



GENERAL EPC & INFRASTRUCTURE CAPABILITY STATEMENT

KINGDOM OF SAUDI ARABIA · CORPORATE FLAGSHIP · CLIENT EDITION

ENGINEERING · PROCUREMENT
CONSTRUCTION · O&M

Planning And Development Co. Ltd. (PLADCO) · CR 1010265220 · Riyadh, KSA

Client Capability Statement · 2026 Client Edition

A Message From Our Chairman & Chief Executive Officer



For more than fifteen years, PLADCO has grown from a single Saudi engineering practice into an integrated regional platform spanning EPC, infrastructure, energy, water, digital technology and investment. My vision is straightforward: to build a Group that a client, a government partner or an investor can rely on to deliver complex, capital-intensive programmes to the same standard everywhere we operate — in the Kingdom, across the GCC, or through our international Strategic Alliance network. Vision 2030 has given that ambition a national platform to grow against, and we intend to keep building on it, one project and one partnership at a time.

Dr. Amin M. A. AlShanqiti

Chairman of the Board & Chief Executive Officer



CHAIRMAN'S VISION

Dr. Amin M. A. AlShanqiti — Chairman of the Board & Chief Executive Officer

A Regional Infrastructure and Investment Platform, Headquartered in Saudi Arabia

PLADCO is a diversified infrastructure, engineering, investment and technology platform, headquartered in Saudi Arabia and built around the Kingdom's Vision 2030 agenda as its home market and springboard. This operating model extends across the GCC and the wider MENA region, and — selectively, through its Strategic Alliance ecosystem — into international markets, mobilizing quickly to deliver at internationally recognized owner, quality, HSE and project-control standards, from concept through decades of operational life.



Saudi Arabia

Home platform — integrated delivery & investment



GCC

Expanding regional platform



MENA

Regional infrastructure & investment reach



International

Selective delivery via the Alliance ecosystem

CORPORATE EVOLUTION

Seventeen Years From Founding to Integrated Platform

Every stage below is anchored to verified milestones in PLADCO's corporate records — not a reconstructed corporate history.



Every stage reflects a verified phase of the Group's development.

2009

Year Founded — Saudi-Headquartered EPC Platform

7

Group Companies on One Integrated Platform

58

Alliance-Ecosystem Organizations Worldwide

27,000+

Saudi, GCC & International Workforce Platform

A Regional EPC Platform, Built on Verified Scale

PLADCO is a Saudi-founded EPC and infrastructure delivery platform — engineering, procurement, construction, commissioning and lifecycle support, in one integrated offering.



Saudi Arabia • GCC • MENA • International — delivered directly and through the Strategic Alliance ecosystem.

2009

FOUNDED — 17 YEARS IN-KINGDOM

SAR 20.1bn

FY2025 REVENUE

27,000+

SAUDI, GCC & INTERNATIONAL WORKFORCE
PLATFORM

SAR 4.77bn

TOTAL EQUITY, FY2025

ISO 9001 / 14001 / 45001 CERTIFIED (CERT. VC23017911 / VC23028301 / VC23031940)

APPROVED NATIONAL ENERGY-SECTOR VENDOR

SAUDI CONTRACTORS AUTHORITY MEMBER — NO. 361836188

PLADCO DIRECT FLEET: ~2,405 VEHICLES • 91 CRANES TO 250T • 700 GENERATORS — PLUS GROUP & ALLIANCE RESOURCES

Figures per PLADCO financial statements and internal company registers.

Why Clients Choose PLADCO

An integrated delivery organization combining regional execution capability, specialist expertise, financial strength and accountable leadership.



Regional Delivery Reach

Active delivery capability across Saudi Arabia, the GCC and selected international markets.



Integrated EPC Delivery

Engineering, procurement, construction, commissioning and lifecycle support under one delivery framework.



Multi-Sector Capability

Proven capability across infrastructure, water, energy, industrial, transport, buildings and digital systems.



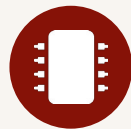
Rapid Mobilisation

Scalable workforce, equipment, supply-chain and partner resources available for complex project deployment.



Financial Capacity

A strong financial base supporting major projects, bonding requirements and sustained programme execution.



Digital Engineering

BIM-enabled design, digital coordination, project controls and data-driven delivery.



Governance and Accountability

Board-led governance, structured risk management, quality, HSE and compliance controls.



Lifecycle Partnership

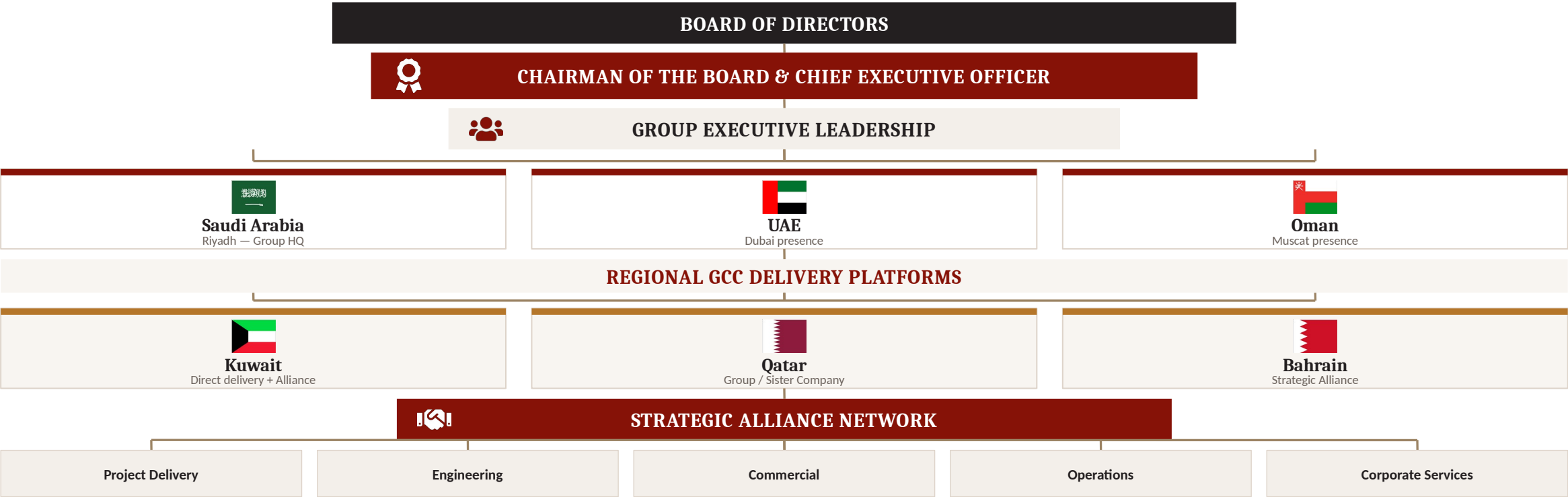
Support extending from early planning and delivery through commissioning, O&M and asset optimisation.

PLADCO provides clients with one accountable delivery organization for complex programmes across sectors and geographies.

GROUP AND GCC OPERATING PLATFORM

PLADCO GCC Operating Platform — Board to Delivery

A coordinated regional platform connecting PLADCO's Saudi headquarters, GCC operating presence, Group capabilities and project-specific delivery network.



Source: PLADCO corporate records.

Board & Executive Leadership

PLADCO's Board of Directors — names, titles and photographs as published on PLADCO's official corporate website.



Dr. Amin M. A. AlShanqiti

Chairman of the Board & Chief Executive Officer



Mr. Hamad Saad AlOmar

Board Member



Mr. Hendra Utomo

Director of Business Administration and Contracting



Mr. Basim Hussain

Board Member



Dr. Samer Alhammad

Board Member



Mr. Mohammed Kodrey

Board Member



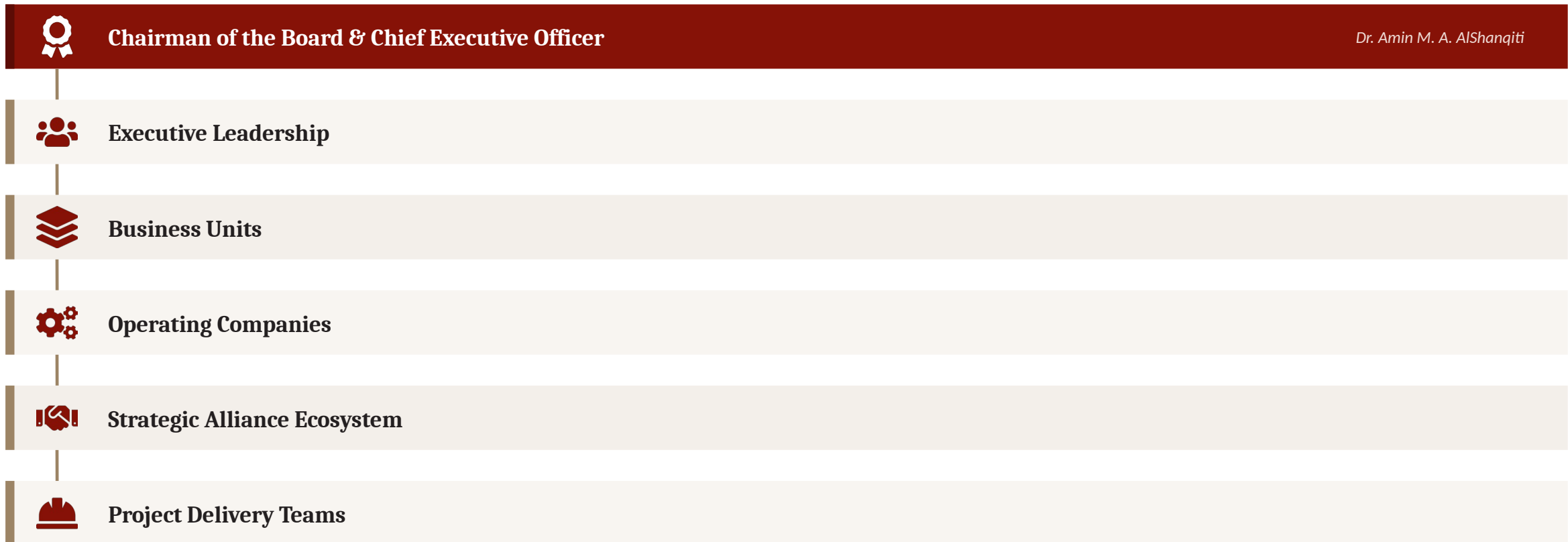
Mr. Ahmed AlShanqiti

Board Member

Source: PLADCO corporate records.

A Governance Model Built for Institutional-Grade Delivery

One chain of accountability, from Board oversight to project delivery — no organizational detail beyond what a client or investor needs to understand how PLADCO is governed.



Source: PLADCO corporate governance structure.

PLADCO GCC ORGANIZATION STRUCTURE

A Group Organized for Regional-Scale Delivery

Governance, executive leadership, core operational functions and GCC regional operations — presented as PLADCO's target operating structure.



Each market: Business Development • Project Delivery • Operations • Support Functions. Basis of presence varies by market.

10 CENTRES OF EXCELLENCE

Project Controls Excellence • Cost Engineering Excellence • Scheduling Excellence • Contract Management Excellence • BIM & Digital Engineering Excellence • HSE Excellence • Quality Excellence • Sustainability Excellence • Innovation Excellence • Mega Project Delivery Excellence

This organization chart presents PLADCO's GCC functional and delivery structure. It does not represent legal ownership, statutory reporting lines or incorporated-entity relationships unless separately confirmed by corporate records.

One Platform, Delivering Across Fifteen Sectors and Disciplines

Delivered through PLADCO, its Group operating companies, and a 58-organization Strategic Alliance network engaged project by project — not a fixed partner list.

 Engineering	 EPC	 Construction	 Digital Engineering	 Specialist Technologies
 Industrial Manufacturing	 Asset Management	 O&M	 Airports	 Marine
 Mining	 Water	 Energy	 Defence	 Smart Infrastructure

Representative capability and delivery experience.

PORTFOLIO COVERAGE

A Diversified Corporate Capability Platform

A single integrated platform spanning EPC and infrastructure delivery, investment, industrial services, operations & maintenance, hospitality, healthcare and digital infrastructure — delivered directly, through PLADCO Group companies, and through the Strategic Alliance ecosystem, together.



CORPORATE BUSINESS PLATFORMS



Source: PLADCO corporate records.

GEOGRAPHIC DELIVERY PLATFORM

A Regional and International Delivery Platform, Supported by Strategic Alliances

PLADCO delivers projects through a combination of direct operations, Group companies, sister companies and strategic alliance partners, providing delivery capability throughout Saudi Arabia, across the GCC and internationally.

 SAUDI ARABIA • Nationwide infrastructure and EPC delivery • Water, energy, industrial, transport and building programmes • Active coverage across Central, Eastern, Western, Northern and Southern regions	 GCC • Water, energy, industrial, transport, marine and building infrastructure • Direct, Group, sister-company and Strategic Alliance delivery models • Active capability across all six GCC states	 MIDDLE EAST & NORTH AFRICA • Infrastructure, industrial, energy, water and advisory capability • Project-specific delivery through regional and international alliances	 EUROPE • Architecture, structural engineering, water, transport and specialist design capability
 CENTRAL ASIA • Major buildings, stadiums, infrastructure and programme delivery capability	 ASIA-PACIFIC • Airports, architecture, construction, pipelines and industrial capability	 NORTH AMERICA • Modular systems, specialist technologies and advanced construction solutions	

Source: PLADCO corporate records.



PART TWO — PROOF ACROSS EVERY DISCIPLINE

Petrochemical, Power & Mining Infrastructure

Petrochemical Site Works · Power & Desalination Utilities · Mining Infrastructure

REPRESENTATIVE SECTOR EXPERIENCE — PETROCHEMICAL, POWER & MINING INFRASTRUCTURE

Petrochemical, Power & Mining Infrastructure — Representative Sector Experience

PLADCO's Petrochemical, Power & Mining experience spans mega-scale mining infrastructure, petrochemical site works delivered under Tier-1 international EPC oversight, and combined power-and-desalination utility works for national clients.

PROJECT TYPES

Mining tailings storage & pipeline infrastructure · Petrochemical plant site works · Combined power & desalination utilities

DELIVERY MODELS

Heavy earthworks & pipeline construction · Site preparation contracting under Tier-1 EPC oversight

ENGINEERING DISCIPLINES

Heavy earthworks · Pipeline construction · Industrial site preparation

CLIENT TYPES

Mining authorities · Petrochemical majors · Government utilities

GEOGRAPHIC EXPERIENCE

Saudi Arabia · UAE

TECHNICAL STRENGTHS

Direct technical accountability at mega-project scale · Delivery under international EPC technical oversight · Sustained national-utility client relationships

Source: PLADCO corporate records.



PART TWO — PROOF ACROSS EVERY DISCIPLINE

Oil & Gas, Pipelines & Industrial Services

Pipelines · Industrial Facilities & Brownfield · Piping, E&I & Commissioning · Oilfield Services · Energy Infrastructure

REPRESENTATIVE SECTOR EXPERIENCE — OIL & GAS, PIPELINES & INDUSTRIAL SERVICES

Oil & Gas, Pipelines & Industrial Services — Representative Sector Experience

Oil & Gas is PLADCO's deepest and most current sector of evidence: direct, vendor-registered delivery spans wellsite and oilfield construction, cross-country and in-plant pipelines, and E&I packages on live oil & gas facilities, extended internationally through a Strategic Alliance network with a combined multi-thousand-kilometre pipeline and industrial-facility construction record.

PROJECT TYPES

Cross-country & in-plant pipelines · Industrial & process facility site works (refineries, petrochemical, brownfield)
· Oilfield wellsite, staging & drilling-support construction · Piping, E&I & instrumentation packages ·
Commissioning-support engineering · Energy infrastructure (power, LNG, enhanced-recovery technology)

DELIVERY MODELS

Direct vendor-registered contracting with national energy operators · Design & build / geotechnical site supervision · Strategic Alliance delivery for international pipeline & brownfield scope

ENGINEERING DISCIPLINES

Pipeline construction & HDD crossings · Refinery & petrochemical site preparation · Oilfield wellsite & staging-area construction · E&I & instrumentation packages · Brownfield tie-ins on live facilities

CLIENT TYPES

National oil & gas companies · Petrochemical majors · International EPC main contractors

GEOGRAPHIC EXPERIENCE

Saudi Arabia · Kuwait · UAE · Egypt · Kazakhstan · Russia · Congo

TECHNICAL STRENGTHS

Registered vendor status with national energy operators, backed by a direct multi-decade delivery record · Combined alliance-network pipeline construction record exceeding 2,500km · Group-level participation in a proprietary enhanced-recovery technology programme for a major national energy operator

Source: PLADCO corporate records.



PART TWO — PROOF ACROSS EVERY DISCIPLINE

Water & Environment

*Water Infrastructure — Municipal Networks & Long-Distance Transmission · Water Operations & Asset Management · Environmental Services
· Dams & Hydraulic Structures (capability)*

REPRESENTATIVE SECTOR EXPERIENCE — WATER & ENVIRONMENT

Water & Environment — Representative Sector Experience

PLADCO's Water & Environment experience is now the deepest and most current sector in the portfolio: a sustained, simultaneous multi-city network programme, national-scale long-distance transmission pipelines including direct contracts with a national energy operator, and an emerging operations-and-maintenance capability, backed by a dedicated, ISO-certified Group environmental-services platform.

PROJECT TYPES

Water distribution & sewage networks (municipal) · Long-distance water transmission pipelines · Strategic desalination facility works · Water & desalination-unit operations & maintenance · Environmental management services · Hydraulic structures (capability bench)

DELIVERY MODELS

Direct contracting across simultaneous multi-city programmes · National-scale transmission-pipeline construction (24-inch ductile iron, GRP) · Direct O&M contracting · ISO 14001:2015-certified environmental management

ENGINEERING DISCIPLINES

Network hydraulics · Long-distance transmission-pipeline construction · Water & wastewater treatment · Environmental management · Operations & maintenance

CLIENT TYPES

National water authorities · Desalination corporations · National energy-sector clients

GEOGRAPHIC EXPERIENCE

Saudi Arabia (10 cities plus national transmission corridors)

TECHNICAL STRENGTHS

Deepest, most current body of evidence in the portfolio · Sustained simultaneous multi-contract delivery · Direct national-utility and national energy-sector client relationships · A new, genuine — if still early-stage — O&M capability alongside construction

Source: PLADCO corporate records.



PART TWO — PROOF ACROSS EVERY DISCIPLINE

Infrastructure & Mobility

Roads, Highways & Bridges · Rail · Marine & Ports

REPRESENTATIVE SECTOR EXPERIENCE — INFRASTRUCTURE & MOBILITY

Infrastructure & Mobility — Representative Sector Experience

PLADCO's Infrastructure & Mobility experience covers city-scale civil works, national rail-programme engagements and a genuinely international marine and dredging track record, with mega-programme management access through the Strategic Alliance network.

PROJECT TYPES

Urban stormwater & drainage infrastructure · Metro / rail design, subcontract & utilities works · Marine, dredging & port works · Highway design & construction supervision · Institutional & security-facility programmes (alliance)

DELIVERY MODELS

Delivery partner to Tier-1 lead contractors · Direct contracting · Design plus construction supervision · Owner's representative / PM & CM (via Strategic Alliance)

ENGINEERING DISCIPLINES

Drainage & civil works · Rail systems integration · Marine & dredging engineering · Highway design & supervision

CLIENT TYPES

Municipalities · National transit authorities · Port & utility authorities · Government ministries

GEOGRAPHIC EXPERIENCE

Saudi Arabia · UAE · Oman

TECHNICAL STRENGTHS

City-scale civil delivery capacity · Genuinely international marine & dredging track record · Alliance-network access to mega-programme management

Source: PLADCO corporate records.



PART TWO — PROOF ACROSS EVERY DISCIPLINE

Airports & Aviation

Airside Infrastructure · Landside Infrastructure · Airport Buildings · MRO & Cargo · Airport Engineering & PMO

REPRESENTATIVE SECTOR EXPERIENCE — AIRPORTS & AVIATION

Airports & Aviation — Representative Sector Experience

PLADCO's Airports & Aviation experience spans direct delivery on two Kingdom airport programmes and a global Strategic Alliance design and engineering bench spanning ten countries, extended by an active, signed pursuit on the King Salman International Airport development programme in Riyadh.

PROJECT TYPES

Airside infrastructure (runways, taxiways, aprons) · Landside infrastructure (roads, parking, access) · Airport buildings & terminals · MRO & cargo facilities · Airport engineering, master planning & PMO

DELIVERY MODELS

Direct contracting on Kingdom airport programmes · Strategic Alliance structural & architectural design delivery · Owner's-representative master planning & PM (via alliance partner) · Active Strategic Alliance pursuit (signed, non-binding MoU) on new-build programmes

ENGINEERING DISCIPLINES

Airside civil & pavement engineering · Terminal building design & delivery · Advanced structural & geometry engineering (alliance) · Master planning & programme/construction management

CLIENT TYPES

National airport authorities & development companies · Ministries of transport · Airport operators

GEOGRAPHIC EXPERIENCE

Saudi Arabia · Turkey · Vietnam · South Korea · Thailand · USA · Germany · Russia · Indonesia · Ireland

TECHNICAL STRENGTHS

Active pursuit positioning on the King Salman International Airport (KSIA) development programme, Riyadh, through a signed, non-binding Strategic Alliance MoU · Direct delivery record on two Kingdom airport programmes · Global structural, architectural and master-planning alliance bench spanning ten countries

Source: PLADCO corporate records.



PART TWO — PROOF ACROSS EVERY DISCIPLINE

Buildings & Communities

Buildings · Commercial · Residential · Smart Cities

REPRESENTATIVE SECTOR EXPERIENCE — BUILDINGS & COMMUNITIES

Buildings & Communities — Representative Sector Experience

PLADCO's Buildings & Communities experience ranges from landmark royal and institutional developments to flagship financial-district packages delivered through the Strategic Alliance network, complemented by genuine Group geospatial capability enabling smart-city pursuits.

PROJECT TYPES

Royal & institutional buildings · Financial-district & commercial developments (alliance) · Master-planned residential communities · Smart-city enabling systems

DELIVERY MODELS

Direct contracting · Subcontract delivery through Strategic Alliance partners · Geospatial & spatial-analytics enablement (Group capability)

ENGINEERING DISCIPLINES

High-value building delivery · Residential community development · Geospatial & spatial intelligence

CLIENT TYPES

Royal & private clients · Master-plan developers · Financial-district authorities

GEOGRAPHIC EXPERIENCE

Saudi Arabia · UAE

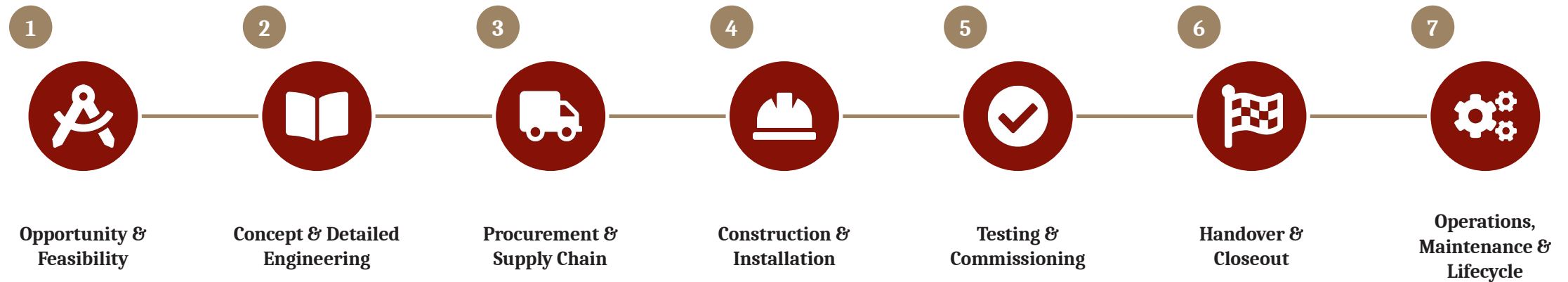
TECHNICAL STRENGTHS

Among the highest-value direct contracts in the portfolio · Royal and premium private client relationships · Flagship-site alliance-accessible delivery

Source: PLADCO corporate records.

The PLADCO EPC Value Chain

Seven stages from opportunity through lifecycle support. Project management, controls, HSE, QA/QC and digital delivery run as continuous workstreams across all seven.



CONTINUOUS WORKSTREAMS ACROSS ALL SEVEN STAGES

Project Management & Controls · HSE · Quality Assurance / Quality Control · Digital Delivery (BIM) · Risk Management

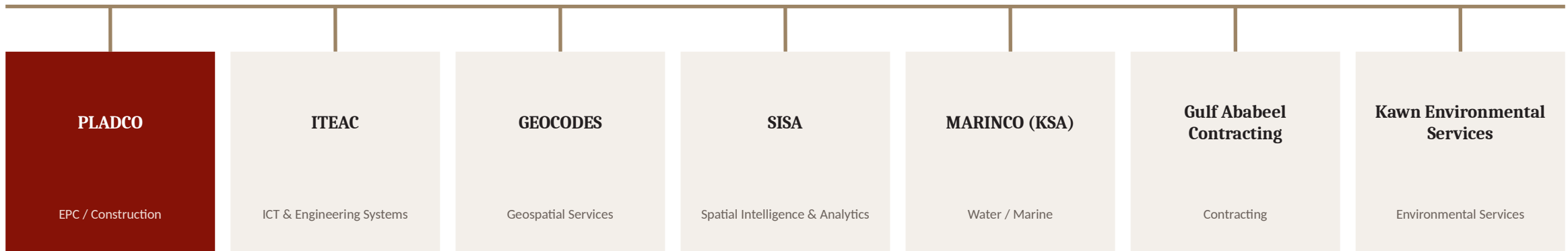
Source: PLADCO Construction Methodology ("Prequalification Requirements / Methodology Statement") project-phases table, restated as a full EPC value chain for external presentation.

INTEGRATED DELIVERY MODEL

The PLADCO Group — Integrated Operating Companies

Seven operating companies delivering as one integrated Group ecosystem — never presented as external partners.

PLADCO GROUP — INTEGRATED OPERATING COMPANIES



THE WIDER PLADCO ECOSYSTEM



Source: PLADCO Group corporate records.

THE PLADCO INTEGRATED PLATFORM

Seven Operating Companies, One Integrated Delivery Platform

Each Group operating company contributes a distinct discipline to PLADCO's integrated EPC and advisory offering — coordinated as one platform, not marketed as separate external partners.

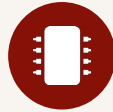


PLADCO

The Group's founding EPC platform, delivering since 2009.

Capability: Consulting, engineering, procurement & construction — oil & gas, petrochemical, water, infrastructure, buildings.

Group role: Core delivery engine of the Group.



ITEAC

ICT & engineering systems, established 1990.

Capability: Security, safety & industrial infrastructure systems.

Group role: Group's technology & systems backbone.

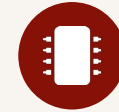


GEOCODES

Geospatial services capability.

Capability: Survey, mapping & geospatial data.

Group role: Supports Group design & asset management.



SISA

Spatial intelligence & analytics.

Capability: Data & spatial analytics.

Group role: Supports Group digital delivery.



MARINCO (KSA)

Water & marine engineering, Kingdom-registered.

Capability: Desalination, marine & naval water-treatment engineering.

Group role: Group's water-sector technical depth.



Gulf Ababeel Contracting

Group contracting company.

Capability: General contracting capacity.

Group role: Extends Group delivery capacity.



Kawn Environmental Services

Group environmental-services platform.

Capability: Environmental management & delivery.

Group role: Group's dedicated ESG/environmental arm.

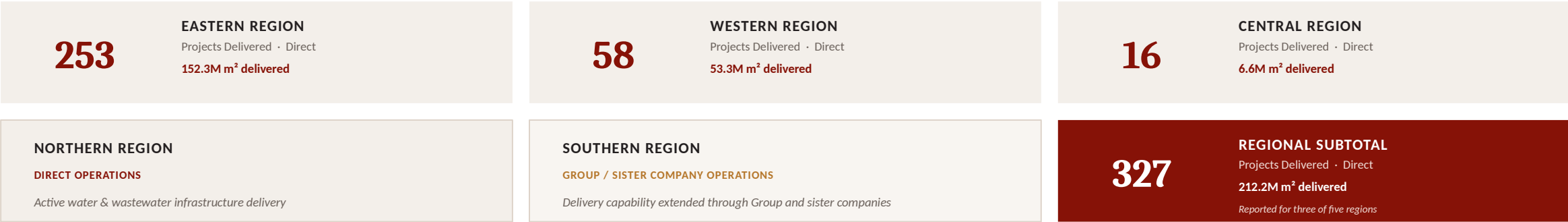
Source: PLADCO Group corporate records.

SAUDI NATIONAL DELIVERY FOOTPRINT

Nationwide Delivery Capability — Active Across All Five Regions of the Kingdom

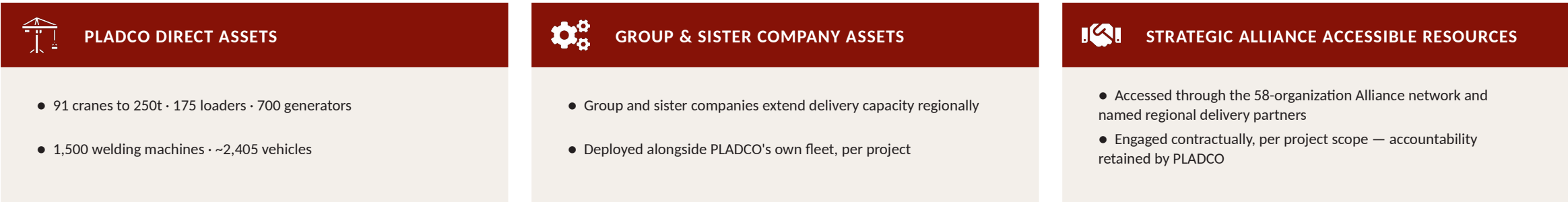
PLADCO delivers projects through a combination of direct operations, Group companies, sister companies and strategic alliance partners, providing delivery capability throughout Saudi Arabia, across the GCC and internationally. The delivery model varies by region and project and may comprise direct PLADCO execution, Group-company participation, joint delivery, or project-specific alliance mobilisation — regional presence is shown honestly against the verified evidence base; gaps are disclosed, not filled.

REGIONAL PRESENCE IN SAUDI ARABIA — ALL FIVE REGIONS ACTIVE



LEGEND: ■ Direct Operations ■ Group / Sister Company Operations

INTEGRATED DELIVERY RESOURCES — SAUDI, GCC & INTERNATIONAL



Integrated Delivery Resources — PLADCO's own directly-held fleet (~4,870 units, quantified below) extended through Group/sister-company and Strategic Alliance resources; no combined cross-tier total is shown, since no comparable, verified Group or Alliance equipment inventory yet exists to sum with it.

Source: PLADCO corporate records.

CAPABILITY OVERVIEW

Verified Coverage Across Direct Delivery and the Alliance Ecosystem

Two complementary layers of capability — PLADCO's own integrated delivery platform, and the wider Strategic Alliance & Delivery Ecosystem that extends the Group's reach.

CORE PLADCO SECTOR COVERAGE

Water & Wastewater

Active multi-city water & wastewater programme — 10 cities

Oil & Gas, Pipelines & Oilfield Services

25 verified Direct/Group projects

Marine, Ports & Dredging

8 verified projects

Buildings, Infrastructure & Transport

Multiple verified engagements

Residential & High-Value Private Development

6 verified projects

CLIENT PLATFORM — BY GEOGRAPHY AND MARKET SECTOR

Saudi Arabia — government & semi-government entities; energy & industrial, water & utilities, infrastructure & transport, and private/residential development clients

GCC — utility and public-sector clients across energy, water and marine infrastructure

MENA — a stated market focus, pursued selectively through the Strategic Alliance ecosystem

International — Alliance-accessible public and utility-sector engagements

STRATEGIC ALLIANCE & DELIVERY ECOSYSTEM

EPC	23 partner organizations
Design, Consultancy & PM	15 partner organizations
Power & Energy	7 partner organizations
ICT	5 partner organizations
Machinery, Equipment, Material & Tools	4 partner organizations
Marine & Water	3 partner organizations
Entertainment	1 partner organization

58 partner organizations across the PLADCO & Partners delivery directory — engaged selectively, project-by-project, per signed agreement.

Sector counts per the Project Portfolio track-record tables in this document. Ecosystem category counts per the PLADCO & Partners delivery directory — a count of documented relationships, engaged selectively per project and reconfirmed before each engagement.

STRATEGIC ALLIANCE & DELIVERY ECOSYSTEM EXPERIENCE

Representative Strategic Alliance Experience

PLADCO's Strategic Alliance partners bring their own independently-verified delivery record to the ecosystem — landmark stadium and venue delivery, airport structural and façade engineering, and utility substation works — extending PLADCO's addressable capability without blending partner credentials into PLADCO's own delivery record.

PROJECT TYPES

Landmark stadium & venue delivery · Airport structural & façade engineering · Utility substation works · Regional infrastructure subcontract works

DELIVERY MODELS

Partner's own direct execution, presented as ecosystem capability · Joint-venture and EJVA-governed engagements · Subcontract delivery to Tier-1 main contractors

ENGINEERING DISCIPLINES

Structural & façade engineering · Venue & stadium delivery · Substation & electrical infrastructure

CLIENT TYPES

National energy & utility companies · Government sports & venue authorities · Airport authorities

GEOGRAPHIC EXPERIENCE

Azerbaijan · Qatar · Kuwait · Turkey · Saudi Arabia (via alliance subcontract)

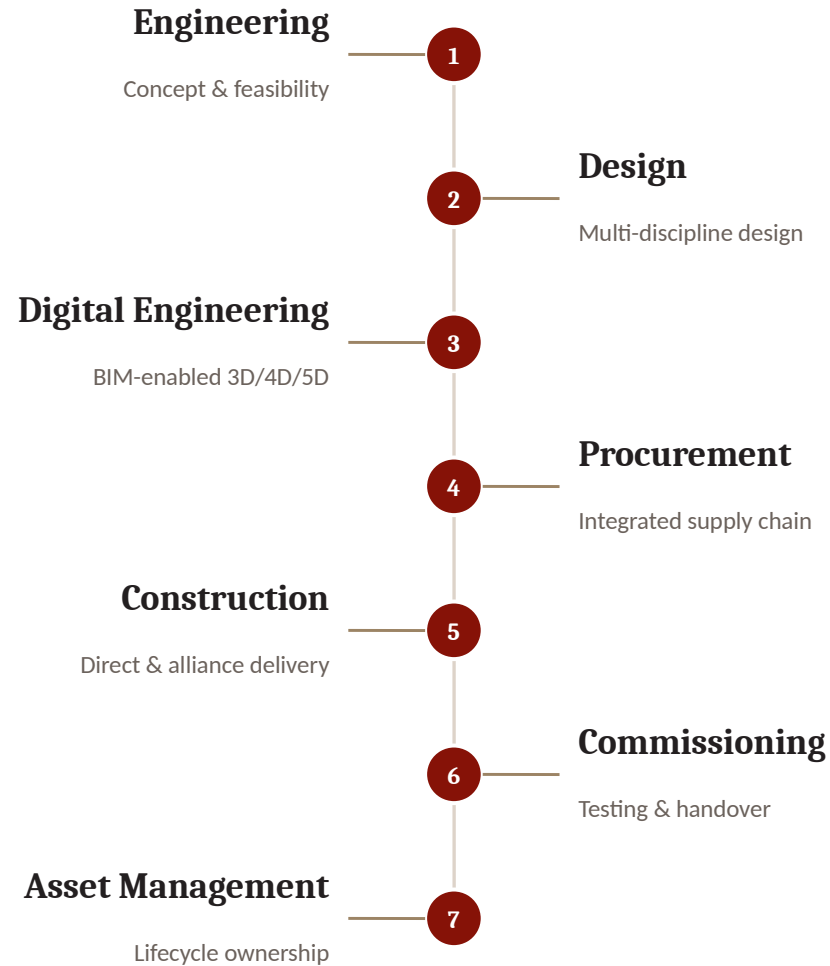
TECHNICAL STRENGTHS

Independently verified partner-level credentials · Access to mega-venue and airport-grade engineering · Extends the Group's addressable capability without blended attribution

Source: PLADCO corporate records.

One Integrated Value Chain, From Engineering to Asset Management

BIM-enabled design and delivery, reducing rework and de-risking execution across the full project lifecycle.



RESOURCES & DELIVERY CAPACITY

One Integrated Platform, by the Numbers

One integrated platform — PLADCO, Group operating companies and Strategic Alliance partners together.



27,000+

People — Saudi, GCC & International Workforce



~4,870

Equipment — Direct Fleet Units (Cranes, Loaders, Generators & More)



6

GCC Regional Presence — Direct, Group & Alliance Delivery



7

Operating Companies, One Integrated Platform



58

Strategic Alliances, Worldwide Ecosystem



25+

Countries, Alliance Ecosystem Reach



15

Disciplines — Global Delivery Ecosystem



5

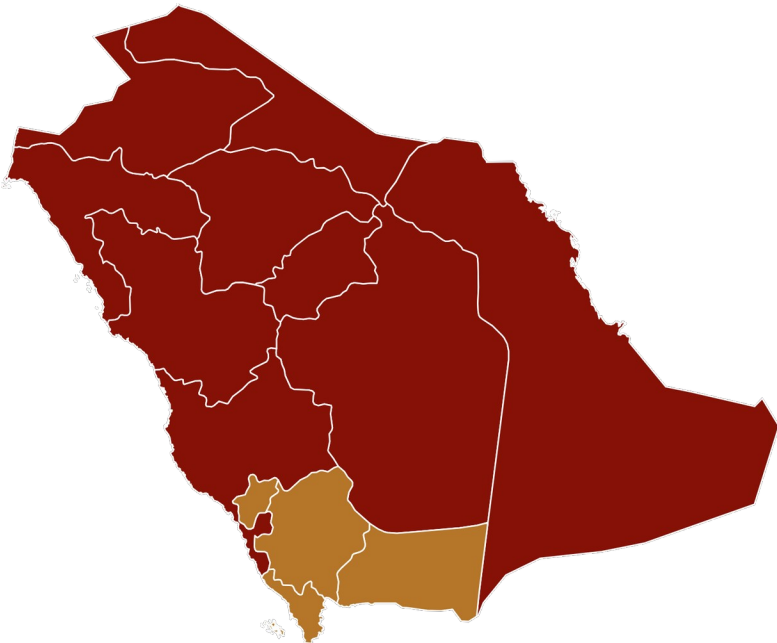
Delivery Models — Engineering to O&M

Source: PLADCO corporate records.

GEOGRAPHIC FOOTPRINT

Nationwide Delivery Capability, Positioned Where the Kingdom's Capital Programmes Are Built

Regional delivery scale by area, based on PLADCO's project records.



	Eastern Region 253 projects delivered • 152.3M m ²
	Western Region 58 projects delivered • 53.3M m ²
	Central Region 16 projects delivered • 6.6M m ²
	Northern Region
	Southern Region

Direct Operations — active water & wastewater infrastructure delivery

Group / Sister Company Operations

■ Direct Operations ■ Group / Sister Company Operations

International marine and dredging delivery capability, verified across the UAE and Oman, with a sustained multi-year track record.

INTERNATIONAL DELIVERY PLATFORM



GCC



MENA



Africa



Europe



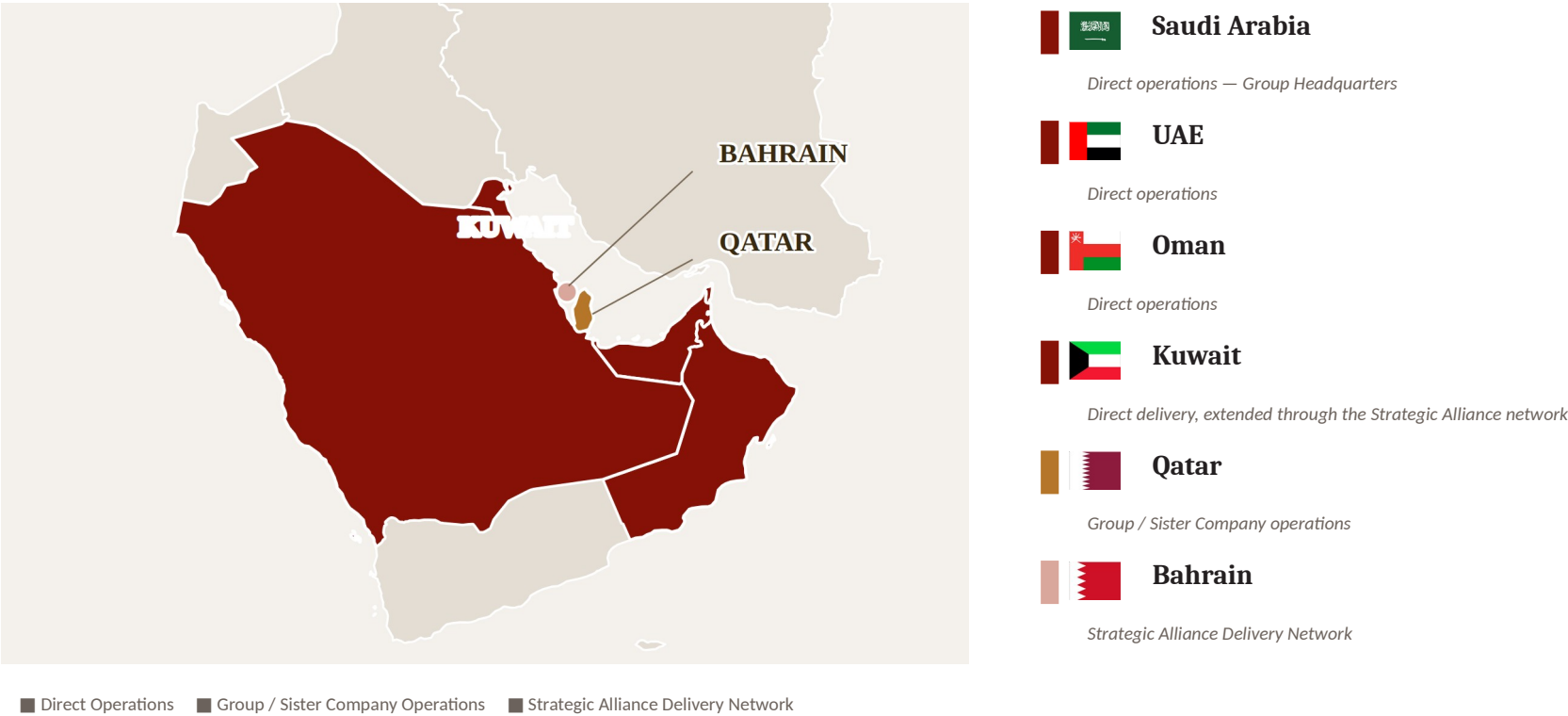
Asia-Pacific

Source: PLADCO corporate records.

GCC GEOGRAPHIC DELIVERY FOOTPRINT

An Active Delivery Footprint Across All Six GCC States

PLADCO delivers projects through a combination of direct operations, Group companies, sister companies and strategic alliance partners, providing delivery capability throughout Saudi Arabia, across the GCC and internationally. The delivery model varies by country and project — presence is shown honestly against the verified evidence base; gaps are disclosed, not filled.

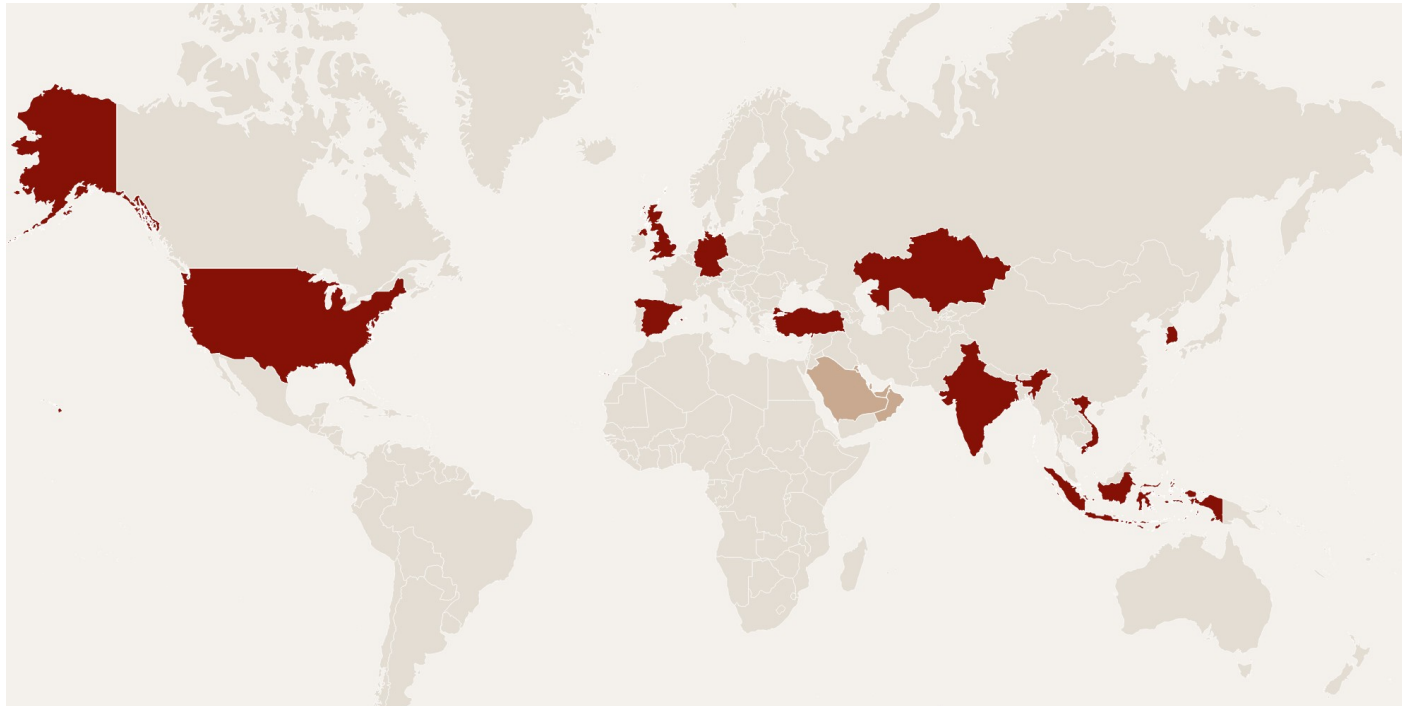


6 of 6 GCC states — an integrated regional platform mobilised through direct operations, Group and sister companies, and the Strategic Alliance network, per country and project requirements.

Source: PLADCO corporate records.

Beyond the GCC — International Delivery Capability

PLADCO delivers projects through a combination of direct operations, Group companies, sister companies and strategic alliance partners, providing delivery capability throughout Saudi Arabia, across the GCC and internationally.



■ Verified international delivery capability ■ Saudi Arabia & GCC (home markets — see dedicated pages)

MIDDLE EAST

Turkey — PMC & general contracting capability — multi-partner Alliance network

EUROPE

Spain — Architecture & design capability

Germany — Structural & MEP engineering capability

United Kingdom — Water-sector engineering and delivery experience

ASIA

South Korea — Design & architecture capability

Vietnam — Integrated construction capability

Indonesia — PMC & general contracting capability

Kazakhstan — Detailed design, supply & foundation engineering capability

India — Pipeline (HDD) delivery capability

NORTH AMERICA

United States — Modular & specialist systems capability

Certified to International and Industry Standards



ISO 9001:2015

Quality Management — Cert.
VC23017911



ISO 14001:2015

Environmental Management — Cert.
VC23028301



ISO 45001:2018

Occupational Health & Safety — Cert.
VC23031940



Saudi Contractors Authority

Membership No. 361836188 (renews
09/2026)



Approved National Energy-Sector Vendor

Registered vendor status

QUALITY GOVERNANCE, SCHEDULE-Q ALIGNED

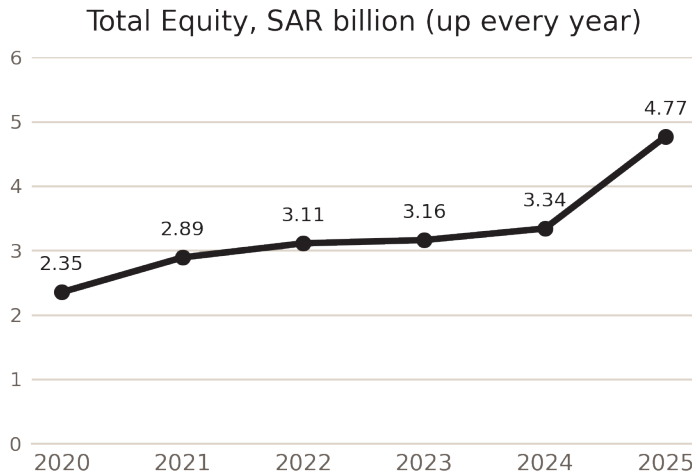
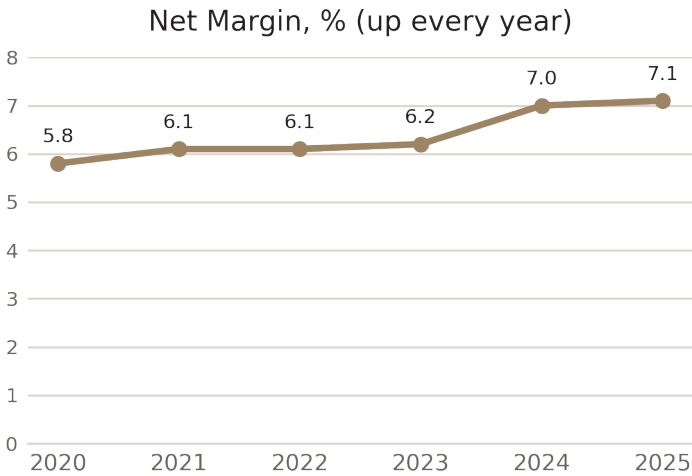
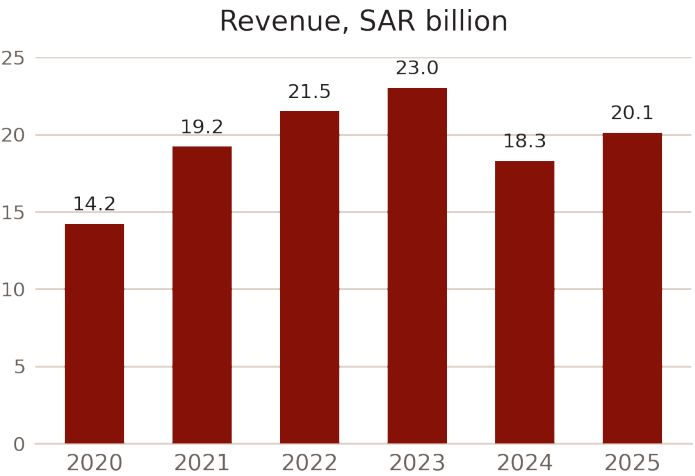
- Internal quality-system audits at 15% and 60% completion of Design, Procurement and Construction phases
- Personnel qualification framework referencing AWS, CSWIP, ASNT, API 510/653/620/650, ASME, NACE and NFPA standards
- Quality Plan is structured to Schedule-Q requirements — presented as such, not as an independently authored PLADCO manual

LCGPA local-content registration (Cert. 167697M) also held.

FINANCIAL STRENGTH

A Balance Sheet That Supports Larger, Longer-Duration Commitments

FY2020–FY2024 audited financial performance; FY2025 company results.



3 Banks

SAB · SNB · Alinma — active banking relationships

2.66x

Gearing, improved from a 5.97x peak in 2023

Detailed leverage and liquidity ratios (gearing, current ratio) are presented in Appendix A — Financial Qualification.

Zero Tolerance, Certified Environmental Discipline

GOVERNANCE & ETHICS



Zero-Tolerance Policy

A zero-tolerance position on bribery and corruption, applied equally to government and private-sector counterparts.



Extended to the Ecosystem

The Code of Conduct binds every JV partner, vendor and subcontractor — re-acknowledged on a five-year cycle.



Monitoring & Reporting

Partner performance feeds directly into JV/bidder decisions; violations are reported through a confidential channel to the General Auditor.

SUSTAINABILITY



ISO 14001:2015 Certified

Environmental management certified across PLADCO's full EPC scope (Cert. VC23028301, expiry 11-09-2027).



Water & Wastewater Contribution

Active wastewater treatment and network modernization across 10 Saudi cities — a direct, ongoing environmental contribution.



Project-Level SHE Planning

A Safety, Health & Environment Plan and Environmental Management Plan are prepared for every project, per PLADCO's Construction Methodology.



The Next Generation of Infrastructure, Together

PLADCO invites Royal Commissions, PIF portfolio companies, national energy-sector operators, and international EPC clients and investors to engage directly with our Business Development team on upcoming tenders, joint ventures and strategic partnerships.

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LET'S BUILD

APPENDIX A — FINANCIAL QUALIFICATION

Detailed Leverage, Liquidity and Ratio Analysis

For financing, bonding and bank-facing use — not intended as a lead marketing claim.

METRIC	2020	2021	2022	2023	2024	2025
Gearing (Total Liabilities / Equity)	4.59x	5.06x	5.38x	5.97x	4.62x	2.66x
Current Ratio	1.59x	1.53x	1.65x	1.68x	1.84x	n/a (FY2025 summary format)

Reading the trend:

gearing rose from 4.59x (2020) to a peak of 5.97x (2023), then fell sharply to 2.66x by 2025 — driven largely by short-term loans falling from SAR 913.5M (2023) to SAR 184.2M (2025) alongside post-acquisition equity growth. Current ratio strengthened steadily from 1.59x to 1.84x through 2024; FY2025's summary-format balance sheet does not support a current/non-current split, so the ratio is not computable for that year.

Banking relationships are maintained with Saudi Awwal Bank (SAB), Saudi National Bank (SNB) and Alinma Bank — account-level relationships confirmed by reference letters, each within the seven months preceding this edition. None of the four bank letters on file states a credit facility, loan limit or bonding capacity; a dedicated facility or bonding letter should be requested from the relevant bank if a specific tender requires one.