

### 5- Maharah New Strategy: "Strategic Growth for a Sustainable Future"

Maharah announced in August 2023G that the Board had approved its new strategic plan, «Maharah Growth Strategy: Strategic Growth for a Sustainable Future,» which will go into

effect in early 2024G. The Company, a Saudi Tadawul-listed business that specializes in providing support services to manpower, is on track to achieve more added value for Maharah, as confirmed by

the new strategic plan. The Company is also looking for complementary services to support and enhance its primary business activities.

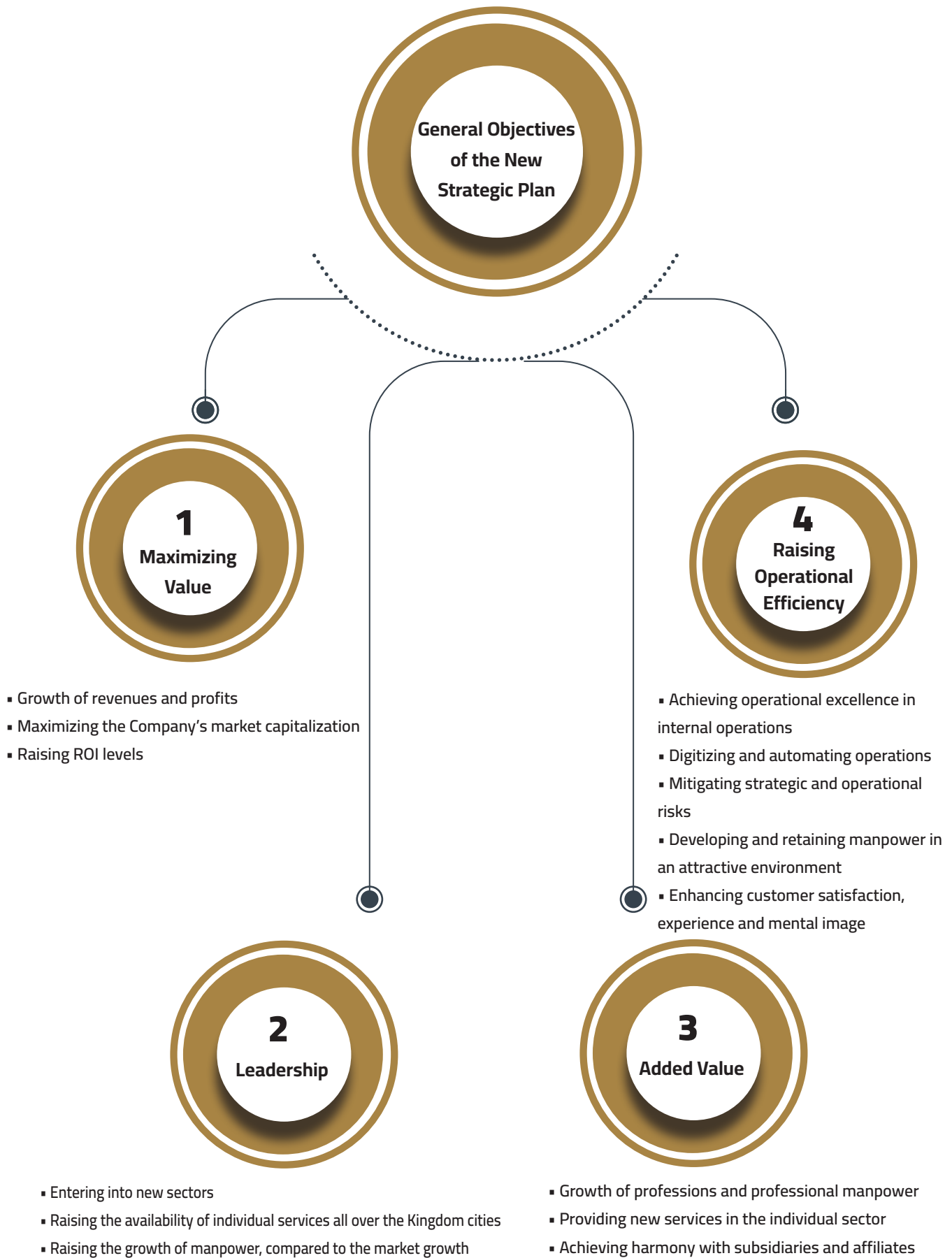


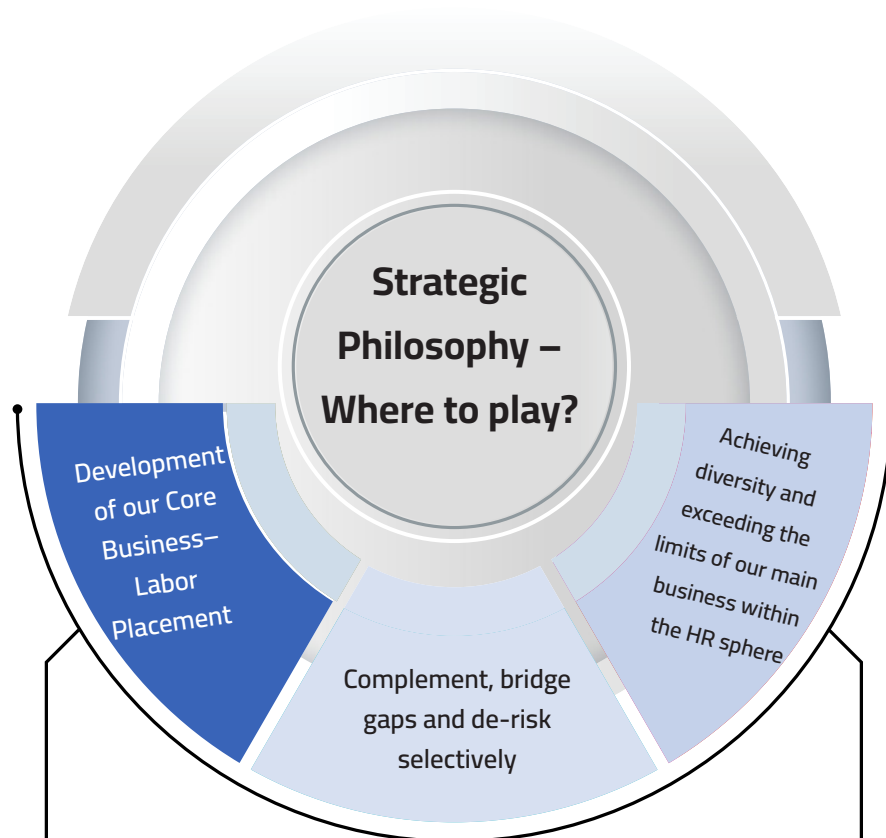
The new strategy aims to increase revenues and profits in a sustainable manner by concentrating on the Company's core strengths, increasing the number of manpower who will support the business and individual sectors, targeting new strategically important sectors, achieving excellence in services rendered, and achieving harmony with subsidiaries to offer customers the best

comprehensive excellent services. Maharah vision is all about achieving leadership and excellence in the provision of manpower services for its various customers and sectors in the Kingdom, to help achieve Saudi Arabia long term social and economic objectives, in line with the Kingdom's directives, specially that major projects, infrastructure and new cities are being established and developed in the

Kingdom, in addition to the Kingdom's Vision 2030 programs, initiatives and projects.

Accordingly, the Company has determined a number of opportunities that could be employed which include new sectors and industries, like tourism, hospitality, entertainment, sports, manufacturing, and renewable energy sectors, among others.





Maharah is a listed company working in the field of labor placement.  
“This is what we are known for, this is what we do well”

Maharah provides the complementary products and services that support its core operations



## Maharah Strategic Directives (Strategic Vision)

Maharah strategic directives center around three main fundamentals, which are generally regarded as empowering elements based on providing of manpower and achieving excellence in offering:

# 1

**Enhancing the provision of manpower “Do more of what we are good at”**

- ▶ **Sectors:** Focusing on future sectors (like transport, hospitality, tourism, entertainment and health)
- ▶ **Customers:** Focusing on the management of potential customers in each sector
- ▶ **Services:** Providing a group of services that meet the needs of each and every future sector like providing support services to Saudis and non Saudis and the professional and non professional manpower.
- ▶ **Geographical Scope:** Focusing on the Kingdom of Saudi Arabia

# 2

**Achieving differentiations and diversity in the provision of services “Expanding with the aim of offering new products and reaching new markets”**

- ▶ **Added Value:** Concentrating on maximizing the Company’s added value and increasing demand and flexible contracts.
- ▶ **Related Additional Services:** Providing workers accommodation and market training services.
- ▶ **Group Management:** The effective management of the performance of subsidiaries by targeting the cross-sale potentials and developing the performance of subsidiaries.

# 3

**Enabling Maharah “Achieving stability and enabling daily business operations”**

- ▶ **Optimum** management model
- ▶ **Integration** with subsidiaries
- ▶ **Development** of customer experience
- ▶ **Development** of recruitment operations
- ▶ **Development** of internal operations
- ▶ **Building** relations with regulating authorities
- ▶ **Digital** Transformation

### Strategic Fundamentals of the New Plan

# 1

**First Fundamental:  
Growth in the  
Provision of  
Support Services to  
Manpower (Build on  
Manpower Provision)**

**Maharah has a deep understanding** of the needs and requirements of the provision of support services to manpower in the Kingdom, being one of the leading companies in this field. This fundamental aims at achieving growth in the sector of supporting services to manpower and focusing on promising sectors in the Kingdom, in addition to providing support services to professional, vocational and non vocational national and foreign manpower to meet the market needs, in light of our deep understanding of specialties and growing

needs of our customers in both the business and individual sectors in terms of the numbers recruited and the quality and professionalism of the manpower.

First fundamental includes nine strategic initiatives that are being considered and analyzed. In the first three years of implementing the strategy, focus shall be given to four initiatives and to achieve their objectives, with an eye on the Kingdom directives and future projects.



2

**Second Fundamental:**  
**Excellence of Maharah**  
**Provided Services**  
**[Differentiate our Offering]**

Maharah has an apt opportunity to provide a group of services and to add value to the Company's customers within the framework of the human resources sector, which far exceed providing support services to manpower. This fundamental aims at achieving some commercial benefits for the services provided by Maharah, in addition to the provision of

new services to the Company's customers in both the business and individual sectors. Second fundamental includes eight strategic initiatives that are being considered and analyzed. In the first three years of implementing the strategy, focus shall be given to four initiatives and to achieve their objectives.

3

**Third Fundamental:**  
**[Enable Maharah]**

Maharah has a good opportunity to enhance the necessary infrastructure to achieve success in the future, which includes ensuring that the internal capabilities of Maharah are in line with the requirements for the success of its strategy. This fundamental aims at supporting the Group's business and operational systems, achieving harmony with subsidiaries and affiliates, recruiting and developing talents and efficient calibers in the Company, developing

technical systems, digitizing the Company's business, enriching the experience of the Company's customers, in addition to working on the development of strategic initiatives that serve the environmental, social and corporate sustainability of the Company's business. Third fundamental includes eleven strategic initiatives that are being considered and analyzed. During the term of implementing the strategy, focus shall be given to implement such initiatives and achieving their objectives.

**Name of New Plan: Growth**



**Name:**  
**Growth**

Implementing this strategy shall benefit all related parties in the Company, which in turn, shall support the local economy, enhance the Company's leading position in the sector and

help meet the needs of all the Company's customers and thus benefit all employees and the community in general. This strategy aims to achieve the Company Board aspirations

by enhancing profitability, maximizing the Company's value and assets and increasing returns of shareholders on the long run.



### Teamwork Spirit

We believe that by working as a team, we can achieve so much more than as individuals. We work with a cooperative approach to achieve our common goals.



### Insight

We encourage envisioning future outlooks and employ insightful employees who have the ability to think beyond the limits of the present. We further support the future thinking and planning and continuously work for achieving development, enhancement and growth.



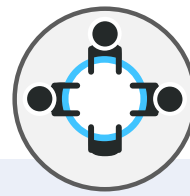
### Compliance

Compliance directs our business and forms our culture. We meet and even exceed expectations; we respect deadlines and achieve required results.



### Passion

The driving force that nurtures our group power pushes us to achieve objectives and instills our desire to excel and achieve the Company's progress. We are passionate about our work which motivates us to achieve exceptional results.



### Adaptability

We work as a group which requires us to ensure the optimum business model and to achieve adaptability between added values for the Group companies, to best use the resources to serve stakeholders, benefit from experiences and various potentials, dedicate such potentials to expand the scope of business, to enhance our market presence, promote innovation and provide an exceptional value to our customers.

## 6 - Operational Model and Sustainable Development

Maharah abides by achieving sustainable development in its business model. It further shoulders its social responsibility and contributes to achieving economic development in line with the Kingdom's Vision 2030. Ever since its establishment, Maharah has been keen on implementing a developed business model that provides high quality services to its customers, by employing the latest state-of-the-art digital technologies in operational activities, thus contributing to achieving efficiency and competitiveness in the market.

Furthermore, the Company abides by the ESG principles in its business model, having adopted the principles of sustainability and preserving natural resources in a way that contribute to the role played by the Company to achieve the sustainable development in the communities in which it works.

The Company is also keen to giving special attention to the human aspect, enhancing

living conditions of its manpower, their families and the local community as a whole, while preserving the environment, highlighting moral principles and abiding by international specifications and standards, stemming from the Company's belief that such abundance is the best way to achieve sustainable development.

The Company has extended its sustainability strategy from the UN objectives of sustainable development, as the Company continues to focus on valuable and substantial factors in the field of ESG.

Among the Company's priorities is to maintain the prosperity and productivity of its employees. In this respect, the Company has been awarded the Great Place to Work (GPTW) certification for the best work environment in 2023G – 2024G, as the Company always seeks to provide the best environment for its manpower and human resources, stemming from its belief that investing in the human capital is the best

support for attaining achievements and achieving leadership.

In terms of governance, Maharah has completed the implementation of a comprehensive framework for the Company's governance. In light of which, the Company prepared fair and transparent mechanisms to file the reports, including the whistleblowing policy, which allows employees to report with good intentions the problems and concerns they have without fearing any retaliation that might negatively affect them.

The Company's ESG department is generally responsible for controlling, supervising and ensuring the compliance with the governance initiatives and preparing reports thereon. This shall include the ESG obligations inside the Company. This department further works on the constant development of the sustainability strategy, which shall positively affect the individuals and other parties like communities and shareholders.