإستدامة لعام 2025.

Yours sincerely, ,

وتفضلوا بقبول وافر الاحترام ،،،

**Integrated Holding Company**

الشركة المتكاملة القابضة



الشركة المتكاملة القابضة ش.م.ك.ع  
Integrated Holding Co. K.S.C.P

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Paid Up Capital: K.D 25,300,000 C.R. No: 108050  
رأس المال المدفوع د.ك: ٢٥,٣٠٠,٠٠٠ سجل تجاري رقم ١٠٨٠٥٠  
An ISO certified co. (9001:2015, 14001:2015, 45001: 2018)

الشركة المتكاملة القابضة ش.م.ك.ع  
ص.ب: ٧٥٠، دس.مان، ١٥٤٥٨، الكويت  
تلفون: ١٨ ٢٠٠ ١٨ +٩٦٥ فاكس: ٥٨٨٤ ٢٣٩٨ +٩٦٥

# Integrated Holding Company

Environment, Social &  
Governance Report  
2025:

Lifting the Future:  
Sustainably

Website: <https://www.integrated-me.com/integratedholding/sustainability/>

Email: [info@integrated-me.com](mailto:info@integrated-me.com)

Solutions to your needs...





**H.H. Sheikh Mishal Al-Ahmad Al-Jaber Al-Sabah  
Amir of the State of Kuwait**



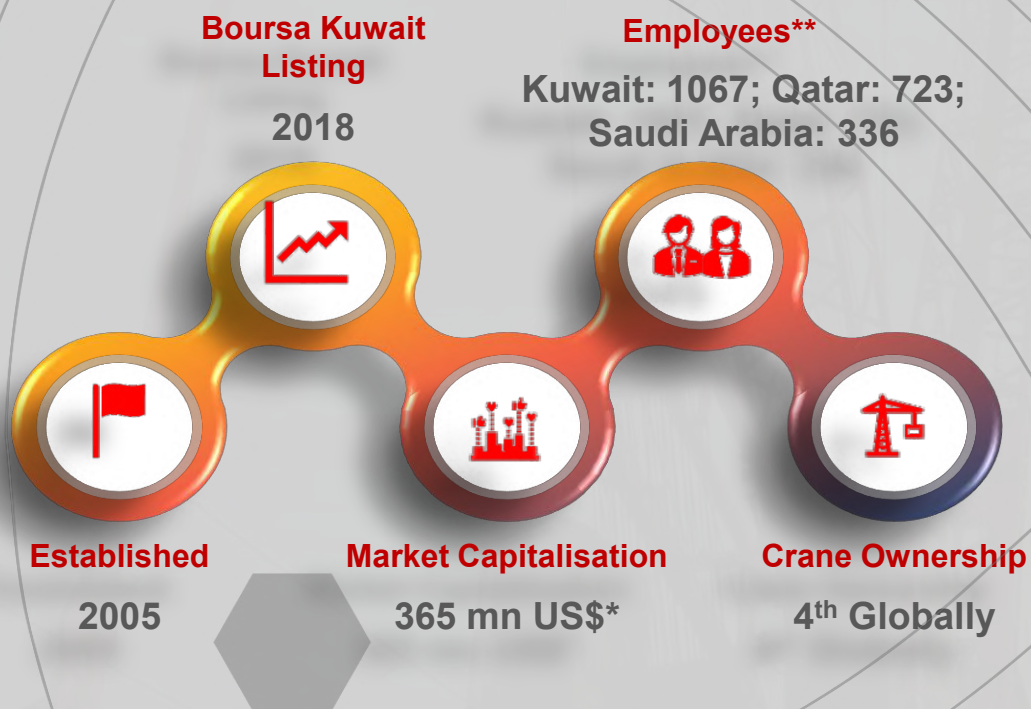
**H.H. Sheikh Sabah Al-Khaled Al-Hamad Al-Mubarak Al-Sabah  
Crown Prince of the State of Kuwait**

# Organisational Snapshot

## Overview

**Integrated Holding Company K.S.C.P.** (referred to in this report as “we”, “us”, “our”, “the company”, “Integrated or “IHC”) is a publicly traded entity listed on the Boursa Kuwait (Premier Market). IHC stands as a titan in the MENA region. For government and commercial giants, IHC is the industry benchmark for reliability and technological excellence in heavy industry equipment. IHC’s “superior and dominant” presence combines 2,200-ton lifting capacities with a 24/7 commitment to flawless execution.

## Key Figures



## Sectors

- Heavy-Lift
- Transportation
- Alternate lift service
- Port Operations
- Oil & Gas
- Engineering
- IT & Industrial automation

## Operations



## Headquarters

East Ahmadi, Kuwait

## Timeline

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2005

Incorporation

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2006

Incorporation of Qatar Operation and Khafji operations

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2008

Accredited with ISO 9001:200

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2013

Accredited with ISO 14001:2004, ISO 18001:2007 & 45001: 2018

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2013

LEEA Membership

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2018

Listing on Kuwait Boursa

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2023

Kingdom of Saudi Arabia sole proprietorship operation

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2026

Start of operations in United Arab Emirates

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## **Mission**

**With a sophisticated and well-organized team, Integrated works closely with its customers to ensure the best possible services and seamless execution. With consistent planning and state-of-the-art technology, Integrated's skilled workforce manages countless projects in the most optimal way**

**Integrated endeavors to ascend and takes its place in the area as the superior and dominant option in the field of logistics, oil, and gas, and heavy lifting. By combining the highest level of quality services with cost-effective practices, Integrated expects to fully satisfy its government and commercial customers and to stand out as the most reliable and efficient company**

## **Vision**

# Capital Equipment Assets

Gantry System



Heavy Lifting



Crawler Cranes



Tower Cranes



Equipment Leasing & Hiring



All-Terrain Cranes

Heavy Transport (Haulage)



Rough Terrain



Jacking & Skidding

Hazardous Material Transport





**Earth Moving**

**Energy Services**



**Rig Mobility**



**Self-Propelled  
Modular Trailer**



**Industrial Equipment**

## Services Portfolio

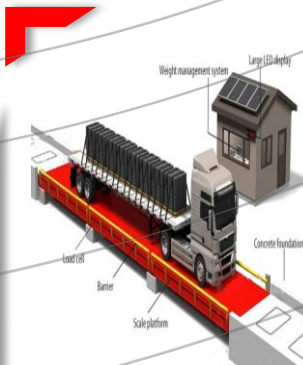
**Port Operations**



**Value Added Services**



**Port Information  
Management**



**Weigh-Bridge  
Operations**



**Shutdown Operations**

# Message from the Chairman



IHC was created in 2005 with the aim of establishing the best quality of services in logistics, heavy lifting, and the oil and gas industries. Through sheer dedication and a commitment to the highest standards worldwide, IHC has managed to become one of the leading and sought-after companies in the Middle East. IHC was valued at half a billion dollars when it was listed on the Boursa Kuwait Premium Market in 2018.

-Jassim Mustafa Boodai,  
Chairman

## Macro- Meso-Micro Paradigms

Globally, the heavy lifting and logistics sectors are undergoing a paradigm shift; industry leaders are increasingly focusing on the "electrification" of fleets and the circularity of assets. Regionally, the MENA area is witnessing a historic transition as with the Kuwait Vision 2035 and SaudiVision 2030 placing environmental stewardship and economic diversification at the forefront of development.

## Adaption and Synergy

IHC prides itself on adaptation and synergy, which is why Integrated has ventured into securing strong footholds in Qatar and Saudi Arabia and is well on its way to continue its dominance in the wider region. As we look toward the future, we recognize that our continued dominance is no longer measured solely by lifting capacity or market capitalization, but by our ability to operate sustainably in an evolving world.

## IHC's Position

Through our subsidiaries, we are embedding ESG principles into our operations. Our contribution is tangible: we are investing in a modern, eco-friendly fleet that reduces carbon emissions for our clients in the oil, gas, and renewable energy sectors.

We are also pioneering alternate power solutions, including wind and solar systems, to support the regional shift toward clean energy. This inaugural ESG Report, prepared in alignment with GRI 2021 and IFRS S1 & S2, represents a new chapter of transparency.

It is a human-centric commitment to our employees and the communities we serve. By disclosing our progress and setting rigorous future goals, we ensure that our legacy of excellence is matched by a legacy of responsibility. Together, as a unified Group, we are lifting the standards of our industry while building a greener, more resilient tomorrow.

# Message from the Vice Chairman

We view Governance as the fundamental lever that transforms our operational DNA into tangible Environmental and Social outcomes. Our commitment to the Triple Bottom Line, encompassing People, Planet, and Profit, is the strategic blueprint for our organisational resilience and market dominance. We believe that by embedding high standards of corporate conduct, we ensure that our growth is both responsible and enduring.

-Mohammed Al Fouzan, Vice Chairman



## IHC's Sustainability Positioning

Reducing waste through Port Information Management and Enterprise Resource Planning integration lowers overheads and fosters transparent business practices.

- Environmental (Planet): Our investment in high-capacity Crawler Cranes with lifting capabilities up to two thousand two hundred tons allows for fewer, more efficient lifts, directly reducing carbon footprints on massive infrastructure projects.
- Social (People): Our presence in Kuwait, Qatar, and the Kingdom of Saudi Arabia creates significant local value through expert training and the deployment of a professional workforce.

## Governance as the Impact Driver

By maintaining international certifications, including International Organisation for Standardization (ISO) 14001:2015 for Environmental Management Systems and 9001:2015 for Quality Management Systems, we ensure that every operational decision is filtered through a lens of environmental and quality accountability. Our governance framework mandates:

- Asset Lifecycle Management: We maximize environmental efficiency by maintaining a fleet of over two thousand five hundred state-of-the-art assets, ensuring they operate at peak performance with minimal ecological footprints.
- growth never compromises human safety.
- Safety and Professional Standards: Through our Lifting Equipment Engineers Association (LEEA) membership and Occupational Health and Safety Assessment Series protocols, we protect our most valuable asset: our one thousand sixty-seven professionals, ensuring that operational growth never compromises human safety.



# About this Report

## Reporting Period & Frequency

This report covers the period from 1 January 2025 to 31 December 2025. Moving forward, IHC is committed to disclosing sustainability performance on an annual basis.

## Assurance & Data Quality

We employ a rigorous data collection methodology to ensure the accuracy of our data quality.

## Reporting Frameworks & Compliance

This report has been prepared in accordance with the following international standards:

- (1) GRI 2021 Standards
- (2) IFRS S1 (General Requirements) and S2 (Climate-related Disclosures).

## Reporting Boundary & Scope

The scope of this report includes:

- (1) Integrated Logistics Company KSC
- (2) Integrated Heavy Lift Company KSC
- (3) Integrated Project Company KSC
- (4) Techno Service General Trading Company WLL

## Contact Information

For inquiries regarding this report, please contact: Pawan Kumar, Group Internal Auditor (Email: [pawan@integrated-me.com](mailto:pawan@integrated-me.com))

# In This Report

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## ESG Highlights Linked to Sustainable Development Goals

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Tables with disclosures aligned to different frameworks, trainings

# 1. ESG Highlights Linked to Sustainable Development Goals



# ESG Highlights Linked to Sustainable Development Goals

## Environmental Highlights:

- Fuel-intensive operations formally identified as a priority environmental hotspot under ISO 14001
- Environmental management embedded into fleet and asset lifecycle thinking. Scope 1 CO2 emissions are 14,021.5 tons.
- Structured focus on responsible waste management, including segregation and disposal of oils, lubricants, filters, batteries, tires, scrap, and general operational waste
- Water stewardship recognized as an operational discipline issue, with conservation and monitoring identified as current management responses.



## Social Highlights:

- Workforce of 1,067 employees supported by a strong operational training culture.
- Health and safety policy positioned as a core social priority under ISO 45001.
- Employee support extended through practical welfare benefits.
- Highly diverse multinational workforce
- Social strategy linked to national development priorities, especially New Kuwait Vision 2035, workforce capability building, and the long-term challenge of strengthening private-sector national participation.



## Governance Highlights:

- Board-level oversight of sustainability, risk, and disclosure established, aligned to IFRS S1 and IFRS S2 architecture.
- No significant non-compliance, no fines, no anti-competitive incidents, and no confirmed corruption incidents reported.
- Multiple internal and external grievance / escalation channels maintained.



## **2. Recognition, Certifications & Affiliations**



# Recognition





# Certifications & Affiliations



**Awards & Certificates**



**GROVE**  
GLOBAL NO.1 ALL TERRAIN CUSTOMER  
★★ 2024 ★★  
Integrated Logistics Co.

**BUTLEO REAL**  
SOMETHING REAL

[www.integrated-me.com](http://www.integrated-me.com)



Received a record 31 Grove cranes from Manitowoc, driven by the equipment's high build quality, maneuverability, and reliable service support.



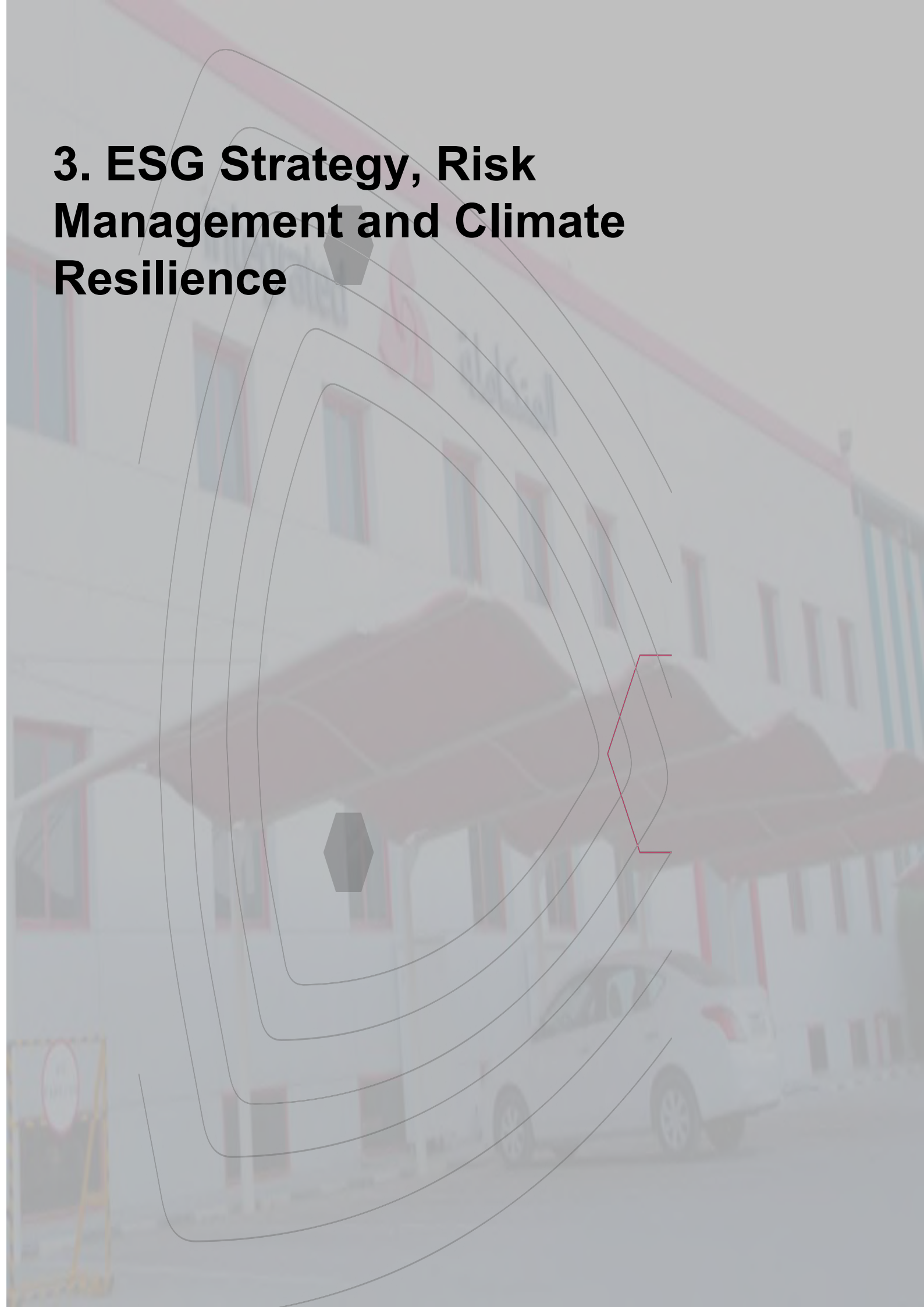
**PROUD TO BE PART OF QATAR'S WORLD CUP SUCCESS**



**Shagaya Renewable Energy Industry Park**



# 3. ESG Strategy, Risk Management and Climate Resilience



ESG is embedded into how we govern the business, manage risk, allocate resources, and plan for long-term resilience. We recognize that sustainability-related matters are closely linked to the nature of our operations, the performance of our fleet, the wellbeing of our workforce, and the expectations of regulators, customers, lenders, and communities. In line with the principles of IFRS S1 and IFRS S2, our approach is built around four connected pillars: governance, strategy, risk management, and targets. Through this approach, we seek to ensure that sustainability-related and climate-related considerations are not treated as stand-alone matters but are integrated into core business decision-making and enterprise risk oversight.

## **Risk Identification Philosophy & Strategy**

Oversight of sustainability-related and climate-related risks and opportunities sits within the Company's broader governance framework. The Board of Directors provides strategic oversight of material impacts, while executive management is responsible for implementation through approved structures, internal controls, and operational accountability. This includes oversight of the policies, systems, and processes used to identify, assess, and manage key environmental, social, governance, and climate-related matters. The Board also plays a role in reviewing sustainability-related disclosures to ensure that reporting remains balanced, relevant, and aligned with the Company's broader strategic and risk priorities. Management, in turn, is responsible for integrating these priorities into day-to-day operations, business planning, and performance oversight.

The Company manages risk through a structured process that begins with establishing context, identifying threats and opportunities, analysing and evaluating risk, and then defining treatment actions where needed. Risks are documented in a risk register and reviewed periodically so that emerging issues, changes in business activity, and control effectiveness can be reflected in management decisions. This process supports a practical understanding of both downside exposure and business opportunity, while helping the Company prioritise actions according to likelihood, consequence, and the adequacy of existing controls.

Our sustainability strategy reflects the realities of our business model. Our most relevant sustainability-related matters arise across the lifecycle of our assets and operations — from sourcing, deployment, servicing, and transportation to safety, workforce capability, environmental management, stakeholder trust, and end-of-life considerations. We recognize that sustainability-related risks and opportunities may influence the Company over the short, medium, and long term. These may include evolving customer expectations for more efficient and lower-impact equipment, increasing emphasis on occupational health and safety, changing regulatory requirements, pressures

related to operational emissions and resource use, and growing stakeholder attention to ethical conduct, supply chain integrity, and local community impact. Climate-related considerations are also increasingly relevant to the Company's operating environment. Transition-related factors such as market expectations, operating efficiency, procurement choices, and the gradual shift toward lower-emission practices may shape future capital planning and service delivery. At the same time, physical climate-related factors may affect operating conditions, asset reliability, logistics, and business continuity across the geographies in which the Company operates. Our strategic response is therefore centered on building a resilient operating model that supports responsible growth, efficient fleet management, workforce readiness, strong governance, and sustained stakeholder confidence.

## **Risk Management**

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The Company integrates sustainability-related and climate-related matters into its wider risk management and internal control environment. We consider them as part of the broader process through which material business risks and opportunities are identified, evaluated, and monitored. This includes consideration of operational risk, environmental risk, workforce and safety risk, supply chain risk, regulatory and compliance risk, ethics and conduct risk, and climate-related risk. The Company's approach is designed to strengthen resilience by embedding these factors into management oversight, operational planning, procurement practices, safety systems, and ongoing review processes. In practice, this means that the Company seeks to identify where sustainability-related issues may affect performance, reputation, compliance, cost efficiency, business continuity, or long-term value creation. It also means that management considers where the Company can create opportunity through stronger asset stewardship, safer operations, better supply chain practices, improved stakeholder relationships, and a more forward-looking response to climate and sustainability expectations.

IHC's approach to risk management is supported by a formal policy and procedure that links enterprise risk oversight with day-to-day operational control. The Board, through the Audit and Risk Committee, reviews the adequacy and effectiveness of the risk management framework, while management is responsible for implementation, monitoring, and regular review. Operational risk owners support this process by identifying risks within their areas, maintaining appropriate controls, and escalating matters that require further management attention. This structure helps ensure that risk management is not treated as a standalone exercise, but as part of how the Group protects value, supports resilience, and strengthens decision-making across the business. Environmental, health, and safety matters are integrated into the Company's operational risk and compliance framework through formal responsibilities, employee reporting expectations, training, and ongoing review.

# **Enterprise Risk Profile and Oversight**

IHCs risk management framework is supported by a formal enterprise risk register reviewed at year end. As of 31 December 2025, the Company had identified 51 risks across its major functions and operations. After taking existing controls into account, the residual profile comprised 6 high risks, 41 moderate risks, and 4 low risks, with no risks classified as severe at that date. The register covers strategic and governance risks, finance and treasury, health, safety and environment, information technology, human resources, sales and marketing, operations, and compliance and legal matters. Each risk is assigned an owner, a current status, a trend direction, and a mitigation plan, supporting structured monitoring and accountability across the business.

## **Risk Appetite and Management Response**

The Company's risk oversight is guided by a defined risk appetite framework that distinguishes between areas where the Company may accept measured risk and areas where tolerance is minimal or averse. The framework ranges from open and cautious positions in growth and strategic areas to minimalist or averse positions in operational, compliance, governance, and HSE-related matters. This helps management align decision-making, mitigation planning, and escalation practices with the nature of each risk and the level of exposure the Company is prepared to accept.

## **Risk Governance Management**

The Board of Directors provides top-level oversight of strategy, governance, and major risk-related matters, including the approval of major plans, annual budgets, governance systems, internal rules, and the broader structures through which the Company monitors performance and control effectiveness. Executive management is responsible for implementing the strategy and internal rules approved by the Board, facilitating daily operations, preparing periodic financial and non-financial reports, and maintaining internal audit and risk management systems consistent with the risk appetite approved by the Board. This governance structure supports clearer accountability between oversight and execution.

### **Board Oversight:**

- Strategy & Governance
- Budget & Plans
- Performance Monitoring

### **Executive Management:**

- Operations & Control
- Reports & Audits
- Risk & Compliance

### **Enterprise Risk Profile:**

- 6 High Risks
- 41 Manage Risk
- 4 Low Risks
- No Severe Risks

# Targets & Forward Priorities

IHC is progressively strengthening its sustainability and climate-related management approach through a series of operational and strategic priorities that will be reported in greater detail in successive sections of this report. These priorities are illustrated as follows:

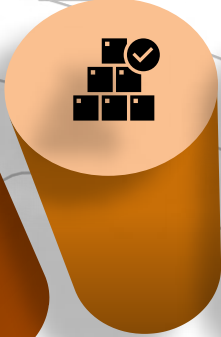
## Asset Efficiency

Advancing a more efficient and responsible approach to fleet and asset lifecycle management



## Environmental Management

Strengthening practices across operations, maintenance activities, and service delivery.



## Human Capital

Enhancing health, safety, and workforce capability through structured training, awareness, and operational discipline



## Resilience

Fostering ethics and governance, enhance supply chain oversight for sustainability, and deepen stakeholder engagement to build lasting trust and accountability



The Company is also working toward clearer internal targets and performance indicators in areas such as training and competence development, occupational health and safety, environmental performance, climate-related management, supply chain practices, and governance effectiveness. Quantitative metrics, detailed disclosures, and year-specific performance data are presented in the relevant sections of this report. In this way, this section serves as the strategic foundation for the disclosures that follow. It explains how sustainability-related and climate-related matters are governed, how they are linked to enterprise risk and strategy, and how the Company is shaping a more resilient and responsible path forward. The Company's materiality assessment is informed by stakeholder expectations, reporting frameworks, and by the internal risk management process. Topics that may affect operational continuity, compliance, workforce safety, environmental performance, reputation, or long-term resilience are considered through both a materiality lens and a risk lens. This helps ensure that the issues prioritised for disclosure are aligned with the Company's broader governance and risk environment.

# 4. Materiality Assessment



IHC recognizes that a credible sustainability report must reflect the issues that matter most to both the business and its stakeholders. Our materiality assessment process is therefore designed to identify, evaluate, and prioritize the environmental, social, governance, and climate-related matters that are most relevant to our operations, long-term resilience, and stakeholder relationships.

We understand that material issues arise from corporate-level governance and compliance, but also from the day-to-day realities of asset-intensive operations, workforce safety, environmental stewardship, supply chain practices, and stakeholder trust.



In preparing this report, the Company adopted a materiality approach informed by the principles of GRI 2021 and the disclosure architecture of IFRS S1 and IFRS S2. Under GRI, material topics are identified based on the Company's most significant impacts on the economy, environment, and people, including impacts on human rights. Under IFRS S1 and IFRS S2, sustainability-related and climate-related matters are considered material where they may reasonably be expected to influence the Company's prospects, including its financial position, performance, resilience, and enterprise value over time. This combined perspective enables the Company to consider both impact materiality and financial materiality in shaping its sustainability priorities.

# Materiality Assessment Methodology

The materiality assessment was undertaken as a structured process intended to identify the ESG and climate-related issues most relevant to the Company's business model, stakeholders, and operating environment. The methodology is built around four stages.

## 1. Context Setting and Universe of Topics

The process began with the definition of the Company's operational and reporting context. This included reviewing the Group's business activities, geographical presence, value chain, governance structure, operational risk profile, and stakeholder landscape. A broad list of potentially relevant topics was then compiled based on:

- the Company's core operating activities and service lines
- regulatory expectations and governance requirements
- occupational health and safety realities in industrial and site-based environments
- environmental impacts associated with equipment use, maintenance, transport, and waste handling
- stakeholder concerns and engagement channels
- sustainability reporting expectations under GRI 2021
- sustainability-related and climate-related disclosure expectations under IFRS S1 and IFRS S2

*This long list of issues was then refined into a focused set of topics that are relevant to IHC's operations and reporting maturity.*

## 2. Stakeholder Input & Internal Review

The Company then considered the perspectives of internal and external stakeholders through its existing engagement channels and communication mechanisms. Input was informed by management understanding of stakeholder priorities, feedback collected during routine engagement processes, and the types of concerns raised through formal and informal channels.

This stage helped the Company assess which topics are most significant from the viewpoint of those who influence the business or are affected by it.

### 3. Assessment of Significance

Each topic was evaluated based on two broad lenses:

#### A. Significance of impact

How significantly the topic may affect the environment, society, employees, customers, suppliers, communities, or broader stakeholder groups.

#### B. Strategic and financial relevance

How significantly the topic may affect the Company's operations, risk profile, resilience, compliance standing, cost structure, market positioning, or long-term value creation.

*This dual lens reflects the spirit of GRI 2021 and the investor-oriented logic of IFRS S1 and IFRS S2.*

### 4. Prioritisation & Validation

The resulting topics were prioritized according to their relative importance to stakeholders and to the Company. Topics identified as high priority were those that demonstrated a strong connection to operational continuity, regulatory exposure, stakeholder trust, workforce wellbeing, or future resilience. Management review was then used to validate the resulting list and ensure alignment with the Company's strategic and operational realities.

**The output of this process forms the basis of this report's structure and the sustainability topics discussed in successive sections.**

# Use of Internal Risk Inputs in Materiality Assessment

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Internal risk mapping also helps the Company identify where ESG-related issues are concentrated. The 2025 risk register includes exposures linked to business continuity, board effectiveness, investor relations, crane accidents, heat stress, emergency response, cyberattack, operator shortages, pricing pressure, supply chain bottlenecks, regulatory compliance, and data privacy. These issues reinforce why governance, workforce safety, operational resilience, compliance, and stakeholder trust remain among the most relevant themes in this report.

## Communication of Critical Concerns

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Meaningful materiality assessment depends on formal surveys and management review, and also on the existence of trusted channels through which stakeholders can raise concerns. IHC therefore considers critical-concern communication channels to be an important input into the identification of material topics.



Internally, the Company maintains several mechanisms through which employees may raise critical concerns, including a whistleblowing mechanism, a dedicated reporting email, and direct access to senior management and the Audit Committee. These channels allow employees to report misconduct, ethical violations, financial irregularities, compliance breaches, or other significant risks without fear of retaliation. These mechanisms strengthen transparency and support the early identification of governance, conduct, operational, and workplace-related issues.

Externally, the Company provides channels through which outside stakeholders can communicate concerns and expectations. These include a dedicated section on the Company's website, official email addresses, investor relations contact points, and customer service platforms. Through these mechanisms, shareholders, customers, suppliers, lenders, and the public may raise concerns relating to misconduct, ethical breaches, financial irregularities, service quality, non-compliance, or other material matters.

Taken together, these internal and external channels do more than support accountability. They also provide valuable insight into how stakeholders experience the Company's operations and where the most significant ESG and risk-related issues may lie.

Stakeholder Group	Channel Type	Description	Purpose
Employees	Whistleblowing mechanism	Formal internal mechanism for confidential reporting of misconduct or breaches	Escalation of ethical, compliance, fraud, or conduct concerns
	Dedicated reporting email	Internal email channel for concerns and notifications	Timely reporting and documentation of risks or incidents
	Direct access to senior management and Audit Committee	Escalation route for significant concerns	Governance oversight and accountability
Shareholders and investors	Investor relations contact points	Official contact routes for governance and disclosure matters	Raise questions or concerns on governance, performance, and transparency
Customers	Customer service platforms	Service-related communication and issue escalation channels	Capture service quality concerns and stakeholder expectations
Suppliers and business partners	Official email and website channels	Communication points for compliance and business conduct matters	Surface concerns related to transactions, conduct, and operations
Public and community	Website contact section	Public-facing communication channel	Report issues, complaints, or concerns linked to operations or conduct

# Stakeholder Engagement Approach

IHC engages with stakeholders on the understanding that sustainability priorities cannot be determined in isolation. The Company's stakeholders are identified based on two criteria: their influence on the business and the extent to which they are affected by the Company's activities, decisions, and performance.

The Company's principal stakeholder groups include shareholders, employees, customers, suppliers, regulators such as the Capital Markets Authority, lenders, business partners, and local communities. Engagement with these groups is intended to help the Company understand expectations, address concerns, improve communication, and incorporate relevant feedback into decision-making processes.

The Company seeks to make engagement meaningful through structured and recurring channels such as meetings, surveys, email communications, annual and quarterly disclosures, investor relations activities, compliance reporting, and operational feedback mechanisms. This supports both stakeholder responsiveness and better-informed management judgment.

Stakeholder Group	Why They Matter	Key Topics of Interest	Mode of Engagement	Frequency
Employees	Central to safe operations, service quality, and business continuity	Health and safety, training, working conditions, ethics, grievance mechanisms	Emails, internal communication, training sessions, reporting channels	Continuous
Customers	Core to commercial performance and service reputation	Service reliability, safety, quality, responsiveness, sustainability expectations	Surveys, feedback channels, meetings	Continuous
Investors and shareholders	Critical to governance, capital access, and market confidence	Financial performance, governance, risk management, sustainability disclosures	AGM, investor relations, disclosures	Quarterly / annually
Regulatory bodies	Essential to legal compliance and operating legitimacy	Compliance, reporting, corporate governance, labor and safety adherence	Regulatory filings, reports, correspondence	As required
Lenders	Important to liquidity, confidence, and financial resilience	Risk profile, governance, operational performance, resilience	Formal communication, financial and risk reporting	Periodic
Suppliers and business partners	Important to procurement continuity and service delivery	Procurement standards, ethical conduct, contract compliance, ESG expectations	Meetings, email, contracts, operational coordination	Regular
Local communities	Important to social license to operate and reputation	Community impact, conduct, responsiveness, environmental and social concerns	CSR initiatives, community contact, project-related interaction	As needed

# Determination of Material Topics

Based on the Company's review of its operations, stakeholder inputs, engagement channels, and strategic risk profile, the following topics were identified as the most material for the current reporting cycle. These topics reflect the areas where the Company has the most significant actual or potential impacts, as well as the areas most likely to influence operational resilience, regulatory readiness, stakeholder trust, and long-term value creation.



## Environment

- Waste Management
- Water Usage
- Climate and operational environmental stewardship

- Employee Health and Safety
- Employee Training and Development
- Workforce capability and operational discipline
- Community trust and engagement

## Social



- Corporate Governance
- Risk Management
- Ethics, compliance, and responsible business conduct



## Governance

To support prioritization, the Company mapped its topics according to two dimensions: Importance to stakeholders Importance to business resilience, strategy, and risk management



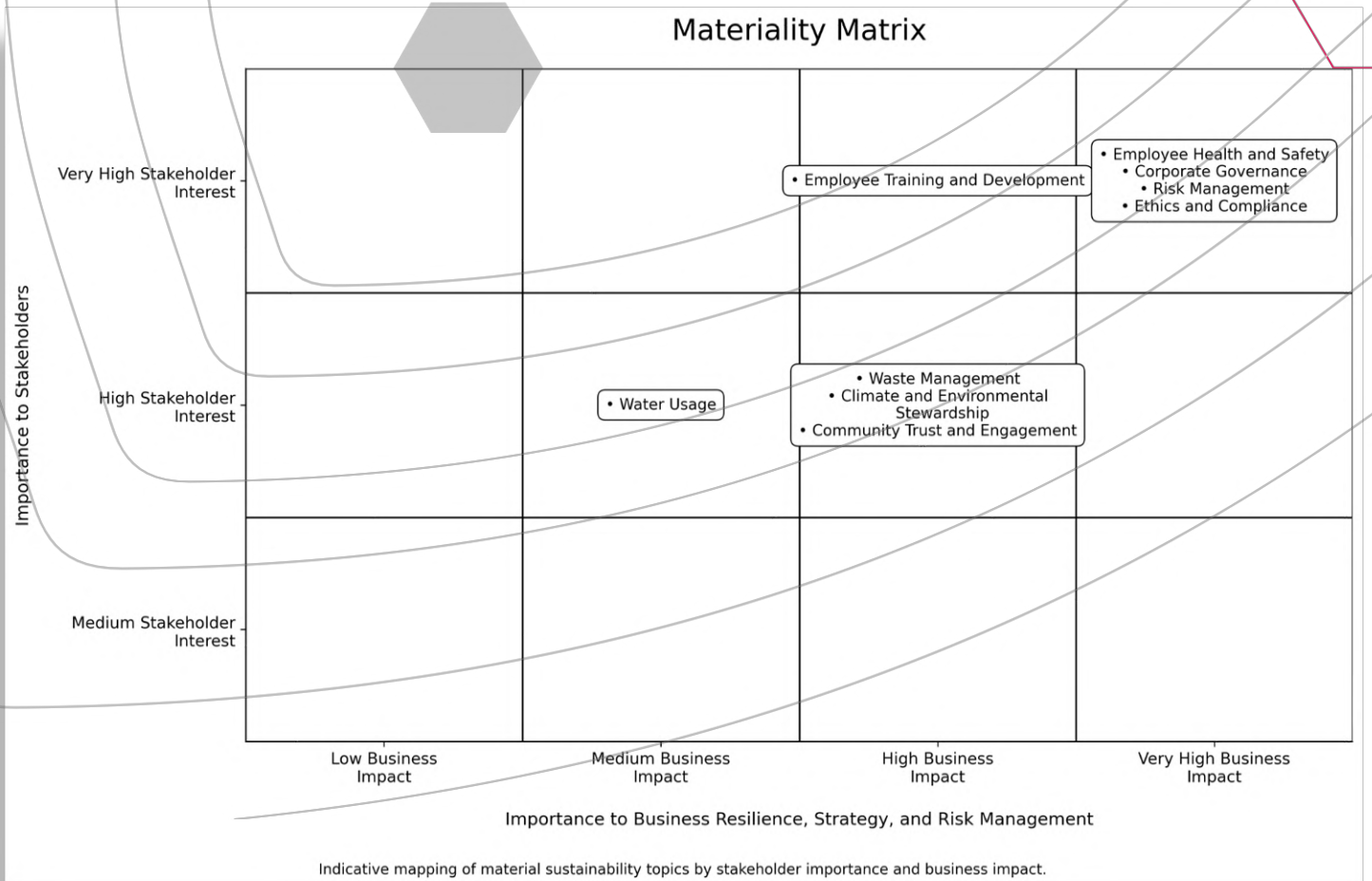
# List of Material Topics

ESG Pillar	Material Topic	Why It Is Material to IHC	Potential Impact on Operations	Current Management Approach	Policy / Framework
Environment	Waste Management	Maintenance and industrial operations generate waste streams that require responsible handling	Improper handling may create environmental harm, inefficiencies, or compliance risk	Waste segregation, disposal controls, operational monitoring	Developing / operational controls in place
	Water Usage	Resource efficiency is increasingly relevant to cost management and responsible operations	Excessive or inefficient use affects sustainability performance and operating discipline	Conservation and monitoring practices	Operational controls
	Climate and Environmental Stewardship	Heavy equipment and industrial operations face growing expectations around environmental performance and climate responsiveness	May affect operating efficiency, resilience, and stakeholder expectations over time	Gradual strengthening of environmental management and climate-related oversight	Incorporated into sustainability and risk narrative
Social	Employee Health and Safety	Safety is fundamental in heavy lift, haulage, earthmoving, shutdown, and rig move operations	Workplace incidents may disrupt operations, affect morale, and expose the Company to legal and reputational risk	HSE management, training, incident reporting, site controls	HSE Policy Manual
	Employee Training and Development	Technical competence is critical to safe and efficient service delivery	Skill gaps may reduce productivity, quality, and operational control	Training programs and capability development	HR Policy
	Community Trust and Engagement	Industrial operations require stakeholder confidence and a responsible operating presence	Poor stakeholder relations may affect reputation and social license to operate	Engagement channels, responsiveness, community interaction	Emerging / to be strengthened

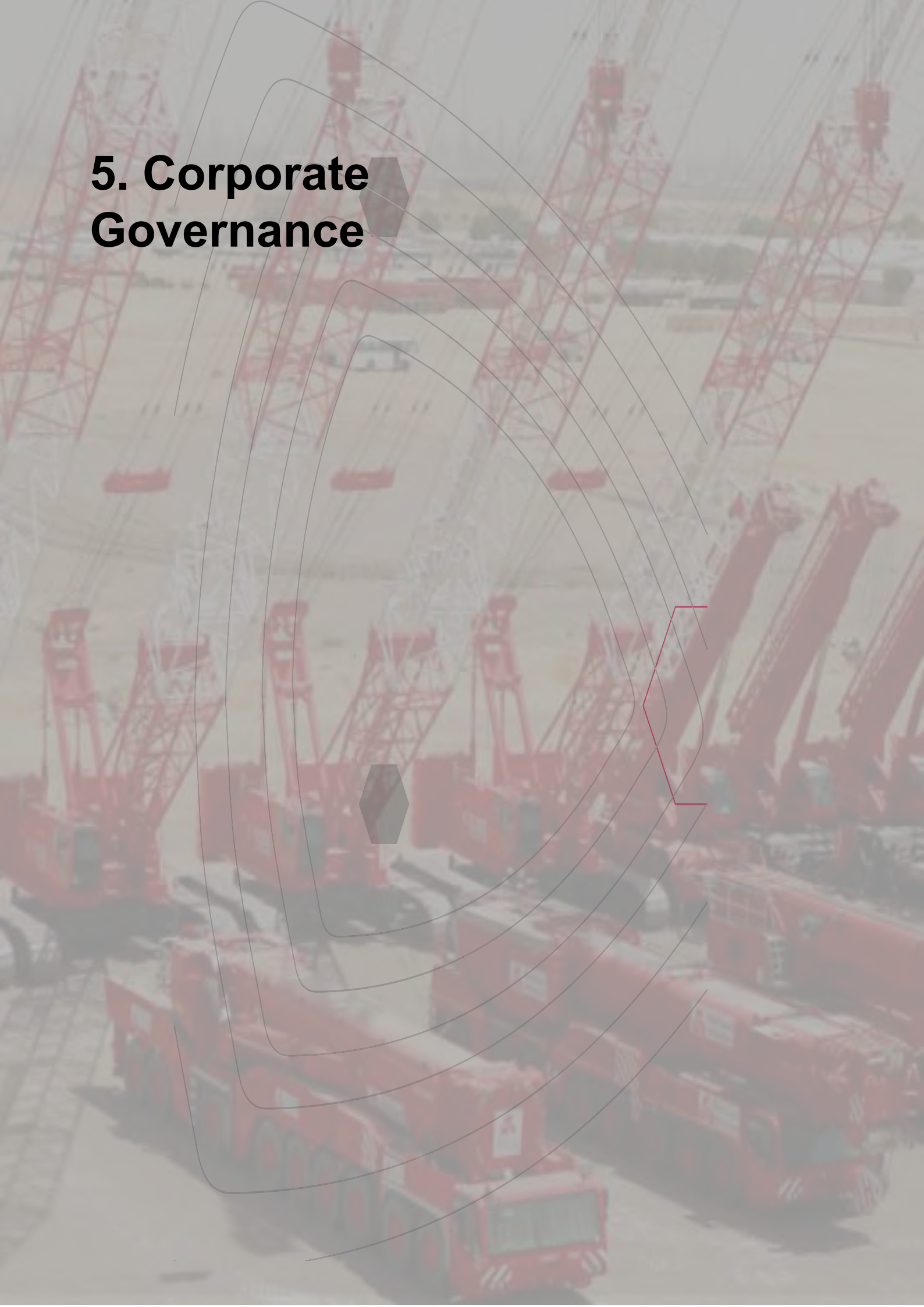
# List of Material Topics

ESG Pillar	Material Topic	Why It Is Material to IHC	Potential Impact on Operations	Current Management Approach	Policy / Framework
Governance	Corporate Governance	Governance underpins strategic oversight, transparency, and accountability	Weak governance may lead to regulatory and reputational risk	Governance framework, Board oversight, committee structures	Corporate Governance Policies
	Risk Management	Material risks must be identified and managed in a structured manner	Unidentified or poorly managed risks may disrupt operations and resilience	Risk management framework and oversight mechanisms	Risk Management Policy
	Ethics and Compliance	Trust, transparency, and compliance are critical in industrial and listed-company environments	Ethical failures may lead to legal exposure, financial loss, and reputational damage	Whistleblowing, reporting channels, internal controls, compliance structures	Relevant governance and conduct controls

## Materiality Matrix



# 5. Corporate Governance



IHC believes that strong governance is the foundation upon which sustainable performance, operational resilience, and stakeholder trust are built. The Company's governance framework is designed to support disciplined decision-making, clear accountability, and effective oversight of financial, operational, environmental, social, and governance matters. Aligned with GRI 2021 and the governance architecture of IFRS S1 and IFRS S2, the Company's approach to governance extends beyond statutory compliance.

Aligned with GRI 2021 and the governance architecture of IFRS S1 and IFRS S2, the Company's approach to governance extends beyond statutory compliance. It is intended to ensure that material sustainability-related and climate-related risks and opportunities are identified early, assessed rigorously, managed through appropriate controls, and reviewed at the highest levels of the organisation. This includes oversight of ethics, anti-corruption, regulatory compliance, stakeholder concerns, enterprise risk, and the Company's evolving climate-related priorities.

## Role of the Board of Directors

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The Board of Directors is responsible for approving the Company's major goals, strategy, work plans, budgets, and annual financial information, while also overseeing governance structures, committee mandates, internal rules, and performance monitoring arrangements. The Board also plays a key role in safeguarding the quality and validity of disclosed information, supporting shareholder communication, ensuring compliance with governance requirements, and reviewing the effectiveness of policies and procedures across the Company.

## Role of Executive Management

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Executive management is responsible for executing the strategic plans and internal policies approved by the Board and for supporting the Company's overall performance through accountable and transparent management structures. This includes managing day-to-day operations, preparing periodic financial and non-financial reports for the Board, maintaining accurate accounting systems and records, promoting ethical culture, and ensuring that internal audit and risk management systems operate effectively in line with Board-approved requirements.

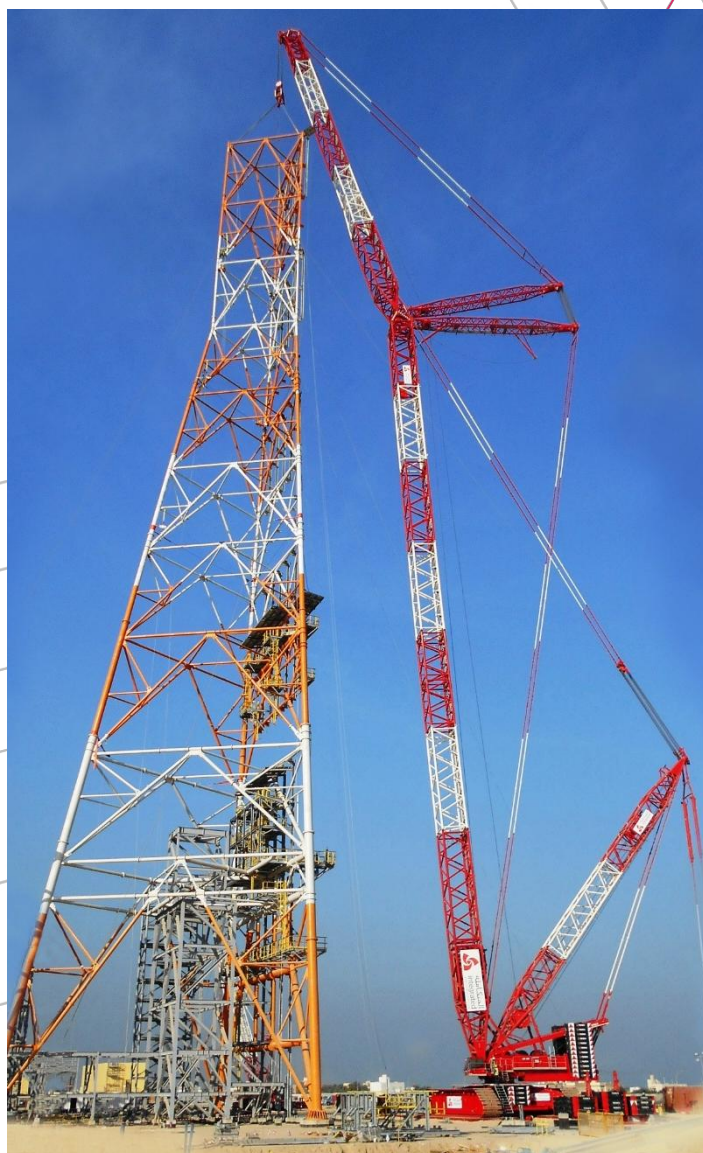


# Stakeholder Engagement Approach

The Board of Directors has ultimate responsibility for overseeing the Company's strategic direction, risk governance, and overall stewardship. In this role, the Board is responsible for ensuring that the Company maintains appropriate policies, internal controls, and risk management frameworks to identify and mitigate material impacts arising from its operations and business relationships. Periodic reports from executive management and relevant committees, including the Audit and Risk Committee, support the Board in reviewing performance, compliance, and the effectiveness of mitigation measures. This oversight function is particularly important in a business such as IHC, where operational complexity, industrial safety, regulatory expectations, and stakeholder trust are closely interlinked.



The Board's role includes ensuring that governance systems are sufficiently robust to support long-term resilience and responsible growth. The Board also reviews and approves the Company's sustainability disclosures to ensure that reporting is accurate, balanced, and aligned with the Company's strategy, risk management framework, and broader corporate responsibility commitments. This is consistent with the direction of IFRS S1 and IFRS S2, which place governance oversight at the center of sustainability-related and climate-related disclosure.



# Nomination, Selection and Performance Evaluation of the Governance Body

The nomination and selection of members of the governance body are conducted through a structured and transparent process intended to ensure the appointment of qualified and competent individuals. A dedicated Nomination Committee oversees this process in accordance with applicable corporate governance regulations and internal policies. The effectiveness of the governance body is evaluated periodically. This assessment covers areas such as the effectiveness of oversight, strategic guidance, committee performance, individual member contribution, independence, and adherence to governance standards. This helps reinforce Board quality, accountability, and alignment with the Company's long-term priorities.

## Nomination & Selection

Structured and transparent process overseen by dedicated Nomination Committee

## Oversight of Impacts

The Board reviews policies, internal controls, risk frameworks, and management reports on material impacts

## Delegation of Authority

Day-to-day operations delegated to the CEO and Executive Management through approved structures

## Sustainability Reporting Oversight

Board reviews and approves sustainability disclosures and ensures appropriate reporting systems and controls

## Board Performance Evaluation

Covers oversight effectiveness, strategic guidance, committee performance, and individual contributions

## Remuneration

Covered through an approved remuneration policy and formal process

## Conflict of Interest

Managed through a Conflict of Interest Policy, no Board-level conflicts identified during reporting period

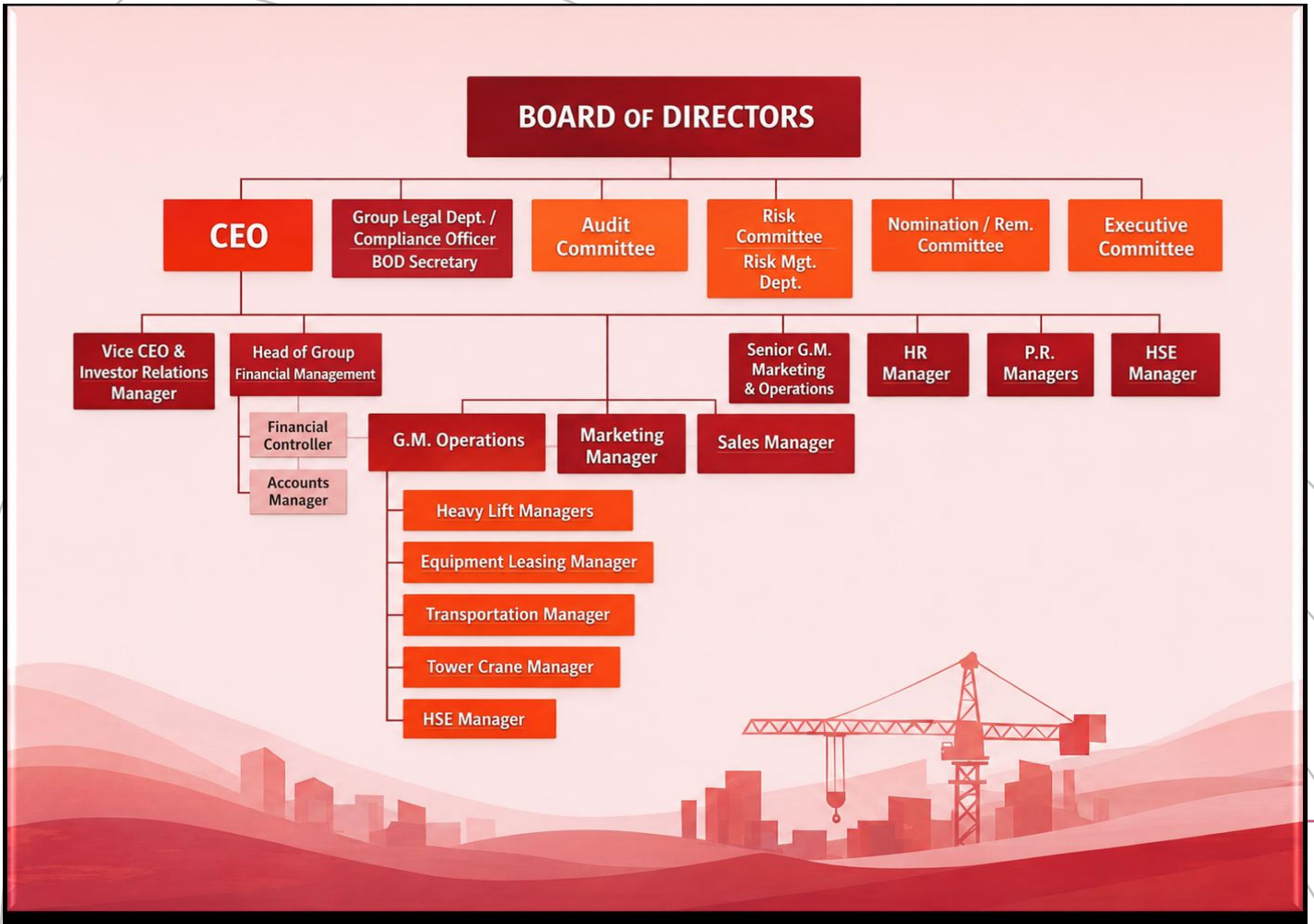
## Compliance Oversight

Board and management monitor compliance through internal controls, reporting and committee

# Delegation of Responsibility and Management Accountability

While the Board retains ultimate oversight, day-to-day responsibility for managing the Company's operations is delegated to the Chief Executive Officer and executive management. Clear roles, responsibilities, and authority levels are established through approved organisational structures, delegation of authority matrices, and internal policies. Executive management is responsible for implementing the Company's strategy, managing operations, and ensuring compliance with applicable laws and regulations.

# Organogram



## Board Remuneration

IHC's remuneration approach is designed to attract, motivate, and retain qualified directors and executives while supporting long-term value creation for shareholders. Executive remuneration is reviewed with reference to performance, and the annual remuneration package of executive directors and key members of senior management is determined through the relevant committee process. For non-executive directors, remuneration is determined by the Board. The structure of remuneration may include fixed annual salary, directors' fees, variable benefits, annual bonus payments, share-based incentives, and end-of-service arrangements, depending on role and governance requirements. The Company recognises the importance of remuneration transparency as part of good governance. Its remuneration policy supports disclosure of the composition and role of the remuneration committee, meeting activity, significant issues considered during the year, and the distinction between performance-based and non-performance-based compensation. The policy also supports disclosure relating to directors' fees, executive remuneration, and the aggregate value of discretionary or performance-linked bonuses where applicable.

In the context of sustainability and climate governance, this means management is expected to integrate material environmental, social, governance, and climate-related considerations into planning, operational oversight, control processes, and reporting.

## Board Composition (Since 2024)



### **Jassim Mustafa Jassim Boodai (Non-executive)**

Founding member-He has over 35 years of experience in transportation, port operations, trade, heavy lifting services, heavy equipment rental, and logistics..



### **Muhammad Nasser Abdulaziz Al-Fawzan (Non-executive)**

Bachelor's degree in Business Administration from Kuwait University. He has over 37 years of experience in the banking sector. He is a member of the Board of Directors of Kuwait Finance House.



### **Saleh Suleiman Saleh Al-Huwaidi (Non-executive)**

Bachelor's degree in Business Administration from Southern Oregon University in the USA. He has over 34 years of experience in transportation, heavy transport, port operations, and logistics in Kuwait. He serves as the CEO of Integrated Logistics Company.



### **Abdulaziz Jassim Mustafa Boodai (Executive)**

Bachelor's degree in International Relations from the American University in Kuwait and completed the Investment Corporate Leadership Program at Oxford University. He joined IHC in 2014.



### **Nasser Mohammed Nasser Al-Fawzan (Non-executive)**

Bachelor of Science degree in Finance from Loyola Marymount University. He joined Integrated Holding Company in 2015. He currently serves as an Investment Officer at Kuwait Finance House. Member of the Executive Committee of Sharq Al Qurain Real Estate Company (owned by Kuwait Finance House).



### **Ayman Mohammed Abdullah Al-Mutair (Independent)**

Bachelor of Science degree in Business Administration from Lindwood University in Missouri, USA. Joined IHC in May 2018. Specializes in management and marketing with over 30 years of experience. Previously Deputy Marketing Manager at Kuwait Airways. Also on Board of Directors of Al Retaj Investment Company,



**Yasser Abdulrahim Mohammed Abdulrahman (Independent)**

An Ain Shams University Commerce graduate and dual CPA/CMA (USA) holder. He offers 26+ years of expertise in strategic risk assessment, audit, and financial control across various top-tier consulting firms and companies.



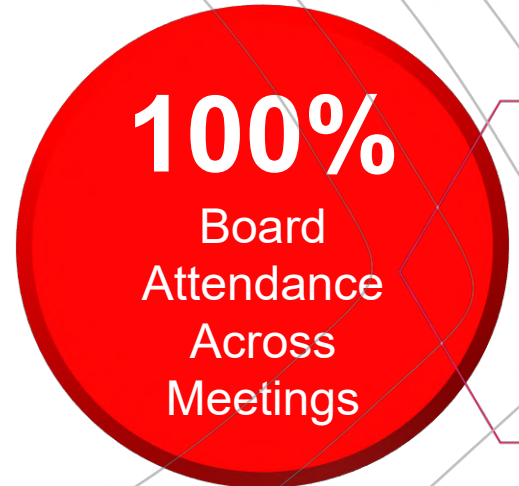
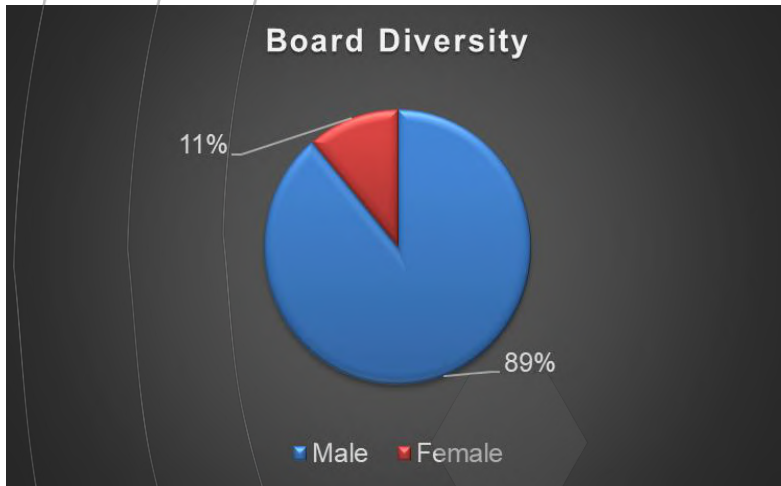
**Manal Saad Yousef Al-Adsani (Non-executive)**

She holds bachelor's and master's degrees in computer science and mathematical statistics from Kuwait University. She specializes in information technology and has over 22 years of experience in the field.



**Muath Saleh Mustafa Al-Rayes (Non-executive)**

An Industrial and Systems Engineering graduate from Virginia Tech with 13+ years in capital markets and M&A. He currently serves as the company's Director of Investor Relations and Executive Vice President.



**Ethics, Integrity and Responsible Business Conduct**

IHC's governance framework is supported by policies and channels intended to reinforce ethical behaviour, integrity, and responsible conduct across the organisation. The Company's approach covers conflict of interest prevention, anti-corruption, communication of critical concerns, and regulatory compliance. No instances of conflicts of interest involving Board members were reported during the period. The Company manages this area through its Conflict of Interest Policy and related governance controls.

Similarly, the Company reported no significant instances of non-compliance with laws and regulations during the reporting period, no fines, and no non-monetary sanctions. No legal actions were reported in relation to anti-competitive behaviour, anti-trust, or monopoly practices. These disclosures strengthen the governance narrative because they show that compliance is being monitored through formal oversight and internal control processes.

# Communication of Critical Concerns

The company recognizes that an effective governance systems depends on trusted channels through which concerns can be raised and acted upon.



## Internal Channels

- Whistleblowing Mechanism
- Dedicated reporting email
- Direct access to Senior Management and Audit Committee

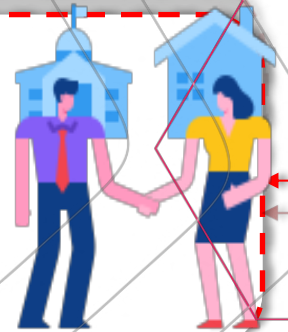
## External Channels



- Website contact section for complaints, conduct concerns and transparency issues
- Investor relations contact
- Customer service platforms

## Relevance to Governance

- Supports internal accountability and ethical escalation
- Formal record and escalation route
- Enables governance level response



# Anti-Corruption & Fair Competition

The Company's governance system also addresses corruption and anti-competitive conduct. Management has indicated that operations are supported through regular checks and controls intended to ensure corruption-free operations. The corruption risk universe monitored by executive management includes bribery, conflicts of interest, fraud, misuse of funds, political influence, weak internal controls, and related reputational and compliance risks. Board members and executive management are stated to have knowledge of anti-corruption policies and procedures, while anti-corruption training has been communicated to senior levels and managers. No confirmed incidents of corruption were reported during the period.



IHC applies a zero-tolerance approach to bribery and corruption across its operations. During the reporting period, operations were subject to regular checks and internal controls intended to ensure corruption-free business conduct. The Company monitors risks such as bribery, conflicts of interest, fraud, misuse of funds, political influence, weak internal controls, and associated reputational and compliance risks through executive management oversight and established control procedures. This approach is supported by the Company's Anti-Bribery and Corruption Policy, Conflict of Interest procedures, Workplace Ethics Policy, and Code of Conduct.

During the reporting period, the Company recorded no confirmed incidents of corruption and no legal actions relating to anti-competitive behavior, anti-trust, or monopoly practices. The Company continues to support this outcome through internal controls, books and records requirements, segregation of duties, due diligence procedures, reporting channels, and disciplinary consequences for policy breaches. The Company also requires the disclosure of actual or potential conflicts of interest involving employees, directors, suppliers, consultants, clients, and other related parties

Ethics-related risks are treated as part of the Company's wider governance and control environment. The Company's policies on anti-bribery, conflict of interest, professional conduct, confidentiality, and transparency help reduce exposure to fraud, misconduct, reputational damage, compliance failures, and weak decision-making. These measures complement the broader risk framework by linking expected behavior with reporting obligations, control discipline, and management accountability.

Non-disclosure is not tolerated, and relevant transactions are reported to the appropriate decision-making authority, including the Board where required, with a register maintained for oversight purpose



# Governance & Risk Linkage

Governance Topic	Key Risk	Current Control Response	Reporting Position
Conflict of interest	Biased decision-making, governance weakness	Conflict of Interest Policy	No reported Board-level cases
Corruption	Bribery, fraud, misuse of funds, reputational damage	Regular checks, executive oversight, anti-corruption procedures	No confirmed incidents reported
Anti-competitive behaviour	Legal and regulatory exposure	Compliance controls and oversight	No such incidents reported
Non-compliance with laws and regulations	Fines, sanctions, reputational damage	Internal controls, management review, committee oversight	No significant cases reported
Critical concern escalation	Unreported issues, delayed response	Internal and external reporting channels	Mechanisms in place

# Climate Governance and IFRS S1 / S2 Alignment

For a heavy-equipment and industrial services company, climate governance is relevant because physical and transition-related factors may affect fleet planning, fuel efficiency, asset maintenance, operating costs, procurement choices, customer expectations, regulatory preparedness, and business continuity.

The Board's role is to oversee whether climate-related risks and opportunities are appropriately considered as part of broader sustainability and risk management processes. Management's role is to identify where such factors may affect strategy, operations, resilience, or future performance, and to ensure that relevant controls, targets, and data systems are progressively strengthened.

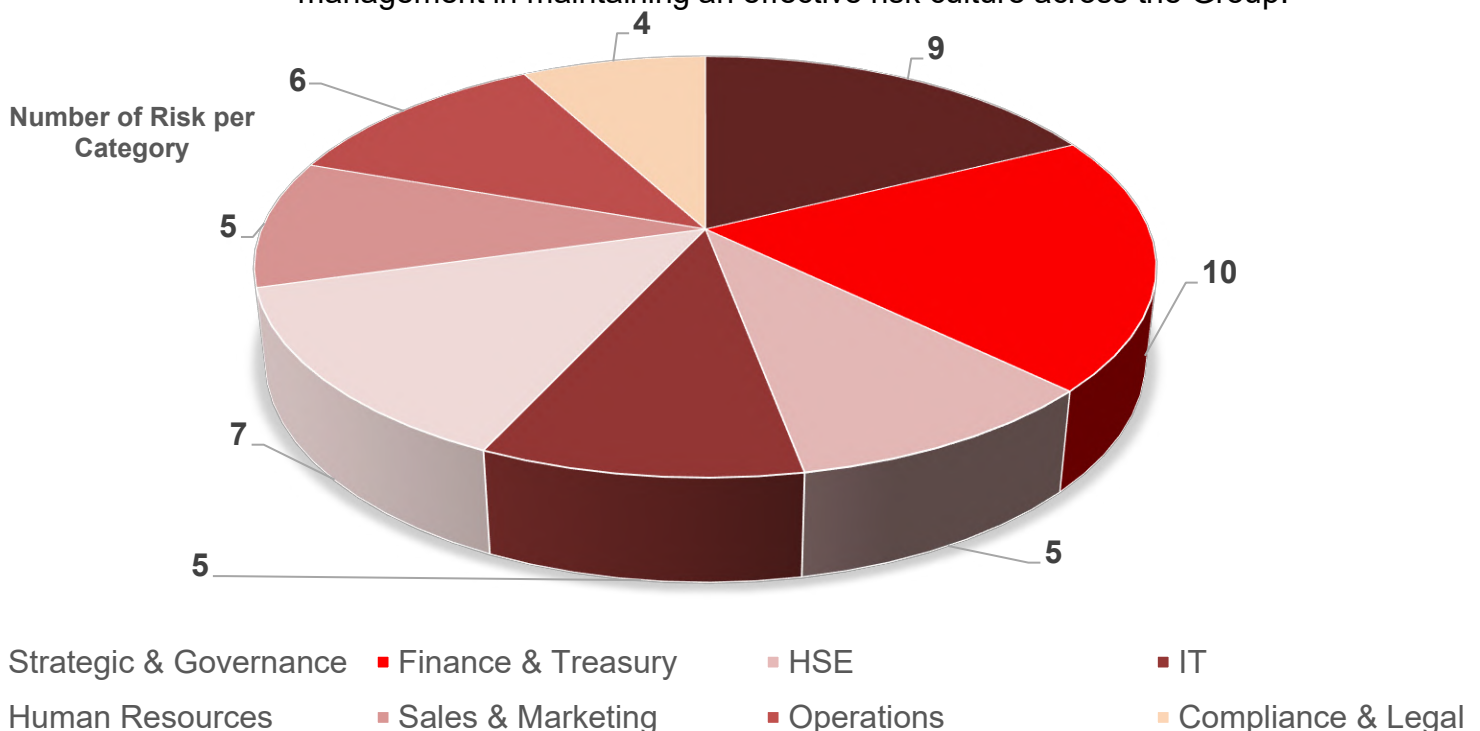


# Governance Priorities, Targets and Metrics

The Company is progressively developing a more structured approach to sustainability-related and climate-related metrics and targets. These are intended to support oversight of material topics as illustrated below:



The Board, supported by the Audit and Risk Committee, oversees the Company's risk management framework and receives reporting on significant risk areas, internal control effectiveness, and compliance-related matters. This governance structure helps reinforce accountability and supports management in maintaining an effective risk culture across the Group.



# 6. Environmental Performance



Environmental responsibility is inseparable from operational excellence. We recognize that our activities rely on fuel-intensive assets, mobile equipment, maintenance processes, and site-based operations that can have a direct impact on the environment. Our responsibility is therefore to comply with applicable requirements, and also to manage our footprint with discipline, foresight, and continuous improvement.

Our environmental approach is guided by the principle that sustainable practices are not optional. They are a necessary part of building a resilient, efficient, and future-ready business. This means integrating environmental thinking into fleet decisions, asset lifecycle management, fuel use, waste handling, maintenance practices, water stewardship, and employee awareness. It also means progressively aligning our reporting and management approach with internationally recognized frameworks, including GRI and IFRS sustainability disclosure principles. The HSE policy also reinforces the Company's environmental responsibilities.

## **Our Environmental Philosophy**

We understand that the environmental footprint is shaped by a combination of operational realities. These include diesel and petrol consumption, emissions from mobile assets, maintenance-related waste streams, water use, and the environmental consequences of how equipment is sourced, deployed, maintained, and retired.



Our aim is to reduce environmental impacts while supporting safe, reliable, and commercially effective operations. We do this by focusing on modern equipment, more efficient asset use, responsible maintenance practices, waste segregation and disposal, water conservation, staff awareness, and stronger environmental discipline across our sites and business units.

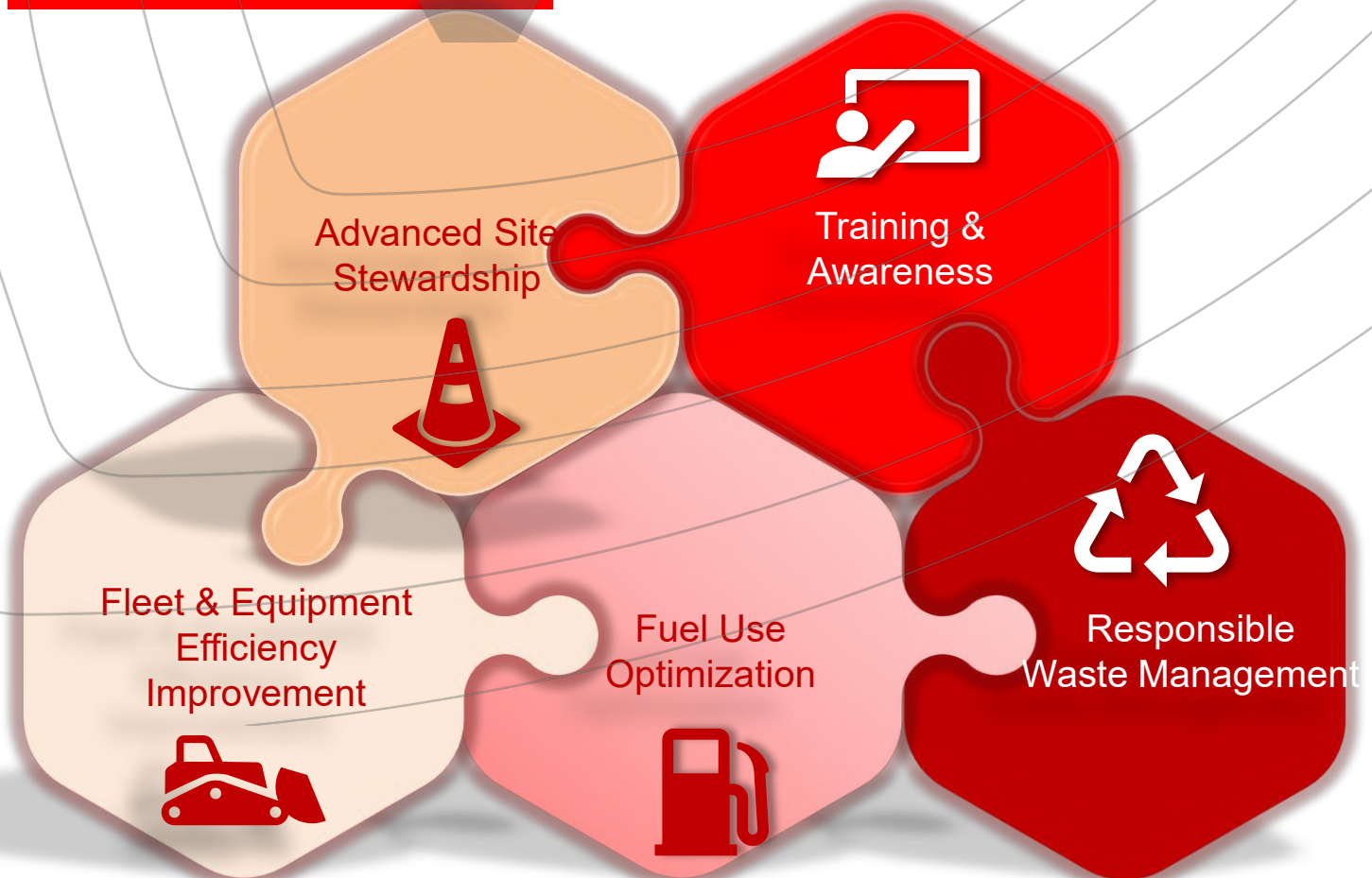
# Environmental Management Approach

The International Energy Agency describes energy efficiency as one of the quickest and most cost-effective pathways to reducing emissions and lowering energy demand, while also strengthening competitiveness and energy security. This makes fuel efficiency, equipment modernization, and operational discipline central environmental priorities at IHC. Therefore, our subsidiary, Integrated Projects partnered with New World Wind to combine high –tech technology with solar and wind energy. These are smartly designed to be seamless, noiseless, and perfectly adaptable to nature and urban settings, alike.



IHC's environmental management approach is based on the understanding that meaningful progress comes from combining operational controls with long-term planning. Environmental stewardship is therefore embedded in the way we manage assets and activities.

# Guided by ISO 14001 Environmental Management Certification



## Energy Use and Operational Footprint

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Energy use is one of the most material environmental aspects because our services depend heavily on mobile, fuel-powered equipment and transportation assets. In 2025, the Company recorded diesel consumption of **5,231,919** litres under GRI 302-1. Scope 1 CO<sub>2</sub> emissions are therefore 14,021.5 tons. These figures confirm that fuel use remains a key environmental hotspot for the business and a priority area for future management attention. They also underline the importance of fleet efficiency, preventive maintenance, route planning, idling reduction, and asset modernization as practical levers for reducing environmental intensity.

## Eco-Efficient Equipment and Fleet Responsibility

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As an equipment-focused company, one of the most effective ways IHC can reduce environmental impact is through the quality and efficiency of the assets it places into operation. We therefore view fleet composition as a strategic environmental issue. Investing in modern equipment with stronger energy performance supports lower fuel consumption, better operational reliability, and lower client-side carbon intensity over the equipment lifecycle. This is particularly relevant in light of broader transport and heavy-duty equipment trends. International energy and transport analysis continues to emphasize the importance of improving vehicle and equipment efficiency, tightening performance expectations, and encouraging the uptake of cleaner technologies in transport-intensive sectors.

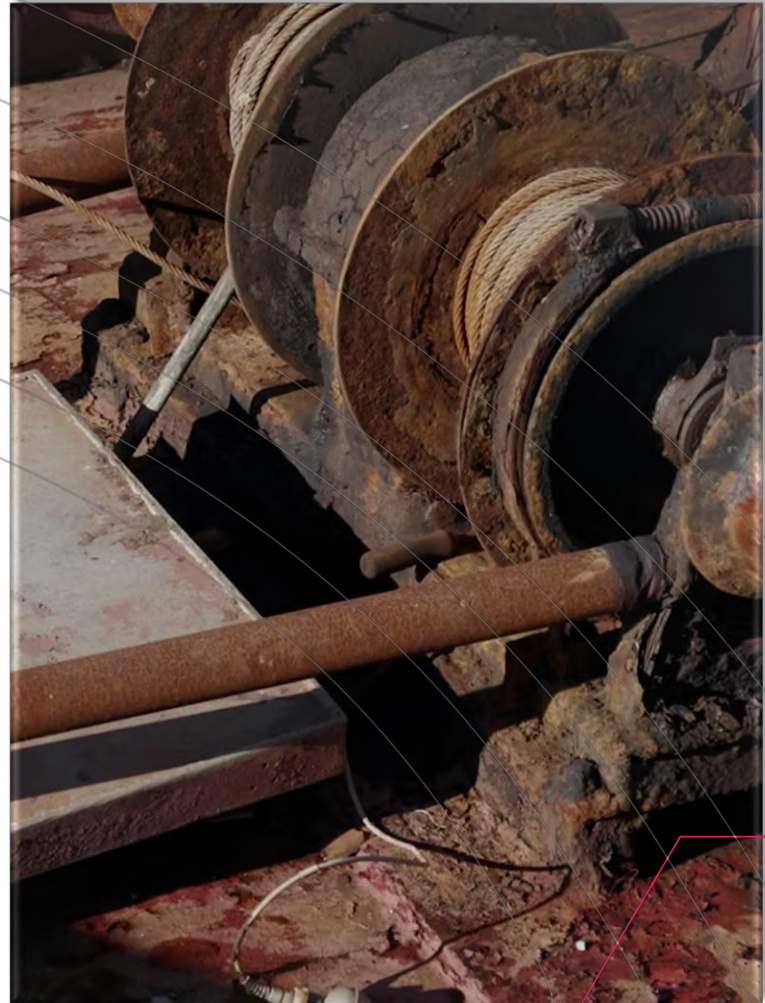


Our environmental progress is closely linked to renewing or modernizing assets where feasible, reducing inefficiencies in equipment deployment, improving preventive maintenance, minimizing unnecessary fuel burn, and promoting responsible operating practices among employees and clients.

## Waste Management

Waste management is a material environmental topic for IHC because improper handling of maintenance-related and operational waste can lead to environmental harm, poor housekeeping, unnecessary disposal costs, and reputational risk. The Company has identified this topic clearly: improper waste handling may lead to environmental harm, and its current response is based on waste segregation and disposal.

Our waste streams include used oils, lubricants, grease containers, filters, metal scrap, packaging, tires, batteries, and general operational waste. Our stronger environmental narrative therefore positions waste segregation and disposal as the first stage of a more mature circular and compliance-based waste management approach.



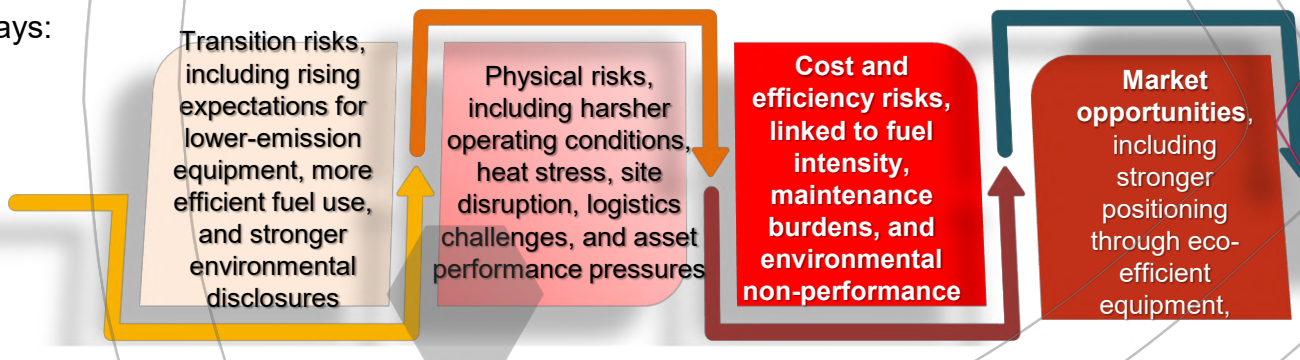
E-waste items are first identified, segregated, and stored separately to ensure proper handling and control. Any data contained in the equipment is then securely erased to protect confidentiality and prevent unauthorized access. A detailed inventory list of the identified e-waste is subsequently prepared for tracking and documentation purposes. Before final disposal, the organization explores the feasibility of reuse, refurbishment, repair, or redeployment to extend the useful life of the equipment wherever possible. Items that are no longer suitable for further use are ultimately disposed of through authorized vendors in compliance with applicable waste management requirements.

## Water Stewardship

Water usage, while not as operationally dominant as fuel consumption, remains an important environmental topic because excessive use affects both cost and sustainability performance. The Company has identified effective conservation and monitoring as the current response to this issue. Water stewardship should be framed around operational discipline. Water may be used in cleaning, maintenance, facility operations, and site activities. Even where water consumption is not yet a major reported metric, responsible use supports efficiency, cost control, and good environmental practice. In the reporting period the Company used 24,583,925 Gallons.

## Climate Change and Environmental Risk

Climate change is increasingly relevant to IHC's business model. Under IFRS S2, companies are expected to consider climate-related physical risks, transition risks, and opportunities, along with the metrics and targets used to manage them. For IHC, climate-related risks may arise in several ways:



## Environmental Training & Operational Awareness

Environmental performance depends on people as much as assets. IHC's environmental journey should therefore be described in terms of equipment and controls, and also in terms of awareness, operating behaviour, and shared responsibility. Environmental training and communication can help employees and site teams understand: efficient fuel use and idling reduction good housekeeping and spill prevention waste segregation and safe disposal responsible water use maintenance practices that improve environmental performance climate awareness in operational decision-making. This is consistent with ISO 14001's emphasis on systematic management and continual improvement, and it also strengthens the foundation for future environmental Key Performance Indicators and targets.



# Supplier Screening and Responsible Procurement

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During the reporting period, the Company onboarded 36 new suppliers, comprising 21 local suppliers and 15 foreign suppliers. As part of its developing responsible procurement approach, environmental and social screening was conducted for a portion of newly onboarded suppliers, with 5 local suppliers screened against relevant environmental and social criteria. This reflects an area of ongoing development as the Company continues to strengthen supplier due diligence processes.

No negative environmental or social impacts were identified in the supply chain during the reporting period that required mitigation action. Even so, the Company continues to monitor supplier-related conduct through due diligence, contractual controls, and ethical expectations set out in its policies and business conduct framework.

## Tying Environmental Performance with Social Priorities

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Our environmental ambition is to build a management approach that is practical, disciplined, and aligned with the realities of our business. We seek to reduce our environmental impact not through isolated commitments, but through better equipment choices, stronger operational controls, more responsible use of resources, and clearer performance measurement.

Environmental stewardship is therefore about protecting value as much as protecting the environment by preserving operational reliability, reducing avoidable waste, improving efficiency, strengthening compliance, and preparing the business for a future in which environmental performance is increasingly important to regulators, customers, investors, and communities.

At the same time, our environmental responsibilities are closely linked to our social priorities. As a visible operator across industrial and service environments, the way we manage our sites, equipment, and operations influences beyond our natural environment. It impacts the confidence and wellbeing of customers, suppliers, local communities, and project stakeholders. Environmental stewardship at IHC therefore extends beyond internal controls to include cleaner sites, responsible operating standards, and constructive stakeholder engagement. This connection is reflected in initiatives such as participation in community clean-up and environmental awareness activities, collaboration with local environmental organisations where appropriate.

# 7. Social Priorities



Our social responsibility begins with the people who power our operations every day. We recognize that our long-term success depends on the safety, capability, wellbeing, and commitment of our workforce. Social sustainability is therefore not separate from operational performance. It is embedded in how we recruit, train, protect, support, and retain our employees, and in how we contribute to the communities and markets in which we operate.

Our social approach is shaped by two realities. The first is the nature of our business: a field-intensive operating model where technical competence, site discipline, and workforce readiness are essential. The second is the broader national context in Kuwait, where New Kuwait Vision 2035 places strong emphasis on human capital, a more diversified economy, and a stronger role for the private sector in creating quality employment and skills development pathways. Against this backdrop, IHC aims to build a workforce model that is practical, inclusive, safety-led, and aligned with both business resilience and national development priorities.

## Our People Philosophy

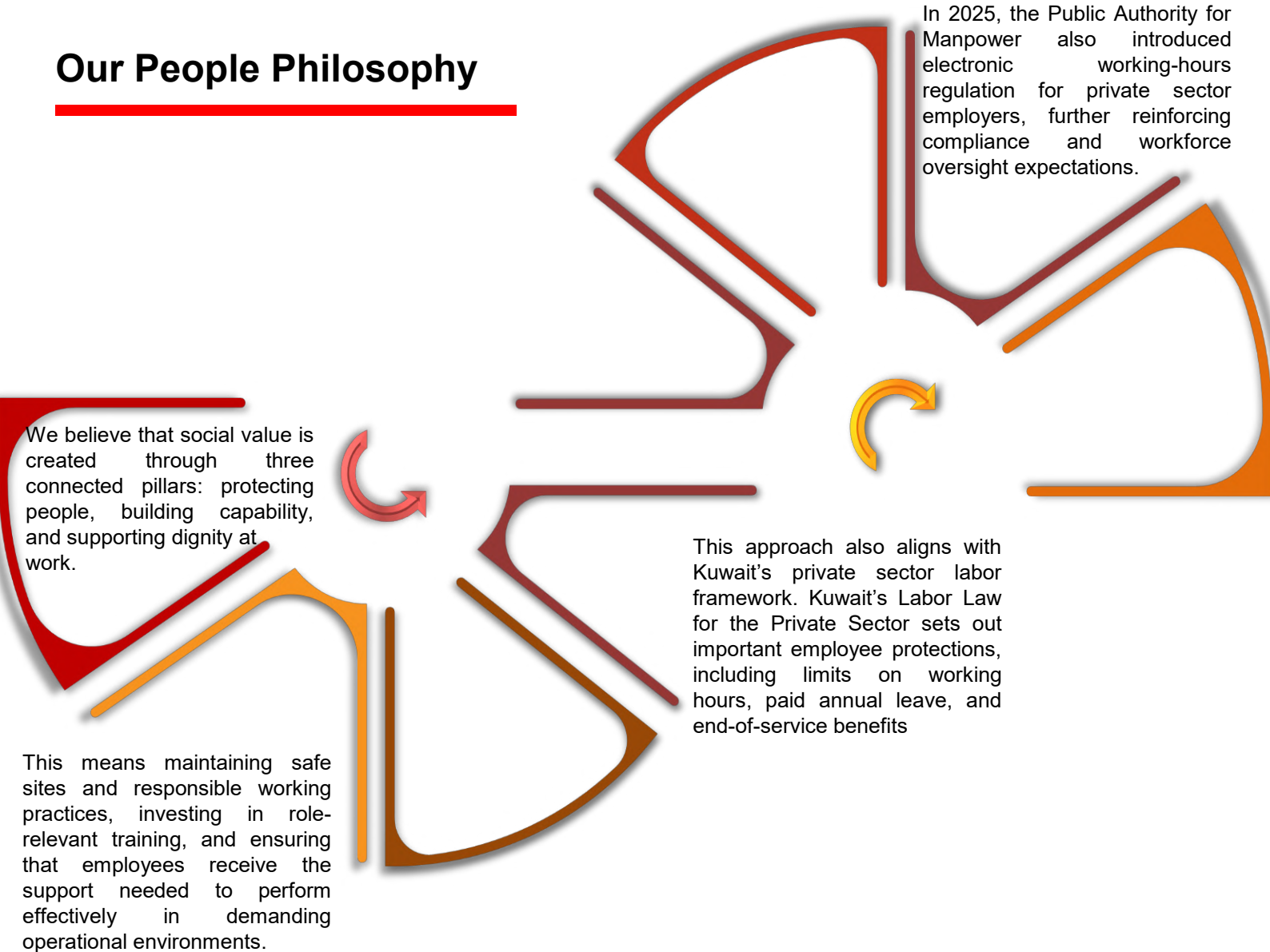
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We believe that social value is created through three connected pillars: protecting people, building capability, and supporting dignity at work.

This means maintaining safe sites and responsible working practices, investing in role-relevant training, and ensuring that employees receive the support needed to perform effectively in demanding operational environments.

In 2025, the Public Authority for Manpower also introduced electronic working-hours regulation for private sector employers, further reinforcing compliance and workforce oversight expectations.

This approach also aligns with Kuwait's private sector labor framework. Kuwait's Labor Law for the Private Sector sets out important employee protections, including limits on working hours, paid annual leave, and end-of-service benefits



## Workforce Profile

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As of 31 December 2025, IHC employed 1,067 employees. The workforce profile reflects the realities of the heavy equipment and industrial services sector, where operations are technically specialized, site-based, and heavily dependent on skilled field personnel.

By age group, the workforce was distributed as follows:

- Under / around 30 years: **201**
- 30–50 years: **815**
- Above 50 years: **51**

This age profile shows that the Company's workforce is concentrated in its prime technical and operational years, which is typical of industrial services businesses where field capability, experience, and physical readiness are important.

By nationality, the Company employed a diverse workforce drawn from Kuwait and a number of regional and international labor markets, including India, Nepal, Egypt, Pakistan, Bangladesh, Sri Lanka, Jordan, Yemen, Saudi Arabia, Iraq, Iran, and the Philippines. The largest employee groups were **Indians (623)** and **Nepalis (406)**, with **Kuwaitis (8)** forming a smaller share of the employee base.

This diversity reflects the broader structure of Kuwait's private labor market, where expatriate workers continue to make up most of the private sector employment, while many Kuwaiti nationals remain concentrated in the public sector. This makes the challenge of attracting, developing, and retaining Kuwaiti talent in private industry an important long-term strategic issue for employers.

## Hiring, Turnover & Workforce Continuity

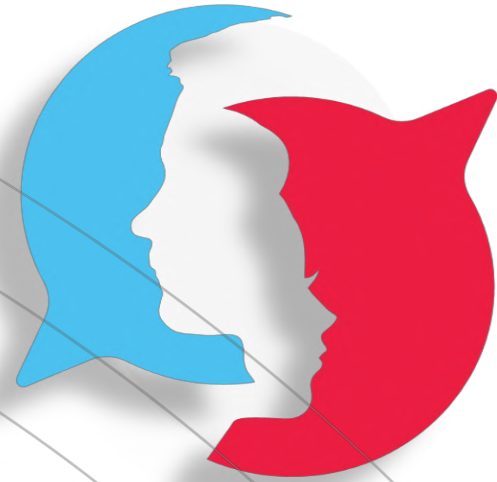
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During the reporting period, IHC hired **295 new male employees** and **no new female employees**.

Local employee hiring was reported at **0**, indicating that the Company's current recruitment model remains highly dependent on expatriate talent. By age, new hiring was distributed as follows:

- **90** in the younger age band
- **204** in the 30–50 age category
- **1** in the above-50 category

Turnover data by age suggests that workforce movement was concentrated primarily in the 30–50 category, with lower turnover in the younger and older age groups. IHC, continues to recruit actively in the age brackets most directly linked to field execution and operational delivery. Workforce continuity and retention remain important to operational resilience, especially in a sector where experience, training, equipment familiarity, and safety awareness are critical.




# Building Skills & Operational Capability

Training is one of the strongest features of IHC's social performance profile. It is a frontline operational control. It helps reduce risk, improve competence, support safe decision-making, reinforce standards, and strengthen service reliability. During the reporting period, IHC delivered a wide range of technical, induction, driving, lifting, welding, safety, and safe working procedure training programs. Across the listed programs, the Company recorded 2,626 training attendances and approximately 4,138 participant-hours of training. These programs covered both foundational and advanced topics.

The breadth of these programs is significant because it shows that IHC's training model is closely aligned to its operational risk profile. The Company is investing in role-relevant capability building tied directly to site conditions, vehicle and equipment safety, suspended loads, lifting operations, and specialized machinery. This emphasis on practical training also aligns with New Kuwait Vision 2035's focus on creative human capital and stronger labor market readiness. For industrial employers, that objective is best advanced through applied competence, structured induction, and continuous upskilling in operational roles.




Employee Trade Training



Lifting & Shifting



Induction



Mechanical Load Management



Awareness, Health & Safety



Vehicular Mobility Safety



Dump Truck Safety



Fire Extinguishing




Heat Stress & Nightwork



Welding Safety



Heavy Equipment Safety



Leibherr Crane Theory, Operation, Maintenance, & Troubleshooting

Training remains an important part of operational readiness and safe service delivery. Operators, drivers, and riggers receive regular training according to operational requirements, while performance and career development reviews are conducted for a portion of the workforce, with coverage ranging from 25% to 45% during the reporting period.

## Health, Safety & Social Protection

Worker health and safety is the cornerstone of the social chapter. This is because the Company's activities involve work in potentially hazardous environments. Social responsibility in this context begins with protecting life, health, and dignity at work.

The company's safety-led training mix shows that health and safety is being treated not as a compliance afterthought, but as a core part of operational management. Programs on heat stress, work at height, H2S awareness, defensive driving, fire extinguishers, load securing, suspended loads, and incident analysis point to an organisation that is trying to reduce harm through awareness, technical discipline, and repeat reinforcement.

Given the operational nature of the Group's activities, health and safety remain central to responsible business performance. Integrated is committed to conducting its operations in a manner that protects people, contractors, and the wider community, in line with applicable local and international requirements. Management is accountable for maintaining safe systems of work, supervisors are responsible for reinforcing safe behaviour on site, and employees are expected to stop unsafe acts, report unsafe conditions.

They are also mandated to follow established HSE procedures. This shared responsibility model helps embed safety into everyday operations. During 2025, IHC continued to support employee wellbeing, workplace preparedness, and community-oriented engagement through a range of practical activities. These included employee training sessions to strengthen capability and awareness, mock drills to reinforce emergency readiness and operational safety culture, and food service-related support activities that reflected the Company's people-centred approach to care and engagement. While modest in scale, these initiatives demonstrate our accountability towards health and safety.



The Company supports its HSE objectives through mock drills so that employees understand good safety practices, regulatory obligations, and the risks associated with their work. Integrated also seeks continuous improvement through regular review of its HSE programmes and practices, with the aim of preventing injuries, reducing occupational hazards, and strengthening environmental performance over time.



Kuwait's labor framework reinforces this focus through statutory protections on working hours, rest, leave, and end-of-service rights. For employers in demanding operating environments, legal compliance and worker welfare are closely connected.

Approved HSE policies and procedures are in place across the Company, and relevant ISO-aligned standards are followed in managing occupational health and safety matters. The Company's occupational health and safety management approach covers all permanent employees, all workplaces and sites, and all activities that may give rise to health or safety risk. This reflects the operational realities of the Company's heavy lifting, transport, logistics, port, and industrial activities, where disciplined site controls and workforce awareness are essential. Where operational changes materially affect relevant stakeholders, the Company provides notice on a reasonable case-by-case basis depending on the nature of the change and the circumstances involved.

## Employee Wellbeing & Benefits

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HC supports its full-time employees through a range of benefits that address everyday welfare and the practical realities of employment in the sector. During the reporting period, the Company provided:



### Food Support

KWD 66,230 | 735 Employees



### Air Ticket Reimbursement

KWD 22,751 | 228 Employees



### Accommodation & Transport Support

KWD 449,330 | 936 Employees

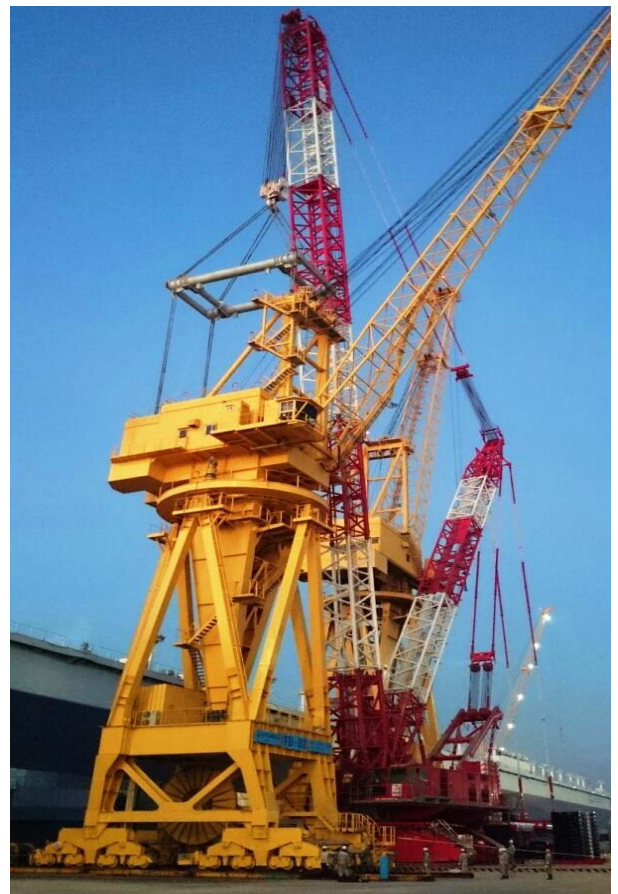


## Diversity, Inclusion & Workforce Structure

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The current workforce structure reflects the realities of the heavy industrial sector, where male representation remains overwhelmingly dominant and expatriate labor continues to form the operational backbone of many businesses. This creates both a responsibility and an opportunity for IHC.

The responsibility is to ensure fair treatment, safe conditions, and respectful working environments for all employees regardless of nationality or background. The opportunity is to gradually strengthen workforce diversity, expand local participation over time where feasible, and continue to improve workforce support and development systems.



While the Company's current female representation is limited, future progress in diversity and inclusion may depend less on headline gender numbers alone and more on the gradual development of more structured pathways in administration, support functions, early-career hiring, and selected operational roles.

The Company's remuneration approach is based on position, level, qualifications, experience, and required skill set. Compensation is therefore determined according to role-related and merit-based factors. No incidents of discrimination were recorded during the reporting period. The Company's workplace ethics and conduct framework requires fairness, dignity, respect, non-discrimination, and appropriate workplace behavior, and does not tolerate harassment, biased treatment, or unethical conduct.

Where operational changes materially affect relevant stakeholders, the Company provides notice on a reasonable case-by-case basis depending on the nature of the change and the circumstances involved. Moreover, the Company strictly prohibits child labour in any of its operations and facilities, and no operations or suppliers were identified as being at significant risk for incidents of child labour during the reporting period. More broadly, the Company's ethics and conduct expectations promote basic human rights awareness through respect, fairness, dignity, confidentiality, lawful conduct, and responsible treatment of people across the business and its relationships.



# Product, Service Responsibility, and Customer Privacy

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The Company seeks to deliver its services in a manner consistent with sustainability principles, including the use of eco-friendlier service delivery methods, fairer sourcing approaches, lower-carbon operating choices, and efforts to reduce water use where relevant. In an asset-intensive services business, this means integrating operational efficiency and responsible conduct into how services are planned and delivered.

No incidents of non-compliance concerning product and service information, labeling, or marketing communications were recorded during the reporting period. The Company supports this outcome through internal controls, regulatory compliance processes, employee awareness, and monitoring procedures designed to strengthen accuracy, fairness, and responsible business communication.

No substantiated complaints concerning breaches of customer privacy or losses of customer data were recorded during the reporting period. To mitigate data-related risk, the Company relies on data protection controls, incident response mechanisms, staff awareness, monitoring procedures, and data backup practices. These measures are reinforced by the Company's broader expectations around confidentiality, proper use of information, and compliance with applicable laws and internal rules.



# **Community Engagement**

As part of its social responsibility efforts in 2025, Integrated undertook a number of employee and community-focused activities aimed at strengthening preparedness, capability, and wellbeing. These included food services, training and hiring local graduates, and enabling local infrastructure.

Kuwait Vision 2035 seeks a more diversified, productive economy supported by stronger human capital and broader private sector participation. At the same time, Kuwait's labor market continues to show a significant concentration of Kuwaiti nationals in the public sector, while the private sector remains heavily reliant on expatriate workers.

Social sustainability at IHC beyond current workforce welfare. It is also about how the business can gradually support national development priorities by:

- creating more attractive and structured opportunities for Kuwaiti nationals over time
- strengthening technical and supervisory pathways
- aligning training and workforce development with local skills needs
- improving the long-term quality and resilience of employment in the private sector.



# 8. Appendices



# Detailed Framework Mapping Register

New Kuwait Vision 2035 Pillar	GRI 2021 Disclosure(s)	Corresponding Bursa Kuwait ESG Guideline Area	Corresponding UN SDG(s)	Detailed disclosure as mentioned / evidenced in the report	Report section / location in report
Dynamic Private Sector; Creative Human Capital; Sustainable Living Environment	GRI 2-1 Organizational details	General organizational profile; ESG reporting basis	SDG 8; SDG 9; SDG 12	Integrated Holding Company K.S.C.P. is described as a publicly traded entity listed on Bursa Kuwait (Premier Market), established in 2005, with market capitalization of US\$365 million, 1,067 employees, headquarters in East Ahmadi, Kuwait, and operations in Kuwait, Qatar, Saudi Arabia and Oman.	Overview / Organisational Snapshot / Key Figures / Operations
Dynamic Private Sector	GRI 2-2 Entities included in the organization's sustainability reporting	Reporting boundary and scope	SDG 8; SDG 12; SDG 16	The reporting boundary covers: (1) Integrated Logistics Company KSC, (2) Integrated Heavy Lift Company KSC, (3) Integrated Project Company KSC, and (4) Techno Service General Trading Company WLL.	About this Report – Reporting Boundary & Scope
Effective Government and Institutions; Dynamic Private Sector	GRI 2-3 Reporting period, frequency and contact point	Reporting basis / transparency / investor communication	SDG 16; SDG 17	The report covers 1 January 2025 to 31 December 2025; IHC states that sustainability performance will be disclosed annually; contact point listed as Pawan Kumar, Group Internal Auditor.	About this Report – Reporting Period & Frequency / Contact Information
Dynamic Private Sector	GRI 2-6 Activities, value chain and other business relationships	Business model; value chain; operational footprint	SDG 8; SDG 9; SDG 12	Core activities include equipment hiring and leasing, heavy lift services, port operations, heavy transportation (haulage), earth moving, rig move service, energy service, and shutdown operations. Appendix states upstream activities include procuring spare parts and consumables from local and international vendors, with suppliers selected after screening, and downstream delivery to local customers' sites.	Services Portfolio / Appendix – IFRS Disclosures (Business Model & Value Chain)
Creative Human Capital	GRI 2-7 Employees	Human capital profile	SDG 8; SDG 10	As of 31 December 2025, IHC employed 1,067 employees. By age: 201 under / around 30 years, 815 aged 30–50, and 51 above 50. The workforce is highly multinational; the largest groups reported are Indians (623) and Nepalis (406), while Kuwaitis number 8.	Social Priorities – Workforce Profile / ESG Highlights
Effective Government and Institutions	GRI 2-9 Governance structure and composition	Board structure and governance oversight	SDG 16	The report presents Board composition since 2024 and describes a Board of Directors with executive, non-executive, independent, and committee oversight roles. It reports 100% Board attendance across meetings.	Corporate Governance – Board Composition / Board Attendance
Effective Government and Institutions	GRI 2-10 Nomination and selection of the highest governance body	Board nomination / governance process	SDG 16	A dedicated Nomination Committee oversees a structured and transparent nomination and selection process intended to ensure appointment of qualified and competent individuals.	Corporate Governance – Nomination, Selection and Performance Evaluation of the Governance Body

# Detailed Framework Mapping Register

GRI 2021 Disclosure(s)	Corresponding Bursa Kuwait ESG Guideline Area	Corresponding UN SDG(s)	Detailed disclosure as mentioned / evidenced in the report	Report section / location in report
GRI 2-11 Chair of the highest governance body	Leadership / governance accountability	SDG 16	The report identifies the Chairman as Jassim Mustafa Boodai and includes a formal message from the Chairman, indicating separation of roles at the top governance level from executive management described elsewhere.	Message from the Chairman / Corporate Governance sections
GRI 2-12 Role of the highest governance body in overseeing the management of impacts	Board oversight of ESG / risk / disclosures	SDG 16	The Board provides strategic oversight of material impacts and reviews sustainability-related disclosures; the Audit and Risk Committee supports review of the adequacy and effectiveness of the risk management framework and significant risk areas.	ESG Strategy, Risk Management and Climate Resilience / Corporate Governance
GRI 2-13 Delegation of responsibility for managing impacts	Management accountability / delegation of authority	SDG 16	Day-to-day responsibility is delegated to the Chief Executive Officer and executive management through approved organisational structures, delegation of authority matrices, and internal policies.	Corporate Governance – Delegation of Responsibility and Management Accountability
GRI 2-14 Role of the highest governance body in sustainability reporting	ESG reporting governance / board review	SDG 16	The Board reviews and approves sustainability disclosures to ensure reporting is accurate, balanced, and aligned with strategy, risk management, and broader corporate responsibility commitments.	Corporate Governance – Board role / ESG Strategy section
GRI 2-15 Conflicts of interest	Ethics / governance / conduct controls	SDG 16	No instances of conflicts of interest involving Board members were reported during the period; this area is managed through the Conflict of Interest Policy and related governance controls.	Corporate Governance – Ethics, Integrity and Responsible Business Conduct
GRI 2-16 Communication of critical concerns	Whistleblowing / grievance and escalation channels	SDG 16	Internal channels include a whistleblowing mechanism, dedicated reporting email, and direct access to senior management and the Audit Committee. External channels include website contact section, investor relations contact, and customer service platforms.	Materiality Assessment – Communication of Critical Concerns / Corporate Governance
GRI 2-18 Evaluation of the performance of the highest governance body	Board effectiveness review	SDG 16	The effectiveness of the governance body is evaluated periodically, covering oversight effectiveness, strategic guidance, committee performance, individual contribution, independence, and adherence to governance standards.	Corporate Governance – Nomination, Selection and Performance Evaluation
GRI 2-19 Remuneration policies; GRI 2-20 Process to determine remuneration	Board / executive remuneration and committee process	SDG 16	The remuneration structure may include fixed annual salary, directors' fees, variable benefits, annual bonus payments, share-based incentives, and end-of-service arrangements. Executive remuneration is reviewed by the relevant committee process; non-executive director remuneration is determined by the Board. Appendix states ESG-linked pay: No.	Corporate Governance – Board Remuneration / Appendix – IFRS Governance

# Detailed Framework Mapping Register

GRI 2021 Disclosure(s)	Corresponding Bursa Kuwait ESG Guideline Area	Corresponding UN SDG(s)	Detailed disclosure as mentioned / evidenced in the report	Report section / location in report
GRI 2-23 Policy commitments; GRI 2-24 Embedding policy commitments	ESG policies, HSE, anti-bribery, code of conduct, environmental management	SDG 8; SDG 12; SDG 16	The report refers to the HSE Policy Manual, HR Policy, Corporate Governance Policies, Risk Management Policy, Anti-Bribery and Corruption Policy, Conflict of Interest procedures, Workplace Ethics Policy, Code of Conduct, and ISO-aligned environmental and safety management practices.	Material Topics tables / Corporate Governance / Environmental Performance / Social Priorities
GRI 2-27 Compliance with laws and regulations	Compliance and legal / governance integrity	SDG 16	The report states there were no significant instances of non-compliance with laws and regulations during the reporting period, no fines, and no non-monetary sanctions.	ESG Highlights / Corporate Governance – Ethics, Integrity and Responsible Business Conduct
GRI 2-28 Membership associations	Memberships, certifications and affiliations	SDG 8; SDG 9; SDG 17	The company reports LEEA membership and references ISO 9001:2015, ISO 14001:2015, and ISO 45001 / OHSAS-related certifications as part of its professional and management-system credentials.	Timeline / Recognition, Certifications & Affiliations / Vice Chairman message
GRI 2-29 Approach to stakeholder engagement	Stakeholder engagement and materiality inputs	SDG 8; SDG 16; SDG 17	Principal stakeholder groups include shareholders, employees, customers, suppliers, regulators such as the Capital Markets Authority, lenders, business partners, and local communities. Engagement channels include meetings, surveys, emails, annual and quarterly disclosures, investor relations activities, compliance reporting, and operational feedback mechanisms.	Materiality Assessment – Stakeholder Engagement Approach
GRI 3-1 Process to determine material / topics	Materiality process / ESG prioritization	SDG 8; SDG 12; SDG 13; SDG 16	The materiality assessment uses four stages: (1) context setting and universe of topics, (2) stakeholder input and internal review, (3) assessment of significance using impact significance and strategic/financial relevance, and (4) prioritisation and validation. Internal risk mapping and communication channels are stated as inputs.	Materiality Assessment – Methodology / Use of Internal Risk Inputs
GRI 3-2 List of material topics	Material topics register	SDG 6; SDG 8; SDG 12; SDG 13; SDG 16	The report identifies material topics under Environment (waste management, water usage, climate and environmental stewardship), Social (employee health and safety, employee training and development, community trust and engagement), and Governance (corporate governance, risk management, ethics and compliance).	Materiality Assessment – Determination / List of Material Topics
GRI 3-3 Management of material topics	Management approach to material ESG topics	SDG 6; SDG 8; SDG 12; SDG 13; SDG 16	For each material topic, the report provides why it is material, potential impact on operations, current management approach, and policy/framework reference. Examples include waste segregation and disposal controls, conservation and monitoring practices, HSE management and training, governance framework and committee structures, and whistleblowing/internal controls.	Materiality Assessment – List of Material Topics tables

# Detailed Framework Mapping Register

GRI 2021 Disclosure(s)	Corresponding Bursa Kuwait ESG Guideline Area	Corresponding UN SDG(s)	Detailed disclosure as mentioned / evidenced in the report	Report section / location in report
GRI 302-1 Energy consumption within the organization	Energy use / environmental performance / resource efficiency	SDG 7; SDG 12; SDG 13	In 2025, the Company recorded diesel consumption of 4,387,101 litres. The report states that energy use is a material environmental aspect because services depend heavily on mobile, fuel-powered equipment and transportation assets. Fuel use is identified as a key environmental hotspot and future management priority.	Environmental Performance – Energy Use and Operational Footprint / ESG Highlights
GRI 303-5 Water consumption	Water management / resource stewardship	SDG 6; SDG 12	Water stewardship is described as an operational discipline issue. The report states that water may be used in cleaning, maintenance, facility operations, and site activities. Water consumption reported for the period is 24,583,925 gallons.	Environmental Performance – Water Stewardship / ESG Highlights
GRI 306-1 Waste generation and significant waste-related impacts; GRI 306-2 Management of significant waste-related impacts	Waste management / pollution prevention / operational controls	SDG 12; SDG 13	Waste is a material environmental topic. Reported waste streams include used oils, lubricants, grease containers, filters, metal scrap, packaging, tires, batteries, e-waste, and general operational waste. Current response is based on waste segregation, secure storage, inventorying, consideration of reuse/refurbishment/redeployment, and disposal through authorized vendors.	Environmental Performance – Waste Management / ESG Highlights / Material Topics
GRI 305-5 Reduction of GHG emissions (narrative alignment only, not a quantified GHG disclosure)	Climate / fleet efficiency / lower-emission transition	SDG 13	The report narrates that eco-efficient equipment, fewer and more efficient lifts, fuel optimization, preventive maintenance, route planning, idling reduction, and asset modernization are practical levers for reducing environmental intensity and client-side carbon intensity, but it does not provide quantified GHG emissions.	Vice Chairman message / Environmental Performance – Eco-Efficient Equipment and Fleet Responsibility
GRI 201-2 Financial implications and other risks and opportunities due to climate change (topic-standard alignment by subject matter)	Climate risk and resilience	SDG 13; SDG 9	Climate-related risks are described as physical risks (heat stress, site disruption, logistics challenges, asset performance pressures), transition risks (lower-emission expectations, stronger disclosures, fuel efficiency), cost and efficiency risks, and market opportunities. Appendix states physical risks: Heat risk – Medium; Flood – Low; transition risks: policy – emission standards, market – customer shifts, technology – digital efficiency.	Environmental Performance – Climate Change and Environmental Risk / Appendix – IFRS Climate Risks

# Detailed Framework Mapping Register

GRI 2021 Disclosure(s)	Corresponding Boursa Kuwait ESG Guideline Area	Corresponding UN SDG(s)	Detailed disclosure as mentioned / evidenced in the report	Report section / location in report
GRI 308-1 New suppliers that were screened using environmental criteria	Supply chain ESG / supplier due diligence / procurement	SDG 8; SDG 12	During the reporting period, 36 new suppliers were onboarded: 21 local and 15 foreign. Environmental and social screening was conducted for a portion of newly onboarded suppliers, with 5 local suppliers screened against relevant environmental and social criteria.	Environmental Performance – Supplier Screening and Responsible Procurement
GRI 401-1 New employee hires and employee turnover	Employment / workforce continuity / human capital	SDG 8	During the reporting period, IHC hired 295 new male employees and no new female employees. By age, new hires were 90 in the younger age band, 204 in the 30–50 category, and 1 above 50. Turnover was concentrated primarily in the 30–50 category.	Social Priorities – Hiring, Turnover & Workforce Continuity
GRI 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee welfare / social protection	SDG 1; SDG 3; SDG 8	The report lists employee welfare benefits including food support of KWD 66,230 for 735 employees, air ticket reimbursement of KWD 22,751 for 228 employees, and accommodation & transport support of KWD 449,330 for 936 employees.	Social Priorities – Employee Wellbeing & Benefits
GRI 403-1 Occupational health and safety management system; GRI 403-2 Hazard identification, risk assessment, and incident investigation; GRI 403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Health and safety management / HSE systems	SDG 3; SDG 8	Health and safety is described as a cornerstone of the social chapter. The occupational health and safety management approach covers all permanent employees, all workplaces and sites, and all activities that may give rise to health or safety risk. Approved HSE policies and procedures are in place; ISO-aligned standards are followed; management, supervisors, and employees have defined responsibilities to stop unsafe acts and report unsafe conditions.	Social Priorities – Health, Safety & Social Protection / ESG Highlights

# Detailed Framework Mapping Register

GRI 2021 Disclosure(s)	Corresponding Bursa Kuwait ESG Guideline Area	Corresponding UN SDG(s)	Detailed disclosure as mentioned / evidenced in the report	Report section / location in report
GRI 403-5 Worker training on occupational health and safety	HSE training and awareness	SDG 3; SDG 8	The report describes regular safety-led training including heat stress, work at height, H2S awareness, defensive driving, fire extinguishers, load securing, suspended loads, incident analysis, dump truck safety, heavy equipment safety, lifting & shifting, and safe welding.	Social Priorities – Building Skills & Operational Capability / Health, Safety & Social Protection / Appendix – List of Training Activities
GRI 404-1 Average hours of training per employee; GRI 404-2 Programs for upgrading employee skills and transition assistance	Training and development / capability building	SDG 4; SDG 8	Across listed programs, the company recorded 2,626 training attendances and approximately 4,138 participant-hours of training. Programs covered induction, trade training, awareness safety / SWP, blind spots, defensive driving, H2S awareness, heat stress / work at height, heavy equipment safety, Liebherr crane theory / operation / maintenance / troubleshooting, lifting & shifting, mechanical loads, and other operational safety topics.	Social Priorities – Building Skills & Operational Capability / Appendix – List of Training Activities
GRI 404-3 Percentage of employees receiving regular performance and career development reviews	Performance development / talent management	SDG 8	The report states that performance and career development reviews were conducted for a portion of the workforce, with coverage ranging from 25% to 45% during the reporting period.	Social Priorities – Health, Safety & Social Protection
GRI 405-1 Diversity of governance bodies and employees	Diversity and inclusion / workforce composition	SDG 5; SDG 8; SDG 10	The workforce remains overwhelmingly male and expatriate-led. The report notes that female representation is limited, that 295 new hires were male and 0 female in 2025, and that future diversity progress may depend on structured pathways in administration, support functions, early-career hiring, and selected operational roles.	Social Priorities – Workforce Profile / Diversity, Inclusion & Workforce Structure
GRI 406-1 Incidents of discrimination and corrective actions taken	Workplace ethics / equal opportunity	SDG 5; SDG 8; SDG 10; SDG 16	The report states that no incidents of discrimination were recorded during the reporting period and that the workplace ethics and conduct framework requires fairness, dignity, respect, non-discrimination, and appropriate workplace behavior.	Social Priorities – Diversity, Inclusion & Workforce Structure

# Detailed Framework Mapping Register

GRI 2021 Disclosure(s)	Corresponding Bursa Kuwait ESG Guideline Area	Corresponding UN SDG(s)	Detailed disclosure as mentioned / evidenced in the report	Report section / location in report
GRI 408-1 Operations and suppliers at significant risk for incidents of child labor	Human rights / labor standards / supply chain conduct	SDG 8; SDG 16	The report states that child labour is strictly prohibited and no operations or suppliers were identified as being at significant risk for incidents of child labour during the reporting period.	Social Priorities – Diversity, Inclusion & Workforce Structure
GRI 413-1 Operations with local community engagement, impact assessments, and development programs	Community engagement / social license to operate	SDG 8; SDG 11; SDG 17	Community trust and engagement is identified as a material topic. The report references community clean-up and environmental awareness activities, collaboration with local environmental organisations where appropriate, food services, training and hiring local graduates, and enabling local infrastructure.	Material Topics / Environmental Performance – Tying Environmental Performance with Social Priorities / Social Priorities – Community Engagement
GRI 205-2 Communication and training about anti-corruption policies and procedures; GRI 205-3 Confirmed incidents of corruption and actions taken	Business ethics / anti-bribery and corruption	SDG 16	The company applies a zero-tolerance approach to bribery and corruption. Board members and executive management are stated to have knowledge of anti-corruption policies and procedures; anti-corruption training has been communicated to senior levels and managers. No confirmed incidents of corruption were reported during the period.	Corporate Governance – Anti-Corruption & Fair Competition / ESG Highlights
GRI 206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Fair competition / governance compliance	SDG 16	The report states that no legal actions were reported in relation to anti-competitive behavior, anti-trust, or monopoly practices during the reporting period.	Corporate Governance – Ethics, Integrity and Responsible Business Conduct / Governance & Risk Linkage
GRI 418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Data privacy / customer trust / cybersecurity	SDG 9; SDG 16	No substantiated complaints concerning breaches of customer privacy or losses of customer data were recorded during the reporting period. The report cites data protection controls, incident response mechanisms, staff awareness, monitoring procedures, and data backup practices.	Social Priorities – Product, Service Responsibility, and Customer Privacy

# Detailed Framework Mapping Register

GRI 2021 Disclosure(s)	Corresponding Bursa Kuwait ESG Guideline Area	Corresponding UN SDG(s)	Detailed disclosure as mentioned / evidenced in the report	Report section / location in report
<p>GRI 417-3 Incidents of non-compliance concerning marketing communications; GRI 416-2 Incidents of non-compliance concerning the health and safety impacts of products and services</p>	<p>Product responsibility / customer relations / compliance</p>	<p>SDG 12; SDG 16</p>	<p>No incidents of non-compliance concerning product and service information, labeling, or marketing communications were recorded during the reporting period. The report links this to internal controls, regulatory compliance processes, employee awareness, and monitoring procedures.</p>	<p>Social Priorities – Product, Service Responsibility, and Customer Privacy</p>
<p>GRI 2-6 / GRI 2-12 / GRI 3-3 (risk-governance linkage relevant to material topics)</p>	<p>Enterprise risk management and oversight</p>	<p>SDG 16</p>	<p>As of 31 December 2025, the enterprise risk register covered 51 risks across major functions: residual profile of 6 high risks, 41 moderate risks, and 4 low risks, with no severe risks. Categories shown include Strategic &amp; Governance (9), Finance &amp; Treasury (10), HSE (5), IT (5), Human Resources (7), Sales &amp; Marketing (5), Operations (6), Compliance &amp; Legal (4).</p>	<p>ESG Strategy, Risk Management and Climate Resilience / Governance Priorities, Targets and Metrics</p>

# IFRS Disclosures

ENTITY, REPORTING & BASIS OF PREPARATION (IFRS S1)			
Section	Data Point	Response	IFRS Ref
Reporting Entity	Legal entity name	Integrated Holding Company KSCP	IFRS S1.20
Reporting Entity	Subsidiaries included	(1) Integrated Logistics Company KSC (2) Integrated Heavy Lift Company KSC (3) Integrated Project Company KSC (4) Techno Service General Trading Company WLL	IFRS S1.20
Reporting Period	Reporting period start	1st January 2025	IFRS S1.22
Reporting Period	Reporting period end	31st December, 2025	IFRS S1.22
Compliance	Statement of compliance	Yes	IFRS S1.72
Currency	Presentation currency	KWD	IFRS S1.24
Boundary	Organisational boundary	Equity Share	IFRS S1.20
Boundary	Operational boundary	1) Equipment Hiring & leasing 2) Heavy lift services 3) Port operations 4) Heavy Transportation (Haulage) 5) Earth moving 6) Rig move service 7) Energy service 8) Shutdown operations	IFRS S2.9
Judgements	Key sustainability judgements	1) Stake holder priorities 2) Risk likelihood & impact 3) Data availability	IFRS S1.74
Uncertainty	Measurement uncertainty	1) Data Gaps 2) Future oriented assumptions 3) Financial impact estimations	IFRS S1.77

GOVERNANCE (IFRS S1 & S2)			
Section	Data Point	Response	IFRS Ref
Board Oversight	Board responsibility	By way of Governance, Strategies & accountability	IFRS S1.26
Committees	Sustainability committee	The Audit committee / Risk committee review sustainability exceptions if any.	IFRS S1.27
Management Roles	Executive accountability	Joseph Fernands, GCFO	IFRS S2.6
Frequency	Board review frequency	Quarterly	IFRS S1.27
Skills	Board ESG competence	Yes. Knowledge, Skills, experience & oversight capabilities to govern ESG matters.	IFRS S1.29
Remuneration	ESG-linked pay	No	IFRS S2.6

# IFRS Disclosures

STRATEGY & BUSINESS MODEL IMPACTS (IFRS S1 & S2)			
Section	Data Point	Response	IFRS Ref
Business Model	Core activities	<ol style="list-style-type: none"> <li>1) Equipment Hiring &amp; leasing</li> <li>2) Heavy lift services</li> <li>3) Port operations</li> <li>4) Heavy Transportation (Haulage)</li> <li>5) Earth moving</li> <li>6) Rig move service</li> <li>7) Energy service</li> <li>8) Shutdown operations</li> </ol>	IFRS S1.32
Value Chain	Upstream activities	<ol style="list-style-type: none"> <li>1) Procuring spare parts, consumables from local &amp; international vendors.</li> <li>2) Suppliers are selected after screening.</li> <li>3) Logistics - Own / Hired / courier services.</li> <li>4) Well controlled practices are in place.</li> </ol>	IFRS S1.33
Value Chain	Downstream activities	<p>Customers - Local Delivery - Customers' sites</p>	IFRS S1.33
Risks	Sustainability risks	<ol style="list-style-type: none"> <li>1) Health &amp; Safety</li> <li>2) Employees turnover</li> <li>3) Internal controls, if any</li> <li>4) Regulatory non-compliance, if any</li> <li>5) Data Privacy &amp; cyber security</li> </ol>	IFRS S1.35
Opportunities	Sustainability opportunities	<ol style="list-style-type: none"> <li>1) Enter markets with strong ESG domain</li> <li>2) Energy efficiency</li> <li>3) Waste reduction / efficiency</li> </ol>	IFRS S1.36
Time Horizons	Short/medium/long term	<ol style="list-style-type: none"> <li>1) Short - Focus on day-to-day operations</li> <li>2) Medium - Focus on equipments efficiency</li> <li>3) Long - Managing future environmental / social risks</li> </ol>	IFRS S1.38
Financial Impact	Financial effects	<ol style="list-style-type: none"> <li>1) Revenue - Gains new environmentally conscious customers</li> <li>2) Costs - Reduced energy / wastes</li> <li>3) Assets - Upgraded machineries</li> </ol>	IFRS S1.38

# IFRS Disclosures

CLIMATE RISKS & SCENARIO ANALYSIS (IFRS S2)			
Section	Data Point	Response	IFRS Ref
Climate Risks	Physical risks	Heat risk - Medium Flood - Low	IFRS S2.14
Climate Risks	Transition risks	Policy - Emission standards Market - Customers shifts Tech - Digital efficiency	IFRS S2.14
Opportunities	Climate opportunities	Energy - Reduce fossil fuel dependency Efficiency - Waste reduction Finance - New revenue streams	IFRS S2.15
Scenario Use	Scenario analysis	No	IFRS S2.22
Resilience	Strategy resilience	No	IFRS S2.22
Carbon Pricing	Internal carbon price	No	IFRS S2.23

RISK MANAGEMENT (IFRS S1 & S2)			
Section	Data Point	Response	IFRS Ref
ERM	Risk identification	Existing practices monitor ESG related risks within organization, if any.	IFRS S1.40
Integration	ERM integration	Yes	IFRS S2.25
Assessment	Risk prioritisation	Checked against operational / financial implications.	IFRS S1.41
Monitoring	Risk monitoring	Quarterly	IFRS S1.42

CAPITAL EXPENDITURE & FINANCIAL LINKAGES (IFRS S1 & S2)					
Section	Data Point Required	Description	Unit	Response	IFRS Ref
CapEx	Climate-related CapEx	Investments in mitigation	KWD	KD 82425 (Purchase of Electric Forklifts)	IFRS S2.29
OpEx	Climate-related OpEx	Ongoing costs	KWD	-	IFRS S2.29
Provisions	Climate provisions	Asset retirement, etc.	KWD	-	IFRS S1.21
Asset Life	Asset useful life changes	Climate-driven changes	Years	-	IFRS S1.21

Asset No	Asset Description	Capitalization No	Capitalization Date	Cost
3383	Forklift 2.5 Ton (Electric) - Toyota 8F	ILKAC-00018-25	31/03/2025	11775
3384	Forklift 2.5 Ton (Electric) - Toyota 8FB	ILKAC-00019-25	31/03/2025	11775
3385	Forklift 2.5 Ton (Electric) - Toyota 8F	ILKAC-00020-25	31/03/2025	11775
3386	Forklift 2.5 Ton (Electric) - Toyota 8F	ILKAC-00021-25	31/03/2025	11775
3387	Forklift 2.5 Ton (Electric) - Toyota 8F	ILKAC-00022-25	31/03/2025	11775
3388	Forklift 2.5 Ton (Electric) - Toyota 8F	ILKAC-00023-25	31/03/2025	11775
3389	Forklift 2.5 Ton (Electric) - Toyota 8F	ILKAC-00024-25	31/03/2025	11775
	<b>Total</b>			<b>82425</b>

# List of Training Activities

TRAINING PROGRAMS IN THE REPORTING PERIOD			
Sr	Training Program	Number of Employees	Number of Hours of Trainings Provided Per Employee
1	Employee Trade Training	28	12
2	New Joinee Induction	301	1
3	Awareness Safety / SWP	22	1.5
4	Blind Spots	195	1
5	Defensive Driving	62	1
6	Defensive Driving / Speed Limits / BBS	11	1.5
7	Driving / Raining season	199	1
8	Dump Truck safety	30	1
9	Equate SD safety	56	1
10	H2S Awareness	193	1
11	Heat Stress / Work at Height	73	1.5
12	Heavy Equipment Safety	192	1
13	Liebherr crane theory, operation, maintenance, troubleshooting	12	75
14	Lifting & Shifting	194	1
15	Mechanical Loads	196	1
16	Reversing Policy / Parking Safety	13	1
17	Safe Welding / Cylinders	7	1
18	Safe Working Procedures	66	1
19	Safe Working Procedures / Work at height	13	1
20	SWP	22	1
21	SWP / Crane safety	10	1
22	SWP / Depot Rules / Defensive Driving	7	2
23	SWP / Equate Regulations	313	1.5
24	SWP / Fleet and Sling Inspection	13	1.5
25	SWP / General	7	1.5
26	SWP / Incident Analysis	32	1.5
27	SWP / Incident Analysis / Suspended Loads	14	1.5
28	SWP / Lessons Learnt	15	1.5
29	SWP / Lifting safety	31	1.5
30	SWP / Load Securing	10	1.5
31	SWP / Safety Culture / Site rules	38	1.5
32	SWP / Suspended Loads	24	1.5
33	SWP / Work at Height	15	1.5
34	Use Of Fire Extinguishers	199	1
35	Welding Safety	13	1



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