



# **SUSTAINABILITY REPORT**

**RAK PROPERTIES PJSC**

**YEAR 2025**



### Reporting Scope

This Sustainability Report presents a comprehensive overview of the organization's activities, initiatives, and programs for the reporting period from January 1 to December 31, 2025. Where relevant, it includes historical data and references from previous years to provide context for the organization's sustainability journey and illustrate progress over time.

### Assurance

The annual ESG report has not been subjected to independent third-party assurance for this reporting cycle. Nonetheless, RAK Properties has applied rigorous internal review and validation processes to compile, analyse, and cross-check the underlying data to help ensure the accuracy and reliability of the information presented in this report.

### Reporting Boundary

The reporting boundary of this Sustainability Report encompasses all operations, activities, and entities over which the organization has direct control during the reporting period from January 1 to December 31, 2025. Where applicable, the report also references data and examples from previous years and related entities to ensure a complete and contextual understanding of the organization's sustainability performance and progress

### Intended Audience

This ESG Report is primarily intended for investors, shareholders, and regulatory bodies such as the Abu Dhabi Securities Exchange (ADX) and Securities and Commodities Authority (SCA). It also addresses our employees and contractors, providing transparency on occupational health, safety, and human capital development initiatives. Additionally, customers, tenants, suppliers, local communities, and government stakeholders can use this report to understand our ESG programs and performance

### Reporting Guidelines

This Sustainability Report has been prepared to meet the ESG disclosure requirements of the Abu Dhabi Securities Exchange (ADX) for listed companies and to align with the Global Reporting Initiative (GRI) Standards and the United Nations Sustainable Development Goals (UN SDGs), as well as relevant UAE Securities and Commodities Authority (SCA) guidelines

### Inquiries about this Report

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## LEADING WITH PURPOSE: A MESSAGE FROM OUR CEO

As a master developer occupying a position of prominence in the Emirate of Ras Al Khaimah, we take our responsibility for building enduring communities seriously. We celebrated 20 years of operations in 2025, and moving into our third decade, we approach the future with a strong sense of optimism, but also the acute awareness that we need to do more to protect our natural environment and integrate sustainability throughout our entire value chain.

In shaping and expanding the built environment within one of the UAE's most naturally rich destinations, the imperative to build in sympathy with, rather than in opposition to, our surroundings becomes ever more acute. As a result, ESG discussion, and crucially, action, occupies more executive time than before – and rightly so. As a listed company, as a place maker with purpose, as a steward of the land and sea, and as a provider of homes and employment to many, it is our responsibility to make sustainability an integral component of how we plan, invest, and operate.

The continued reporting of our sustainability efforts is representative of an ongoing journey at RAK Properties. This is a journey that compels us to bring along with us our contracting partners, consultants, investors, operators, customers, and colleagues. As 2026 progresses, we shall take strides to embed ESG considerations into all aspects of our business, but in a more deliberate, structured manner.

In doing so, we shall aim to align ourselves more progressively with the principles of integrated reporting that recognise the need for consistent, actionable, transparent disclosure. Through this, we will not only showcase our role in the promotion and enhancement of sustainable development in the Emirate of Ras Al Khaimah, but also our role as a listed company on the Abu Dhabi Securities Exchange.

The UAE real estate sector continues to evolve amid ongoing structural changes. Expectations from all stakeholder groups are evolving fast; governance, purpose, social impact, and long-term resilience have never been as high on the corporate agenda as they are today. This drives us to be more disciplined, more risk-aware, and more purposeful.

Our commitment to the protection of our 2,000,000 sqm of mangroves, flamingo and turtle populations, and vast array of other flora and fauna, underscores the sustainability foundations already present in our business and operating model. We continue to prioritise long-term thinking throughout our planning and delivery processes, strengthening our governance systems, creating integrated communities, better managing resource usage, and encouraging greater levels of accountability.

Alongside this, we recognise the nascent nature of our sustainability approach, and whilst this report outlines current practices, areas of focus, and rudimentary scoring systems, we need to be vigilant in our efforts to strengthen sustainability governance, improve data consistency and quality, and develop and embed better processes. As our efforts mature, so does our optimism that we are making a positive difference to our surroundings and communities.

Looking ahead, and in summary, I urge you to read this report in the spirit with which it has been drafted, one of continuation rather than conclusion. We have a long way to go, and working closely with all of our partners and stakeholders, we remain committed to contributing positively to the ongoing development of our business and also the wider Emirate of Ras Al Khaimah.

Sameh Al Muhtadi,

Chief Executive Officer



LEADERSHIP PERSPECTIVE ON SUSTAINABILITY



Shadi Al Azzeh,  
COO

Climate and sustainability are central to RAK Properties' long-term business strategy, driving innovation, risk mitigation, and value creation as we align with Ras Al Khaimah's Energy Efficiency Strategy 2040 and UAE net-zero goals. We embed ESG principles into every project phase, from master planning to operations, ensuring resilience against climate risks while capturing market premiums for green developments like Mina Al Arab. Our approach differentiates us from other UAE developers through deep integration with RAK's sustainability leadership, including mangrove preservation, treated effluent irrigation, walkable communities, and biodiversity focus, beyond typical green certifications.

Climate-risk assessments for flooding, sea-level rise, and heat stress are now mandatory in project selection, master planning, and design approvals, guiding resilient infrastructure like elevated structures and passive cooling. Key steps to reduce our carbon footprint include energy-efficient retrofits, EV charging facilities, wastewater recycling, carbon sequestration through diversified softscape, and Scope 1/2 emissions tracking, supporting RAK's 2040 decarbonization targets. While challenges persist in the built environment's high emissions baseline and supply chain decarbonization, opportunities abound in low-carbon technologies, regenerative design, and establishing RAK Properties as a regional sustainability benchmark.

Accountability is reinforced through executive-level ESG oversight, materiality assessments tying sustainability KPIs to performance reviews, cross-departmental targets, and transparent reporting that highlights contributions from teams like Facilities and Community Management.



Rahul Jogani,  
CFO

Sustainability plays a pivotal role in our long-term business strategy, particularly in funding and capital allocation decisions. As stakeholders increasingly prioritize ESG factors for debt and equity investments, our commitment to sustainability enhances access to capital, fosters partnerships with like-minded investors, and builds investor confidence. This approach not only offers potential cost advantages over traditional financing, potentially lowering our cost of capital, but also drives operational efficiencies and protects asset values, enabling us to build a cost-effective, optimized portfolio that delivers enhanced value to shareholders.

The 2023 UAE storms and floods underscored the financial risks of climate vulnerabilities in real estate, highlighting the need for climate-resilient developments to avoid losses and claims. We are embedding ESG into our core processes and strategies to unlock green financing opportunities from banks and investment institutions, with dedicated opex and capex budgetary allocations for sustainable practices. We have also strengthened our corporate insurance framework to mitigate climate-related exposures, ensuring resilience and alignment with UAE's forward-looking sustainability goals.

Climate resilience ranks as a top priority at RAK Properties and is a cornerstone of our governance framework. Our legal team ensures compliance with UAE climate regulations, including Federal Decree-Law No. (11) of 2024 on emissions reporting. We also proactively identify risks related to climate change, monitor evolving regulatory requirements, and update agreements to safeguard our operations.

We adhere to UAE and global standards through staff training, policy reviews, and robust contractual frameworks, helping ensure that our developments remain compliant and resilient throughout their lifecycle. Design features such as elevated structures and intelligent, climate-responsive solutions exemplify this approach, turning regulatory and climate-related challenges into long-term competitive strengths.



Fayez Khouri,  
Sr. Director- Legal

## KEY ESG HIGHLIGHTS

### 2025 ESG highlights

RAK Properties remains dedicated to fostering sustainable growth by integrating robust Environmental, Social, and Governance (ESG) practices that deliver long-term value for all stakeholders. The following are the key sustainability highlights for the year:

#### Environmental Stewardship:

- 100% of all building sewage water in Mina is treated and recycled for reuse
- Zero potable water use for more than 95% of landscape irrigation across the portfolio

#### ESG Leadership

- Strong ESG Score of 46/100 (industry average 29) in the S&P Global Corporate Sustainability Assessment in 2025 reflects our strategic focus

#### Sustainability Design Guidelines:

- In-house Sustainability Design Guidelines for new development projects are tailored to ensure full integration of green building and health and wellbeing considerations

#### Continuous Learning Culture:

- Averaging 12.6 Training Hours Per Employee

#### Consistent Employee Contentment:

- 93% Satisfaction Rate in 2025

#### Emiratization Milestone:

- Surpassed 21.9% in 2025



## ABOUT RAK PROPERTIES

### COMPANY PROFILE & OVERVIEW

Established in 2005 under the visionary leadership of H.H. Sheikh Saud Bin Saqr Al Qasimi, RAK Properties has emerged as the foremost real estate developer in the Northern Emirate of Ras Al Khaimah. Since its inception, the company has been instrumental in driving the Emirate's urban transformation, shaping its skyline, enriching its communities, and contributing to its sustainable economic growth.

Guided by a steadfast commitment to quality, innovation, and long-term value creation, RAK Properties develops contemporary, well-planned communities that meet the evolving needs of residents, businesses, and visitors. Its diverse portfolio includes residential, commercial, hospitality, and mixed-use developments that collectively enhance liveability, strengthen community engagement, and support Ras Al Khaimah's vision for sustainable development and prosperity.

### BUSINESS ACTIVITIES

RAK Properties operates across multiple facets of the real estate value chain. Its business spans the management of standing investments, ensuring long-term asset performance and value optimization; the development of projects, from master planning and design through construction and delivery; and a suite of real estate services that support leasing, sales, property management, and customer experience. Together, these integrated capabilities allow RAK Properties to create, manage, and grow sustainable, high-quality developments while responding effectively to market demand and long-term strategic objectives.

### A LEGACY OF EXCELLENCE OVER 20 YEARS

For nearly two decades, RAK Properties has established itself as a leading force in both residential and commercial real estate. Its developments are widely recognized for distinctive architecture, sustainable design principles, and uncompromising construction quality. Among the company's defining milestones are Julphar Towers, an iconic landmark on Ras Al Khaimah's skyline, and Mina, a visionary waterfront community that redefined coastal living in the Emirate. Mina is home to premium residential offerings alongside world-class hospitality destinations, including the InterContinental Resort & Spa and the Anantara Resort. Together, these developments have played a meaningful role in shaping Ras Al Khaimah's contemporary identity, reinforcing RAK Properties' reputation as a trusted, forward-looking developer with a lasting impact on the Emirate's urban landscape.

### STRATEGIC OPERATIONS

RAK Properties operates from two headquarters strategically positioned in Ras Al Khaimah:

- Corporate Headquarters: Located on the 40<sup>th</sup> and 41<sup>st</sup> floors of Julphar Towers, it manages overarching company operations.

- Mina Headquarters: An on-site office overseeing activities in the Mina area.

Together, these offices support a dynamic workforce of 292 full-time professionals, committed to driving the company's continued growth and success.

### COMPANY'S VISION, MISSION, AND VALUES

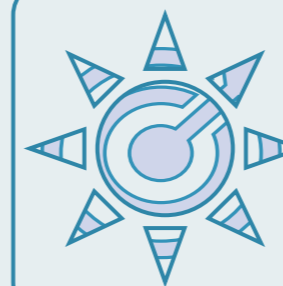
At RAK Properties, we are committed to staying ahead of the curve in the dynamic real estate development sector by continuously integrating the latest technological advancements. Our focus on information technology systems and operational automation allows us to enhance project efficiency, improve customer service, and maintain our position as agile and future-oriented developers.

Our key technological initiatives include Innovative developments, Customer Relationship Management Systems, Project Management Software, Operational Automation, and Sustainability-Driven Technologies.



#### VISION

To be a global company that generates long-term value by creating sustainable and successful lifestyle developments where people aspire to live, work, and enjoy.



#### MISSION

Leading and developing the real estate and tourism infrastructure in Ras Al Khaimah, RAK Properties aims to attract reputable foreign investors to launch state-of-the-art projects, including luxury hotels, resorts, and shopping malls. In doing so, RAK Properties acts as a catalyst for a dynamic real estate market in Ras Al Khaimah and the UAE in general.

#### VALUES

At RAK Properties, our values guide every decision and action, ensuring we remain a trusted and respected leader in the real estate sector.



## RAK PROPERTIES PORTFOLIO OVERVIEW

Over the past 20 years, RAK Properties has solidified its position as the leading real estate developer in Ras Al Khaimah. Our diverse portfolio spans five key verticals, each contributing to the growth and development of the region: (a) Destination, (b) Residential, (c) Commercial, (d) Retail, and (e) Partner Hospitality.

### Destination

- Mina, Ras Al Khaimah, UAE
- Julphar Towers, Ras Al Khaimah, UAE
- Julphar Residence, Abu Dhabi, UAE

### Residential

- Marbella Villas I & II
- Malibu Villas
- Bermuda Villas
- Flamingo Villas I & II
- Granada Villas I & II
- Gateway Residences I & II
- Bay Views
- Cape Hayat
- Quattro Del Mar
- Bay Residence
- EDGE
- Lagoon Views
- Julphar Residential Tower, RAK
- Julhar Residence ADH

### Commercial

- Julphar Office Tower, RAK

### Retail

- Lagoon Marina
- Angel Bay
- Lagoon Walk
- Julphar Avenue

### Hospitality (partnership)

- Inter Continental Mina Al Arab Resort
- Anantara Mina Al Arab Ras Al Khaimah Resort

## MATERIALITY ASSESSMENT

The materiality assessment at RAK Properties covers the following scope.

- all development phases (design, construction, handover, operations)
- key asset types (residential, commercial, mixed-use)
- supply chain and contractors
- community impact

The materiality assessments are conducted annually from dual perspectives and reviewed by the company's executive management. The outcome of the materiality assessment is integrated into the company's risk management process.

Many economic, environmental, and social factors heavily influence the real estate sector. The material topics are dynamic and evolve in response to global trends, stakeholder feedback, and regulatory developments.

The assessment evaluates sustainability-related topics based on two primary dimensions:

- Financial Materiality- Impact on enterprise value, including potential effects on financial performance, asset value, risk exposure, regulatory compliance, and long-term growth
- Impact Materiality- Importance to key stakeholders, including investors, customers, employees, regulators, and local communities.

Below are the matters identified as material for our business, along with their impact magnitude.

	Material Issues	Rationale	Financial Materiality	Impact Materiality
Environment	GHG Emissions	Carbon pricing risks	Low	High
	Air Quality	Minor direct emissions; indirect via construction dust	Low	Medium
	Energy Management	Opex savings, Resource conservation	Very High	Very High
	Water & Wastewater Management	Opex savings, Water scarcity	High	Very High
	Waste & Hazardous Materials Management	Construction waste disposal fees; circular savings	Low	Low
	Ecological Impacts	Biodiversity/regulatory risks in coastal projects	Medium	High

	Material Issues	Rationale	Financial Materiality	Impact Materiality
	Sustainable Design, Construction & Resource Efficiency	Impacts Capex and Opex, GHG Emissions	High	Very High
	Physical Impacts of Climate Change	Flood/ heat risk/ Sea level rise to assets	High	High
Social	Human Rights & Community Relations	Local engagement for license to operate.	Medium	Medium
	Customer Privacy	Limited data handling	Low	Low
	Data Security	Cyber risks growing	Medium	Medium
	Access & Affordability	Affordable housing initiatives	Low	Medium
	Product Quality & Safety	Building safety standards	Medium	Medium
	Customer Welfare	Tenant satisfaction	Medium	Medium
	Selling Practices & Product Labelling	Marketing transparency	Low	Low
	Labour Practices	Supply chain labor	Medium	Medium
	Employee Health & Safety	Insurance/downtime	Medium	High
Employee Engagement, Diversity & Inclusion	Talent retention key for projects	Medium	High	
Governance	Supply Chain Management	Volatility risks	Medium	Medium
	Materials Sourcing & Efficiency	Volatility risks	Medium	Medium
	Business Ethics	ADX compliance	Medium	High
	Competitive product	Market conduct	Low	Low
	Management of Legal & Regulatory Environment	Permitting/ ESG disclosure	Low	Low

The materiality assessment process ensures that ESG efforts and reporting focus on the issues that matter most to both the business and its stakeholders and support compliance with ESG disclosure expectations.

## MATERIAL ISSUES IDENTIFIED FOR ENTERPRISE VALUE CREATION

The materiality topics have been assessed as most significant based on their magnitude of impact on enterprise value creation. Through internal discussions with key functions, Energy Management, Water and Wastewater Management, and Sustainable Building Design and Construction emerged as the topics with the highest combined financial significance (costs, asset values, regulatory and transition risk) and impact significance (long-term effects on climate, water resources, and local environments). These are therefore prioritised as RAK Properties' most material environmental topics.

Relevance	Impact on the Business	Strategies
<b>1. Energy Management</b>		
Our buildings and community consume substantial energy for cooling, ventilation, lighting, pumping, and equipment, with grid electricity dominating alongside on-site fuels and renewables. Energy management is critical as utility costs directly impact operating expenses, amid rising electricity prices and regulatory pressures.	<ul style="list-style-type: none"> <li>-Energy costs impact operating margins</li> <li>-Carbon performance (Scope-1, Scope-2) affects asset attractiveness and financing</li> <li>-Reduces exposure to climate risks (e.g., high temperature driving cooling demand) and supports insurance affordability, ensuring long-term portfolio resilience</li> <li>-Alignment with RAK Energy Efficiency Strategy 2040 and Barjeel standards to avoid penalties</li> </ul>	<ul style="list-style-type: none"> <li>-Builds energy-efficient features into developments, such as advanced HVAC systems, LED lighting, Smart controls, EV chargers, and high-performing building envelopes.</li> <li>- Adheres to Barjeel green building standards and EtihadWE requirements, ensuring new assets achieve superior energy savings</li> <li>-Conducts audits and upgrades on the existing portfolios, such as LED lighting, optimized cooling systems, Smart lighting controls, BMS upgrades, and Central command center.</li> </ul>
<b>2. Water &amp; Wastewater Management</b>		
Our portfolio's buildings consume significant water through fixtures, appliances, swimming pools, cleaning activities, and irrigation, fuelling substantial operating costs amid water scarcity. Effective water management is essential	<ul style="list-style-type: none"> <li>-Water costs impact operating margins</li> <li>-Stricter regulations and efficiency mandates</li> <li>-Reputational and permitting risks for water-intensive developments</li> <li>-Water-efficient designs enhance property appeal,</li> </ul>	<ul style="list-style-type: none"> <li>-Low-flow fixtures installed in buildings to reduce potable water demand for wash basins, kitchen sinks, showers, and toilets, directly lowering opex and tenant utility bills</li> <li>-Advanced irrigation controllers with weather stations are deployed for landscaping to deliver precise, weather-</li> </ul>

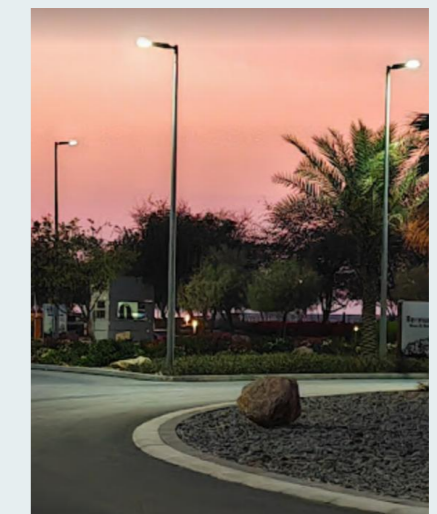
Relevance	Impact on the Business	Strategies
to meet tenant demand for efficiency, comply with regulations, build a strong reputation for conservation, and control opex.	command higher rents from eco-conscious tenants	<ul style="list-style-type: none"> <li>responsive watering, minimizing waste</li> <li>-On-site sewage treatment plants (STP) treat wastewater for reuse, enhancing circular water systems and reducing reliance on municipal supplies</li> <li>-Procured treated sewage effluent for irrigation, eliminating potable water use for irrigation.</li> </ul>
<b>3. Sustainable Design, Construction &amp; Resource Efficiency</b>		
Real estate assets generate substantial sustainability impacts through resource consumption, waste generation, and indoor environmental quality, with tenant operations often dominating these effects through their energy, water use, and activities.	Sustainable design affects: <ul style="list-style-type: none"> <li>-Capex and lifecycle costs</li> <li>-Construction waste, material price volatility, and supply risk</li> <li>-Market differentiation and investor confidence</li> <li>-rental premiums, higher occupancy, and elevated valuations</li> </ul>	<ul style="list-style-type: none"> <li>-Tailored sustainability design guidelines have been developed for new development projects, complementing the local Barjeel green building regulations</li> <li>-Prioritize locally produced construction material purchase</li> <li>-Our Mina community is designed as a green waterfront destination, preserving mangroves and wetlands and nature-connected infrastructure</li> </ul>



Weather Monitoring Station



Auto-Irrigation Controller



LED Street Lights

## ENTERPRISE VALUE PERFORMANCE INDICATORS

Our strategic ESG metrics, targeting energy and water efficiency, and sustainable design, focus on enhancing enterprise value, reducing risks, and meeting stakeholder expectations.

Material issue	Metric/ Target	Target Year	Link to Business Value/ employee compensation
Energy Management	5% Utility cost reduction	2026	Tied to the utilities management team's annual performance KPIs
Water & Wastewater Management	5% Utility cost reduction	2026	Tied to the utilities management team's annual performance KPIs
	Maintain 100% irrigation by non-potable water in the Mina community	2026	
	Blue Flag certification for Angel Bay Beach	2027	Individual performance objectives
Sustainable Design, Construction & Resource Efficiency	% of tenants are separately metered/ sub-metered for all utilities such as Electricity, Water, Gas, and Chilled water	2026	Target – 100% Drives conservation and behavior change

## MATERIAL ISSUES IDENTIFIED FOR EXTERNAL STAKEHOLDERS

The following material issues have been identified as particularly significant for our external stakeholders, reflecting their expectations and areas of greatest impact.

Positive impact	Negative impact
<h3>1. Environmental Impact</h3>	
Using energy-efficient designs, green building materials, and renewable energy sources reduces the environmental footprint.	Real estate developments may disrupt local habitats, leading to loss of biodiversity and long-term ecological imbalance.
Protecting the site habitat and implementing landscaping projects and green spaces contribute to local ecosystems.	Overuse of finite resources, such as water, timber, and raw materials, could harm ecosystems and lead to shortages.
<h3>2. Social Impact</h3>	

### Positive impact

Real estate projects create jobs and improve infrastructure, boosting local economies.

Addressing housing shortages by developing cost-effective housing benefits for low- and middle-income families.

### Negative impact

Large-scale developments may displace local communities or disrupt existing cultural and social systems.

### 3. Economic Impact

Transparent reporting on sustainability performance, governance practices, and financial metrics directly influences investor decisions. Building trust with local communities, tenants, and employees is vital for avoiding conflicts and ensuring smooth project execution.

New developments can lead to gentrification, pricing out existing residents and small businesses.

Real estate market volatility can lead to financial instability for communities and investors.

### 4. Supply Chain Impact

Working with local suppliers supports small businesses and reduces the carbon footprint of transportation.

Inadequate vetting of suppliers may lead to poor labour conditions, including underpayment and unsafe work environments.

Implementing eco-friendly procurement policies promotes sustainable practices across the supply chain.

Over-reliance on global suppliers exposes the company to risks like geopolitical tensions or delays.



## STAKEHOLDER ENGAGEMENT

The active participation of our stakeholders directly influences our ability to achieve objectives, and we believe that strong, engaged relationships with a wide range of stakeholders are vital for sustained growth. Our success lies in understanding and addressing the needs of each of our stakeholders, maintaining transparency, and building partnerships that drive long-term value for all involved.

Active engagement with our stakeholders is crucial for conducting a materiality assessment, identifying key ESG topics, and enhancing our ESG performance.



Key Stakeholder	Who they are	Interest	Influence
Customers/ End Users	Homebuyers, tenants (residential and commercial), and occupants.	Quality, affordability, location, safety, sustainability, and overall value	Drive market trends and demand for sustainable, smart, and innovative living and working spaces.
Investors and Shareholders	RAK Government, Institutional investors, and individual shareholders.	Financial performance, ROI, sustainable growth, and risk management.	Provide capital for projects and influence strategic decisions, particularly regarding profitability and ESG initiatives
Government Authorities and Regulators	Local municipalities, urban planning agencies, environmental protection agencies, and regulatory bodies	Compliance with laws and regulations, urban planning, sustainability goals, and infrastructure development	Set policies, issue permits, enforce building codes, and drive sustainability standards.
Contractors and Suppliers	Construction firms, subcontractors, and suppliers of building materials, technology, and equipment.	Fair contracts, timely payments, and consistent demand.	Direct impact on the quality, sustainability, and timelines of real estate projects.
Employees	Staff involved in management, marketing, sales, operations, engineering, and customer support.	Job security, fair wages, career growth, diversity and inclusion, and workplace safety	Expertise and motivation drive operational efficiency, innovation, and customer satisfaction
Local Communities	Residents and businesses in the areas surrounding real estate developments	Environmental impact, job opportunities, infrastructure improvements, and community well-being	Strong community relations can enhance project success and reduce opposition or delays.

Key Stakeholder	Who they are	Interest	Influence
Banks and Financial Institutions	Commercial banks, mortgage providers, and credit agencies	Financial stability, debt repayment, and creditworthiness	Financing and loans, which are essential for project development and customer affordability
Media and Public Relations	Journalists, real estate publications, and social media platforms.	Transparency, notable developments, and corporate social responsibility.	It shapes public perception and can build or harm a company's reputation.
Technology Providers	Companies offering smart building solutions, property management software, and automation tools	Long-term partnerships and integration of cutting-edge solutions	Enhance operational efficiency and elevate customer experience.
Real Estate Agents and Brokers	Independent or company-affiliated intermediaries who facilitate property transactions	Successful property sales and commissions.	Help drive customer acquisition and market reach.
Infrastructure and Utility Providers	Utility companies, public transportation agencies, and telecommunication providers.	Collaboration for seamless infrastructure integration and timely payments.	Critical to ensuring the liveability and functionality of real estate projects.

Stakeholder Group	Primary Concerns	Engagement Channels	Frequency
Communities	Biodiversity protection, water conservation, employment opportunities, and environmental and health impacts	Mangrove Planting and tours, Discovery center Volunteer program, Curriculum aligned workshops and field trips for schools, Community events, Intelaq, and Masaar Programs, Ru'ya careers events	As required
Government Authorities	Barjeel compliance, Mangrove protection, Energy Management, EV Charger, Green concrete, Community Garden, Waste Management, Flamingo feeding, Ambient Air Quality monitoring	Regular EPDA/RAK Municipality meetings, REEM workshops, EPDA and PSD meetings, and regulatory submissions	As required
Media	Sustainability achievements, Eco-tourism, corporate governance	Press releases, media briefings, site visits	Bi-annual
Business Associations	Local procurement, facilities management partnerships, ESG alignment	The RAK Investment and Business Summit (RAKIS 2025), RAKEZ/RAK Chamber events, supplier forum	Yearly
NGOs	Mangrove conservation, Turtle protection, and Bird conservation	Partnership with research organizations, Flamingo feeding, and site visits	As required

### STAKEHOLDER ENGAGEMENT PROGRAM

Designed to identify material ESG priorities, our stakeholder engagement program actively brings local stakeholders into the conversation, listening, responding, and collaborating. This forward-looking approach goes beyond awareness of impacts. It builds trust, strengthens relationships, and turns dialogue into action, ensuring sustainability is not just managed, but meaningfully lived.



## OUR IMPACTS ON SUSTAINABLE DEVELOPMENT

We recognize our pivotal role in driving transformative change and shaping a more sustainable future for our communities and stakeholders. Our commitment to sustainability is firmly aligned with the UAE's national and emirate-level priorities, including the We the UAE 2031 Vision, the Paris Agreement, and the UN 2030 Agenda for Sustainable Development.

Alignment with RAK Energy Efficiency and Renewables Strategy 2040: RAK Properties is proud to align its sustainability initiatives with the Ras Al Khaimah Energy Efficiency and Renewables Strategy 2040, a transformative roadmap designed to reduce energy and water consumption and accelerate the clean energy transition. Through energy-efficient developments, sustainable construction practices, and preparation for renewable energy integration across our portfolio, our operations and projects actively support the Strategy's goals and contribute to decarbonizing the built environment.

Alignment with the UN Sustainable Development Goals: The 17 UN Sustainable Development Goals (SDGs), introduced in 2015, provide a comprehensive blueprint for achieving balanced economic, environmental, social, and governance outcomes worldwide. At RAK Properties, we recognize the strong alignment between the SDGs and the UAE's national sustainability agenda and reflect this in our strategy, project design, and community management practices.



We are committed to aligning our sustainability initiatives with the SDGs to ensure that our operations, projects, and strategies contribute meaningfully to global and national efforts

toward sustainable development. By embedding these goals into our business practices, we aim to drive measurable progress across economic, environmental, and social dimensions.

Utilizing the SDG Compass methodology, our assessment identified eight Sustainable Development Goals where our business can make a meaningful and positive contribution.

SDG	SDG Implication	How do we contribute
	Ensure the availability and sustainable management of water and sanitation for all	<ul style="list-style-type: none"> <li>100% elimination of potable water use for Mina irrigation</li> <li>Water conservation strategies: Low-flow fixtures, smart irrigation, leak detection</li> <li>Provide access to adequate and equitable sanitation and hygiene for all</li> </ul>
	Ensure access to affordable, reliable, sustainable, and modern energy for all	<ul style="list-style-type: none"> <li>Barjeel green building compliance, achieving 30% energy savings</li> <li>EV charging stations across residential/commercial zones supporting clean transport</li> <li>LED lighting and smart building systems are reducing operational energy demand</li> <li>Locally produced STP water for irrigation systems reduces water pumping energy</li> <li>EthadWE Distributed Solar program readiness for PV installations</li> <li>Solar thermal system for domestic hot water for new villa communities</li> </ul>
	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	<ul style="list-style-type: none"> <li>Local job creation through construction, facilities management, and Mina operations</li> <li>Supplier Code of Conduct ensuring fair labor practices, no forced labor, and safe working conditions for contractors</li> <li>Sustainable tourism via eco-tourism (mangrove kayaking), generating quality jobs while preserving biodiversity</li> <li>Youth employment and training through partnerships with in-house Intelaq and Maasar programs, and Ru'ya career UAE program</li> <li>Support local procurement</li> </ul>

SDG	SDG Implication	How do we contribute
	Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation	<ul style="list-style-type: none"> <li>Mina Masterplan: Roads, marina boulevard, beach clubs, wastewater infrastructure, sustainable landscape</li> <li>Smart connectivity: EV charging networks, cycling track, pedestrian-friendly paths, and water taxi supporting multimodal transport</li> <li>Digital integration: Our digital resident applications for services, maintenance requests, and community engagement</li> </ul>
	Aims to make cities and human settlements inclusive, safe, resilient, and sustainable	<ul style="list-style-type: none"> <li>Sustainable urban form: 7km coastline preserved, protected mangroves/wetlands, 7,000+ trees supporting biodiversity</li> <li>Community amenities: Lagoon Walk public spaces, marina, beach clubs accessible to residents/visitors</li> <li>Smart connectivity: Smart app, smart energy/water management systems</li> <li>Inclusive design: Pedestrian promenades, dedicated bicycle tracks, accessible EV charging across residential/commercial areas</li> <li>Resilient infrastructure: Environmental impact assessment study, flood-resilient coastal planning, construction environmental management</li> </ul>
	Ensure sustainable consumption and production patterns	<ul style="list-style-type: none"> <li>Constructing healthier homes that provide connection to nature, dedicated wellness areas, and sustainable mobility</li> <li>Circular water systems: In-house STP + TSE water from RAK PSD eliminates potable water for irrigation</li> <li>Waste minimization: Construction and Operational</li> <li>Sustainable procurement: Supplier Code of Conduct prioritizes local/low-carbon materials, ethical sourcing</li> <li>Energy efficiency: 30% savings via Barjeel standards, EV charging infrastructure, and LED lighting</li> <li>Biodiversity integration: Mangrove preservation, Artificial reef balls, Diversified landscape, Mina Bees pollination program, etc., supporting the ecosystem</li> </ul>

SDG	SDG Implication	How do we contribute
	Take urgent action to combat climate change and its impacts	<ul style="list-style-type: none"> <li>C-level Executive Sustainability Committee overseeing climate risks/opportunities with annual reviews and Board reporting</li> <li>Physical risk mitigation: Flood-resilient coastal design, mangrove preservation as natural barriers against storm surges</li> <li>Transition risk management: Carbon emission MRV, Barjeel green building compliance, TSE irrigation, Water recycling</li> <li>Scope 1/2 emissions reduction: LED lighting, EV charging infrastructure, solar-ready rooftops</li> <li>Scope 3 focus: Supplier Code of Conduct and ethical practices. Regional material procurement.</li> </ul>
	Protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	<ul style="list-style-type: none"> <li>Mangrove preservation: 2+ million sqm protected across the community, serving as carbon sinks and fish nurseries while buffering storm surges</li> <li>Flamingo &amp; turtle habitats: Protected wetlands and lagoons, turtle egg hatchery, migratory bird corridors</li> <li>Native landscaping: Drought-resistant species creating habitat corridors for local fauna</li> <li>Mangrove Discovery Centre at Anantara: Education hub raising awareness of coastal ecosystems</li> </ul>



## BUSINESS ETHICS

### CODES OF CONDUCT

A comprehensive Group-wide Code of Conduct applies to all subsidiaries, employees, management, and business partners, serving as a guiding framework for responsible behaviours and decision-making. This Code ensures adherence to our corporate values, compliance with applicable laws and regulations, and alignment with the best interests of all stakeholders, including employees, customers, investors, suppliers, and the wider community. The company upholds strict policies and codes of conduct in the following areas:

- **Honest and ethical conduct:** Employees commit to integrity in all actions, avoiding conflicts between personal interests and company duties
- **Conflicts of interest:** Personal, financial, or relational activities that could impair objectivity must be disclosed to HR/Compliance Officer for review and management.
- **Antitrust:** Staff adhere to competition laws by avoiding unhealthy practices, basing pricing on market data, and refraining from competitor discussions.
- **Corporate opportunities:** Company resources and information cannot be used for personal gain, and competitive business activities are prohibited.
- **Fraud:** management implements best practices to detect and prevent fraudulent acts.
- **Confidentiality:** All proprietary information is protected on a need-to-know basis, with obligations extending post-employment and no sharing via personal email.
- **Use of illegal drugs/alcohol:** Prohibited at work; employees maintain integrity in personal conduct outside hours to uphold company standards.
- **Dress code:** Staff dress respects UAE cultural and religious traditions to protect reputation.
- **Corruption and bribery:** Zero tolerance for offering, giving, receiving, or soliciting bribes; partners selected on merit, with immediate reporting required.
- **Receiving gifts and entertainment:** Nominal items allowed; cash equivalents or high-value gifts need approval to avoid conflicts.
- **Intellectual property:** Employees safeguard inventions, data, and confidential info, assigning all work-related IP rights to RAK Properties.
- **Discrimination:** Equal opportunities in all HR processes regardless of gender, race, age, disability, or marital status; violations reported via channels.
- **Harassment:** Zero tolerance for verbal, physical, sexual, or visual behaviours creating hostile environments; investigated promptly with disciplinary action.
- **Anti-money laundering:** Due diligence on customers, transaction monitoring, and reporting suspicious activity to the compliance officer as per UAE laws.
- **Maintaining a healthy and safe workplace:** Compliance with UAE laws; reporting hazards and prohibiting anti-social behaviours or illegal content access.
- **Environmental, health, and safety:** Adherence to ISO 14001/45001 for environmental systems management, hazard elimination, training, and sustainable practices.

### ANTI-BRIBERY AND ANTI-CORRUPTION POLICY

RAK Properties maintains an Anti-Bribery and Anti-Corruption Policy by providing clear guidance, procedures, and controls to prevent, detect, and respond to any form of bribery or corrupt conduct. We adopt a zero-tolerance approach to bribery and corruption. All persons acting on behalf of RAK Properties are strictly prohibited from offering, giving, soliciting, or accepting any bribe or improper advantage, whether directly or indirectly, in connection with the company's business, in dealings with both public officials and private parties.

This Policy applies to all our entities and personnel, including directors, shareholders, executives, employees, contractors, consultants, and interns, regardless of location or function. It also covers interactions with third parties such as contractors, suppliers, agents, joint-venture partners, and customers, and sets expectations that they adhere to equivalent anti-bribery and anti-corruption standards. We follow specific internal guidelines on gifts and hospitality, political contributions, charitable donations, and sponsorships to ensure these are not used, or perceived to be used, as a means of exerting improper influence.

All employees receive training on the requirements of this Policy and relevant laws during induction and periodically thereafter. Employees and third parties are required to report any suspected or actual breach of this Policy through designated reporting channels, including an anonymous whistleblowing mechanism.

The organization promptly and confidentially investigates all reports of potential bribery or corruption. We take appropriate measures to protect the identity of whistleblowers and shield them from any form of retaliation. Harassment, discrimination, or retaliation against anyone who raises a concern in good faith will not be tolerated and may result in disciplinary action, up to and including dismissal or termination of contracts.

### WHISTLEBLOWING POLICY

The organization upholds a clear and robust whistleblowing policy to ensure that all reports or concerns regarding improper, unethical, or illegal conduct or situations involving company property, personnel, suppliers, customers, or any other third parties associated with the company's activities are handled effectively, securely, appropriately, and in full compliance with applicable law.

We encourage all personnel, suppliers, customers, or any other third party with whom RAK Properties has dealings to report any conduct or situation they find concerning.

The first category of concern covers behaviours that could harm the company's reputation or financial position, including fraud, theft, embezzlement, corruption, blackmail, bribery, financial malpractice, tax evasion, failure to comply with legal or professional obligations, failure to comply with regulatory requirements, and any other conduct that threatens the company's reputation or financial well-being.



The second category covers actions or behaviours related to the effectiveness, productivity, and general work environment of RAK Properties' personnel. This includes, for example, concerns about a colleague's well-being or suggestions to improve the workplace or work environment.

We encourage everyone to use the whistleblowing channel available on the company website to make a disclosure. The company will take appropriate measures to protect the whistleblower's identity and to shield them from any form of retaliation for speaking up. Harassment, discrimination, or retaliation against a whistleblower will not be tolerated and may constitute grounds for disciplinary action.

## REPORTING ON BREACHES

The company is committed to the highest standards of integrity and expects all employees and business partners to promptly report any suspected breach of company policy, applicable law, or ethical standards. Reports may relate to potential fraud, corruption, conflicts of interest, misuse of company assets, violations of regulatory requirements, or any other conduct that could harm the company's reputation, stakeholders, or working environment.

All disclosures will be handled confidentially, investigated fairly and without delay, and may result in corrective or disciplinary action where appropriate. We prohibit retaliation in any form against any person who raises a concern in good faith and will take all reasonable steps to protect the individual who raised the concern.

In 2025, RAK Properties recorded zero breaches across key governance areas, demonstrating the strength of our compliance programs. The reported information has been compiled from various internal departments and verified by the company's internal and external auditors.

Reporting areas	Number of Breaches in FY 2025
Money Laundering or Insider Trading	0
Corruption or Bribery	0
Discrimination or Harassment	0
Customer Privacy Data	0
Conflicts of Interest	0

## GOVERNANCE PROCEDURES

### RISK MANAGEMENT

RAK Properties maintains a robust Risk Management Policy that provides a structured framework for systematically identifying, assessing, mitigating, and monitoring risks across its operations and business units.

The Risk governance structure includes:

- Risk Management Committee: Responsible for overseeing the risk management process, setting risk tolerance levels, and ensuring alignment with strategic goals.
- Risk Owners: Individuals responsible for specific risk categories, including identification, assessment, and mitigation strategies.
- Executive Leadership Team: Accountable for the overall risk profile and integrating risk considerations into strategic decision-making

We recognize that project risks are inherent in real estate development and must be managed proactively to ensure successful outcomes. Our tailored risk management plan defines a structured, integrated approach to identifying, assessing, mitigating, and monitoring these risks, engaging key internal and external stakeholders to enable informed, risk-based decision-making throughout the project lifecycle.

Our risk management process is structured, comprehensive, and practical, facilitating informed decision-making throughout all project phases: Development, Construction, and Handover. It aligns with the ERM procedures, incorporates ISO 31000:2018 principles and framework, and follows PMI industry best practices to ensure a consistent and proven approach. The process is dynamic, inclusive, and continually improved, empowering stakeholders to apply risk tools and best practices effectively.

The risk management process includes Risk planning, Risk Identification, Risk assessment, Risk response, Risk monitoring, and Opportunity management.

We leverage Microsoft 365 tools, including Excel for risk workshops, PowerPoint for presentations, Teams for virtual collaboration, Word for documentation, and Power BI for centralized risk dashboards.

We conduct regular risk awareness training for various functional departments.

### TAX STRATEGY

RAK Properties has a responsible tax policy that aligns with its overall business objectives, ESG commitments, and long-term value creation for shareholders and other stakeholders. The company strives to comply fully with both the letter and spirit of all applicable tax laws and regulations in the jurisdictions where it operates, paying the right amount of tax at the right time while avoiding artificial arrangements or aggressive tax planning lacking genuine commercial substance.

The company prioritizes compliance through adherence to tax rules, timely filings, and payments, supported by qualified internal professionals and external consultants who regularly review and update policies. Efforts focus on minimizing unintended tax leakages via efficient management, while steadfastly avoiding artificial tax arrangements.

The Tax strategy is approved by the Executive Management with Board oversight via its relevant committee. Day-to-day execution is managed by the finance function, supported by external advisors as needed. Roles, responsibilities, and internal controls integrate with our broader governance framework, ensuring material tax risks are escalated promptly and inform key decisions on new projects and transactions.

All intercompany transactions adhere to arm's-length principles as outlined in the Group's Transfer Pricing (TP) Policy, which forms part of the overarching Corporate Tax framework to promote fairness and regulatory compliance. This policy applies to all Group entities subject to the UAE Corporate Tax Law, fostering alignment with Group-wide tax governance standards. RAK Properties avoids profit-shifting to low-tax areas, artificial setups without real business reasons, secret jurisdictions, or tax havens for avoidance purposes; any operations there are only for legitimate business needs and complete legal compliance.

**Income Tax contribution:**

Resident entities	<ul style="list-style-type: none"> <li>• RAK Properties PJSC</li> <li>• Intercontinental RAK Mina Al Arab Resorts &amp; Spa L.L.C</li> <li>• Anantara Mina Al Arab Ras Al Khaimah Resort</li> <li>• Lagoon Marina Ship Management &amp; Operation LLC</li> </ul>
Primary activities	<ul style="list-style-type: none"> <li>• Development of Properties and Property Management</li> <li>• Facilities and Communities Management</li> <li>• Hotel Operations</li> <li>• Marina Management &amp; related services</li> </ul>
Employee count	291*
Revenue	1,837,449,000 AED
Profit (Loss) before tax	443,831,000 AED
Income tax accrued (current year)	39,529,000 AED
Income tax paid	20,887,000 AED (for the FY 2024)

Note: Tax reporting (finance) shows 1 FTE fewer than HR records (292 FTEs), due to minor methodological and timing differences in how FTE is calculated

**INTEGRATED MANAGEMENT SYSTEM**

RAK Properties operates a comprehensive Integrated Management System (IMS) across all its operations based at its headquarters in Julphar Towers and Mina. The IMS aligns with international standards and best practices to ensure operational excellence, legal compliance, and customer satisfaction.



ISO 9001

ISO 14001

ISO 45001

ISO 27001

Key components of our IMS include the following management system:

- Quality Management System (QMS)- ISO 9001, ensures that products and services consistently meet customer and regulatory requirements.
- Environmental Management System (EMS)-ISO 14001, to minimize the environmental impact of operations through sustainable practices.
- Occupational Health and Safety Management System (OHSMS)- ISO 45001, to provide a safe and healthy workplace for employees, contractors, and stakeholders.
- Information Security Management System (ISMS)- ISO 27001, to protect its information assets and manage cyber and data-related risks across the organisation.

By integrating multiple management systems, we achieve greater efficiency, consistency, and accountability across all organizational functions.

**INFORMATION SECURITY MANAGEMENT**

The organization enforces a clear information security governance structure where the CEO and Executive Team approve policies and provide organizational support, the IT Manager/CSSO leads ISMS implementation, threat management, and audits, department heads ensure unit-level compliance, all employees adhere to guidelines by protecting assets and reporting incidents, and vendors/contractors fulfil contractual security obligations per company standards.

Our key Commitments:

- Data Integrity: Classify information per level, encrypt sensitive data in transit/rest, protect against unauthorized access/ alteration/ loss/ destruction.
- Employee Responsibility: Comply with security policies; safeguard credentials, handle data securely, report incidents, attend training; non-compliance faces HR disciplinary action.

- Threat Monitoring & Response: Deploy real-time detection tools; log/ prioritize/ contain/ recover/ incorporate lessons from incidents; immediate employee reporting required.
- Third-Party Security: NDAs mandatory; contracts specify access scope, protections, audits, notifications, data destruction; approve/log/monitor all third-party access.
- ISMS Continuous Improvement: Regular reviews, risk assessments, audits; ISSC oversees updates informed by incidents and threat intelligence

We operate a robust Information Security Management Program (ISMP) aligned with ISO 27001 to protect data assets, ensure business continuity, and support governance through proactive threat management and compliance.

- Awareness & Training: Mandatory onboarding/annual sessions cover phishing, passwords, data handling, mobile security; periodic campaigns foster shared responsibility.
- Vulnerability & Risk Assessment: Regular assessments/penetration testing identify weaknesses; Risk Register tracks remediation of critical issues per SLA timelines.
- Business Continuity: Plans define RTO/RPO, backups, fallback systems for cyber/disaster resilience; reviewed annually and tested periodically.
- Incident Reporting: Quick escalation via IT Helpdesk/CSSO for phishing, malware, lost devices; all incidents logged, analyzed, and mitigated.
- Internal Audits: Annual reviews verify policy compliance, controls, and patch management; ISSC oversees corrective actions.
- External Audits & Certification: Independent ISO 27001 audits assess risk management, access controls, encryption, and third-party oversight; certification pursued through gap remediation.

The Information Security Policy governs all employees (full-time, part-time, contract, third-party), all company-owned/controlled/processed information assets, and all service providers, vendors, and partners handling RAK Properties data.

## SUPPLY CHAIN MANAGEMENT

We address supply chain risks through ethical sourcing, local supplier prioritization, and ESG integration, mitigating outsourced responsibilities and reputational exposures while optimizing costs and sustainability.

The local suppliers are prioritized for ethical, responsible material sourcing to minimize environmental impacts and ensure compliance across the value chain. We emphasize ESG-aligned procurement, incorporating low-carbon materials, circular-economy principles, and risk criteria into project development to balance profitability with reduced social/environmental costs. Regular risk reviews, audits, and materiality assessments integrate supply chain management into enterprise risk processes, supporting long-term financial performance amid globalization pressures.

Our supply chain strategy:

Focus Area	Actions & Outcomes
Risk Management	Ethical sourcing, ESG risk audits
Sustainability	Local/low-carbon materials, waste reduction, EPD, HPD
Cost/ Opportunity	Timely payments, fair contracts for quality/timelines
Oversight	Executive commitment to ESG supply chain

## SUPPLIER CODE OF CONDUCT

The company upholds strict standards for vendor governance to ensure alignment with legal, ethical, and sustainability principles. All vendors are required to comply with applicable UAE federal and Ras Al Khaimah regulations, as well as RAK Properties' internal policies and procedures relevant to their contractual scope. Vendors must adhere to RAK Properties' Health, Safety, and Environment (HSE) Management System, ensuring full compliance with laws, standards, and procedures that safeguard public wellbeing, occupational health, and safe work environments in accordance with OSHAD requirements. They are also responsible for maintaining business continuity in line with NCEMA 7001, upholding environmental stewardship, and managing operations in a manner that respects human rights, prohibits forced labour, and guarantees humane and hygienic working conditions.

Suppliers must demonstrate integrity by prohibiting corruption, bribery, and fraud, ensuring accurate disclosures, protecting confidential information, and observing fair competition and responsible procurement practices. Vendors are also required to prevent counterfeit or fraudulent items, safeguard RAK Properties' intellectual property, and comply with data protection regulations, including those under UAE law and applicable international standards such as the EU GDPR. Through these standards, RAK Properties reinforces transparent, responsible, and sustainable supply chain management as part of its broader ESG commitment.

These expectations are embedded in procurement contracts and supplier audits with local prioritization and ESG risk assessments. Violations trigger investigations, corrective actions, or termination, supporting the company's governance framework.

## SUPPLIER ESG PROGRAMS

We integrate ESG criteria into procurement processes via mandatory supplier onboarding assessments, contract clauses requiring ESG compliance, and periodic audits to verify adherence to predefined requirements. Purchasing practices undergo regular reviews by the procurement team to confirm alignment with the Supplier Code of Conduct, identifying and resolving any discrepancies such as preferential treatment, pricing irregularities, or ESG conflicts that could undermine sustainability commitments.

Key measures include supplier scorecards that track ESG performance metrics, capacity-building workshops for local suppliers, corrective action plans for noncompliance, and escalation to management for persistent violations, ensuring that supply chain practices consistently support our ESG objectives.

### SUPPLIER SCREENING

RAK Properties conducts supplier screening to ensure that contractors, consultants, and vendors meet defined standards on quality, compliance, and ESG performance before engagement. Below is a summary of the screening process applied.

	2025
Total number of suppliers engaged	492
Total number of local suppliers engaged	466
Percentage of local suppliers hired	94.72%
Total number of SME suppliers engaged	492
Total procurement spending (AED)	72,486,453
Procurement spending on local suppliers (AED)	69,237,621
Percentage of spending on local suppliers (%)	95.52%
Number of suppliers assessed against the sourcing code of conduct	100%

## SUSTAINABILITY AT RAK PROPERTIES

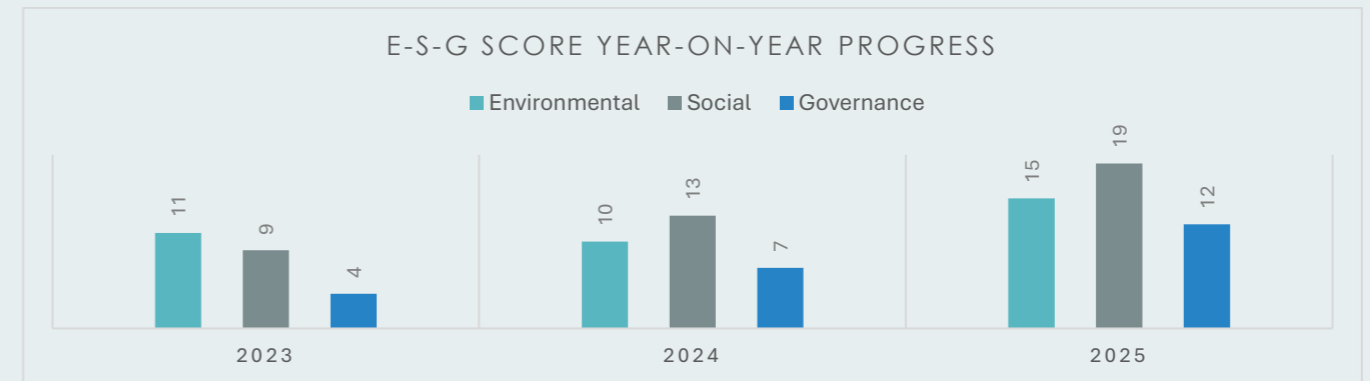
### OUR SUSTAINABILITY APPROACH

Environmental, Social, and Governance (ESG) principles are at the heart of RAK Properties' vision and mission. Our commitment to sustainability, ethical business practices, and social responsibility is evident in the way we integrate sustainable practices across all our development projects and operations.

Our leadership is committed to driving environmental responsibility and sustainable growth across all developments, as reflected in our 2025 S&P Global Corporate Sustainability Assessment (CSA) result, where we achieved a score of 46 out of 100, around 58% above the global average score of 29 for Real Estate Management and Development (REM) companies.

We improved by 16 points compared to the previous year's ESG score, and our overall performance across the three ESG dimensions (Environmental, Social, and Governance) increased by 53% over 2024.

RAK Properties' Corporate Sustainability Assessment Score Journey in a snapshot:



The real estate sector plays a significant role in global carbon emissions, being one of the largest contributors due to the combined impact of construction, operation, and maintenance of buildings. The sector has a major responsibility and opportunity to reduce carbon emissions, contributing to climate change mitigation by adopting more sustainable practices in development and operations. Despite the challenges, we remain steadfast in our commitment to driving positive change in the industry.



RAK Properties- Sustainability Principles:

## 1. Build Responsibly

We are committed to optimizing the use of materials, reducing waste, and maximizing value from resources across their life cycle. Our material resource efficiency programs focus on using recycled, local, and certified materials while minimizing waste and environmental impact.

Key Initiatives:

**Recycled Materials:** Structural steel contains at least 25% post-consumer recycled content. Reinforcing or stressing steel contains a minimum of 90% post-consumer recycled content. Concrete incorporates supplementary recycled cementitious materials such as fly ash, slag, and recycled aggregates.

**Certified Timber:** At least 50% of the wood materials, including temporary construction timber, are sourced from certified suppliers with chain-of-custody credentials, such as FSC.

**Regional Materials:** At least 20% of building materials (by cost) are sourced from manufacturing or assembly facilities within 500 km of the project site, supporting local economies and reducing transport emissions.

**Product Declarations:** We prioritize materials accompanied by Environmental Product Declarations (EPDs) and Health Product Declarations (HPDs), ensuring transparency on environmental and health impacts.

**Construction Waste Management:** All construction sites follow a Construction and Demolition Waste Management Plan, diverting a minimum of 50% of waste from landfill through recycling and reuse.

**Sustainable Project Design:** From the very beginning, our design teams focus on creating environmentally responsible spaces that utilize energy-efficient solutions, green building materials, and eco-friendly technologies.

**Ongoing Maintenance:** We emphasize long-term sustainability by incorporating green technologies for the ongoing maintenance of buildings.

**Circular Economy Alignment:** We are committed to reusing and recycling resources and minimizing waste.

**Biodiversity Protection:** We design projects with careful consideration of their impact on surrounding ecosystems.

## 2. Improve Health and Well-being

All our developments are designed to provide value to the local community. By understanding local needs, we ensure our developments support both functional living spaces and a vibrant, integrated community life.

RAK Properties conducts bi-annual tenant satisfaction surveys, walkthroughs, and ambient air quality measurements to identify risks such as poor cleaning, sanitation, inadequate indoor air quality, lighting, thermal discomfort, noise, and insufficient active design features.

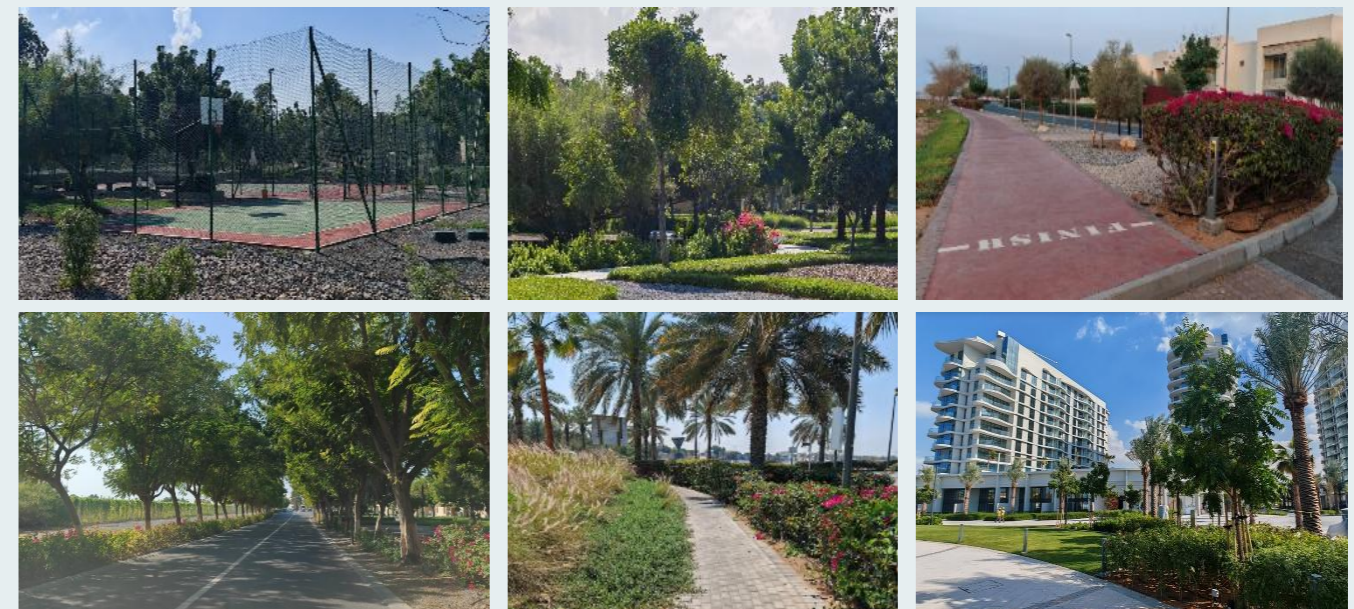
Facilities and Community management teams perform weekly inspections across community areas as preventive measures to detect issues early and pinpoint opportunities for improvement.

Assessment Methods:

- **Bi-annual Surveys:** Gather tenant feedback on cleanliness, sanitation facilities, outdoor activities, health, well-being, and other environmental factors
- **Air Quality Measurements:** Track ambient air quality via the air quality monitoring station's dashboards
- **Thorough pre-handover inspections:** Visual checks of maintenance issues, sanitation, thermal comfort, noise, and overall unit condition before handing over to residents
- **Weekly Inspections:** Routine patrols to address risks before escalation

RAK Properties uses advanced AI-driven design tools to optimise building massing and orientation for privacy, views, and natural daylight. We have set clear, measurable targets for occupant wellbeing, including minimum natural light levels in occupied spaces, thermal comfort ranges, indoor noise limits, open views, and low percentages of tenants reporting dissatisfaction with air quality or noise in regular surveys.

Monitor progress via periodic IEQ measurements (CO<sub>2</sub>, temperature, humidity, noise, lighting), maintenance logs, and tenant satisfaction surveys aligned with the defined indicators. Review performance at least annually, adjust action plans where indicators are off-track, and communicate progress and improvements to tenants as part of ongoing engagement.





Key features of our living spaces are:

**Connection with Nature:** From landscaped gardens to uninterrupted outdoor views, our designs bring nature closer, creating a calming, restorative environment for residents.

**Wellness Areas:** Fitness centers, yoga zones, and outdoor recreation spaces ensure healthy living for both body and mind. The community is equipped with football and basketball courts, swimming pools, dedicated bicycle tracks, and safe pedestrian pathways to actively promote residents' physical activity and overall well-being.

**Abundant Natural Light:** Homes are designed to welcome sunlight, lifting moods, improving productivity, and creating bright, inviting spaces.

**Shaded Outdoor Spaces:** Thoughtfully designed shaded areas make outdoor living comfortable year-round, perfect for relaxing or socializing.

**Thoughtful Greenery:** Lush greenery, trees, and gardens enrich air quality, encourage biodiversity, and offer a daily connection to the natural world.

**Sustainable Mobility:** Our communities are walkable and eco-friendly, featuring bike paths, water taxis, and EV charging stations to make green travel easy.

**Safety and Security:** State-of-the-art systems, from surveillance to well-lit public spaces, ensure residents can live with peace of mind.

**Air Quality Monitoring:** Real-time monitoring stations in Mina track ambient air quality, while advanced air filters keep indoor air fresh and healthy.

**Healthy Materials:** We carefully select materials that safeguard both people and planet, using low-VOC paints, coatings, adhesives, and sealants, while strictly prohibiting hazardous substances such as Asbestos, CCA-treated timbers, etc.

### 3. Operate Responsibly

We take a proactive approach to responsible operations. Our social integration program ensures the perspectives, priorities, and resources of all key stakeholders, from government authorities to local communities, are embedded into planning, design, construction, and operation phases of our communities.

Our responsible operation programs include:

**Emergency Preparedness:** We equip our community and buildings with the knowledge and tools to respond effectively to emergencies. Regular education and training sessions empower residents to act confidently in times of need.

**Integrative Design:** All new developments are created through a collaborative process that embraces sustainability, health, and well-being standards, including ADA-compliant design to ensure accessibility for all.

**Resident Feedback:** Through our bi-annual occupant surveys, we listen closely to residents, shaping our services and sustainability measures around their real experiences and needs.

**Civic Engagement:** Public spaces, volunteering, educational activities, and cultural events help residents feel connected to the wider community. Complimentary water taxis and electric buggies make exploring our development easy and eco-friendly.

**Co-living & Co-working Spaces:** Designed for collaboration and creativity, we build Co-living & Co-working Spaces featuring dedicated desks, private offices, meeting rooms, and outdoor working zones, creating vibrant hubs for both living and working.

**Promoting Local Economic Development:** By prioritizing local contractors, service providers, and material suppliers, ensuring our developments strengthen the local economy. We provide affordable housing solutions in Ras Al Khaimah, offering lower entry costs and excellent value for quality and lifestyle, compared to most equivalent properties in the country.

**Local Empowerment:** Through our Intelraq program, we support UAE Nationals in building rewarding careers, from fresh graduates transitioning into the workforce to experienced talent. We actively participate in Emirati career events and align with the UAE Ministry of Human Resources to expand employment opportunities for citizens.

## ENVIRONMENTAL IMPACT

### ENVIRONMENTAL POLICY

RAK Properties' Environmental Management Policy is designed to ensure that we minimize the environmental impact of our activities, enhance resource efficiency, and foster sustainable development for the well-being of future generations. By adhering to ISO 14001 standards, we take measures to minimize our environmental footprint, comply with relevant legal requirements, and achieve our environmental objectives.

We are dedicated to maintaining the highest standards of environmental management across our entire portfolio of projects. This policy is aligned with our corporate vision of integrating ESG principles into every stage of our real estate development processes, from planning and design to construction, operation, and eventual decommissioning.

The EMS policy is reviewed and approved by senior leadership, who commit to its effective rollout across sites and operations. Assigned Roles and Responsibilities:

- Executive leadership: Provides strategic oversight, reports KPIs to the Board
- Construction Director, and Facilities & Community Director: Oversees site-level execution and compliance.
- HSE Manager and HSE Engineers lead daily implementation, monitoring, and reporting
- Procurement team ensures supplier alignment with EMS targets.



The policy is shared via inductions, procedures, risk assessments, and audits with all employees/contractors.

### ENVIRONMENTAL MANAGEMENT SYSTEM

Our verified Environmental Management System (EMS), certified to ISO 14001 international standards, demonstrates systematic commitment to environmental performance monitoring and continual improvement. Regular internal audits and independent third-party certification validate the implementation, effectiveness, and compliance of our EMS procedures across operations.

### ENVIRONMENTAL PROGRAMS

RAK Properties maintains comprehensive environmental programs to manage its property portfolio responsibly across the investment lifecycle.

Our key environmental programs include:

Corporate environmental guidelines: Established requirements and management programs oversee the entire portfolio, ensuring consistent environmental performance in residential, commercial, hospitality, and retail assets.

Pre-acquisition due diligence: Conducts environmental audits for each new property acquisition or investment, identifying risks, opportunities, and establishing baseline environmental performance metrics before purchase.

Stakeholder capacity building: Delivers targeted guidelines, training programs, and newsletters to property managers and tenants, keeping them informed on emerging best practices, regulatory updates, and resource efficiency measures.

Performance-Focused Maintenance: Implements specialized maintenance programs prioritizing environmental KPIs, energy/water optimization, waste reduction, and resource efficiency across operational assets to drive continuous improvement and cost savings.

### ESG/ CLIMATE GOVERNANCE

RAK Properties integrates ESG and climate considerations into core governance through a dedicated Executive Sustainability Committee and clear accountability structures. We established a dedicated C-level Executive Committee in the fourth quarter of 2025 to carry out the oversight and management responsibility of

- ESG/Sustainability issues
- Climate-related risks and opportunities, and resilience initiatives

The committee will meet biannually for each topic to review progress, address emerging challenges, and integrate ESG and climate considerations into core business strategy. Sustainability key performance indicators (KPIs) and achievements will be presented annually to the Board of Directors, ensuring robust executive accountability and alignment with long-term environmental objectives.

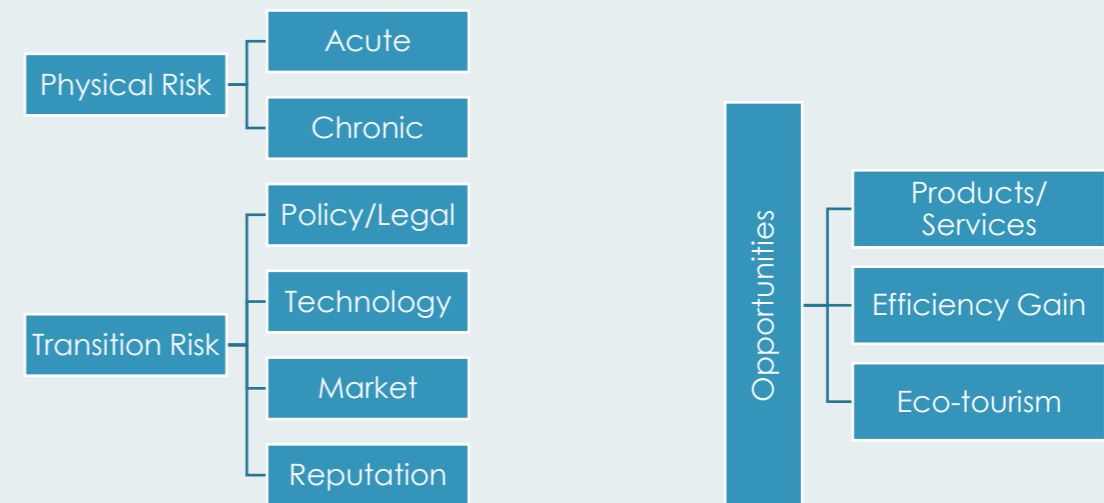
This governance structure strengthens RAK Properties' commitment to proactive sustainability and climate stewardship while supporting informed decision-making across the organization.

The committee composition is as follows:

ESG/ Sustainability Committee	Climate Committee
<ul style="list-style-type: none"> <li>▪ Chief Executive Officer</li> <li>▪ Chief Operating Officer</li> <li>▪ Chief Marketing Officer</li> <li>▪ Director- Facilities and Community</li> <li>▪ Sustainability Manager</li> </ul>	<ul style="list-style-type: none"> <li>▪ Chief Executive Officer</li> <li>▪ Chief Operating Officer</li> <li>▪ Chief Marketing Officer</li> <li>▪ Director- Facilities and Community</li> <li>▪ Sustainability Manager</li> </ul>

### CLIMATE-RELATED RISKS AND OPPORTUNITIES

Climate-related risks and opportunities are potential impacts of climate change on business operations, finances, and strategy. Climate-related risks for RAK Properties fall into physical and transition categories, while opportunities mainly relate to resilient, efficient, and low-carbon development that aligns with UAE and RAK strategies.



## PHYSICAL CLIMATE RISKS

**Heat stress and cooling demand:** Rising temperatures and more frequent heatwaves increase cooling loads, operating costs, and potential discomfort complaints in residential developments.

**Flooding and extreme rainfall:** Recent UAE storms and localized flooding highlight risks of water ingress, damage to building fabric, disruption to access roads, and higher insurance costs if drainage and elevation are inadequate.

**Coastal and sea-level exposure:** Since our major developments are situated in the coastal and waterfront areas, there are chances to face long-term sea-level rise and storm surge risk, which can affect asset values and financing conditions if not addressed in design and siting.

## TRANSITION RISKS

**Stricter building and efficiency standards:** The UAE and Ras Al Khaimah have set energy and water reduction targets, implying tighter codes, retrofits, and potential capital expenditures to improve the performance of existing assets.

**Market and financing expectations:** Investors and lenders are increasingly pricing climate and ESG performance into capital costs, which can disadvantage inefficient, high-emission buildings in the UAE real estate market.

**Carbon and material constraints:** Global and regional moves toward lower-carbon construction materials and potential carbon pricing can raise costs for carbon-intensive designs and delay approvals for non-aligned projects.

**Legal compliance:** Compliance with UAE frameworks such as Federal Decree-Law No. 11 of 2024 mandating businesses to measure, report, and reduce GHG emissions across sectors, with strategies for emission cuts. Ras Al Khaimah real estate-specific regulations enforce sustainable practices in development, project registration, and off-plan sales, amplifying legal exposure for non-compliance in the real estate sector.

## CLIMATE-RELATED OPPORTUNITIES

**Energy-efficient and low-carbon buildings:** Integrating high-performance building envelopes, efficient HVAC, district cooling, and on-site renewables can reduce operating costs, enhance tenant demand, and support premium positioning.

**Resilient coastal and tourism assets:** Designing coastal resorts and waterfront communities with elevation, robust drainage, and resilient infrastructure can differentiate RAK Properties' projects as "climate-resilient destinations" and attract long-term tourism.

**Alignment with RAK sustainability strategy:** Supporting Ras Al Khaimah's electricity and water reduction and renewable energy objectives through green certifications and sustainable master planning can strengthen government relationships and gain stakeholder trust.



## ENVIRONMENTAL FOOTPRINT

RAK Properties is actively working to minimize its environmental footprint. We implemented a practice of closely monitoring environmental impacts, with a focus on reducing greenhouse gas (GHG) emissions. The company is transitioning to a circular workplace, emphasizing recycling, energy efficiency, water conservation, and waste management initiatives to enhance sustainability efforts.

Acknowledging the sector's significant impact, we are strengthening sustainability initiatives across all new and existing developments, ensuring alignment with the UAE's Nationally Determined Contribution.

To effectively decarbonize our properties, we initiated a process of assessing their lifetime emissions, factoring in both embodied carbon and operational carbon. This comprehensive approach will guide our efforts to reduce the carbon footprint of our properties. We are in the process of establishing Key Performance Indicators (KPIs) to consistently monitor our impact.



Scope 1 and Scope 2 emissions of our company mainly arise from building operations: fuels, refrigerants, purchased electricity, and purchased chilled water. These sit squarely in the use stage of the project life cycle.

## ENERGY CONSUMPTION

In terms of energy consumption, our organization closely monitors various sources to ensure responsible practices. The total energy consumption of all our operating facilities and services reached 163,830.4 GJ in 2025.

The following tables break down energy use by type across our operations and developments.

	Energy Consumption	Unit	2024	2025
Direct	Diesel used by owned Vehicles/ Power Generator/ equipment	GJ	458.27	608.63
	Petrol used by Owned/ leased Vehicles	GJ	972	1643.58
	Petrol used by the owned water taxi	GJ	-	70.73
	Total Energy- Direct	GJ	1430.27	2322.94
Indirect	Purchased Electricity	GJ	57,161.2	50,972.3
	Purchased Chilled Water	GJ	113,935.2	110,535.2
	Total Energy- Indirect	GJ	171,096.4	161,507.5
	Total (Direct+ Indirect)	GJ	172,526.6	163,830.4

	Energy Intensity	2024	2025
Direct	GJ/ FTE	6.47	7.96
	GJ/ Revenue (Million. AED)	1.02	1.26
Indirect	GJ/ FTE	774.19	553.11
	GJ/ Revenue (Million. AED)	121.66	87.90
Total	GJ/ FTE	780.66	561.06
	GJ/ Revenue (Million. AED)	122.68	89.16

In 2025, the organization's energy profile comprised approximately 98.6% indirect energy consumption from purchased electricity and chilled water, and 1.4% direct energy consumption mainly associated with on-site fossil fuel uses. RAK Properties currently generates no renewable energy, such as solar PV, for direct consumption due to local utility restrictions, and does not procure certified renewable electricity, resulting in 0% renewable share in our total energy mix

for the reporting year. However, we maintain 136 solar streetlights across the Mina community, solar thermal systems for the new villa projects, contributing minimally but meaningfully to sustainability, and have solar-ready infrastructure in place for future PV installations once regulatory barriers are lifted.

## ENERGY EFFICIENCY MEASURES/PROGRAMS

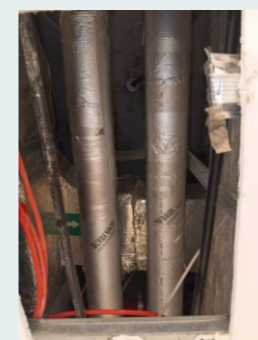
We actively deploy multiple energy efficiency and conservation initiatives to reduce consumption across operations and developments while cutting greenhouse gas emissions.

Energy audits: We conduct regular internal audits, in addition to external consultant audits, to identify efficiency opportunities in HVAC, lighting, and building systems across our assets.

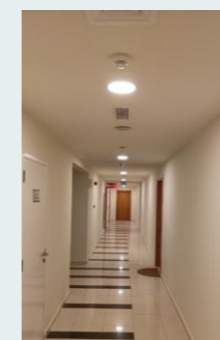
Quantified targets: An energy reduction goal of a 5% decrease against the 2024 baseline has been achieved, and a further 5% energy reduction target has now been set for 2026

Reduction actions: In 2025, the implemented Energy conservation measures in our portfolio include:

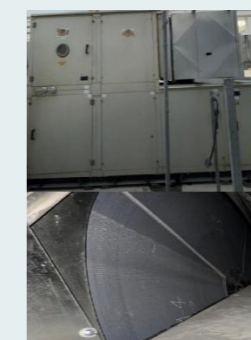
- Chilled water Piping insulation replacement in Julphar Towers that restores thermal performance, cutting heat gain and chilled water consumption.
- LED Corridor and Lobby lighting retrofits in Julphar Towers reduce fixture power draw while extending the life
- BMS Upgrade in both Julphar Towers and Mina community enables precise control, occupancy-based adjustments, and predictive maintenance.
- Faulty FAHU Replacement in Lagoon Building 7, and FAHU Heat wheel replacement in Julphar Residential Tower
- LED bollard lights and LED streetlights swap target exterior lighting with durable, low-wattage alternatives
- Incorporating high-efficient system and equipment, and smart sub-meters in all new development projects through sustainability design guidelines



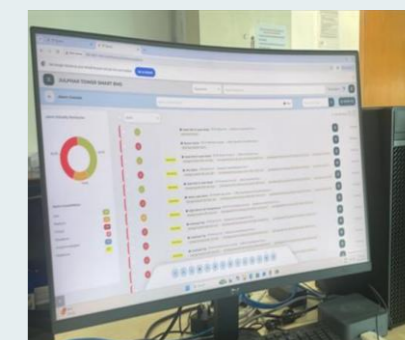
CHWP Insulation



LED Lighting



FAHU Heat wheel



BMS Upgrade

Progress evaluation: Monthly KPI progress tracking via the utilities bill summary.

Clean/green energy: Solar-powered street lighting, Solar thermal systems, EV chargers, electric/hybrid cars, electric bikes

R&D investment: Testing IoT energy monitoring and operating tools for connecting all buildings through a central command centre in the Mina community through FM partnerships.

Notice/ Sign boards: Notices and signboards in Lifts and common areas provide practical tips, help employees, owners, and tenants use energy responsibly.

### RENEWABLE ENERGY

RAK Properties has mandated the installation of solar thermal hot water systems in all villa projects in Mina constructed from 2023 onwards, supporting reduced energy consumption and the integration of renewable energy in residential communities, and currently it covers approximately 6% of the constructed GFA.

### ELECTRIC VEHICLE CHARGING

RAK Properties has strategically deployed electric vehicle (EV) charging stations throughout the Mina community and Julphar Towers, supporting the UAE's sustainable mobility transition and reducing transportation carbon emissions. These facilities are conveniently distributed across key locations, including residential clusters, commercial hubs, public parking areas, and marinas, ensuring easy accessibility for all.



### GHG EMISSIONS

Federal Decree-Law No. 11 of 2024 on the Reduction of Climate Change Effects establishes a national framework requiring in-scope entities to measure, report, and verify (MRV) their greenhouse gas (GHG) emissions in line with international best practices. Measurement and management of GHG emissions are at the core of RAK Properties' climate mitigation actions.

The consolidation approach we followed to establish the organization's GHG emissions is Operational Control. The locally available emission factors are used for emission calculation wherever available. The emission factors used for various energy applications are as follows. Electricity- 0.41 Kg CO<sub>2</sub>/kWh, Chilled Water- 0.65 kg CO<sub>2</sub>/RTH, Diesel- 3.1 Kg CO<sub>2</sub>/Liter, and Petrol- 2.39 Kg CO<sub>2</sub>/Liter. The refrigerant annual leakage rate is assumed 2.5%.

The following tables break down the GHG Emissions in MT CO<sub>2</sub>e by type across our operations and developments

GHG Emissions (MT CO <sub>2</sub> e)		2024	2025	
Scope 1	Owned Vehicles/ Power Generator/ equipment	Diesel	35.34	48.38
	Owned/ leased Vehicles	Petrol	69.33	114.86
	Owned Water Taxi	Petrol	-	4.94
	Refrigerant leakage	R22 & R410	24.46	72.73
	Total Scope 1		129.14	240.91
Scope 2	Purchased Electricity	kWh	6,510.02	5,805.18
	Purchased Chilled Water	RTh	5,849.75	5,675.19
	Total Scope 2	-	12,359.77	11,480.4
Total (Scope 1 & 2)		-	12,488.91	11,721.3

GHG Emission Intensity (Scope 1 & 2)	2024	2025
MT CO <sub>2</sub> e / FTE	56.51	40.14
MT CO <sub>2</sub> e / Revenue (Million AED)	8.88	6.38

### CARBON SEQUESTRATION

RAK Properties has established and maintains more than 7,000 trees across streetscapes, parks, and community areas within Mina, which contribute to local carbon sequestration, shading, and urban cooling benefits. While site-specific measurements have not yet been undertaken, international studies suggest that mature urban trees can absorb in the order of tens of kilograms of CO<sub>2</sub> per tree per year, indicating that Mina's tree canopy represents a significant long-term carbon sink alongside its nearby mangrove and wetland blue carbon ecosystems.

Many mature urban trees are estimated to sequester around 7–20 kg of CO<sub>2</sub> per tree per year, which implies that Mina community's 7,000 trees could absorb approximately 50–140 tonnes of CO<sub>2</sub> annually.

- Lower end: 7,000 × 7 ≈ 49,000 kg CO<sub>2</sub> ≈ 50 t CO<sub>2</sub>/year
- Upper end: 7,000 × 20 ≈ 140,000 kg CO<sub>2</sub> ≈ 140 t CO<sub>2</sub>/year



Wastewater from all buildings within the Mina is collected through a dedicated sewage network and directed to our central Sewage Treatment Plant (STP). During the reporting period, a total of 425,157 m<sup>3</sup> of wastewater was treated and recycled, meeting 41.2% of the community's overall irrigation water demand. The remaining 58.8% was fulfilled using Treated Sewage Effluent (TSE) supplied by Ras Al Khaimah Municipality.



Metric	Quantity	% of Total Irrigation
Total Irrigation water used in Mina, m <sup>3</sup>	1,031,990	
Own STP recycled water, m <sup>3</sup>	425,157	41.2%
TSE water outsourced, m <sup>3</sup>	606,833	58.8%

#### WATER EFFICIENCY MEASURES/PROGRAMS

RAK Properties implements comprehensive water conservation measures across its ongoing operations and developments. Key initiatives include:

- Retrofitting existing developments with low-flow and low-flush sanitary fixtures
- Upgrading the on-site sewage treatment plant in the Mina community to accommodate inflows from newly opened buildings and to increase recycled water output
- Continuing to source Treated Sewage Effluent (TSE) water from external providers for irrigation
- Extending drip irrigation systems in newly landscaped areas
- Incorporating smart irrigation controllers to optimise irrigation schedules and detect leaks
- Installing smart sub-meters for major water-use categories in new developments to enable granular monitoring and leak detection

#### WASTE MANAGEMENT

Construction and Demolition Waste: RAK Properties requires all new construction sites to implement a Construction and Demolition (C&D) Waste Management Plan, achieving a minimum 50% waste diversion from landfills through recycling and reuse. The waste management process covers proper segregation, licensed handling, a circular approach, and

#### WATER CONSUMPTION

The major water uses in RAK Properties' portfolio occur in the common areas of our communities, including swimming pools, common toilets, janitor rooms, and pantries across residential, commercial, and retail buildings, as well as irrigation, firefighting, and maintenance activities. We diligently track and manage this consumption to promote responsible water stewardship.

In 2025, RAK Properties recorded a total water withdrawal of 674,014 m<sup>3</sup>, comprising purchased potable water from utilities and TSE water from external providers. We recycled 425,157 m<sup>3</sup> of water through our Mina community-owned sewage treatment plant (STP), which is reused on-site. At Mina, 100% of irrigation water demand is met by a combination of STP-recycled water and purchased TSE, thereby avoiding potable water for irrigation. Potable water is used for irrigation only at Julphar Towers and Julphar Residence, representing less than 5% of the total portfolio irrigation demand.

Water Consumption	2025
Total Potable water purchased, m <sup>3</sup>	67,181
Total TSE water purchased for irrigation, m <sup>3</sup>	606,833
Total Water discharge to the municipal sewer, m <sup>3</sup>	55,181

Total Water Recycled / reused in own STP, m <sup>3</sup>	425,157 (63% of total water withdrawal)
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#### Case Study: Sewage Treatment Plant:

RAK Properties operates an on-site sewage treatment plant (STP) in Mina Community, which uses MBBR (Moving Bed Biofilm Reactor) technology to achieve 100% recycling of building sewage water for non-potable reuse, primarily irrigation within Mina Community.



meets regulatory compliance. Construction wastes, such as concrete, metals, wood, commingled waste, and hazardous waste, are properly segregated and transferred to allocated areas by RAK municipalities for further processing and treatment. C&D waste management is handled directly by the appointed contractors on-site.

Operational waste: Our organization emphasizes responsible segregation, disposal, and recycling practices aligned with RAK municipality regulations. We have distributed recycling bins throughout the community for efficient collection at the source. The multi-floor residential buildings feature a dual-chute system to enhance waste segregation at the source and support recycling goals.

In 2025, RAK Properties generated 2651.15 metric tons (MT) of non-hazardous operational waste across its portfolio. While hazardous waste quantities were not specifically quantified, all waste streams receive proper handling per regulatory standards. We successfully segregated and diverted 180.85 MT of non-hazardous waste for recycling.

Waste Generated	2024	2025
Total Non-Hazardous Operational Waste collected, in Metric Tons	1876.9	2651.15

Recycled Waste	2024	2025
Total Non-Hazardous Operational Waste recycled, in Metric Tons	190	180.85
% Recycled	10.12	6.82

## BIODIVERSITY

### BIODIVERSITY RISK ASSESSMENT

RAK Properties employs a site/location-specific biodiversity risk assessment process that examines both dependencies on and impacts to nature, integrating the results into the company-wide ERM framework.

We start with environmental screening and EPDA-compliant EIA studies that map habitats (including protected trees, mangroves, wetlands, coastal, and marine areas) and identify sensitive species, such as birds, turtles, etc. The assessment distinguishes between nature-related dependencies (e.g., reliance on healthy mangroves for coastal protection and fisheries, vegetation for microclimate and amenity) and impacts (e.g., habitat loss, disturbance from construction, light and noise, water quality changes).

Methodologies used include qualitative risk matrices, habitat and sensitivity mapping, regulatory EIA requirements from EPDA, and biodiversity mitigation hierarchies (avoid, reduce, regenerate, restore, and transform) to design mitigation and enhancement measures.

Biodiversity-related risks identified at the project level are translated into company-level risk registers and integrated into the enterprise risk management (ERM) framework alongside climate and other ESG risks. Material nature-related risks (for example, potential damage to protected habitats or non-compliance with EPDA mangrove and tree protection rules) are escalated to the Executive Sustainability Committee and, where relevant, to the Board through regular risk and ESG reporting.

RAK Properties manages and operates in three main destination communities with a combined area of 277.63 hectares. A comprehensive Environmental Impact Assessment (EIA) was conducted for the Mina community, covering approximately 274 hectares, identified as having high biodiversity value and located in proximity to critical habitats such as mangroves, wetlands, and associated coastal ecosystems. Our biodiversity strategies include the following:

- Pre-Construction EIA: Every new development site undergoes a comprehensive EIA to identify potential impacts on biodiversity. This includes site-specific baseline studies, impact matrices, and mitigation recommendations.
- Key EIA Components: Assessments cover habitat loss, irreversible impacts on flora/fauna, drainage/hydrology, and protected areas. The EPDA in Ras Al Khaimah guidelines require detailed matrices for construction, operations, and decommissioning phases, with prioritization of significant risks.
- Mitigation and Monitoring: Post-EIA, a project-specific Environmental Management Plan (EMP) is developed based on assessment conclusions to safeguard biodiversity, including compliance monitoring programs with site visits and reporting.

Every new development project specification requires the contractor to prepare and implement a project-specific Construction Environmental Management Plan (CEMP). This plan must be approved before construction begins and must set out detailed measures for habitat protection, species protection protocols, pollution prevention, environmental monitoring, and incident response.

The biodiversity risk assessment conducted in the Mina community includes land use planning, infrastructure, buildings, landscaping, and associated coastal and marine interfaces under the company's operational control. It also covers construction and early operational phases, where impacts on habitats, species, and ecosystem services are most significant.

Key risks identified are listed below:

#### Dependency-related biodiversity risks

Reduced coastal protection and increased physical risk to assets if mangrove and wetland ecosystems degrade, affecting wave attenuation, erosion control, and flood regulation.

Loss of marine ecosystem services, such as natural water filtration, nursery habitats for fish, and recreational value due to degradation of mangroves and seagrass, which could harm marine life and diminish the appeal and value of Mina's waterfront assets.

### Impact-related biodiversity risks

Habitat conversion or degradation from land development, marine works, or shoreline modification, potentially affecting mangroves, seagrass, wetlands, and associated species.

Disturbance to birds, marine life, and other fauna from noise, lighting, vessel traffic, and human access during construction and operation, which can affect species behaviour and breeding success

### Regulatory and compliance risks

Delays, fines, or permit restrictions if EPDA's EIA, mangrove management, or native tree protection requirements are not fully met.

## BIODIVERSITY MITIGATION ACTIONS

RAK Properties integrates several biodiversity protection/ mitigation measures within the Mina community, with a strong focus on preserving and enhancing the natural coastal and wetland ecosystems that define the destination. These efforts are centered around mangrove conservation, habitat protection, and nature-based community initiatives.

Our biodiversity mitigation measures are aligned with the mitigation hierarchy and are organised into five categories:

**Avoid:** We prioritise site selection and master planning that retain existing mangroves, wetlands, and other high-value habitats, thereby avoiding development in the most sensitive areas. Ecological no-go zones and buffer areas are defined through EIAs and Construction Environmental Management Plans (CEMPs) to ensure construction activities do not encroach on critical biodiversity areas.

**Reduce:** CEMPs are applied to every new development footprint to control noise, light, dust, runoff, and marine disturbance, reducing residual impacts on birds, marine life, and coastal ecosystems. Efficient irrigation, the use of treated wastewater, and the selection of drought-tolerant plant species further reduce pressure on local water resources and associated ecosystems.

**Regenerate:** We contribute to the regeneration of biodiversity at Mina through a range of nature-positive initiatives, including diversified soft-scaping with native and adaptive plant species, deployment of artificial reef balls to enhance marine habitats, the Mina Bees programme that supports pollinator populations, and dedicated wildlife initiatives such as the flamingo feeding and observation arrangements that encourage protection of local birdlife.

**Restore:** Existing mangrove and wetland areas in Mina are preserved and enhanced through project design, with replanting and habitat improvement undertaken where limited areas are disturbed during construction. Post-construction, we implement landscaping and ecological enhancement measures to restore and support biodiversity.

**Transform:** Biodiversity considerations are embedded into governance through the integration of biodiversity risk assessment and environmental due diligence for major projects. RAK Properties also promotes nature-integrated destinations, including mangrove kayaking and community awareness initiatives on birds, biodiversity, shifting Mina's value proposition towards eco-tourism, and long-term nature stewardship.

### ARTIFICIAL REEF BALL

Artificial reef balls were deployed as part of our commitment to nature-positive action and marine ecosystem restoration. Designed to mimic natural reef structures, these eco-engineered modules provide stable habitats for corals, fish, and other marine organisms, supporting biodiversity recovery in degraded coastal areas. Beyond habitat creation, reef balls help attenuate wave energy and reduce coastal erosion, contributing to long-term shoreline resilience.



### MANGROVE AND WETLAND CONSERVATION

Large areas of natural mangroves and associated wetlands next to the Mina community are preserved and protected as key ecological assets that support marine life, fish nurseries, and nesting areas for local and migratory birds. Development and resort construction, including Anantara Mina, are planned around these ecosystems to minimize disturbance and maintain the integrity of lagoons, wetlands, and shoreline habitats.

Dedicated green spaces, mangrove-lined pathways, and protected wetland corridors are integrated into the Mina masterplan to provide continuous habitats for wildlife and support biodiversity within the community.



methods to preserve hive health, yielding raw, unprocessed varieties that capture the region's unique ecological flavors.



#### EXPLORING THE MANGROVES

Mina community offers immersive mangrove exploration experiences through guided kayaking tours that allow visitors and residents to navigate the serene waterways of its protected mangrove reserves. These tours are accessible from resorts like Anantara, Mina, and Intercontinental. Mina community provides close-up views of diverse wildlife, including flamingos, herons, and marine species, while highlighting the ecological importance of mangroves for shoreline protection and biodiversity.



#### DIVERSIFIED SOFTSCAPE

Carefully designed landscaping integrates mangroves, coastal plants, shrubs, and trees that provide food, shelter, and habitat corridors for birds, pollinators, and other wildlife. By prioritizing drought-tolerant and climate-resilient species, the community reduces water consumption while preserving the ecological value of its green and blue spaces. These diversified plantings, combined with protected wetland and mangrove areas, reinforce Mina's role as a nature-integrated destination.

#### FLAMINGO BIRD SANCTUARY

We maintain a flamingo bird feeding initiative in the Mina Community that provides supplemental nutrition to migratory flamingo populations during key seasons, enhancing their resilience amid environmental changes.



This carefully managed program, adhering to EPDA guidelines, uses natural, algae-rich feeds placed in protected lagoon zones to minimize human-wildlife interaction while boosting bird health and breeding success.

#### BEEHIVE HONEY HARVESTING

Mina Bees, RAK Properties' innovative beekeeping initiative in Mina Community, promotes sustainable honey harvesting from community apiaries where bees forage on native flora, mangroves, and landscaped plants. Honey is extracted seasonally using gentle, low-impact



- Environmental Education: Delivers programs on ecology, conservation, and sustainability.
- Community Engagement: Drives active participation in preservation efforts.

Key Offerings:

- Volunteer Opportunities: Mangrove planting and habitat restoration activities.
- Partnerships: Collaborations with environmental/research organizations.
- School Programs: Curriculum-aligned workshops and field trips.
- Community Workshops: Sessions on sustainable living and conservation

NO DEFORESTATION COMMITMENT

RAK Properties aims to avoid gross deforestation and unnecessary clearing of natural habitats, which help protect biodiversity and reduce deforestation risks. We effectively prohibit the clearance of native trees and mangroves in our projects, except where strictly required and approved through the Environmental Impact Assessment (EIA) process. We align with the Ras Al Khaimah Environment Protection and Development Authority (EPDA) Mangrove Management Plan guidelines, which require baseline surveys, impact assessment, and mitigation, compensation, and planting programmes before any project affecting mangroves or wetlands can proceed.

The company's executive management endorses this no-deforestation commitment and applies it to all its own areas of operation, and partially to its supply chain through a commitment to source at least 70% of wood products from FSC-certified or equivalent responsibly managed forests for new construction projects.

GROWING OUR HUMAN CAPITAL

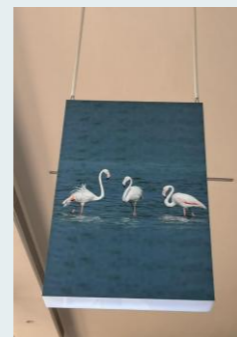
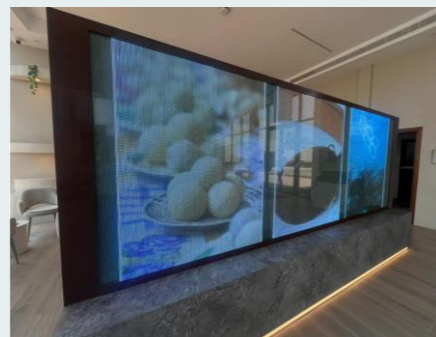
WORKPLACE CULTURE & VALUES

Prioritizing employee well-being creates a ripple effect that positively impacts both the workforce and the company's bottom line. By fostering an environment where employees feel valued, there's often a direct correlation to greater job satisfaction and loyalty, which in turn leads to higher performance. We cultivate a workplace culture rooted in integrity, inclusion, innovation, and excellence, core values that empower our human capital to drive sustainable real estate leadership. Employees are invited to contribute to the enhancement plan by providing feedback on current policies and proposing improvements. We also introduced impactful initiatives such as the Employee Welfare Loan Scheme, the Housing Loan Scheme, and the Child Education Allowance.

The progressive increase in female hires in 2025 reached around 32.6% of the total workforce. This underscores RAK Properties' commitment to providing equal opportunity to both genders, advancing workplace diversity, and values.



DISCOVERY CENTRE

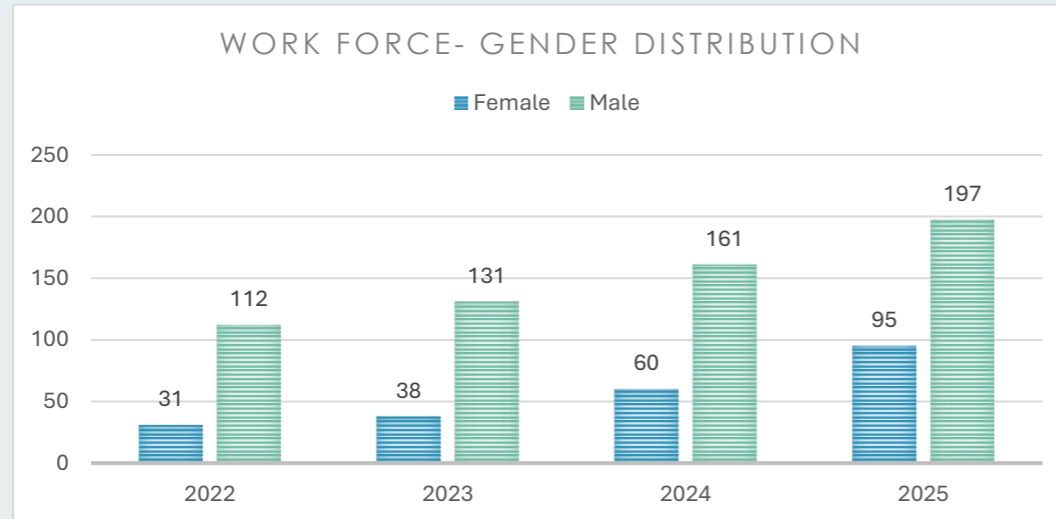
RAK Properties constructed a Mangrove Discovery Centre at the Anantara resort in Mina, providing an immersive environmental education hub focused on the surrounding mangrove wetlands and coastal ecosystem. The centre raises awareness about the ecological importance of mangroves, supports local biodiversity and wetland conservation efforts, and engages guests, residents, and community groups in learning about habitat protection and nature-based climate resilience



Key Objectives:

- Research & Conservation: Supports mangrove protection and local biodiversity monitoring.
- Public Awareness: Educates on mangrove ecological value.

Year	FTE, #	Part-time, #	2025, #	
2022	143	0	95 Females (32.5%)	197 Males (67.5%)
2023	169	0		
2024	221	0		
2025	292	0		



	No. of employees, job category		
	Entry-Level	Mid-Level	Senior-to-Executive Level
2025	55	169	68

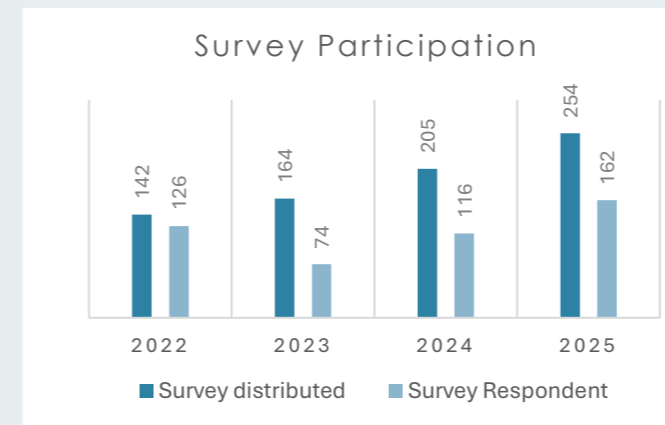
	No. of Employees, by age group		
	< 30 years	> 30 - < 50 years	> 50 years
2025	65	194	33



Our HR team conducts annual surveys to assess and understand employee satisfaction levels. The insights derived from these surveys play a pivotal role in shaping future policies, refining recruitment practices, and guiding decisions related to employee management. The survey design strategically covers the following key aspects:

- employee needs
- job satisfaction
- individual contributions
- teamwork dynamics
- career progression
- personal development
- health and well-being

The 2025 employee engagement survey shows continued strong results, with 93% of employees reporting high levels of engagement, satisfaction, and well-being, demonstrating sustained positive momentum in RAK Properties' workplace culture.



The employee satisfaction rate has remained above 90% over the past four years, demonstrating a sustained commitment to fostering a workplace culture that prioritizes employee well-being and satisfaction.

### Employee Excellence Awards

The organization recognizes and rewards employees who demonstrate exceptional performance, innovation, teamwork, and alignment with organizational values. The following

## TALENT MANAGEMENT & ENGAGEMENT

### Employee Engagement

We are committed to actively engaging and nurturing our workforce through comprehensive company-wide policies. These initiatives encompass enticing rewards and incentives, promoting open communication channels, fostering a healthy work-life balance, and providing ample opportunities for career growth and talent development.

fantastic initiatives are in place to realize and celebrate employees' outstanding contributions, dedication, and performance.

- Top sales performer award: a recognition given to an individual who demonstrates exceptional sales performance within a specific period.
- 10 years of service award: celebrates an employee's 10 years of continuous service with the company.
- Team Excellence Award: recognizes a team of employees who showed exceptional teamwork and cooperation skills to fulfill a task.
- Customer Service Award: recognizes employees who go above and beyond in delivering outstanding services and ensuring customer satisfaction.
- RAK Properties Ambassador Award: reward volunteers who have directly or indirectly improved the company's reputation and heightened trust in the community through their dedicated efforts.

#### NON-DISCRIMINATION AND ANTI-HARASSMENT

We uphold human rights principles as mandated by the UAE's labour laws and regulations. Our commitment is to ensure a respectful, fair, and inclusive workplace for all employees. Every employee at RAK Properties signs an employment contract that clearly defines the rights and obligations of both the employer and the employee. This reinforces our dedication to maintaining ethical and lawful practices.

We maintain zero-tolerance policies against the following:

- Discrimination: Unfair or unequal treatment based on race, colour, religion, gender, nationality, age, disability, or other personal characteristics.
- Harassment: Any unwelcome behaviour, comments, actions, or conduct that creates an intimidating, hostile, or offensive environment for employees.
- Sexual Harassment: Includes unwelcome sexual advances, requests for sexual favours, or verbal, non-verbal, or physical conduct of a sexual nature that fosters an intimidating, hostile, or offensive environment.
- Forced Labor: Any form of work performed involuntarily under the threat of penalty, such as physical harm, wage withholding, or restrictions on freedom.
- Child Labor: The employment of minors under the age of 18 and the exploitation of any labour force.
- Equal Remuneration: Ensuring fairness in the workplace by providing equal pay for equal work, irrespective of gender, nationality, or other factors.

#### LABOR PRACTICE COMMITMENT & PROGRAMS

RAK Properties is fully committed to honouring internationally recognized labor rights and fair labor practices. These principles are embedded in our HR Manual and operational processes.

**Living Wages:** We ensure that all basic salaries and fixed allowances meet or exceed the UAE's minimum living wage standards. These rates are reviewed annually to remain aligned with market conditions and national benchmarks.

**Prohibition of Child Labor and Juvenile Employment:** We do not permit the employment of individuals under the age of 15 under any circumstances. For juvenile employees between 15 and 17 years of age, employment is only permitted under strict conditions

**Avoiding Excessive Overtime and Setting Maximum Working Hours:** Overtime is discouraged unless essential to meet operational needs. Overtime compensation is 125% of the basic hourly rate for regular overtime, and 150% of the basic hourly rate for work between 10:00 PM and 4:00 AM or during official off days.

**Notice Period:** The one-month notice period gives staff reasonable time to plan their next steps, manage handovers professionally, and avoid abrupt income disruption.

**Equal Remuneration for Men and Women:** Men and women performing the same role or equivalent duties are entitled to the same compensation, without discrimination

**Paid Annual Leave:** Employees working on a five-day week pattern are entitled to 22 to 30 working days of paid annual leave, while those on a six-day week pattern receive 26 working days of paid annual leave.

**End of Service Gratuity:** Upon termination of service, employees are entitled to end-of-service gratuity in accordance with the UAE Labour Law. For UAE Nationals, this benefit is provided by the General Pensions and Social Security Authority (GPSSA). For GCC Nationals, it is processed through their respective national pension bodies

**Repatriation for Expatriate Employees:** Expatriate employees who leave the company are entitled to one-way economy airfare for themselves and eligible dependents back to their home country

#### Labor Practice Programs

The HR department is maintaining and implementing fair labor practices programs. It covers compliance with labor laws, promoting workplace equity, supporting employee well-being, and mechanisms for monitoring and improving labor standards.

**Equal Pay Practices** – A job grading system ensures equal remuneration for all genders.



Healthcare Coverage – Medical insurance is provided for all employees, with extended coverage for their first-degree family members.

Annual leave Policy – Clear policies regulate employees to use their annual leave within the year and specify the maximum number of leave days that may be carried forward to the following year.

Comprehensive Leave Policy- In addition to the paid annual leave, employees are entitled to paid sick leave, emergency leave, Pilgrimage (Hajj) leave, Medical escort leave (for Emiratis), Maternity leave, Breastfeeding leave, Paternity leave, Death leave, Iddah (mourning) Leave (for Emiratis), Study leave, National Services Leave (for Emiratis), and Unpaid leave in special circumstances.

Automated Attendance Tracking – An automated attendance registering system is used to monitor employees' working hours.

Fair Compensation Reviews – Salaries are regularly reviewed based on market conditions and cost-of-living assessments, and according to UAE labour laws.

Overtime Compensation – Eligible overtime payments are calculated in line with the prevailing overtime policy and disbursed with the monthly salary.

Employee Voice & Engagement – Staff provide feedback on workplace conditions through annual surveys and toolbox talks.

Travel assistance – Eligible employees are entitled to one annual return flight ticket to their home country, in accordance with company policy

Continuous Learning – All employees are given free access to an online learning platform to stay updated on the latest technologies, industry trends, and climate change topics.

## HUMAN RIGHTS

The human rights commitment we follow is to safeguard and advance human rights across our business operations and the communities we serve. With our core operations based in the UAE, all principles and procedures are aligned with the applicable UAE Federal Laws, ensuring full compliance with the protections they provide. We acknowledge that the potential for human rights violations may be heightened in certain regions and sectors and therefore, remain proactive in addressing and mitigating such risks. At RAK Properties, we recognize that protecting human rights is a shared responsibility and an integral part of our ethical, social, and business practices.

- Fair and equal treatment: Everyone receives fair and equal treatment and opportunity
- No discrimination or harassment: All our recruitment and employment practices are free from discrimination or harassment of any form

- No forced labour of any form: Forced labour, whether in the form of prison labour, indentured labour, or bonded labour, is strictly prohibited
- No child labour: We do not employ any person under the age of fifteen (15) years old. Employing juveniles (aged 15–18) is only permitted with strict conditions
- Occupational health and safety: Everyone is entitled to safe working conditions and access to workspaces that do not jeopardize their health in any way or form.
- Decent working conditions and remuneration: We establish working conditions and schedules that align with operational needs while adhering to UAE labor regulations, which limit the workweek to a maximum of 48 hours
- No human trafficking: We work only with licensed, reputable recruitment agencies, ensure employees retain control of their personal documents, prohibit placement fees, monitor recruitment practices to prevent exploitation, and provide safe, anonymous reporting channels with prompt investigation and corrective action.

We maintain a company-wide human rights due diligence process that includes risk identification in all business operations and a periodic review. This involves considering workers' rights, fair working conditions, fair wages, discrimination and harassment, forced labour, privacy, and data protection.

The company has measures to mitigate and remediate the negative impacts of human rights risks, such as Risk assessment, Policy Development, Employee Grievance mechanisms, Training and Capacity Building, Monitoring and Auditing, Reporting and Transparency, Employee feedback surveys, Supplier Management, etc.

## EMPLOYEE SUPPORT PROGRAM

Through a comprehensive range of Employee Support Programs, the company ensures employee well-being, professional development, and work-life balance, reflecting our core values of respect, equity, transparency, and care.

Employee Well-being and Benefits: We promote holistic well-being through regular stress management workshops and wellness awareness sessions led by the HR Department. Sports and health initiatives encourage fitness and teamwork across departments, while medical teleconsultation services, available to employees and their dependents, provide convenient access to quality healthcare.

Workplace Flexibility and Equity: To support diverse employee needs, flexible working hours allow staff to balance personal and professional responsibilities within an eight-hour workday. Eligible employees may avail up to three work-from-home days monthly, with additional flexibility considered where applicable. Various employment modalities, including full-time, part-time, and remote options, are recognized to accommodate evolving workforce demands.

Family Support and Care: Comprehensive healthcare coverage extends to employees and their immediate families, supplemented by parental leave policies that ensure both mothers and



fathers benefit from five days of paid leave, compliant with UAE regulations. Female employees returning from maternity leave receive daily breastfeeding breaks for up to six months, while additional family leave is available for urgent caregiving needs.

**Learning and Development:** Continuous learning forms a cornerstone of our human capital strategy. Annual training plans—developed by the HR Department—focus on advancing technical, administrative, leadership, and digital competencies aligned with corporate objectives and industry growth.

The Employee Support Program reinforces our commitment to employee satisfaction, engagement, and retention. By providing equitable policies, developmental opportunities, and a supportive work environment, RAK Properties empowers employees to thrive personally and professionally while contributing to long-term organizational success.

#### EMPLOYEE DEVELOPMENT PROGRAM

The organization encourages all employees to pursue professional development actively. We support employees in undertaking courses, attending seminars or conferences, or obtaining relevant credentials, where such activities enhance performance in their current role or contribute to career development within RAK Property.

The program applies to all RAK Properties employees and reflects our commitment to building a capable, motivated, and future-ready workforce. It establishes the framework for identifying, implementing, and approving professional development opportunities that enhance individual and organizational performance.

Our Employee Development Program aims to:

- Strengthen employees' knowledge and skills for effective job performance.
- Support continuous improvement and adaptability to internal and external changes.
- Facilitate career advancement and personal growth within the company.
- Reinforce the company's belief that employee capability and engagement are critical to long-term success.

In partnership with HR, unit heads and employees jointly plan professional development activities aligned with departmental goals and strategic priorities. These activities may include in-house or external training, online learning, conferences, seminars, or accredited professional courses. The program encompasses several key learning areas:

**Job-Specific Professional Development:** Enhances specialized expertise and innovation within employees' roles.

**Leadership Development:** Equips current and future leaders with essential leadership and management skills to drive organizational success.

**Cultural Education:** Promotes inclusivity, respect, and awareness of diverse backgrounds within RAKP's multicultural workforce.

**Software and Digital Training:** Builds technological proficiency by providing continuous training on relevant systems and software updates.

**Performance-Based Development:** Targets improvement in areas identified through performance evaluations to ensure ongoing growth and excellence.

#### EMPLOYEE PERFORMANCE MANAGEMENT FRAMEWORK

The company uses a structured Employee Performance Management Framework to align individual performance with strategic business objectives, strengthen capabilities, and support fair and transparent people decisions. The framework applies to all employees and spans the full performance cycle, including planning, interim review, annual appraisal, feedback, development, and reward, thereby reinforcing a high-performance and accountable culture.

The framework ensures that employee objectives clearly support corporate strategy and that performance outcomes inform decisions on rewards, development opportunities, and, where necessary, disciplinary measures. It covers every employee and governs all key stages of the performance cycle, from initial goal setting through to final evaluation and follow-up actions.

Performance is managed through a Management by Objectives (MBO) approach, whereby employees and their line managers jointly define goals, performance standards, and key performance indicators at the beginning of each cycle. The process aims to identify and address performance gaps, recognize and reinforce strengths, and use job performance as a primary indicator of productivity, job fit, and overall contribution to the organization. Administrative units participate in setting departmental objectives, ensuring alignment, shared accountability, and organizational effectiveness.

Formal performance reviews are conducted twice a year in line with an approved Performance Management Calendar: A Mid-Year Evaluation and an End-of-Year Evaluation. Evaluations are based on clear, measurable targets and objective metrics, and results are finalized through a moderation process to ensure consistency and fairness across departments.

Satisfactory performance may lead to eligibility for incentives, bonuses, or salary adjustments in line with the Reward & Recognition Policy and approved budgets, while unsatisfactory performance triggers a formal Performance Improvement Plan supported by corrective actions and ongoing coaching.

#### TALENT MANAGEMENT

By cultivating an inclusive work environment, we attract a broader pool of talent, as individuals are drawn to an employer that values their unique skills and capabilities.



Employment:

Employees by job category and by gender						
Year	Entry-Level, %		Mid-Level, %		Senior-to-Executive Level, %	
	Male	Female	Male	Female	Male	Female
	2022	100	0	70.4	29.6	81.8
2023	91.5	8.5	66.3	33.7	86.1	13.9
2024	76.8	23.2	65.2	34.8	84.9	15.1
2025	90.9	9.1	54.4	45.6	80.9	19.1

All employees, regardless of gender or job category, receive regular performance and career development reviews, supporting our efforts to nurture individual growth and drive professional advancement. These practices contribute to our low turnover rates, affirming the success of our talent retention strategies and the cultivation of a resilient and thriving workplace culture.

Employees by job category and by age group									
Year	Entry-Level (%)			Mid-Level (%)			Senior-to-Executive Level (%)		
	< 30	30-50	> 50	< 30	30-50	> 50	< 30	30-50	> 50
	2022	17.6	76.5	5.9	13.3	77.6	9.2	0.0	54.5
2023	21.3	72.3	6.4	14.0	79.1	7.0	0.0	72.2	27.8
2024	35.7	58.9	5.4	12.5	82.1	5.4	0.0	73.6	26.4
2025	27.2	67.3	5.5	29.6	65.1	5.3	0.0	69.1	30.9

The workforce data below reflects a positive trend in new hires across genders and age groups.

New hires by gender						Positions filled by internal candidates, #
Year	Male, #	%	Female, #	%	TOTAL	
2022	21	77.8	6	22.2	27	0
2023	36	76.6	11	23.4	47	2
2024	49	66.2	25	33.8	74	2
2025	66	60.0	44	40.0	110	0

New hires by Age group						
Year	< 30 years old		Bet 30-50 years old		> 50 years old	
	#	%	#	%	#	%
2022	8	29.6	14	51.9	5	18.5
2023	10	21.3	32	68.1	5	10.6
2024	20	27.0	48	64.9	6	8.1
2025	42	38.2	59	53.6	9	8.2

New employees hired at the Management level			
Year	Junior Level, #	Mid-Level, #	Senior-to-top management, #
2025	16	69	25

Year	New Hiring		Employee Turnover Rate
	New hire rate, %	Average hiring cost/FTE, AED	
2022	18.9	14,080	15.4
2023	27.8	13,919	12.4
2024	33.5	12,229	12.7
2025	37.6	21,334	13.4

We track employee turnover to monitor workforce stability and demonstrate strong human capital management.

Employees left by gender					
Year	Male, #	%	Female, #	%	TOTAL
2022	18	81.8	4	18.2	22
2023	17	81.0	4	19.0	21
2024	21	75.0	7	25.0	28
2025	30	76.9	9	23.1	39

Employees left by age group						
Year	< 30 years		> 30 - < 50 years		> 50 years	
	#	%	#	%	#	%
2022	2	9.1	16	72.7	4	18.2
2023	1	4.8	16	76.2	4	19.0
2024	5	17.9	18	64.3	5	17.9
2025	8	20.5	27	69.2	4	10.3

Voluntary employee Turnover rate						
Year	Total Voluntary rate, %	By Gender		By Age Group		
		Male, %	Female, %	< 30 years, %	> 30 - < 50 years, %	> 50 years, %
2025	13.4	9.5	15.2	12.31	13.92	12.12

Employees receiving regular performance and career development reviews, by Gender			
Year	Female, #	Male, #	% of Total Workforce
2022	31	112	100
2023	38	131	100
2024	60	161	100
2025	95	197	100

Employees receiving regular performance and career development reviews, by job category				
Year	Entry-Level	Mid-Level	Senior-To-Executive Level	% of Total Workforce
2022	34	98	11	100
2023	47	86	36	100
2024	24	144	53	100
2025	55	169	68	100

RAK Properties is steadfast in its support for empowering women in the workplace. Acknowledging the vital input and viewpoints that women offer, we worked hard to create a culture where everyone, regardless of gender, can succeed.

Year	Share of women in all management positions		Share of women in junior management positions		Share of women in top management positions	
	#	%	#	%	#	%
2025	13	19	6	14	1	10

Year	Share of women in management positions in revenue-generating functions		Share of women in STEM-related (Science, technology, engineering, and mathematics) positions	
	#	%	#	%
2025	10	19	91	32

#### Afkari & Injazati Programs:

Our commitment to nurturing a dynamic and engaged workforce is exemplified through strategic initiatives embedded within the Afkari & Injazati Programs, designed to empower and retain our invaluable talent. These programs emphasize the significance of "my ideas" and "my achievements."

- Afkari Program- employees are actively encouraged to contribute groundbreaking ideas and concepts related to our business activities, with a focus on achieving a positive financial impact on the company.
- Injazati Program- serves to acknowledge exceptional employee achievements in job performance, fostering a culture of going above and beyond in assigned tasks.

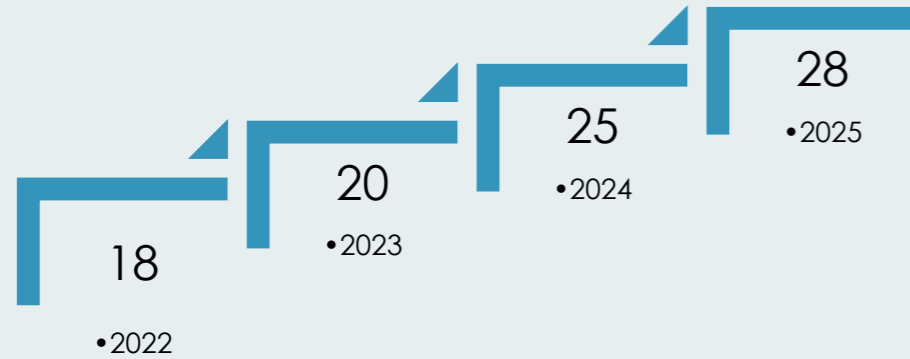
All submissions must meet defined criteria to ensure that proposed ideas are realistic, acceptable, affordable, appropriate, and profitable. Shortlisted proposals undergo a rigorous review by a cross-functional committee, which evaluates their feasibility and potential impact. Approved ideas that are successfully implemented are acknowledged through formal recognition and awards, demonstrating the company's appreciation.

#### WORKFORCE EQUITY & INCLUSION

RAK Properties is committed to providing a fair, inclusive, and respectful workplace where all employees have equitable access to opportunities and feel valued.

## Diversity & Inclusion

As of 2025, our diverse workforce comprises individuals from 28 different nationalities, with a consistent upward trend in recent years. The figure below indicates the trends of increase in nationalities in the workforce from the year 2022.



### Diversified Nationalities in the Workforce

The top six nationalities employed at RAK Properties in 2025 are Emirati, Indian, Pakistani, Filipino, Jordanian, and Egyptian.

Nationality	Share in total employee count		Share in all management positions	
	#	%	#	%
Emirati	64	21.9	7	10.3
Indian	117	40.1	29	42.6
Pakistani	23	7.9	1	1.5
Filipino	19	6.5	1	1.5
Jordanian	10	3.4	6	8.8
Egyptian	14	4.8	3	4.4
Others	45	15.4	21	30.9

The diversity of our workforce promotes innovation and creativity, influencing strategic planning and operational excellence. An inclusive work environment not only enhances our ability to attract top talent but also underscores our reputation as an employer valuing individual skills and capabilities. Inclusivity is ingrained in our corporate ethos and is evident across our offices and business operations.

### EMIRATIZATION

To augment the representation of Emiratis in our workforce, we have implemented various initiatives, accompanied by exclusive benefits. Local recruitment strategically enhances our team with individuals well-versed in the local culture and values.

In 2025, we continued to make significant strides in Emiratization. The percentage of UAE Nationals in our employee base demonstrates a consistent upward trend, reaching 21.9% by the end of the year.

Gender-wise, the distribution reflects a balanced effort, with an increase in female UAE Nationals, comprising 79.7% of the total, showcasing a positive move towards gender inclusivity.

Year	UAE nationals by gender				TOTAL, #	Emiratization rate, %
	Male, #	%	Female, #	%		
2022	7	26.9	19	73.1	26	18.2
2023	5	16.7	25	83.3	30	17.8
2024	8	17.0	39	83.0	47	21.3
2025	13	20.3	51	79.7	64	21.9

Examining the workforce across job categories, the data highlights a progressive integration of Emiratis across various levels.

Year	UAE nationals by Job category					
	Entry-Level		Mid-Level		Senior-to-Executive Level	
	#	%	#	%	#	%
2022	0	0	19	73.08	7	26.92
2023	2	6.67	23	76.67	5	16.67
2024	12	25.53	27	57.45	8	17.02
2025	0	0	57	89.06	7	10.94

**Intelaq Program:** This program is committed to accelerating the growth of recent Emirati graduates from UAE universities and colleges. This initiative focuses on enhancing their practical skills and preparing them for a smooth and successful transition into the workforce. The program follows a structured approach to identify key positions within our replacement plan. Candidates undergo comprehensive internal training to equip them for advanced managerial roles. The evaluation process, managed by the head of the administrative unit and the Human Resources department, carefully assesses personal qualities, practical skills, and the knowledge gained during the training phase.

The program offers a formal one-year training contract, renewable by mutual agreement, reflecting our commitment to developing talent. Upon successful completion of the training and demonstration of competence, participants may transition into permanent roles. In recognition

of their dedication, trainees receive good benefits, including a competitive monthly salary, health insurance coverage, and enrollment in the General Pension and Social Security Authority.

**Masaar Program:** The program aims to attract and develop the skills of UAE citizens and relatives of employees, including graduates without designated positions in the human resources budget. This initiative involves training and qualifying individuals for a specified period, which may be renewed to facilitate their career path.

Collectively, these Emiratization programs contribute to a sustained increase in the Emiratization rate at RAK Properties.

### GENDER PAY INDICATORS

A Gender Equal Pay Assessment is an essential step we have taken to affirm our commitment to equity, diversity, and inclusion. The organization is committed to fair remuneration procedures, which are fundamental to this ethos. This ensures compliance with sustainable development goals and fosters a fair and inclusive workplace.

Employee Level	Permanent employees	
	Average Women's Salary	Average Man's Salary
Executive level (base salary only)	0	65,270
Executive level (base salary + other cash incentives)	0	98,768
Management level (base salary only)	20,773	20,750
Management level (base salary + other cash incentives)	39,645	37,727
Non-management level (base salary only)	7,091	5,870

We make certain that women are not only represented but also appropriately compensated for their abilities and efforts, with a female-to-male median compensation ratio of 0.85 in 2025.

Year	Median compensation		Female to Male Median Compensation Ratio
	Male	Female	
2022	13700	11000	1.25
2023	13700	10709	1.28
2024	11000	14000	0.79
2025	11000	13000	0.85

### EMPLOYEE ABSENTEEISM

Monitoring employee absenteeism is a significant aspect of demonstrating commitment to employee well-being, workplace culture, and operational efficiency. This estimate is based on the total number of days lost due to absenteeism of any kind, not only because of work-related injury or disease. However, it does not include scheduled or permitted absenteeism such as holidays, study time, maternity or paternity leave, etc

Absentee Rate of Employees	
Year	% of total days scheduled to work
2022	1.91
2023	1.37
2024	1.57
2025	1.39

### EMPLOYEE TRAINING AND SKILLS DEVELOPMENT

We employ meticulous evaluation methods to design initiatives that address the specific needs of each employee, tailoring programs to match their skill sets and job requirements. This commitment to empowering our workforce is extended universally, making these training opportunities accessible to every member of our organization.

Our annual collaboration between the Human Resource Department and various divisions is a testament to our forward-looking approach. This collaborative effort delves into identifying opportunities for career growth and skill development, creating a dynamic training calendar for the upcoming year. This proactive approach not only underlines our commitment to employee development but also propels us toward a future where continuous improvement is ingrained in our organizational culture.

Year	Training Hours by Gender		Average training hours / Gender		Total Training Hours, #	Training Hours/ FTE, #
	Male, #	Female, #	Male, #	Female, #		
2022	219	318	7.06	2.84	537	3.8
2023	115	509	3.03	3.89	624	3.7
2024	540	1079	9.00	6.70	1619	7.3
2025	1257.5	2431.5	13.24	12.34	3689	12.6

In 2025, we achieved an average of 12.6 training hours per employee, a trend that emphasizes skills enhancement across all organizational levels.



Year	Training Hours by Age Group			Average Training Hours / Age Group		
	< 30 years	> 30- < 50	> 50 years	< 30 years	> 30- < 50	> 50 years
2025	570.5	2663	455.5	8.78	13.73	13.80

We conduct an annual Learning Needs Analysis (LNA) in collaboration with line managers, who identify employee skill gaps as part of the performance evaluation process. Using insights from both the LNA and performance reviews, the HR Department systematically assesses development priorities, designs strategic training plans, and delivers tailored programmes so that employees receive relevant, focused learning aligned with evolving role requirements and business needs. In addition, from 2024, RAK Properties partnered with Udemy to provide all employees with free access to its extensive online course library, further supporting continuous learning and upskilling across the organisation.

## HEALTH & SAFETY

### OCCUPATIONAL HEALTH & SAFETY POLICY

RAK Properties maintains an ISO 45001-aligned Occupational Health & Safety (OH&S) policy as part of its Integrated Management System, communicating this commitment to employees, tenants, visitors, suppliers, and contractors working on behalf of RAK Properties.

Our business activities involve significant OH&S risks and is committed to providing and maintaining a safe and healthy workplace for all individuals who may be affected by our operations. The OH&S Management System (OH&SMS) provides consistent guidance and procedures to manage these risks across all sites and functions.

The OHS policy has been formally reviewed and approved by senior leadership, who have confirmed their commitment to its effective implementation across all RAK Properties' sites. Dedicated resources, including budget, competent staff, training programmes, and management time, etc., are allocated to ensure the policy is applied in day-to-day operations. Clear OHS roles and responsibilities are assigned to managers, supervisors, and HSE personnel, who are accountable for enforcing the policy and monitoring compliance. The policy is communicated to all employees and contractors and is integrated into operational procedures, induction programmes, risk assessments, and audit processes.

We take responsibility for ensuring the well-being of our employees, contractors, tenants, and the wider community. Through the implementation of rigorous safety measures across our operations and properties, we actively work to prevent accidents, injuries, and health risks.

Our commitment to occupational health and safety is validated by our ISO 45001:2018 certification, a globally recognized standard for effective OH&S management systems. This

system extends to all employees, service providers, activities such as fit-out works and maintenance, and key workplaces. To secure ISO 45001 certification, we focus on the key areas:

1. Continual Improvement of H&S Performance
  - Implementation of a comprehensive H&S management system
  - Regular health and safety inspections
  - Provision of H&S training and education
  - Implementation of effective emergency response procedures
  - Continuous review and improvement of our H&S approach
2. Fulfilment of Legal & Government Regulations
  - Identify and maintain a register of applicable H&S legal and regulatory requirements
  - Ensure compliance with UAE federal laws, emirate-level regulations, and authority guidelines
  - Obtain and maintain all required permits, licenses, approvals, and certifications
3. Achieving H&S Objectives
  - Introduction of a company-wide comprehensive H&S policy
  - Conducting risk assessments
  - Focusing on employee involvement and training
  - Monitoring and auditing safety practices

### HEALTH & SAFETY TRAINING AT RAK PROPERTIES

Effective policies are complemented by ongoing staff training in H&S protocols. In 2025, we provided a total of 520 hours of training in areas such as emergency preparedness, firefighting, first-aid, evacuation drills, and operational procedures.

- Safety induction/orientation: For all new employees, contractors, and site visitors; covers general OH&S rules, emergency procedures, site hazards, and reporting lines.
- General OH&S awareness: Basic health and safety principles, roles and responsibilities, PPE use, incident reporting, and your IMS/OHS policy.
- Job-specific / task-based training: For roles like maintenance, FM teams, lifeguards, cleaners, landscapers, security, etc., focusing on the specific hazards and controls in their tasks.
- Risk-specific training: Working at height, confined spaces, hot work, electrical safety, chemical handling/cleaning agents, manual handling, driving/vehicle safety, etc.
- Emergency preparedness and response: Fire safety, evacuation drills, first aid, spill response, rescue procedures in pools, gyms, plant rooms, and other critical facilities.
- Contractor HSE training/toolbox talks: Short, regular site briefings for contractors and subcontractors on current activities, risks, method statements, and permit-to-work requirements.

- Management and supervisor HSE leadership training: For line managers, engineers, and property managers on legal duties, incident investigation, risk assessment, and leading safety culture.
- Refresher training: Periodic updates to maintain competence, address new risks, and integrate lessons learned from incidents and audits

To ensure well-being and promote worker health, we implemented a range of initiatives:

- Safety Induction Program
- Daily Toolbox Talk
- Firefighting Training (Internal & External)
- First Aid Training
- Evacuation Drill
- Spill Drill for Lagoon Marina
- Operational Training for Beach Cleaning Machines, Boom Lifts & Road Sweepers
- 5S - Good Housekeeping
- Environmental Awareness for Aspects & Impacts

#### FATALITIES

RAK Properties systematically tracks all work-related injuries and fatalities across its operations, covering both internal employees and external contractors. This comprehensive tracking is essential to comply with applicable legal and regulatory requirements in the UAE, to identify high-risk or problematic activities, and to continuously improve our health and safety controls and preventive measures. Maintaining a stellar H&S track record in 2025, encompassing 884,772 hours worked, including our facility management sub-contractors, we achieved zero fatalities, zero high-potential and near-miss incidents, and zero near-miss cases. The ISO external auditors verify the reported data as part of the annual/periodic audit of our OH&S management system.

	2024	2025
Fatalities	0	0
High potential and Near-miss incidents	0	0
Near-miss cases	0	0

#### LOST-TIME INJURY FREQUENCY RATE (LTIFR)

Lost-Time Injury Frequency Rate (LTIFR) – Employees, is one of our safety KPI and measures how often work-related injuries resulting in lost work time occur among our employees, normalised per 1,000,000 hours worked. A lost-time injury is defined as any work-related incident where an employee is unable to perform their normal duties for at least one full work shift after the accident. The reported LTIFR data covers our entire employee workforce and provides a

consistent basis for tracking safety performance over time and identifying areas for improvement.

LTIFR (lost time injuries / 1 million hours worked)	2024	2025
Employees	0	0

#### SUPPORTING OUR COMMUNITY

We are deeply committed to enriching the communities we serve. As a leading real estate developer, we go beyond business to ensure that our operations and initiatives foster social well-being and align with our ESG principles. RAK Properties curates a diverse calendar of community events designed to bring residents, visitors, and partners together across its master-planned destinations.

**Art Workshops:** In collaboration with Ras Al Khaimah Art, RAK Properties hosts regular children's art workshops at Mina, including activities such as texture and pattern art, delivered during festivals and on weekends from November 2025 onwards. These sessions encourage creativity and community engagement for young residents and visitors. In addition, Mina's weekend programming features roaming entertainment such as buskers, dancers, stilt walkers, cultural arts performers, and stationary shows, creating an enhanced overall community experience.



**Community Seasonal Events:** The Mina community hosts winter festivals and other seasonal gatherings that encourage residents and visitors to come together and interact in a relaxed waterfront setting. These events typically feature family-friendly activities, food stalls, live entertainment, and cultural programming, helping to strengthen community ties.



**RIPE Market:** We host regular community markets at Mina featuring local vendors and artisan goods. As part of this programme, the RIPE Market event at Mina on 29<sup>th</sup> Nov 2025 was organised as a UAE National Day long-weekend pop-up market in partnership with Ripe Market, running from 29<sup>th</sup> Nov to 2<sup>nd</sup> Dec 2025 along the seaside promenade. The event offered a vibrant community experience with local food and craft vendors, and live entertainment.



**Arabian Warrior event:** As part of RAK Properties' partnership with Arabian Warrior to promote an active lifestyle, community wellbeing, and position Mina as a leading sports and tourism destination, the Arabian Warrior RAK 2025 event formed part of the broader Arabian Warrior Middle East series in the lead-up to LA28. The event featured a large-scale obstacle course race with multiple distance options and more than 40 obstacles, including mud runs, climbing walls, and rope swings, designed to test participants' strength, agility, and mental resilience.



**Emirati Women's Day celebration:** RAK Properties partnered with Intercontinental Hotel, Ras Al Khaimah, to celebrate Emirati Women's Day with an inspiring event on August 27, 2025. The special event honoured the remarkable accomplishments and unwavering dedication of Emirati women across various sectors such as entrepreneurship, engineering, and aviation, providing a platform to recognize their invaluable contributions to the nation's progress. During the event, a dedicated desk was set up to provide support to Emirati businesses.



**Co-Living and Co-Working Spaces:** RAK Properties has partnered with A.R.M Holding and HIVE, the pioneering co-living developer and operator, to construct a co-living and coworking development in the heart of Mina. This innovative project is set to redefine the lifestyle offering in the emirate, catering to the evolving needs of young modern professionals and entrepreneurs. The coworking space is intended to be a vibrant, social environment for work and collaboration, featuring dedicated desks, private offices, meeting rooms, quiet zones, social event spaces, and a coffee bar. An outdoor area will extend the workspace, catering to those who prefer to work in an open-air environment.



**Local Talent Empowerment:** RAK Properties participated in Ru'ya Careers UAE 2025, the UAE's premier career fair dedicated to Emirati nationals, from September 23 to 25. The event served as a key platform for RAK Properties to engage with aspiring Emirati professionals interested in pursuing careers in the real estate sector. With a focus on fostering local talent and empowering the next generation of leaders and professionals, RAK Properties is actively recruiting for various roles throughout the organization.



## RESPONSIBLE GOVERNANCE & PROSPERITY

### GOVERNANCE STRUCTURE

Since its inception, RAK Properties has embedded strong corporate governance as a cornerstone for sustainability, operational efficiency, credibility, and long-term market success. By adhering to corporate governance regulations, internationally recognized ethical standards, and a clear chain of command, the company has cultivated a culture of responsibility, accountability, and disciplined oversight. These practices reinforce internal controls and strengthen stakeholder confidence, positioning RAK Properties as a trusted, forward-looking real estate leader. The table below presents the company's Board of Directors for 2025.



Mr. Abdulaziz Abdullah Al Zaabi  
Chairman

Non-Independent, Non-Executive



Mr. Mohamed Ali Abdulla Musabbeh Al Nuaimi  
Director

Independent, Non-Executive



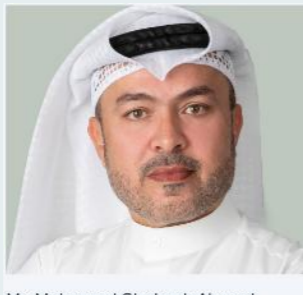
Sheikh Ahmed Omar Al Qassimi  
Director

Non-Independent, Non-Executive



Mr. Abdullah Rashed Jasem Al Abdouli  
Director

Independent, Non-Executive



Mr. Mohamed Ghobash Ahmed  
Director

Independent, Non-Executive



Mr. Yasser Abdullah Mohammed Saeed Al-Ahmad  
Director

Independent, Non-Executive



Ms. Moza Mohammed Majid Salem Al Zaabi  
Director

Independent, Non-Executive

The Board of Directors and governance committees play a pivotal role in ensuring alignment with our ESG goals, seamlessly integrating ESG factors into our business model. From designing energy-efficient, sustainable developments to creating safe, inclusive spaces that generate positive social impacts, we are committed to ethical project governance.

Dedicated leaders, supported by robust internal auditing committees, ensure checks and balances at every operational step. Transparency is at the heart of our operations. We prioritize accurate reporting to maintain trust with stakeholders, detailing our ESG performance, financial outcomes, and business practices with integrity.

Board Characteristics	Description
Board Independence	The Board of Directors' independence criteria comply with the Securities and Commodities Authority (SCA) UAE requirements
Target share of independent directors	75%
Board Type	One-Tier System  Independent directors- 5 Other non-executive directors- 2 Total Board size – 7  Number of female board directors – 1
Board Chairman	The roles of CEO and chairperson are split.  The Board is chaired by a non-executive chairperson who is not independent
Board Diversity Policy	RAK Properties has a policy on board diversity that clearly requires diversity factors such as gender, race, ethnicity, country of origin, nationality, or cultural background in the board nomination process.

Our three-pronged committee structure is a cornerstone of our company's approach to developing impactful operational strategies and ensuring responsible oversight. Each committee serves a unique function in guiding RAK Properties toward sustainable growth while upholding the highest standards of ethical corporate governance. By working in synergy, these committees foster a culture of accountability and transparency, ensuring that our business practices align with long-term value creation and ESG principles.

Board Characteristics	Description
Board Gender Diversity	<p>We have adopted a policy to ensure gender diversity is explicitly considered in the nomination and selection of candidates for our Board of Directors, in line with UAE regulatory expectations.</p> <p>The company's board of directors includes one female member.</p> <p>The Board of Directors comprises six male and one female members</p>
Board Accountability	<p>The average attendance of the board of directors is 80% of total board meetings.</p> <p>A minimum of 57% attendance of all members is required to hold a board meeting.</p> <p>The company has five independent board members, each holding four or fewer other mandates.</p>
Board Performance Review	<p>The Nomination and Remuneration Committee (NRC) assesses the board's performance every year.</p> <p>Independent assessment of board performance is carried out every 3 years.</p>
Board Election Process	<p>The board members are elected individually as opposed to being elected by slate</p>
Board Average Tenure	<p>The average tenure of Board members is 6.7 years as of 2025</p>
CEO Succession Plan	<p>A CEO succession plan is in place through the appointment of a Chief Operating Officer (COO), helping to ensure continuity of the company's operations</p>
Board member's industry experience	<p>Several Board members have extensive backgrounds in real estate development, investment, and asset management, as well as regional market experience in the UAE. The independent directors, namely Mr. Abdullah Rashed Jasem Al Abdouli and Ms. Moza Mohammed Majid Salem Al Zaabi, bring strong real estate industry experience that supports effective oversight of strategy, risk, and performance</p>

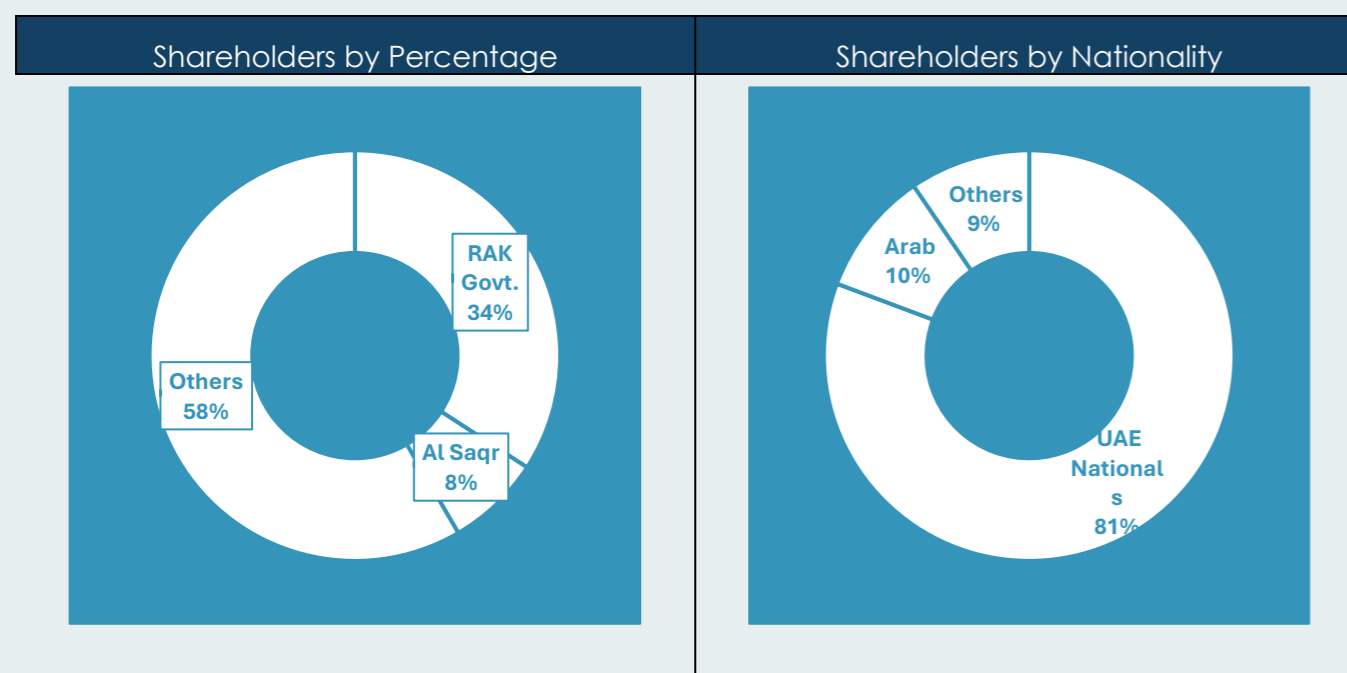
Executive Management & Investment Committee	Nomination and Remuneration Committee	Audit Committee
<ul style="list-style-type: none"> <li>This committee assumes a pivotal role in supervising and evaluating investment opportunities, strategies, and resources. Charged with developing risk-efficient investment strategies, the Executive Management &amp; Investment Committee actively contributes to the company's success. It collaborates closely with executive leadership, including the CEO, to implement and sustain ethical best practices, ensuring a robust foundation for our operations.</li> </ul>	<ul style="list-style-type: none"> <li>This committee serves as a liaison between senior management and company professionals to create a transparent and efficient remuneration system. By employing effective human resource strategies, this committee ensures fair personnel nominations across all company levels while meticulously recording their progress. This commitment to fairness and transparency strengthens our institutional integrity.</li> </ul>	<ul style="list-style-type: none"> <li>The audit committee exemplifies meticulous attention to detail, upholding company-wide integrity. This committee oversees internal audits, maintains financial records, and ensures compliance with corporate laws and regulations. By advising on progressive methods for internal controls and fostering a culture of accountability, the Audit Committee contributes significantly to our risk management strategies.</li> </ul>

## OUR OWNERSHIP STRUCTURE

At RAK Properties, we prioritize a diverse and inclusive ownership structure that reflects the interests of individuals, companies, and the government. This commitment to representative shareholding is integral to our vision of fostering broad participation in our success.

Below is a breakdown of company ownership by type and nationality:

Shareholders by Percentage		Shareholders by Nationality	
Government of Ras Al Khaimah	34.17%	UAE Nationals	80.7%
Al Saqr United Group LLC	7.43%	Arabs	9.79%
Others	58.4%	Others	9.51%



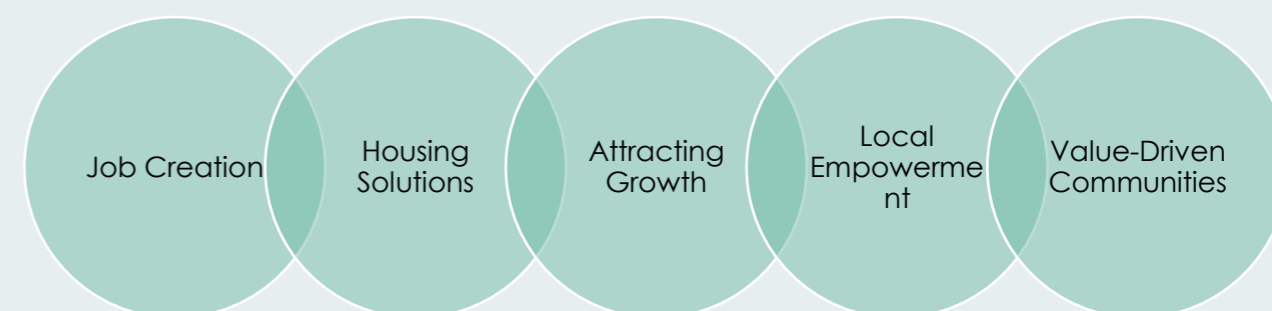
## ECONOMIC PERFORMANCE

RAK Properties is shaping the local economy. Our extensive track record has played a crucial role in positioning the Emirate as a leader within the nation. At our core, we focus on developing expansive real estate projects, strengthening the local property market, and enhancing access to affordable housing across the Emirate. Simultaneously, our projects contribute significantly to the growing tourism sector in Ras Al Khaimah.

Furthermore, our commitment to providing gainful employment makes a direct impact on both Emirati nationals and the expatriate community, elevating living standards and providing professional advancement.

Our financial and economic contributions are:

- Job creation- create employment, engage businesses across the value chain, and offer growth opportunities for workers.
- Housing solutions- provide accessible and affordable residential communities
- Attracting growth- Quality developments make an appealing hub for living and working, contributing overall growth of Ras Al Khaimah.
- Value-driven communities- well-planned projects establish safe, healthy, and welcoming living conditions
- Local empowerment- prioritizing regional sourcing, we support local businesses, contributing to the local community empowerment



### Measuring our Impact

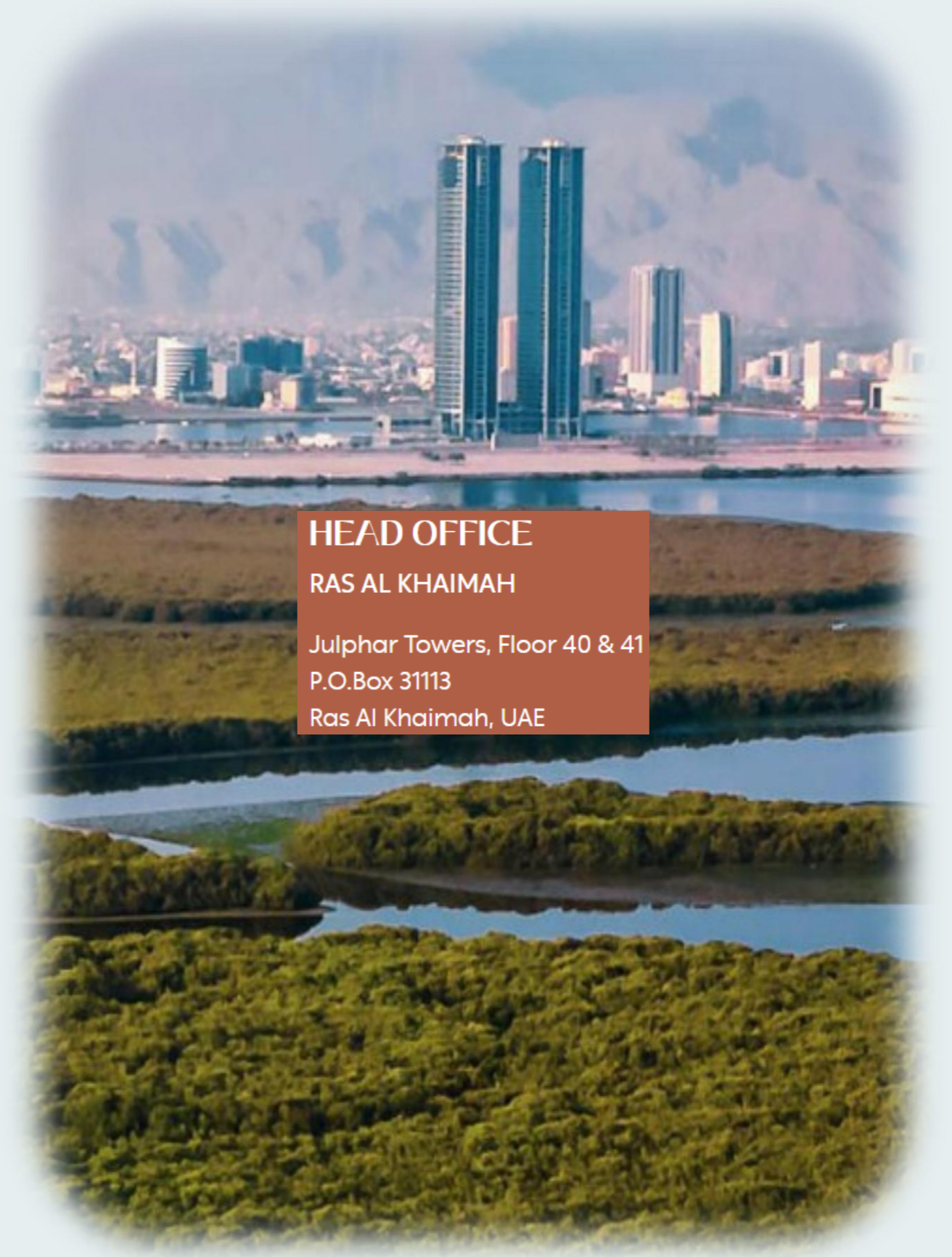
As of December 31<sup>st</sup>, 2025, RAK Properties reports 10.239 million AED in the Provision for employees' End-of-Service Benefits (EOSB) for expatriate staff, which has been paid from our current account's collection and cash balance.

The National Staff Pension Scheme requires a 5% employee contribution and a 12.5% employer contribution. Our participation in retirement plans includes both EOSB and the Pension Plan.

In 2025, the company made no monetary contributions to political parties, election campaigns, or lobbying organizations. The company provided charitable donations to registered humanitarian and cultural organizations in Ras Al Khaimah, totalling AED 1.015 million, equivalent to 0.055% of total revenue, demonstrating our commitment to community impact.

Lobbying organizations	Nil
Local, regional, or national political parties	Nil
Trade associations	Nil
Tax-exempt groups (charitable and humanitarian donations)	1,015,000 AED

The following table shows RAK Properties' economic value generated and distributed in 2025, in line with GRI 201-1.



**HEAD OFFICE**  
**RAS AL KHAIMAH**  
 Julphar Towers, Floor 40 & 41  
 P.O.Box 31113  
 Ras Al Khaimah, UAE

ADX ESG DISCLOSURE METRICS

#	Metric	Standards Alignment	Indicator	Response	Reference Section	Page No	Notes
<b>ENVIRONMENT</b>							
	E1. Environmental Operations	GRI, GCC ESG Metrics	E1.1) Does your company follow a formal Environmental Policy?	Yes, Reported	Environmental Policy	21	
			E1.2) Does your company follow specific waste, water, energy, and/or recycling policies?	Yes, Reported	Environmental footprint	24-27	
			E1.3) Does your company use a recognised energy management system?	Not yet, this is under discussion	-		
	E2. Water Usage	GRI, GCC ESG Metrics	E2.1) Total amount of water consumed	Reported	Water Consumption	26	
			E2.2) Total amount of water reclaimed	Reported	Water Consumption	26	
	E3. Waste Generation	GRI	E3.1) Total waste generated, per waste type	Reported	Waste Management	26-27	
			E3.2) Percentage of waste recycled, per waste type	Reported	Waste Management	26-27	
	E4. Energy Usage	GRI, GCC ESG Metrics	E4.1) Total amount of energy directly consumed	Reported	Energy Consumption	24	
			E4.2) Total amount of energy indirectly consumed	Reported	Energy Consumption	24	
	E5. Energy Intensity	GRI, GCC ESG Metrics	E5.1) Total direct energy usage per output scaling factor	Reported	Energy Consumption	24	
	E6. Energy Mix	GRI, GCC ESG Metrics	E6.1) Percentage: Energy usage by generation type	Reported	Energy Consumption	24	
	E7. GHG Emissions		E7.1) Total amount in CO <sub>2</sub> equivalents, for Scope 1	Reported	GHG Emissions	25	
			E7.2) Total amount, in CO <sub>2</sub> equivalents, for Scope 2 (if) applicable	Reported	GHG Emissions	25	
			E7.3) Total amount, in CO <sub>2</sub> equivalents, for Scope 3 (if) applicable	Unreported			
	E8. Emissions Intensity	GRI, IFRS S-2, GCC ESG Metrics	E8.1) Total GHG emissions per output scaling factor	Reported	GHG Emissions	25	
			E8.2) Total non-GHG emissions per output scaling factor	Immaterial, unreported			
	E9. Climate Strategy	IFRS S-2	E9.1) Describe the climate-related risks and opportunities that could reasonably be expected to affect your organisation's prospects. Also explain, for each climate-related risk your organisation has identified, whether your organisation considers the risk to be a climate-related physical risk or transition risk.	Reported	Climate-related risks and opportunities	22-23	

#	Metric	Standards Alignment	Indicator	Response	Reference Section	Page No	Notes
			E9.2) Describe the current and anticipated impacts of climate-related risks and opportunities on your organisation's business model and value chain.	Unreported			
			E9.3) How has your organisation responded to, and plans to respond to, climate-related risks and opportunities in its strategy and decision-making, including the plans to achieve any climate-related targets it has set and any targets it is required to meet by law or regulation?	Partially, Federal Decree-Law No. 11 of 2024	GHG Emissions	25	
			E9.4) What are the current effects (during the reporting period) of climate-related risks and opportunities on your organisation's financial position, financial performance, and cash flows for the reporting period (current financial effects)?	Unreported			
	E10. Climate Related Risks and Opportunities	IFRS S-2	E10.1) Describe the processes and policies your organisation uses to identify, assess, prioritise, and monitor climate-related risks, and the inputs and parameters used in these processes.	Climate-related risk monitoring is currently unavailable			
			E10.2) Whether and how does your organisation use climate-related scenario analysis to inform the identification of climate-related risks?	Climate scenario analyses have not yet been performed			
	E11. Climate Governance	IFRS S-2	E11.1) Which governance body(s) (which can include a board, committee or equivalent body charged with governance) or individual(s) is responsible for oversight of climate-related risks and opportunities?	Reported	ESG/Climate Governance	22	
			E11.2) How does the body or individual consider climate-related risks and opportunities when overseeing your organisation's strategy?	Partially addressed	Leadership perspective on sustainability	4	
			E11.3) Are performance metrics related to climate targets included in remuneration policies? If so, how?	No			
			E11.4) Has your organisation delegated the role of overseeing climate-related risks and opportunities to a specific management-level position or committee, and how is oversight over this role or committee exercised?	Yes, Reported	ESG/Climate Governance	22	
	E12. Climate Targets	IFRS S-2	E11.3) Are performance metrics related to climate targets included in remuneration policies? If so, how?	No			
<b>SOCIAL</b>							
	S1. CEO Pay Ratio	GRI, GCC ESG Metrics	S1) Has your organisation provided the annual compensation for the CEO and the median of the annual compensation of all other employees, as well as the ratio between the two?	Unreported			



#	Metric	Standards Alignment	Indicator	Response	Reference Section	Page No	Notes
	S2. Gender Pay Ratio	GRI, GCC ESG Metrics	S2) Has your organization monitored and disclosed the results of its gender pay gap or equal pay assessment?	Reported	Gender Pay Indicators	38	
	S3. Employee Turnover	GRI, GCC ESG Metrics	S3.1) Percentage: Year-over-year change for full-time employees	Reported	Workplace culture & values	30-31	
S3.2) Percentage: Year-over-year change for part-time employees			Reported	Workplace culture & values	30-31		
S3.3) Percentage: Year-over-year change for contractors/ consultants			Unreported				
	S4. Gender Diversity	GRI, GCC ESG Metrics	S4.1) Percentage: Total enterprise headcount held by men and women	Reported	Workplace culture & values	30-31	
S4.2) Percentage: Entry- and mid-level positions held by men and women			Reported	Talent Management	35		
S4.3) Percentage: Senior- and executive-level positions held by men and women			Reported	Talent Management	35		
	S5. Temporary Worker Ratio	GRI, GCC ESG Metrics	S5.1) Percentage: Total enterprise headcount held by part-time employees	Reported	Workplace culture & values	30	
S5.2) Percentage: Total enterprise headcount held by contractors and/or consultants			Unreported				
	S7. Nationalisation	GRI, GCC ESG Metrics	S7.1) Percentage of national employees, per employment category	Reported	Emiratization	37	
	S8. Non-Discrimination	GRI, GCC ESG Metrics	S8.1) Does your company follow a non-discrimination policy?	Reported	Non-discrimination and Anti-Harassment	32	
	S9. Health, Safety and Wellbeing	GRI, GCC ESG Metrics	S9.1) Does your company follow an occupational health and/or health & safety policy?	Reported	Occupational health & safety policy	39	
	S10. Injury Rate	GRI, GCC ESG Metrics	S10.1) Percentage: Frequency of injury events relative to total workforce time	Reported	Occupational health & safety policy	40	
	S11. Child and Forced Labor	GRI, GCC ESG Metrics	S11.1) Does your company follow a child and/or forced labour policy?	Yes, Reported	Labor practice commitment & programs	32	
S11.2) If yes, does your child and/or forced labour policy also cover suppliers and vendors?			Yes, forced labour	Supplier code of conduct	18		

#	Metric	Standards Alignment	Indicator	Response	Reference Section	Page No	Notes
	S12. Human Rights	GRI, GCC ESG Metrics	S12.1) Does your company follow a human rights policy?	Yes, Reported	Human Rights	33	
			S12.2) If yes, does your human rights policy also cover suppliers and vendors?	Yes, Reported	Supplier code of conduct	18	
	S13. Community Investment	GRI, GCC ESG Metrics	S13.1) Amount invested in the community, as a percentage of company revenues.	Yes, Reported	Economic Performance/Measuring Our Impact	44	
<b>GOVERNANCE</b>							
	G1. Board Independence	GCC ESG Metrics	G1.1) Does the company prohibit the CEO from serving as board chair?	Yes, Reported	Board Characteristics	42-43	
			G1.2) Percentage: Total board seats occupied by independent board members	Yes, Reported	Board Characteristics	42-43	
	G2. Board Diversity	GRI, GCC ESG Metrics	G2.1) Percentage: Total board seats occupied by men and women	Yes, Reported	Board Characteristics	42-43	
			G2.2) Percentage: Committee chairs occupied by men and women	Unreported			
	G3. Supplier Code of Conduct	GRI, GCC ESG Metrics	G3.1) Are your vendors or suppliers required to follow a Code of Conduct?	Yes, Reported	Supplier code of conduct	18	
			G3.2) If yes, what percentage of your suppliers have formally certified their compliance with the code	Yes, Reported	Supplier Screening	19	
	G4. Ethics and Prevention of Corruption	GRI, GCC ESG Metrics	G4.1) Does your company follow an Ethics and/or Prevention of Corruption policy?	Yes, Reported	Anti-bribery and anti-corruption policy	15	
			G4.2) If yes, what percentage of your workforce has formally certified its compliance with the policy	100%, Reported	Anti-bribery and anti-corruption policy	15	
	G5. Data Privacy	GRI, GCC ESG Metrics	G5.1) Does your company follow a Data Privacy policy?	Yes, Reported	Information Security Management	17-18	
			G5.2) Has your company taken steps to comply with GDPR rules?	Yes	Information Security Management	17-18	
	G6. Sustainability Strategy	IFRS S-1	G6.1) Describe the sustainability-related risks and opportunities that could reasonably be expected to affect your organisation's prospects.	Reported	Climate-related risks and opportunities	22-23	
			G6.2) Describe the current and anticipated impacts of sustainability-related risks and opportunities on your organisation's business model and value chain.	Unreported			
			G6.3) Describe how your organisation responded to, and plans to respond to, sustainability-related risks and opportunities in its strategy and decision-making	Unreported			

#	Metric	Standards Alignment	Indicator	Response	Reference Section	Page No	Notes
			G6.4) Describe the current and anticipated effects (during the reporting period) of sustainability-related risks and opportunities on your organisation's business model, financial position, performance, and cash flows. How are these risks considered in financial planning (current financial effects)?	Unreported			
	G7. Sustainability Risks Management	IFRS S-1	G7.1) Describe the processes and policies your organisation uses to identify, assess, prioritise, and monitor sustainability-related risks, and the inputs and parameters used in these processes.	Unreported			
			G7.2) How are the processes for identifying, assessing, prioritising and monitoring sustainability-related risks and opportunities integrated into and informing your organisation's overall enterprise risk management process?	Unreported			
	G8. Sustainability Governance	IFRS S-1	G8.1) Which governance body(s) (which can include a board, committee or equivalent body charged with governance) or individual(s) is responsible for oversight of sustainability-related risks and opportunities?	Reported	ESG/Climate Governance	22	
			G8.2) How does the body or individual consider sustainability-related risks and opportunities when overseeing your organisation's strategy?	Unreported			
			G8.3) Are performance metrics related to these targets included in remuneration policies? If so, how?	Unreported			
			G8.4) Has your organisation delegated the role of overseeing sustainability-related risks and opportunities to a specific management-level position or committee, and how is oversight over this role or committee exercised?	Yes, Reported	ESG/Climate Governance	22	
	G9. Sustainability Targets	IFRS S-1	G9.1) What metrics does your organisation use to measure and monitor each sustainability-related risk or opportunity identified above?	Unreported			
	G10. Disclosure Practices		G10.1) Does your company publish a sustainability report?	Yes	Sustainability Report	1	
			G10.2) Does your company publish a GRI, IFRS, CDP, SASB, IIRC, or UNGC-based report?	No			
	G11. External Assurance	GRI, GCC ESG Metrics	G11.1) Are your sustainability disclosures assured or verified by a third-party audit firm?	No			



#	Metric	Standards Alignment	Indicator	Response	Reference Section	Page No	Notes
<b>INTEGRATED KPIs</b>							
	11. Sustainability Reporting	GRI, IFRS S-1, UNGC	11.1) Does your company publish a sustainability report?	Yes	Sustainability Report	1	
	12. ESG Ratings	MSCI, ESG Invest, Sustainalytics, S&P, etc.	12.1) Has your company received an ESG rating (solicited or unsolicited)?	Yes		19	
			12.2) If yes, provide the latest overall ESG score.	46/100 from the S&P Global in the REM sector	Our Sustainability Approach	19	
	13. Stakeholder Engagement	GRI, IFRS S-1, UNGC	13.1) Does your company engage with stakeholders on ESG/sustainability topics?	Yes, Reported	Stakeholder Engagement Program	12	
			13.2) If yes, report on the frequency and effectiveness of engagement.	Reported	Stakeholder Engagement Program	12	