



ESG Report 2023



ESG Report

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1 About this Report

(GRI 2-1, GRI 2-2, GRI 2-3, GRI 2-4, GRI 2-5, G7, G8, G9)

About the Report

International Holding Company's (IHC) 2023 Sustainability Report details the company's Environmental, Social, and Governance (ESG) Strategy and highlights the progress and performance of a selection of subsidiaries on key material ESG topics.

For a more comprehensive overview of our performance, we recommend reviewing this report in conjunction with IHC's 2023 Annual & Integrated Reports.



Reporting Boundary

This report covers the 12-month period from 1 January to 31 December 2023 unless otherwise stated.

IHC has a vast and rapidly expanding portfolio comprising of over 600+ subsidiaries and investments, as of 31 December 2023, spanning a wide variety of business sectors.

Given the size and nature of IHC as a diversified company, we have chosen to focus the report on the primary revenue generators within the portfolio: Multiply Group PJSC and Alpha Dhabi Holding PJSC (ADH), which together account for a majority of the Group's total revenue.

As ADX-listed entities, both companies have published their own publicly available ESG reports. For this reason, we have opted to highlight key quantitative and qualitative aspects of their ESG achievements, along with those of a selection of their subsidiaries that are actively advancing their sustainability strategies.

These indirect subsidiaries of IHC are themselves independently listed on the ADX and therefore also publish standalone sustainability reports which readers may refer to for a more comprehensive view of their performance.

The table below shows the list of direct and indirect IHC subsidiaries featured in this report as well as links to their respective Sustainability Reports.

Direct Subsidiaries	Indirect Subsidiaries
 Alpha Dhabi Holding PJSC (ADH)	 Aldar Properties PJSC
 Multiply Group PJSC	 PureHealth Holding PJSC
	 Emirates Driving Company PJSC (EDC)

Given the above, the quantitative data contained in this report predominantly pertains to IHC at the Holding level, allowing IHC to adopt a more focused reporting approach.

Finally, this report also showcases IHC's approach to responsible investing through case studies of select direct and indirect subsidiaries making an impact in the sustainability space.

These include

- Sirius International Holding (direct subsidiary)
- Mawarid Holding Investment (MHI) (indirect subsidiary – an ADH subsidiary)
- Rebound (indirect subsidiary – a Sirius subsidiary)
- Esyasoft (indirect subsidiary – a Sirius subsidiary)
- RESET (direct subsidiary)
- Botanical Water Technologies (indirect subsidiary – a Sirius subsidiary)

Reporting Frameworks

The report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards 2021 Update, which is effective for reports published from 1 January 2023 onwards.

It is also aligned with the Abu Dhabi Securities Exchange's (ADX) ESG disclosure guidelines and its 31 ESG metrics as well as the Abu Dhabi Vision 2030, a government strategy that will guide the next decade of economic, social, and environmental development in the emirate.

Finally, the report is also aligned with those Sustainable Development Goals (SDGs) that are deemed most material to the Holding company's activities.

Alignment with the relevant reporting standards and frameworks is clearly indicated under each segment. In addition, the reader can refer to the Appendix section which includes indices indicating alignment with the various standards and frameworks.



The Board of Directors acknowledges its responsibility for ensuring the integrity of this report and confirms that the information contained within fairly represents IHC's performance and accurately references the applied reporting standards.

Forward-Looking Statements

While every effort has been made to ensure the accuracy of the data contained in this report at the time of publication, the report contains forward-looking statements that could be subject to change beyond the control of IHC.

The Group bears no obligation to publicly update or revise any forward-looking statements included in this report unless required to do so by applicable laws and regulations.

Feedback

IHC constantly reviews its sustainability reporting methodology. The production of this report is a collaborative process, and we welcome any feedback that may enhance its development.

For any queries or feedback about the content of this report, please contact: ir@IHCuae.com

Assurance

The information and data contained in this report have been reviewed for accuracy and completeness by relevant internal stakeholders as well as a reputable third-party consulting firm.

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A Letter from the CEO

(GRI 2-2)

Investing in Sustainability with Innovation at our Core

In 2023, the UAE demonstrated leadership on the global stage, not only by hosting the COP28 United Nations Climate Change Conference but by playing a decisive role in galvanizing all nations to agree on a course of action that keeps the world on track to prevent the worst impacts of climate change.

COP28 will go down in history as a pivotal moment in the fight against global warming, one where the world chose to intensify efforts to curb greenhouse gas emissions and pave the way for a sustainable, low-carbon economy. The UAE can feel justly proud of the role it played in securing this landmark agreement – the “UAE Consensus.”

IHC is inspired by this leadership. While the company has for some time been strategically investing in the renewable energy and clean tech sectors, in line with our mandate to drive the diversification of the UAE’s non-oil economy, we have now embarked on a mission to strengthen our approach to sustainable development.

IHC has adopted a more strategic approach to sustainability through a combination of targeted investments, Group-wide initiatives, and a new ESG framework that will enable us to assess and better prepare our subsidiaries to effectively manage ESG risks and opportunities while amplifying our social, environmental, and economic impact.

We aim to achieve our goals by fostering global and local partnerships and through investments and acquisitions across multiple sectors, particularly in new innovative technologies and infrastructure that align with global sustainable development goals, while always seeking opportunities in high quality businesses that generate competitive financial returns for investors.

Technology and climate systems are key areas of growth for IHC in the current market and we are intent on developing innovative solutions that can support the transition to a more sustainable economy. Over the past 12 months we have looked to invest in companies and develop technologies that can support our vision for sustainable impact.



Key target sectors have included

- 01. Artificial Intelligence (AI) & Big Data Analytics across multiple sectors
- 02. Methane Abatement & Carbon Capture
- 03. Energy & Utilities
- 04. Deep Technology
- 05. Sustainable Water Solutions
- 06. EV Infrastructure & Mobility
- 07. Blockchain & Cryptocurrency Solutions

With sustainability and technology being a key focus, in 2023 IHC established Sirius International Holding with a commitment to catalyze the digital revolution. The company will focus on the nexus between green technology, digital transformation, and health tech to provide a better quality of life for all.

Under this new subsidiary, at COP28 IHC announced the establishment of ‘Smart Sustainability Solutions’ (S3), a pioneering climate company that will offer end-to-end industrial scale solutions for the transition to a net-zero economy. S3’s focus is on four critical segments of the new climate economy: Methane, Carbon, Circularity (Circular Economy), and Water Efficiency. With a clear commitment to advancing the transition to a sustainable future, the company has already begun to implement impactful solutions in these areas.

In addition, during 2023 IHC launched a new Sustainability Hub – Proseed, which is accelerating IHC’s sustainability journey. Firstly, it acts as a Center of Excellence to support talent development and build sustainability expertise and know-how within our organization and network. Through the Hub, IHC is delivering sustainability training & development programs and launch awareness and knowledge sharing campaigns. Secondly, it is also providing a platform to infuse UAE government sustainability programs and initiatives into our portfolio companies. And thirdly, the sustainability hub provides a platform for communicating and delivering IHC’s Sustainability Agenda and Framework.

We remain committed to fostering innovation, sustainability, community development and driving economic growth in the markets in which we operate. The Group is steadfastly focused on building a global ecosystem that harnesses the power of technology and innovation to drive growth across our portfolio for the benefit of shareholders and the environment.

Innovation has been key to IHC successfully navigating and growing throughout the global economic uncertainties of the past three years. Empowering employees and business unit leaders towards intrapreneurship, developing new business projects, scaling up innovative solutions, and building value chains have been fundamental to our extraordinary growth story and will continue to be as we march forward.

As we continue to evolve, IHC’s business-led decision making will also focus on creating a positive impact on the world by exploring new opportunities and achieving the best outcomes for people and planet.

Syed Basar Shueb,
Managing Director &
Chief Executive Officer

3 About IHC

(GRI 2-6, GRI 2-7, GRI 2-8, GRI 2-28)

Who We Are

Headquartered in Abu Dhabi, IHC was founded in 1998 with a mandate to diversify and develop non-oil business sectors in the UAE and has grown to become the most valuable listed holding company in the Middle East.

The company endeavors to implement sustainability, innovation, and economic diversification initiatives across what is now one of the region's largest conglomerates. Listed on the Abu Dhabi Securities Exchange (ADX), IHC is included in FTSE ADX 15 Index (FADX 15), representing the top 15 largest and most liquid companies on the ADX.

IHC has a clear objective of enhancing its portfolio through acquisitions, strategic investments, and business combinations. Comprising more than 600+ subsidiaries and over 155,00+ employees, IHC seeks to expand and diversify its holdings across a growing number of sectors, including Asset Management, Healthcare, Real Estate and Construction, Marine and Dredging, AI & Technology, Financial Services, Food & Agriculture, Utilities, and Services.

With a core strategy to enhance shareholder value and achieve growth, IHC drives operational synergies and maximizes cost efficiencies across all verticals - it also continues to evaluate investment opportunities through direct ownership and entering partnerships in the UAE and abroad. As the world changes and new opportunities arise, IHC remains focused on resilience, innovation, and redefining the marketplace for itself, its clients, and its partners.

IHC's strategy is aligned with UAE National priorities, such as the "We the UAE 2031" vision, as well as Abu Dhabi's Economic Vision 2030 to drive the development of an inclusive, innovative and sustainable economy through tactical acquisitions of established businesses that deliver immediate shareholder value.



Our Vision

To build a robust and diversified operating asset holding company through strategic acquisitions in growth-driven industries and the creation of innovative companies that add value and bring sustainable improvements to communities, businesses, and governments.

Our Mission

To empower, enhance, advance and improve lives and opportunities. For our shareholders, our mission is to generate value, increase returns and create sustainable growth through:

- Organic Growth
- Strategic Acquisitions
- Strong Corporate Governance
- Business Combinations
- Consolidated Finance



Featured Subsidiaries

While not technically part of the reporting boundary, this report features data on certain key subsidiaries and affiliates to highlight the progress of portfolio companies in integrating ESG strategies and roadmaps. In addition, it showcases select examples of how IHC's portfolio companies generate positive social and environmental impact through their core activities.

Alpha Dhabi Holding PJSC (ADH)

Direct Subsidiary

Alpha Dhabi Holding (ADH) was established in 2013 and is one of the fastest growing Abu Dhabi-based investment holding companies, with more than 150 businesses spread across healthcare, renewable energy, climate capital and other industries such as real estate, construction and hospitality. With over 90,000 employees, ADH is a strategic contributor to the UAE economy and is committed to drive continuous growth for its stakeholders through investments in emerging businesses, supporting innovation and diversity. ADH is listed on the Abu Dhabi Securities Exchange (ADX) under the symbol 'ALPHADHABI'.



Multiply Group PJSC

Direct Subsidiary

With its trademark growth mindset, Multiply Group PJSC (ADX: MULTIPLY), is an Abu Dhabi-based holding company that invests in transformative cash-generating businesses it understands. Multiply Group will continue to deploy capital across its two distinct arms, both of which follow a disciplined approach to investing and ensure consistent, sustainable value creation for shareholders in the short, medium and long-term

01. Multiply, the investments and operations in long-term strategic verticals, currently investing and operating in Mobility, Energy & Utilities, Media & Communications and Wellness & Beauty. Anchor investments provide long-term recurring income, through which bolt-on acquisitions are made.
02. Multiply+, a flexible, sector-agnostic, and opportunistic investment arm.



Aldar Properties PJSC

Indirect Subsidiary - An ADH Subsidiary

Aldar Properties PJSC is the leading real estate developer, investor, and manager in the UAE with a diversified and sustainable operating model centered around two core businesses: Aldar Development and Aldar Investment. Aldar is driven by a vision to be a leading real estate developer and manager in the region by playing a key role in the development of quality, comfortable, desirable destinations that people can live in, work at and visit. Aldar's shares are traded on the Abu Dhabi Securities Exchange (ADX) under the symbol 'ALDAR'.



PureHealth Holding PJSC

Indirect Subsidiary - An ADH Subsidiary

PureHealth is the largest integrated healthcare platform in the Middle East, with an ecosystem that challenges lifespans and reimagines health spans. With 25+ hospitals, 100+ clinics, multiple diagnostic centers, health insurance solutions, pharmacies, health tech, procurement, investments and more, its groundbreaking innovations are at the forefront of healthcare, as the company is on a mission to unlock time for humankind. Abu Dhabi-based PureHealth is listed on the ADX under the symbol 'PUREHEALTH'.



Emirates Driving Company PJSC (EDC)

Indirect Subsidiary - A Multiply Group Subsidiary

Emirates Driving Company (PJSC) was established in 2000 and is considered the leading company for training and qualifying drivers and enhancing traffic safety on the roads in the Emirate of Abu Dhabi, using modern technologies and innovative methods in its training programs. Listed on the Abu Dhabi Securities Exchange (ADX) under the symbol 'DRIVE' since 2005, the company has partnerships with major international organizations to implement best practices in the field of driver training and awareness of road safety in the emirate.



Sirius International Holding

Direct Subsidiary

Sirius International Holding, headquartered in Abu Dhabi, is a subsidiary of IHC that stands at the forefront of the future of sustainability through technology and the digital transformation landscape. With a vision to drive profound change and ignite the possibilities of a better future, Sirius International Holding comprises of more than 20 subsidiaries globally, each contributing to shape today's health, climate and digital eco-system.



Mawarid Holding Investment (MHI)

Indirect Subsidiary - An ADH Subsidiary

Founded in 2016, Mawarid Holding Investment (MHI) is a leading investor in the field of natural capital conservation services in the UAE. Headquartered in Abu Dhabi, the MHI Group has a diversified portfolio of innovative businesses operating across multiple business lines. The Group adopts the latest emerging technologies and innovations to combat climate change, desertification, and water scarcity. Sustainable forestry, rehabilitation of degraded lands, sustainable usage of groundwater, wildlife management, and sustainable agricultural practices are at the heart of the Group's vision to nurture and conserve the UAE's unique biodiversity. Through its subsidiaries, the Group now manages 200,000 hectares of forests comprising over 13.5 million trees.



RESET

Direct Subsidiary

RESET is a leading energy service company (ESCO) based in the UAE, renowned for its expertise in delivering comprehensive energy and water-saving solutions for buildings and infrastructure. Committed to sustainability, RESET prioritizes the optimization of energy consumption, reduction of environmental impact, and attainment of cost savings. Aligned with the UAE governments strategic environmental initiatives, RESET is actively working towards achieving net-zero emissions by 2050, contributing to the global fight against climate change.



Rebound

Indirect Subsidiary

Rebound was established with a global mission of keeping plastics out of the environment and within the economy, to become part of the solution to reducing plastic pollution. Rebound, backed by IHC, has been founded to address these challenges through their trading platform along with their advisory services.



Esyasoft

Indirect Subsidiary

Esyasoft is a technology & analytics product company catering to the distinct challenges of the energy sector. The company harnesses digital technologies to produce solutions, including advanced Meter Data Management (MDM) systems, that play a pivotal role in optimizing energy usage and enhancing demand-based generation. Esyasoft collaborates with leading utilities, OEMs, and system integrators to implement smart grid and smart city solutions.



4 Our Sustainability Approach

(GRI 2-2)

As a company entrusted by its shareholders to drive the diversification of the UAE's non-oil economy, IHC has for some time been expanding into the renewable energy and clean tech sectors through strategic acquisitions.

In 2023, the UAE's 'Year of Sustainability' and the year the country hosted the successful COP28 UN Climate Change Conference, IHC embarked on a mission to accelerate its involvement in sustainable development and climate finance.

The company's ESG journey includes a new internal framework that enables it to assess and prepare subsidiaries to effectively manage ESG risks and opportunities, while amplifying its social and environmental impact.

IHC is accelerating progress through global and local partnerships, investments and acquisitions across multiple sectors, particularly in new innovative technologies and infrastructure that aligns with global social development goals, while always seeking opportunities in high quality businesses that generate competitive financial returns.

IHC's ESG Integration Framework

IHC has developed an ESG Integration Framework & Roadmap, in line with globally recognized sustainability standards, that aligns with the company's role as:

- A responsible business operator
- A responsible investor
- A responsible asset owner

This Framework & Roadmap will guide decision-making as IHC continues its sustainability journey while enabling the company to communicate its ESG Statement and Commitments to all key stakeholders.

The Framework & Roadmap is underpinned by a Sustainability Statement that captures IHC's commitment and overarching approach:

"At International Holding Company, we are committed to driving sustainable development in the UAE & globally through impact investing, focusing on companies that prioritize sustainability technological solutions while driving growth. We are dedicated to transparency in our efforts and regularly reporting on the progress of our portfolio companies."



ESG Framework

IHC approached the development of the ESG Integration Framework from two perspectives:

- 01. The 'Bottom Up' approach, based on a materiality assessment of the companies within the IHC portfolio
- 02. The 'Top Down' approach, which looks at materiality at the Holding level

By analyzing the company from two opposing angles, IHC developed a comprehensive framework that covers all ESG-related risks that IHC needs to manage.

Bottom Up

The 'bottom-up' approach enabled us to identify all material ESG risks that IHC must embed in its Risk Management Framework. This was based on an analysis of IHC portfolio companies that carry the most weight in terms of revenue generation and sustainability impact. This process also enabled us to identify the most significant sustainability opportunities that IHC can address through its various entities.

While IHC has investments in more than 500 entities, a shortlist of portfolio companies met the criteria for initial inclusion in the organizational boundary for materiality assessment based on the significance of their ESG and economic impact. This included all IHC direct subsidiaries and first-level indirect subsidiaries.



Each of these companies was then classified into sectors and industries in accordance with SASB's Sustainable Industry Classification System (SICS) and MSCI's Global Industry Classification Standards (GICS).

By classifying its entities, IHC ensures that its ESG framework and performance are better aligned with the global frameworks that are commonly used by ESG rating agencies, global investors, and other key stakeholders.

IHC mapped all selected entities against their corresponding ESG material topics as per the SASB Standards, which considers impacts on enterprise value (financially material) as well as MSCI, which looks at how the company impacts externalities connected to each ESG issue.

We identified 22 ESG topics that are most material to IHC from a risk perspective, as well as four strategic sustainability opportunities:

Environmental - 6 Topics

- Energy Management
- Waste & Hazardous Materials Management
- Water & Wastewater Management
- GHG Emissions
- Climate Change Vulnerability
- Biodiversity & Land Use

Governance - 7 Topics

- Business Ethics
- Systemic Risk Management
- Critical Incident Risk Management
- Board
- Pay
- Accounting
- Tax Transparency

Social - 9 Topics

- Product Safety & Quality
- Human Capital Development
- Employee Engagement, Diversity & Inclusion
- Health & Safety
- Labor Management
- Privacy & Data Security
- Selling Practices & Product Labelling
- Community Relations (Access & Affordability)
- Customer Welfare

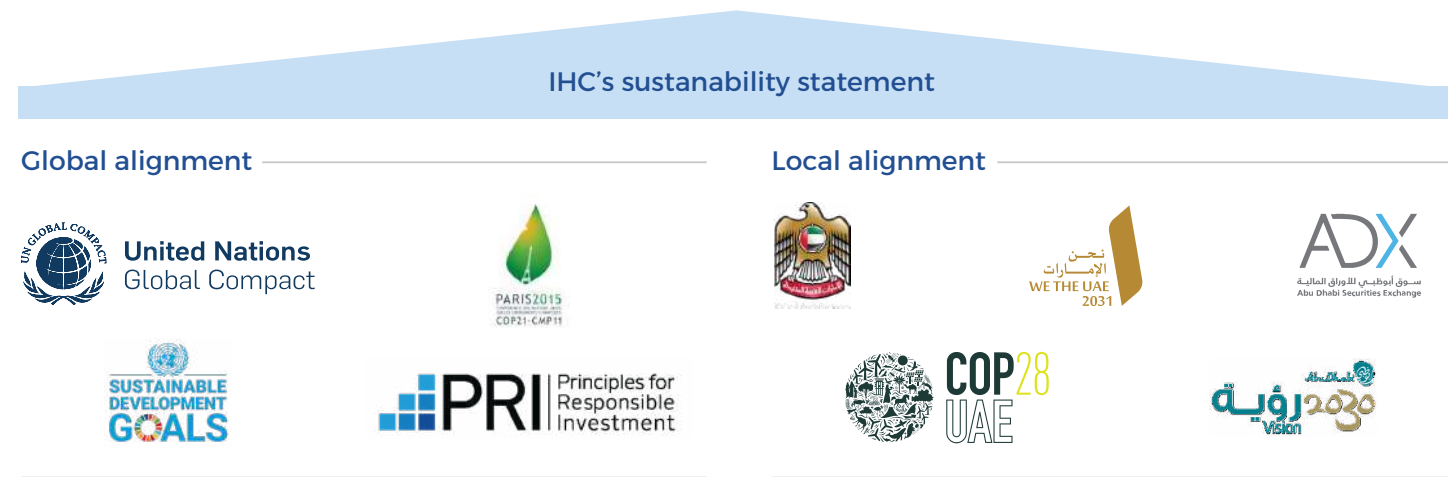
Opportunities - 4 Topics

- Green buildings
- Clean tech
- Renewable Energy
- Nutrition & Health

Top Down

The 'top-down' approach enabled us to identify those ESG topics that are specific to IHC's operation at the holding level. These are related to IHC's continued quest to become a responsible business operator, a responsible investor and a responsible asset owner.

Combining both the Bottom Up and Top Down materiality approach, IHC has developed a comprehensive ESG Framework encompassing ESG Risk Management issues, ESG integration topics, and opportunities, as shown in the diagram below.



ESG risk management issues

Environment

- GHG Emissions
- Waste Management
- Water Management
- Energy Management
- Climate Change
- Biodiversity & Land

Social

- Employee Health & Safety
- Human Capital Dev.
- Labour Management
- Engagement, Diversity and Inclusion
- Product Safety & Quality
- Privacy & Data Security
- Customer Welfare
- Community Relations (Incl. Access & Affordability)

Governance

- Business Ethics
- Systemic Risk Mgmt.
- Critical Incident Risk Management
- Board & Pay
- Accounting
- Tax Transparency

ESG integration material (top-down)



Responsible Corporate Citizen

- Ensure to provide gainful employment
- Engage with the community and contribute to its wellbeing
- Transition towards a circular workplace
- Continuously strengthen governance structure and ensure Business Ethics



Responsible Investor

- Incorporate ESG issues into investment analysis and decision-making processes
- Align investment mandates, monitoring procedures, performance indicators and incentive structure accordingly
- Disclose how ESG issues are integrated within investment practices and all active ownership activities



Responsible Asset Owner

- Be active owners and incorporate ESG issues into ownership policies and practices
- Seek appropriate disclosure on ESG issues by IHC investee companies
- Engage with investee companies on ESG issues
- Exercise voting rights and file shareholder resolutions consistent with long-term ESG considerations

- Participate in collaborative engagement initiatives
- Encourage academic and other research on Sustainability and ESG
- Advocate ESG training
- Form partnerships or join alliances to enhance effectiveness in implementing ESG integration

ESG opportunities



Green building



Clean tech



Renewable energy



Nutrition & health

Developing an ESG Roadmap

Based on the above Framework, IHC is developing a Roadmap to deepen ESG integration over the coming year with a view to advancing our sustainability journey and enhancing ESG performance.

As part of this process, we are evaluating potential initiatives as well as as strategic objectives and KPIs. In tandem, we are assessing ways to strengthen our ESG governance with appropriate policies and procedures to ensure a consistent approach moving forward. Furthermore, we are evaluating ways to effectively integrate ESG considerations into our investment decision-making while also considering how we can embed ESG into IHC's risk management framework. Throughout this journey, we will maintain close engagement with all key stakeholders.

For further alignment and refinement of the ESG Roadmap and Strategy, IHC will refer to globally recognized standards and frameworks. This includes potentially conducting an SDG mapping exercise to identify those SDGs that the Group impacts the most as well as evaluating the benefits of joining strategic networks such as The United Nations Principles for Responsible Investment (PRI) and The United Nations Global Compact.

Beyond this, we will evaluate ways to further enhance engagement with our investee companies, upskill IHC companies from an ESG perspective, and report on portfolio GHG emissions, among other initiatives.

Stakeholder Engagement

Maintaining continuous dialogue with key stakeholders is critical to gathering feedback for our ESG materiality assessment and the development of IHC's ESG strategy. Our close relationships with these stakeholders ensure we have a clear understanding of the issues that matter most to them which, in turn, enables us to identify and prioritize the ESG risks and opportunities that must be managed moving forward.

The table below shows the seven key stakeholder groups identified, the methods we use to engage with them, and what matters to them.

Stakeholder	What Matters to Them	Engagement Methods
Customers (Subsidiaries)	<ul style="list-style-type: none"> • Market leading products and services • Innovation and sustainability • Value for money • Efficient and proactive customer channels • Friendly and responsive customer service 	<ul style="list-style-type: none"> • Face to face meetings • Social media channels • Customer service offices for IHC companies
Employees (Holding and Subsidiaries)	<ul style="list-style-type: none"> • Career progression and growth • Training & development opportunities • A safe and secure work environment • Fair compensation 	<ul style="list-style-type: none"> • In house meetings • Internal communications · Recognition and rewards · Social gatherings • Team building exercises
Shareholders	<ul style="list-style-type: none"> • Strong balance sheet and continuous cash flows • Ambitious expansion vision • Robust governance and risk management • Transparency and disclosure • Strong market position 	<ul style="list-style-type: none"> • Annual General Meetings (AGM) • Investor relations • Reporting (Annual, Corporate Governance, ESG) • Stock Exchange announcements
Communities	<ul style="list-style-type: none"> • Support underprivileged members of society • Promoting health, education, security, sports and culture • Environmental initiatives 	<ul style="list-style-type: none"> • Sponsorship of events that promote social wellbeing • Partnerships with other organisations • Participation campaigns and initiatives to protect the environment • Donations to charitable causes • Social welfare campaigns

Stakeholder	What Matters to Them	Engagement Methods
Government & Regulators	<ul style="list-style-type: none"> Compliance with all applicable laws and regulations Alignment with federal and local government strategies Protecting the interests of investors and shareholders Consumer protection Environmental protection 	<ul style="list-style-type: none"> Regulatory disclosures Annual reports Public-private business forums and conferences Direct relationships Legal and Compliance Department
Partners	<ul style="list-style-type: none"> New business opportunities Timely payments Transparent bidding and tendering processes 	<ul style="list-style-type: none"> Supplier portal at IHC Subsidiaries Procurement department · Supplier feedback surveys
Portfolio Companies	<ul style="list-style-type: none"> Access to growth capital Strategic direction Access to a wider network Governance support 	<ul style="list-style-type: none"> Regular meetings Board of Director meetings Review meetings Interim and full year financial statements

Our Enhanced Material Topics

Feedback gathered through stakeholder engagement provides vital input for the materiality assessment that IHC conducts to identify the material ESG topics the company needs to manage and report on at the Holding level.

In addition, the materiality assessment utilizes global frameworks and standards including the Global Reporting Initiative (GRI) and the Sustainability Accounting Standards Board (SASB).

Using a dual approach to materiality, we assessed ESG topics in terms of their potential impact on the business as well as the external impact of our operations on the economy, society and the environment.

The following table highlights those material ESG topics that are a priority for IHC.

	What Matters to Them	Engagement Methods
1	Climate Change	<ul style="list-style-type: none"> GRI 302 - Energy GRI 305 - Emissions
	Energy	<ul style="list-style-type: none"> E1: GHG Emissions E2: Emissions Intensity E3: Energy Usage E4: Energy Intensity E5: Energy Mix
	Emissions	<ul style="list-style-type: none"> E7: Environmental Operations E8: Environmental Oversight E9: Environmental Oversight E10: Climate Risk Mitigation
2	Human Development	<ul style="list-style-type: none"> GRI 401 - Employment GRI 402- Labour Management Relations GRI 404-Training and Education GRI 405 - Diversity and Equal Opportunity GRI 406 - Non-discrimination
	Diversity & Equal Opportunity	<ul style="list-style-type: none"> S2: Gender Pay Ratio S3: Employee Turnover S4: Gender Diversity S5: Temporary Worker Ratio S6: Non-Discrimination
	Non-discrimination	<ul style="list-style-type: none"> S11: Nationalisation

	What Matters to Them	Engagement Methods
3	Responsible Investment	<ul style="list-style-type: none"> GRI 203 Indirect Economic Impact
4	Governance	<ul style="list-style-type: none"> GRI 205 - Anti-Corruption G1: Board Diversity G2: Board Independence G3: Incentivized Pay G5: Ethics & Prevention of Corruption S1: CEO Pay S9: Child and Forced Labour S10: Human Rights

5 Key Sustainability Initiatives at IHC

Integrating ESG Values into Investees

IHC looks to integrate ESG considerations into investment decision-making and build our portfolio through strategic acquisitions of companies that can make a positive social and environmental impact. As a responsible asset owner we also consider how we embed ESG values into our existing portfolio of companies.

Given the size and the diverse nature of IHC's vast portfolio, there can be no 'one size fits all' approach to ESG integration within our investee companies. Instead, each company will have considerable latitude to adopt the most appropriate and effective approach for them. How each entity goes about this process may depend on a variety of factors, including the size of the company, and the jurisdictions and the sectors in which they operate.

What matters is that IHC, at the holding level, is sending a clear signal to its investees that managing ESG risks and opportunities while maximizing social and environmental impacts is a priority for all moving forward. In doing so, they may be guided by our newly developed sustainability framework, which has been designed to serve this purpose, as well as IHC's vision, mission, and values.

In addition, investees can use globally recognized frameworks and standards, such as the Task Force on Climate-related Financial Disclosures (TCFD), the Science-based Targets initiative (SBTi), and the Sustainable Development Goals (SDGs), among others to develop their ESG frameworks and strategies. This report highlights how a selection of the larger entities within our portfolio operating across diverse sectors have gone about this process. Featured examples of companies that have made substantial progress with their own ESG journeys include Multiply Group, Emirates Driving Company (EDC), and PureHealth, among others.





ProSeed: Spreading Awareness, Sharing Knowledge

To effectively facilitate the dissemination of ESG values throughout the portfolio, IHC has launched the Proseed Sustainability Hub which will provide a forum for our entities to engage, share their experiences, and exchange knowledge around sustainability issues. The Hub will also host training sessions and informative talks by thought leaders on sustainability topics and insights on how to manage ESG risks and opportunities. As such, it will be one of the cornerstones of IHC's efforts to infuse sustainability and ESG values across the portfolio. For more details on the Proseed Sustainability Hub.

Integrating ESG values into our investees will play a critical role in strengthening the overall ESG profile of our portfolio, enhancing our reputation as a responsible investor and asset owner, while supporting IHC's mission to maximize value for all stakeholders.

ProSeed Hub by IHC for Transformative Environmental Stewardship



IHC launched the Proseed Sustainability Hub at its headquarters in Abu Dhabi in October 2023. Inaugurated by His Excellency Dr Sultan Al Jaber, UAE Minister of Industry and Advanced Technology and COP28 President, the hub provides a platform for IHC to enact its sustainability agenda and contribute towards the UAE's sustainability ambitions.

The Proseed Hub is a multi-functional space designed to serve a variety of purposes. It demonstrates IHC and its subsidiaries commitment to sustainability, including how three companies have announced their SBTi-based Net-Zero Commitments, and underscores how the private sector can play a critical role in addressing climate change while driving inclusive and sustainable economic development.

The Hub will serve as an interactive platform, facilitating IHC's engagement with Government Programs, external parties, and internal champions to infuse sustainability across its portfolio. It will host training sessions, think tanks and events to spark conversations and exchange knowledge around sustainability. Finally, it will provide a forum for IHC partners and subsidiaries to collaborate, ideate, and implement innovative solutions, enhancing sustainability across operations and fostering sector-wise growth.

FACTBOX

- Located at Khalifa Park at IHC's headquarters, the Hub is comprised of six zones, each depicting IHC's sustainability journey and providing a space for collaboration.
- Guests can enjoy a user-friendly experience as they embark on a journey to explore the sustainability initiatives of IHC and its subsidiaries.
- Engaging video content will introduce them to IHC's investments, portfolio, products, and services, offering insight into the company's sustainability drive.
- The journey concludes at the "Meeting & Amphitheatre Space", a vibrant space designed for hosting workshops, ESG signing ceremonies, company presentations, thought leadership sessions and facilitating active ESG participation.
- The second floor showcases sustainability innovations and displays by esyasoft and easylease
- IHC, through Proseed, has also launched a corporate wellness offering in its Digital Wellness Studio.



IHC at COP28

IHC had a prominent presence at the COP28 United Nations Climate Change Conference, which was held at Expo City Dubai from November 30 to December 13, 2023. The company, participated as a Climate Supporter and showcased the sustainability efforts of 19 portfolio companies across three thematic zones: Energy Transition Hub; Healthcare Cluster; and Technology and Innovation Hub.



During the two-week event, IHC held a dedicated 'Thematic Day Program' which highlighted the company's 'Abu Dhabi to the World' sustainability impact. The following table shows the 19 IHC companies that featured at COP28, the theme of their participation, and a brief description.



	EasyLease	Empowering Eco-Friendly Mobility	Decarbonizing the mobility sector through sustainable transportation solutions
	Q Holding	Building Sustainable Investments & Landscapes	Driving sustainable real estate, hospitality, and diverse economic growth
	Arena	Extraordinary Global Live Experiences	Delivering exceptional, eco-friendly events globally to positively impact communities
	Reset	Redefining Energy Solutions	Turnkey solutions for energy and water savings in urban areas
	Palms Sports	Integrating Wellbeing into Everyday Life	Emphasizing the significance of sports, health, and leisure through education
	Emirates Stallions Group	Building a Greener Future	Integrating Sustainability in Real Estate, Landscaping, Construction, and Agriculture
	OCI	Elevating Potential, for clean logistics	Producing and distributing methanol and hydrogen solutions to fuel the world sustainably
	Mawarid Holding Investment	Elevating Potential, for nature-based solutions	Responsible approaches to forest, wildlife, water, biosciences, landscaping, and agriculture
	Trojan	Elevating Potential, for building sustainable communities	Providing large-scale, multidisciplinary construction and community development
	Wio Bank	Elevating Potential, empowering individuals	The region's first platform bank created to reboot banking for all
	Esyasoft	Transforming the Energy Industry	Pioneering Smart Grid and Decarbonization for global water, gas and energy utility companies
	Botanical Water Technologies	World's Most Sustainable Drinking Water	Striving to positively impact 100 million lives by providing drinking water, sustainably and efficiently
	Rebound	Revolutionizing Plastic Recycling	Trust-based trade to reduce plastic pollution's impact for a Cleaner, Greener Planet
	Emirates Driving Company (EDC)	Driving Safe Mobility Education	Advancing the future of mobility with sustainability and technological innovation

Company	Theme	Description
	Alpha Dhabi Holding	Elevating Potential Pioneering across a diverse portfolio, prioritizing sustainability, synergized, for an eco-conscious future
	Aldar	Enriching Sustainable Communities Decarbonizing real estate for liveable and sustainable spaces while fostering education to shape a brighter future
	Sirius Intl Holding	Global Climate Delivery Systems Harnessing technology for a sustainable, interconnected, and improved quality of life
	Multiply Group	Empowering Excellence Investing in Clean Energy, Mobility and Wellness for a Sustainable Future
	Ghitha	Sustaining Life, Championing Food Security Nurturing Growth, Ensuring Food Security with Sustainable Agriculture and Produce

11 Announcements at COP28 across the following sectors:

- 01. Carbon Capture
- 02. Methane Abatement
- 03. Finance
- 04. Sustainable water solutions
- 05. Circular Economy
- 06. Energy Efficiency & Utilization
- 07. Construction
- 08. EV Infrastructure and Mobility
- 09. Real Estate & Urbanization
- 10. Healthcare
- 11. Nature & Biodiversity

Sirius International Holding – Shaping the Future of Sustainability through Technology and Digital Transformation

Sirius International Holding, headquartered in Abu Dhabi, is a subsidiary of IHC that seeks to harness technology and digital transformation to shape the future of sustainability. The company is comprised of more than 20 subsidiaries globally, working at the vanguard of today's health, climate and digital eco-systems.

In November 2023, IHC transferred four of its key 'green businesses' under the Sirius umbrella as part of IHC's plans

to grow the company into one of its key subsidiaries. The transfer included Green Energy Investment Holding RSC LTD, Green Enterprise Investment Holding RSC LTD, Green Vitality LTD and IHC's 80% ownership of Rebound Limited. Each of these subsidiaries leverages disruptive technologies to engineer solutions that can combat climate change, and with a dedication to driving digital transformation through investments.

Smart Sustainability Solutions (S3)

In December 2023, during COP28 in Dubai, Sirius International Holding announced the establishment of Smart Sustainability Solutions (S3), a pioneering climate company focused on offering end-to-end industrial scale solutions for the transition to a net-zero economy.

S3 is committed to providing innovative and effective solutions to combat climate change and create a sustainable future for all. The objective is to bridge the gap in the market and establish itself as the largest company dedicated to combating climate change.

S3 will focus on four critical segments of the new climate economy: Methane, Carbon, Circularity (Circular Economy), and Water Efficiency.



Methane

S3 is developing a full-service engineering and construction company dedicated to mitigating methane emissions and promoting methane abatement across the entire Oil & Gas industry, covering upstream, midstream, and downstream segments.



Carbon

S3 is pioneering the world's first vertically integrated carbon management enterprise, extending the Oil & Gas value chain from the point of CO2 capture. A separate unit within the Company will also capitalize on existing carbon accounting and trading platforms.



Circular Economy

Strategically positioned as an in-house investment manager, this vertical will focus on scaling up industrial technologies aligned with circular economy principles. The strategic initiative includes harnessing excess waste energy from diverse sources and orchestrating synergistic clean energy transformations and production loops.



Water

This vertical is dedicated to commercializing cutting-edge technologies aimed at optimizing water usage and recovery of water resources from agricultural processing and industrial operations. S3's objective in this domain is to combat water scarcity in specific locations by providing a new source of drinkable, sustainable, plant-derived water for initiatives with social and environmental impact.

Sirius International Holding (Sirius), headquartered in Abu Dhabi, is a subsidiary of IHC harnessing technology and digital transformation to shape the future of sustainability. The company is comprised of more than 20 subsidiaries globally, working at the vanguard of today's digital, climate and health eco-systems.

Investment Strategy and Approach

In November 2023, IHC transferred four of its key 'green businesses' under the Sirius umbrella as part of IHC's plans to grow the company into one of its key subsidiaries. The transfer included Green Energy Investment Holding RSC LTD, Green Enterprise Investment Holding RSC LTD, Green Vitality LTD and IHC's 80% ownership of Rebound Limited. Each of these subsidiaries leverages disruptive technologies to engineer solutions that can combat climate change, and with a dedication to driving digital transformation through investments.

Sirius is dedicated to advancing sustainable practices by strategically investing in companies at the forefront of developing innovative technologies aimed at reducing carbon footprints. These investments not only contribute to mitigating environmental impact but also align with Sirius' commitment to foster a better world. The investment approach seeks to support ground-breaking initiatives that drive positive change, creating a more environmentally conscious and socially responsible future.

Sirius has committed to investing the capital required to fully develop these business verticals, capitalizing on its existing assets, and operationalizing its strategy, including 'finance-build-operate-transfer' models. Sustainability-linked assets IHC transferred under Sirius management in November will be integrated into one of S3's four business verticals, as appropriate.

These business verticals will play a pivotal role in advancing corporate agendas focused on achieving net zero emissions, fulfilling methane reduction pledges, and implementing strategies for net positive water impact.

Technologies

Investment in Botanical Water Technologies – aimed at addressing water scarcity and contamination challenges through under S3, Sirius' sustainability vertical. This investment enables Sirius us to harness BWT's expertise and expand their reach, making a tangible difference worldwide. Investing in clean water harvesting technologies to support the vision of giving clean drinking water and positively impacting 100 million of the world's most vulnerable people by 2025.

SOCAR

Sirius partners with SOCAR to explore and spearhead sustainable solutions within Azerbaijan's dynamic oil and gas sector to lead the way in methane abatement and CCTUS, shaping a greener future. This partnership marks a significant milestone to excellence, innovation, and the pursuit of greener energy solutions. Sirius and SOCAR will focus on recycling waste energy by identifying waste energy sources and evaluating their sustainability, as well as designing and building facilities to recover and reuse waste energy. As part of their collaboration in the area of water efficiency, the two entities will implement advanced water metering infrastructure, identify inefficient water users in the industry, and design and implement solutions to recover and reuse wastewater.

Achievements and Impact

Esyasoft are working towards Blockchain-based Carbon registry & exchange for emission reduction & delivery as well as installation of +500 million utility metering & IOT infrastructure for power, water & gas. This innovative registry enhances transparency and traceability in carbon markets, ensuring secure and efficient transactions. This will result in Smart meter CO2e savings of 1.1 billion tons for +1 billion lives.

Rebound marked significant achievements, notably the launch of Rebound Solutions, its advisory and consultancy division, successfully partnering with multiple businesses. This year, Rebound earned prestigious accolades: it was honoured as the Technology Pioneer by the World Economic Forum, the only company in the region to receive this recognition. Furthermore, Rebound's innovative expertise was acknowledged with the Future100 award, the Most Innovative Technology award, and the Small & Mighty award for the most innovative businesses of the year.





6 ESG Integration and Impact

Alpha Dhabi Holding – Investing in a Sustainable Future



In 2023, Alpha Dhabi Holding (ADH) worked on streamlining its Environmental, Social, and Governance (ESG) efforts to ensure their effectiveness, scalability, and impact.

The Group is navigating the complexities of embedding ESG principles into its operations while pursuing strategic objectives, exploring how business decisions impact the broader societal and environmental context, and how these can coexist with ADH’s duty to deliver shareholder value. This journey is marked by an effort to align actions with material ESG topics while ensuring that endeavours are both impactful and aligned with corporate strategy.

ADH is working to enhance ESG practices within its existing subsidiaries, viewing this as an essential process to ensure the long-term resilience of the portfolio. While continuously seeking to align with the UAE government’s vision for economic diversification and sustainable development, ADH is laying the groundwork for a future where its commitment to sustainability is progressively integrated into its core business operations, thus serving the dual objectives of creating shareholder value while promoting responsible business practices.

Operationalizing ESG

ADH’s ESG approach is based on the principle of continuous improvement and strategic alignment across subsidiaries. In 2022, the Group conducted a comprehensive materiality assessment that spanned its industries. This exercise resulted in a broad spectrum of material ESG topics and paved the way for a more focused approach in 2023 that reflects the diversity of operations within the company’s portfolio.

More ADH subsidiaries are conducting their own materiality assessments to pinpoint ESG topics that are pertinent to their operations. This decentralized approach allows for more precise and operation-specific ESG reporting, moving away from the ‘one-size-fits-all’ model. The aim is to foster an environment where ESG integration is not only strategic but also relevant to each subsidiary and their stakeholders.

ESG Material Topics

ADH’s materiality assessment in 2023 focused on refining the Group’s role as an investor, identifying material ESG topics for corporate operations at the holding level.

Drawing on stakeholder feedback, internal expertise in investment, sustainability, and risk management, as well as insights from sustainability industry experts, and utilizing global frameworks and standards including the Global Reporting Initiative (GRI) and the Sustainability Accounting Standards Board (SASB), ADH pinpointed the following key focus areas:

Environment

Prioritizing carbon emissions and energy efficiency

Human Capital Development

Cultivating talent and ensuring workforce wellbeing

Compliance & Ethical Behavior

Maintaining robust governance frameworks

Finance

Ensuring fiscal practices that support sustainable growth

These topics align with core functions and responsibilities at the holding level rather than the broader operational concerns of ADH subsidiaries.

However, common material topics across subsidiaries, such as Carbon Emissions, Human Capital Development, Health & Safety, and Governance, are integrated into ADH's reporting framework ensuring that, while subsidiaries maintain autonomy over their ESG agendas, there is alignment in addressing issues of universal importance across the group.

These common topics will allow ADH to present a group-wide perspective on critical areas of ESG reporting.

This strategic shift underscores ADH's commitment to an ESG approach that is both decentralized in assessment yet unified in vision. It reflects a commitment to empower subsidiaries with the autonomy they need to advance their ESG practices, while ADH as the parent company maintains oversight on Group-wide material topics, ensuring they align with the our overarching values and objectives.

Integrating ESG Across Subsidiaries

ADH collaborates with subsidiaries to gradually enhance their ESG practices. In 2023, the focus was on empowering subsidiaries through education and direct engagement, supporting them to understand and measure their ESG impact.

Through bespoke materiality assessments, each subsidiary identifies and prioritizes their material ESG topics, aligning them with specific corporate goals and values. This tailored approach ensures that while each entity progresses, it contributes to the overall ESG progress of the ADH Group.



Towards Decarbonization

Within the broader context of integrating ESG across subsidiaries, ADH has made significant strides in advancing its carbon emissions strategy. The cornerstone of ADH's carbon strategy is the establishment of a detailed GHG inventory which serves as a measure of the groups environmental impact as well as a benchmark for future improvement. ADH is implementing a digital GHG accounting platform across select subsidiaries, empowering them with the means to independently calculate, manage and report emissions. While currently limited in scope, these efforts lay the groundwork for a more comprehensive and effective ESG strategy across the Group. The initiative promises not only environmental benefits but also operational and economic efficiencies, underscoring the multifaceted value of integrating ESG practices.



Multiply Group A Blueprint for Sustainable Success



Multiply Group has made substantial progress with its sustainability journey since becoming listed on the Abu Dhabi Securities Exchange (ADX) in 2021 reflecting a commitment to responsible business practices while creating sustainable value for all stakeholders. Moving forward, Multiply intends to fine tune its approach to ESG in line with the UAE's strategic sustainability priorities as well as international standards and best practices.

2022

Multiply Group laid the groundwork for the start of its sustainability journey by developing a practical and action-oriented framework, which outlined ESG pillars and key material topics for the company, ranked on their level of importance.

2023

Established a comprehensive ESG strategy, including clear objectives and actionable initiatives for each pillar.

Built upon the foundational work undertaken in 2022, streamlining and focusing our material topics and areas of impact.

2024 & Ahead

Multiply Group will develop an ESG Integration Framework to seamlessly incorporate ESG factors into investment analysis, due diligence approach, and operational decision-making processes.

As a diversified holding company, Multiply recognizes the importance of leveraging ESG to manage risks and opportunities, maximize long-term sustainable growth, and generate positive social and environmental impacts. As a responsible investor, the company is prioritizing the integration of ESG principles into our investment strategy and decision-making processes while as a responsible asset owner, Multiply encourages portfolio companies to incorporate ESG considerations into their operations.



15.8 Sustainalytics Score

Received a rating of 15.8 from Sustainalytics, a leading global ESG rating agency, indicating a low ESG risk score.



COP28 Climate Supporters

Proudly took on the role of Climate Supporters at COP28 as part of our active role in addressing global climate challenges.



Sustainability Framework

Multiply Group's sustainability framework is comprised of four pillars:

- Foundational Excellence
- Growing Our Human Capital
- Investing in a Sustainable Future
- Managing Our Influence

Aligned with the company's strengths, mission-driven values, and organizational scope, the framework is designed to address both internal priorities and external ESG risks and opportunities and serves as a strategic roadmap for ESG integration throughout the portfolio. Emphasizing solid internal practices, workforce development, responsible resource allocation, and ethical business practices, the framework underscores Multiply Group's commitment to sustainability and long-term success.

These four pillars guide decision-making and support actions that produce a positive sustainable impact in line with each of the priorities and material topics. As such, the framework provides a practical tool to help drive meaningful change across the organization.

Sustainability Strategy

During 2023, Multiply Group developed a comprehensive sustainability framework and long-term strategy, aligning operations with a commitment to responsible business practices and having a positive impact on the environment and society.

Central to this strategy is the establishment of an ESG blueprint. Designed with clear, actionable objectives for each pillar of the framework, the blueprint provides a structured and transparent pathway for all stakeholders to understand and engage with Multiply Group's sustainability efforts.

Defining specific goals ensures accountability, supports the measurement of progress, and reinforces a commitment to continuous improvement in ESG practices.

In addition, the strategy provides a comprehensive roadmap of actions, both immediate and long-term, including detailed initiatives and milestones that ensure a systematic approach to implementation.

Immediate actions are focused on embedding ESG principles into core business processes and decision-making frameworks, thereby fostering a culture of responsibility and awareness across the group. The Roadmap also anticipates evolving challenges and opportunities in sustainability, ensuring that Multiply remains agile and responsive in the face of a fast-changing landscape.

Pillar 1: Robust Foundations

This pillar focuses on implementing robust governance structures, overseeing compliance, championing sustainable practices, and integrating ESG risks into the organization's risk management approach. By prioritizing ESG-centric leadership and developing a culture rooted in ethics and human rights, Multiply Group fosters strong corporate governance, which is critical for building stakeholder trust and setting an example for subsidiaries to follow.

Pillar 2: Growing our Human Capital

Initiatives related to this pillar revolve around the development and wellbeing of the company's most valuable asset: its people. Investing in the workforce helps underpin sustainable growth, innovation, and delivering on the company's sustainability vision. By focusing on diversity, safety, and wellbeing, along with aligning compensation to ESG performance, Multiply can attract top talent, drive innovation, and boost productivity.

Pillar 3: Investing in a Sustainable Future

Priorities under this pillar consist of shaping the investment landscape with ESG-centric decision-making. This involves considering material ESG factors in all investment decisions, engaging with portfolio companies on ESG, aligning financial growth with ESG commitments, and supporting subsidiaries to do the same. In this way, Multiply Group can play a significant role in driving sustainability while ensuring long-term profitability.

Pillar 4: Managing our Influence

Actions under this pillar revolve around driving positive environmental and social impacts to successfully build a resilient and future-ready business. This involves aligning with global climate and environmental initiatives, adopting sustainable energy solutions, championing community development, supporting local businesses, and ensuring an ethical supply chain, among other key initiatives.

Multiply Group's sustainability framework and strategy goes beyond a theoretical approach to provide a dynamic, practical tool for driving positive change across the organization while ensuring that the company manages all material ESG risks and opportunities and creates long-term value for all stakeholders. In short, it offers a blueprint for the Group's sustainable success far into the future.

IHC Climate - Action Champions: Leading the Charge Towards a Sustainable Future

PureHealth - Towards a Healthier and Greener Future

PureHealth is the largest integrated healthcare platform in the Middle East, with an ecosystem that spans 25+ hospitals, 100+ clinics, multiple diagnostic centers, health insurance solutions, pharmacies, health tech, and more. The ADX-listed company has committed to reach Net Zero by 2040, making it the first healthcare entity in the MENA region to sign up to the UN-backed 'Race to Zero' initiative and commit to SBTi.

In 2022, PureHealth established a comprehensive greenhouse gas (GHG) baseline at the Group level, providing a clear picture of the company's environmental footprint.

Baseline emissions, including Scope 3 analysis, are fully aligned with the Science Based Targets initiative (SBTi) guidelines and GHG Protocol, ensuring that emissions reduction targets are ambitious, based on the latest science, and relevant across the entire value chain.

PureHealth then developed a decarbonization strategy and committed to reach Net Zero by 2040, making it the first healthcare entity in the MENA region to sign up to the UN-backed 'Race to Zero' initiative and commit to SBTi.



This commitment is backed by a robust implementation roadmap comprising of four key pillars:



Achieving these decarbonization goals requires engaging and managing a diverse group of stakeholders, including employees, the communities it serves, supply chain partners, investors, and regulators.

Innovating for Net Zero

The initiatives under the four pillars are designed to bring holistic emissions reductions across PureHealth's operations and value chain. In 2023, the company developed a Group-wide program for Energy Transition and Energy Efficiency. A critical part of the Energy Transition program is the emissions from the existing vehicle fleet which contributed 55,000 tonnes of CO2 in 2022. To address this, PureHealth implemented the Green Mobility project, upgrading 350+ fleet vehicles to hybrid and CNG powered vehicles.

In addition to this, the company initiated work on a renewable energy project to increase the uptake of renewable energy to meet current demand, established a group wide inventory of assets, and initiated procurement for on-site solar deployment. A new hospital at Al Ain features a state-of-the-art on-site solar installation that is expected to reduce demand for conventional grid-based electricity.

Another priority area for PureHealth is virtual care and the digital transformation of healthcare delivery models through its Healthcare in the Cloud Strategy. This not only empowers patients to receive high-quality medical advice from the comfort of their homes, but significantly reduces the need for travel and associated emissions. Over the next five years, this expansion of virtual care services is expected to produce an estimated 8.82% reduction in the company's CO2 emissions.

In 2023, PureHealth launched several innovative tech driven solutions such as the Dawak- online pharmacy, Pura Super App, and PureNet which aim to transform healthcare delivery models and make healthcare democratized. In addition,

PureHealth explored the use of IOT-based monitoring solutions for optimizing energy consumption across various types of healthcare assets within the Group's operations.

Finally, PureHealth has partnered with AstraZeneca to explore decarbonization through clinical pathways for CKD and Asthma patients. The study is being conducted at SEHA hospitals to understand the impact of CKD treatment, comprising of Lifecycle Assessment across the different stages of CKD in adults. This would enable identification of sustainable clinical pathways supporting the transition to climate resilient health systems.



Improving Data Quality and Coverage

Building upon the data quality foundation established in 2022, PureHealth focused on enhancing carbon emissions tracking and reporting, rolling out a comprehensive approach involving the following:

Standardized Data Collection

Robust protocols have been implemented uniformly across all entities and facilities to ensure the reliability and consistency of recorded data. This standardization is fundamental to the accurate tracking, analysis, and reporting of emissions.

Stakeholder Engagement

Tailored workshops have been organized for various teams to develop a deeper understanding of data quality requirements and their pivotal role in achieving decarbonization goals. Stakeholder engagement ensures alignment and commitment to data quality objectives.

Data Cleansing and Integration

Actively identifying and addressing inconsistencies within collected data is a priority. This proactive approach ensures the integrity of data and facilitates seamless integration for comprehensive analysis.

Internal Reporting Cycle

A dedicated team at Group level conducts biannual data collection exercises, taking place at mid-year and year-end. This allows the company to monitor progress against ambitious decarbonization targets, identify areas for improvement, and maintain a rigorous internal reporting cycle.

Achieving Targets Across Assets

PureHealth maintains a collaborative approach across operations and the wider ecosystem as it strives to achieve its Net Zero targets. Several strategic measures have been implemented to facilitate this:

Empowering ESG Champions

A dedicated network of ESG Champions has been established across various entities within the group. These champions play a pivotal role in promoting sustainable practices within their respective entities with support from data owners. They drive awareness, facilitate coordination with individual data owners across assets, and act as catalysts for the seamless integration of Net Zero initiatives.

Thought Leadership for Impactful Change

Recognizing that awareness is fundamental to driving positive change, PureHealth actively participates in conversations about the interlinkages between climate change and public health. In 2023, the company focused on establishing strategic partnerships with Global Climate Action groups and strengthening ties with government agencies to support the UAE's vision on decarbonization and economic diversification.

In addition, PureHealth collaborated with esteemed organizations such as Economist Impact and Accenture to produce impactful whitepapers and research reports. This concerted effort extends to developing a knowledge repository specific to the unique challenges of the UAE, providing valuable insights into the connections between climate change and health within the region.

These efforts are instrumental in providing impetus, guidance and help scale the health sector's response on Climate Change in the UAE.

The Power of Partnerships

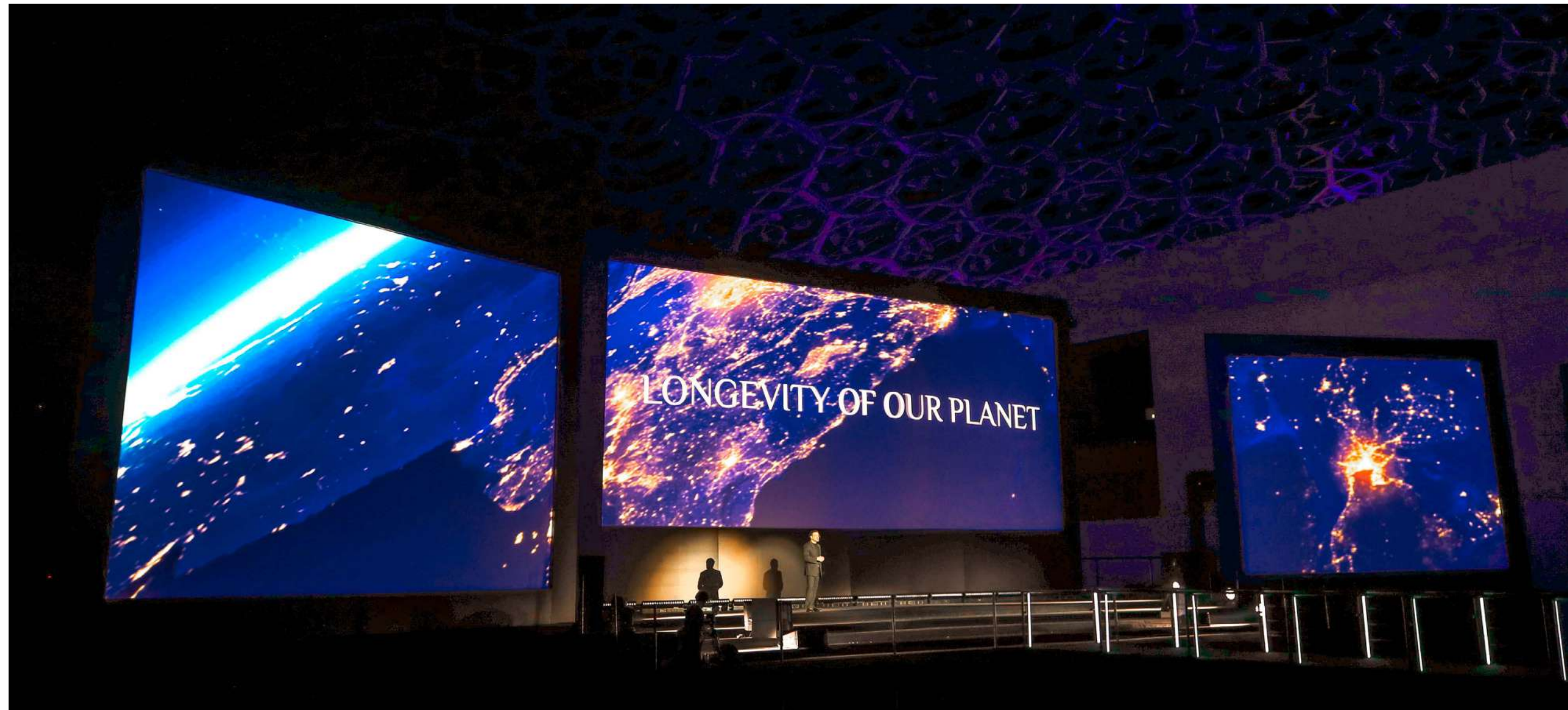
PureHealth is steadfastly committed to cultivating strategic partnerships with public and private sector entities that amplify its sustainability efforts. Understanding the collective impact of collaboration, the company has been engaging with government authorities, technology service providers, knowledge institutions, and local communities to foster meaningful partnerships. Notable collaborations in 2023 include:

MoUs with Government Entities

Formalized Memorandums of Understanding (MoU) with the Ministry of Climate Change and Environment (MOCCA) and the Environment Agency-Abu Dhabi (EAD). These strategic partnerships underscore a commitment to building a knowledge repository for the region, supporting policy development, and bolstering advocacy efforts.

Thought Leadership Collaborations

Fostering collaboration with organizations such as Economist Impact and Accenture, PureHealth has supported on the creation of white papers. These thought leadership initiatives aim to raise awareness about the interlinkages between climate change and public health, fostering impactful change through shared insights.



Research Partnerships for Environmental Studies

Collaborative efforts with VITO (Flemish Institute for Technological Research) have been directed towards air quality and heat stress studies. These partnerships contribute to PureHealth's understanding of environmental factors and aid in the formulation of targeted strategies to address and mitigate climate-related challenges.

These collaborations exemplify PureHealth's commitment to a multi-stakeholder approach, where partnerships with governmental entities, thought leaders, and research institutions play a pivotal role in advancing the sustainability agenda. Through these alliances, PureHealth aims to collectively drive positive change, contribute to environmental stewardship, and achieve its ambitious decarbonization goals.

Ahead of the Curve

To surpass expectations and achieve Net Zero by 2040, PureHealth closely monitors the regulatory landscape, with a particular focus on how these could impact the energy transition. This diligence ensures that strategies are not only ambitious but also compliant and well positioned to anticipate future regulatory developments. The company expects a fundamental transformation in healthcare delivery, propelled by cloud-based solutions and innovative technologies.

Ambitions extend beyond regulatory compliance and towards setting new standards. PureHealth's pledge to achieve net zero is a decade ahead of other major healthcare providers in the Middle East. The company was also the first healthcare company in the Middle East to be a part of esteemed initiatives including the Science Based Targets Initiative (SBTi), Global Green and Healthy Hospitals (GGHH) and UN backed Race to Zero initiative, emphasizing its position as a leader in advancing healthcare sustainability in the region.

Emirates Driving Company - Setting a Course for Net-Zero

Established in 2000, Emirates Driving Company PJSC (EDC) is the leading provider of driver education and the premier pre-licensing driving institute for the emirate of Abu Dhabi. The ADX-listed company is fully committed to supporting the UAE Federal Government's Net Zero ambitions and being an industry leader on climate action. Here's how they plan to go about it.

EDC was among the first private sector organizations in the UAE to commit to achieving Net-Zero emissions, in alignment with the UAE Net-Zero by 2050 Strategic Initiative, and to set targets in line with the Science Based Targets initiative (SBTi).

The company spent much of 2023 laying the groundwork for a new decarbonization and Net-Zero transition plan, beginning with a detailed carbon accounting of the business to gain a thorough understanding of the source of its GHG emissions followed by setting clear targets for emissions reductions. The process was aligned with globally recognized standards to ensure transparency and accountability. EDC adopted the GHG Protocol standard for GHG emissions calculations and aligned targets with the Science Based Targets initiative (SBTi) Corporate Standard.

Achieving Net-Zero will require close collaboration between EDC and key stakeholders and the company is engaging closely with all partners, including suppliers, government entities, investors, customers, communities, and others. In 2024, EDC will publicly disclose its annual GHG emissions as well as further details of the transition plan and progress on the road to Net-Zero.

Baseline

EDC set 2022 as the baseline year for emissions reduction targets, having produced its first GHG report validated by an independent auditor. The organizational boundary for the baseline was defined by the control approach, which covers all entities over which EDC has operational control. The 2022 accounting included offices in Abu Dhabi, Al Ain, and Madinat Zayed, as well as its subsidiary, Tabieah Property Investment, which owns a residential building in Abu Dhabi.

Baseline Data (2022):

Scope of Emissions	Emissions (tCO2e)	% of total
Scope 1: direct GHG emissions	4,066	23.8
Scope 2: energy indirect GHG emissions	5,039	29.5
Scope 3: other indirect GHG emissions	7,978	46.7
Total GHG emissions	17,083	100.0



The operational boundary for the baseline was defined by the operational control approach, which accounts for sources directly owned or controlled by EDC. Combining both the Bottom Up and Top Down materiality approach, IHC has developed a comprehensive ESG Framework encompassing ESG Risk management issues, ESG integration topics, and opportunities, as shown in the graphic below.

Targets

Having completed the GHG accounting process, EDC initiated the development of both near- and long-term emissions reduction targets that align with the latest guidance by the Science-Based Targets initiative (SBTi). Once validated by the SBTi, EDC intends to formally adopt and implement the targets within its sustainability strategy.

EMISSION REDUCTION TARGETS

Near-Term Emission Reduction Target:

42%

of Scope 1 and 2 emissions and 25% of Scope 3 emissions by 2030 (v. 2022 baseline)

Long-Term Emission Reduction Target:

90%

of Scope 1, 2 and 3 emissions by 2050 (v. 2022 baseline)

* Provisional targets pending validation by SBTi

Emissions Reduction Pathway

EDC will introduce ambitious measures to reduce emissions across its operations and supply chain by 2030.

Key actions that form the basis for the Net-Zero strategy include:

- Electrify Mobility
- Optimize Buildings Infrastructure Efficiency
- Integrate Solar Energy
- Promote Green Commuting
- Implement Sustainable Sourcing
- Eco-Optimize Investment Portfolio

In addition to addressing Scope 3 emissions, the most critical element of the plan is to develop comprehensive vehicle fleet and building decarbonization plans. This will involve transitioning the fleet towards electric vehicles (EV) and introducing measures to decarbonize buildings, such as solar PV integration, HVAC equipment efficiency improvement, and more. These plans will address the most significant sources of EDC's emissions and enable the company to make significant reductions.

The transition is planned across three stages: Taking Action; Accelerating Change; and Net Zero by 2050. Until 2030, the primary focus will be on mitigating Scope 1 and 2 emissions, while also initiating efforts to address significant Scope 3 emissions, including purchased goods & services, capital goods, employee commuting, and investments.

From 2030 to 2050, EDC will intensify decarbonization efforts, working towards complete fleet and building decarbonization. The company will collaborate with employees, suppliers, and key stakeholders to reduce its environmental impact across the value chain, with a strong emphasis on mitigating

all relevant Scope 1, 2, and 3 emissions. EDC is committed to ensuring that any remaining emissions are also effectively mitigated to achieve its ambitious 2050 targets.

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Taking action

ELECTRIC FLEET TRANSITION

We are committed to a transition toward electrifying our fleet by 2030, incorporating both hybrid electric vehicles (HEVs) and electric vehicles (EVS) among our passenger cars.

BUILDING EFFICIENCY ENHANCEMENT

We will retrofit our head office in Abu Dhabi with higher efficiency chillers and extend similar upgrades to our other buildings.

ACTION ACROSS OUR VALUE CHAIN

We will engage with suppliers to collaborate on emission reduction strategies with a focus on our tier 1 suppliers and start adopting responsible investment processes.

GREEN COMMUTING INITIATIVES

We will mitigate the footprint of employee commuting by implementing teleworking arrangements, incentivizing carpooling and promoting the use of public transport.

Near-Term Targets by 2030*:

- 42% Emission Reduction in Scope 1 and 2
- 25% Emission Reduction in Scope 3

Baseline Emissions:

Scope 1: 4,066 tCO₂e
 Scope 2: 5,039 tCO₂e
 Scope 3: 7,978 tCO₂e

Accelerating change

FLEET MANAGEMENT OPTIMIZATION

We will persist in our journey towards full electrification, making essential infrastructure adjustments. We will also work on fleet optimization and route efficiency improvement to enhance overall operations.

GREENER BUILDINGS & RENEWABLE ENERGY ADOPTION

We will upgrade and replace major equipment to minimize refrigerant leaks and emissions while improving electricity consumption efficiency. We are also committed to integrating solar PV in our head office.

ONGOING SUPPLIER ASSESSMENT & COLLABORATION

We will continuously assess and collaborate with our suppliers, ensuring a collective effort towards achieving our targets, with periodic reassessments to track our progress.

By 2040*:

- 63% Emission Reduction across all Scopes

Net-zero by 2025

Embarking on our Net Zero Pathway, we are committed to delivering our promise by 2050. This journey is a collaborative effort, and we aspire to lead the way alongside key regional players. Active engagement with crucial stakeholders is key:

- Government
- Employees
- Customers
- Suppliers
- Other

Our focus will center on core areas, including fleet and building decarbonization, adoption of clean energy practices, and a dedication to continuous innovation. Together, we aim to create a sustainable future, driving positive change across our industry and beyond.

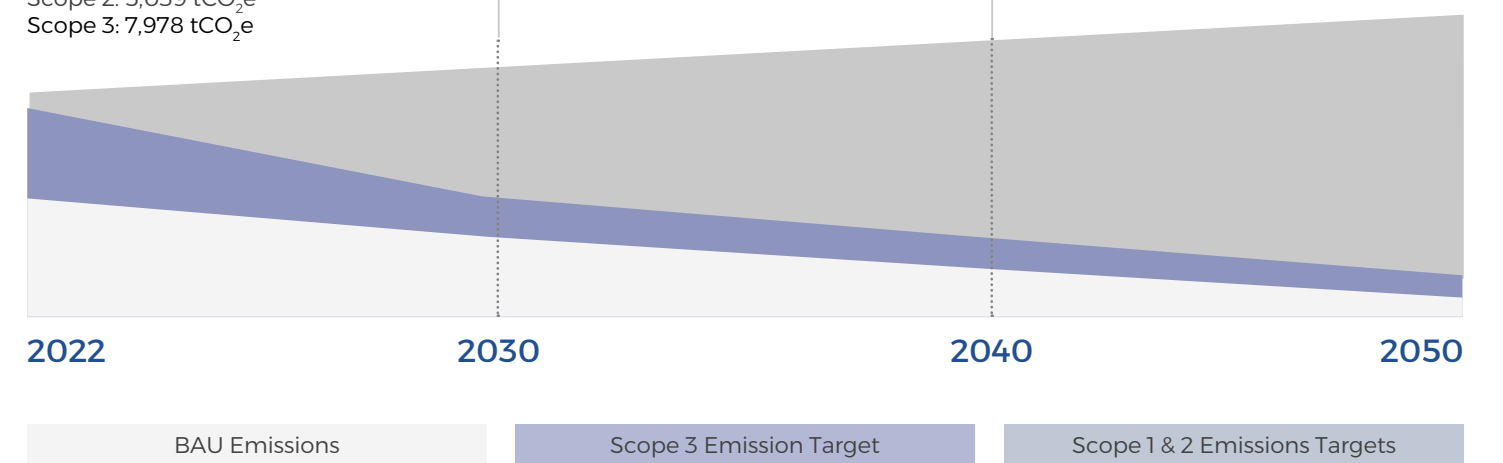
By 2050, we are committed to the electrification of the majority of our fleet.

By 2050, we are committed to achieving comprehensive supply chain emissions reduction through supplier engagement and transition.

Long-Term Targets by 2050*:

- 90% Emission Reduction in Scope 1, 2 and 3

BAU emissions are projected to rise to -29,000 tCO₂eq in 2050-18 times beyond Net-Zero targets.



Emirates driving company's net-zero roadmap

Our guiding principles

- Accountability and transparency
- innovation and continuous improvement
- collaboration and partnership
- Adaptability and resilience

* Provisional targets pending validation by SBTi

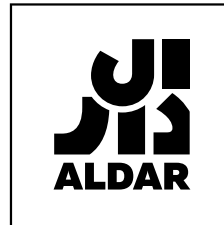
Aldar Properties – Decarbonizing the Building Sector

With a comprehensive Net Zero Plan now in place, Abu Dhabi's flagship real estate developer is taking the lead when it comes to curtailing emissions and making the built environment more sustainable.

Aldar Properties launched its Net Zero Plan in 2023, a pivotal milestone that reflects the company's commitment to sustainability and responsible growth.

The company aims to achieve net zero in Scope 1 and 2 emissions and a 45% reduction in Scope 3 emissions intensity by 2030 reach Net Zero across all emissions scopes by 2050.

With this Plan, Aldar is taking a holistic approach to decarbonizing its operation across the value chain, from design and construction to asset management and acquisitions. Embedding sustainability ensures that Aldar's growth aligns seamlessly with both societal and environmental goals, exemplifying the company's dedication to a future where corporate success is synonymous with positive impact.



Levers for Decarbonization

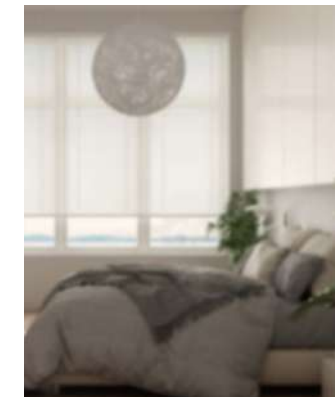
Aldar has strategically implemented eight key decarbonization levers across its development and investment activities to systematically reduce emissions throughout the lifecycle of its assets. -Ongoing initiatives have already progress across these levers, some of which have been bolstered through partnerships to accelerate results.

The eight levers are:



01. Low carbon design

We are implementing an Aldar Sustainable Design Standard to embed low carbon active and passive design options, maximising energy efficiency, building performance, and asset climate resilience.



05. Resource efficiency & management

We are upgrading our current systems to reduce leakage and improve asset efficiency in use.



02. Low carbon supply chain

We are incentivising the supply chain to innovate around low carbon products, materials, and manufacturing processes.



06. Tenant initiatives

We are developing a programme of tenant engagement across all leased and managed assets, offering guidance and incentives for more sustainable behaviours.



03. Green construction

We are taking a whole lifecycle approach to assets that prioritises low carbon site practices and construction material procurement.



07. Circular economy

We are focusing on better waste management during design, build and use phases, prioritising diversion from landfill, increasing greywater recycling and supporting the local waste sector.



04. Clean energy

We are prioritising use of clean energy through grid decarbonisation and procuring clean energy generated by government instruments.



08. Sustainable acquisitions

We are ensuring that all new investments and acquisitions will be guided by criteria that formally integrate sustainability considerations into the end-to-end investment decision making process.



In 2023, Aldar collaborated with various partners and government entities to address both immediate and long-term challenges to decarbonizing the built environment. As a result, the company has made significant headway across the following four levers:

Clean Energy

In 2023 Aldar conducted a detailed cost-benefit analysis of deploying solar photovoltaic (PV) panels on a select number of real estate assets. Subsequently, the company signed a partnership to deploy PV across 45 assets under Aldar's management. This transition to solar power is expected to save 23,000 tonnes of carbon dioxide emissions in the first year, marking a 12% reduction in Aldar's Scope 2 greenhouse gas (GHG) emissions related to purchased electricity compared to the 2022 baseline. Over the project's 20-year lifespan, over 560,000 tonnes of CO2 are anticipated to be avoided. This strategic partnership is expected to increase Aldar's average clean energy consumption by 12% across its entire portfolio.

Low-Carbon Supply Chain

In 2023, Aldar moved to enhance the knowledge among its suppliers by offering to conduct bi-annual educational sessions on its sustainability procurement programs for all suppliers. The company also introduced sustainability training for contractors at the project commencement stage, with the aim of familiarizing them with Aldar's sustainability requirements, data collection processes, and green site practices.

Furthermore, almost all of Aldar's construction projects use green concrete, which has reduced the company's overall embodied carbon by 13%. Further, Aldar is working with steel and cement producers to explore opportunities to increase the use of low-carbon materials. Sustainable steel can provide up to a 60% reduction in steel-related CO2 emissions while green cement can reduce cement-related CO2 emissions by up to 70%.

Circular Economy

During COP28, and in collaboration with local and international companies specializing in circular economy practices, Aldar announced the development of Ecoloop, a waste management integrated facility to treat waste across the company's communities and operations. Aligned with Aldar's goal to reduce landfill waste and associated emissions, Ecoloop is projected to eliminate around 32,500 tonnes of carbon dioxide emissions per year. Ecoloop will divert municipal solid waste from landfills, treat it at a newly developed plant in Abu Dhabi, and convert it into by-products. The segregation process covers a wide range of recyclable materials including plastic and glass.

For further information regarding Aldar's ESG disclosures, please refer to their report (<https://www.aldar.com/en/explore-aldar/sustainability/reporting>)

Resource Efficiency and Management

Building on the success of the initial two phases of the Aldar Energy Retrofit project involving 52 assets, Aldar launched a third phase in 2023 covering the retrofitting of nine additional buildings. In addition to the environmental benefits, the initiative yields significant financial benefits by reducing energy costs through the installation of more efficient systems.

Details of the three phases of the retrofitting project are as follows:



IHC's Impact Case Studies: Breakthroughs in Sustainable Success

Accelerating Decarbonization



Esysoft is a leader in smart grid and climate technologies, providing innovative solutions for the energy automation and IoT sectors. Collaborating with top utilities, OEMs, and system integrators, Esysoft implements smart grid and smart city solutions designed to meet the energy sector's unique challenges. Pioneering on advanced metering infrastructure (AMI) systems and climate technologies, Esysoft facilitates net-zero strategies and efficient energy management.

By harnessing data from smart meters and IoT devices, Esysoft's solutions enable utility companies to optimize operations, mitigate environmental impact, and encourage sustainable energy practices. Integrating smart meters with Esysoft's Meter Data Management Systems (MDMS) propels energy distribution automation forward, updating grids and enhancing both reliability and billing precision. This shift aids the move towards a more sustainable and resilient energy future. Esysoft, recognized by Gartner for four consecutive years, is established as a trusted leader in advancing the energy sector's digital transformation.

Guided by the vision of impacting 1 billion lives and removing 10 billion tonnes of carbon, Esysoft actively harnesses the power of innovation, aligning with the dynamic shifts in climate, technology, and customer needs. A commitment that positions Esysoft as a leader in driving towards a more sustainable and energy-efficient future.

Staying ahead of the curve

Innovation is central to Esysoft's approach, and the company places strong emphasis on research and development. The current focus includes advancing AI algorithms and exploring the potential of Blockchain and Quantum computing for enhanced security and building a decarbonization digital infrastructure. These technologies are at the forefront of modern innovation, offering new avenues for addressing climate change actions and realizing netzero goals.

Esysoft has actively engaged in strategic partnerships and collaborations to enhance its capabilities. With the recent acquisition of Landis & Gyr Smart Metering manufacturing in India, Esysoft is positioned to lead the utilities transformation and accelerating decarbonization in the electricity, water and gas sector.

A notable partnership is with ADANI India, where Esysoft has collaborated to deploy end to end smart grid solutions. This joint effort combines ADANI's infrastructure prowess with Esysoft's Smart Grid capabilities, facilitating more efficient energy distribution and management. The synergy between ADANI's extensive reach in the energy sector and Esysoft's cutting-edge technology significantly enhances the efficiency and effectiveness of energy distribution and consumption monitoring.

Esysoft has collaborated with leaders in the electric vehicle (EV) charging, hydrogen infrastructure, and carbon management sectors. These partnerships are geared towards integrating the company's smart metering and IoT solutions with the emerging technologies in these areas. This integration is key to supporting the transition to cleaner energy sources and promoting sustainable practices in energy consumption.



A safe and secure system

At Esysoft, cybersecurity and data privacy are paramount, especially given the sensitive nature of data in the energy industry. The company employs a multi-layered security strategy, rigorously complying with NIST standards, which sets a robust foundation for its cybersecurity protocols. Adherence to these industry-recognized standards ensures that the company's technology products are safeguarded against a wide array of cyber threats, maintaining the integrity and confidentiality of sensitive data.

In addition, Esysoft's security framework incorporates the OWASP Framework for web application security and utilizes Quantum proof keys, preparing its systems for future technological advancements and potential threats.

The integration of blockchain technology further strengthens Esysoft's security measures, providing enhanced data protection through its decentralized and immutable nature. These comprehensive security practices demonstrate the company's commitment to upholding the highest standards of data security and privacy in the energy sector.

A clean energy enabler

Esysoft is dedicated to achieving the monumental goal of reducing 10 billion tonnes of carbon over the next 10 years.

Its approach to product and service development is crafted to support this overarching goal, ensuring a significant contribution to minimizing environmental impact and advancing clean energy solutions.

The company is venturing into Electric Vehicle (EV) Charging and Hydrogen Infrastructure, acknowledging their vital role in a sustainable future. Esysoft's focus on reducing its carbon footprint extends to every product, reflecting a commitment to environmentally responsible practices.

Additionally, Esysoft's ESG (Environmental, Social, and Governance) services and application suite enable businesses to seamlessly integrate sustainable practices and adhere to global ESG standards.

Harnessing the power of AI

Artificial Intelligence (AI) and Machine Learning (ML) are rapidly reshaping the landscape of energy automation and the Internet of Things (IoT) sector. Esysoft is keenly aware of this transformative shift and is proactively integrating these technologies into its products particularly in enhancing the efficiency, reliability, and sustainability of energy systems.

For instance, in smart metering, AI algorithms analyze consumption patterns, detect irregularities, and project future usage trends. This capability is crucial for accurate energy demand forecasting, enabling utility companies to fine-tune energy production and distribution.

In terms of predictive maintenance, AI-driven analytics proactively identify potential faults in energy infrastructure, mitigating risks and reducing maintenance costs. In the IoT domain, AI augments the intelligence of interconnected devices, allowing them to autonomously make informed decisions based on real-time data. This enhances the efficiency and responsiveness of energy systems, marking a significant step towards smarter energy management.



Rebound - Transforming the Lifecycle of Plastics

Rebound was founded with a global mission to keep plastics out of the environment and in the economy. The company adopts a two-pronged approach to promoting the circular economy and being part of the solution to reducing plastics pollution.

The establishment of Rebound in the plastic recycling sector was inspired by a collective concern for the environment during the COVID-19 pandemic in 2020. The team delved into the lifecycle of plastics, identifying limitations in global plastic recycling regulations and the impact it had on the untapped market.



The approach involves two key components:

Rebound Platform

Global B2B Digital Marketplace:

The Rebound Platform acts as a unique global B2B digital marketplace connecting all stakeholders in the plastics industry. It promotes transparency and quality within the industry, ensuring responsible practices and reducing the likelihood of plastics entering the environment.

Rebound Solutions

Expert Advisory Services:

Rebound Solutions provides expert advisory services to individuals, households, businesses, and governments, empowering them to embrace circularity, minimize waste, and create economic value while addressing plastic pollution.

How They Work Together

The Rebound Platform focuses on ensuring quality and transparency in the trade of recycled plastics. The company has multiple global partners to guarantee the quality of recycled materials traded on the platform, offering members a reliable marketplace for their transactions. The actions taken on the platform revolve around a proprietary certification protocol.

To achieve a more comprehensive approach, Rebound Solutions was introduced. Through collaboration and partnerships across the entire value chain, from households to businesses and governments, Rebound Solutions addresses

the broader challenges associated with plastics ending up in the environment. This collaborative approach enables the company to provide expert advisory services, guiding entities on embracing circularity, and implementing sustainable practices.

Combining the technological infrastructure of the Rebound Platform with the collaborative efforts of Rebound Solutions creates a holistic solution that not only ensures the quality and transparency of plastic recycling transactions but also actively engages with stakeholders throughout the value chain.

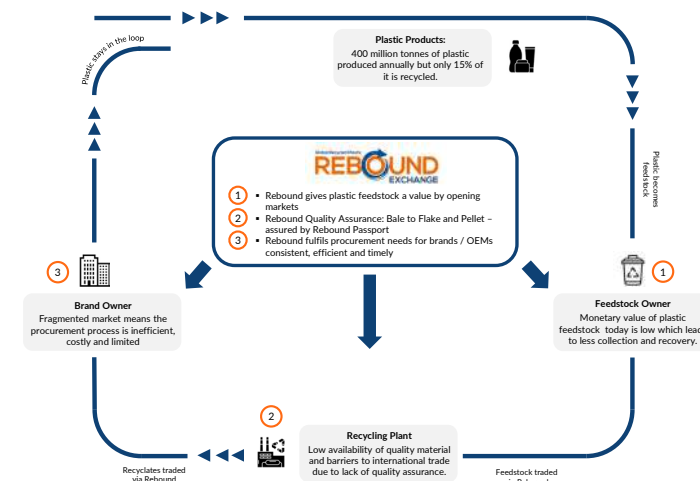
A Multi-Stakeholder Approach

Rebound collaborates with key stakeholders in the waste management and recycling ecosystem to amplify the impact of plastic recycling initiatives. Partnerships with local governments involve advocacy for robust waste management policies and joint efforts to develop essential recycling infrastructure. By aligning with regulatory frameworks, Rebound contributes to an environment conducive to sustainable practices.

Engaging with businesses is a core aspect of the strategy, focusing on establishing closed-loop systems that integrate recycled materials into production cycles. Rebound Solutions offers advisory services to guide businesses in adopting sustainable packaging and circular economy practices.

Collaboration with non-profit organizations extends to community outreach programs and research initiatives that raise awareness about the significance of plastic recycling at the grassroots level and contribute to innovative solutions through research and development.

Through these multifaceted collaborations, Rebound aims to create a comprehensive network of support that enhances the effectiveness of plastic recycling, promoting sustainable practices, and contributing to the global reduction of plastic pollution while reducing carbon emissions by diverting plastic from landfill and decreasing virgin plastic production.



Managing Challenges

In navigating the plastic recycling industry, Rebound has encountered multifaceted challenges, with a primary obstacle being the industry's initial resistance and scepticism towards a global recycled plastics trading platform.

As pioneers in developing such a platform, the challenge lay in convincing stakeholders to understand and accept this innovative approach. Market fragmentation posed logistical hurdles, but the core challenge was fostering industry trust in the viability of seamless cross-border transactions.

To address this, Rebound prioritized building credibility through transparent and efficient operations on the platform. The company implemented advanced quality controls to ensure the integrity of materials traded, easing concerns about the potential complications at borders. Collaborative efforts with local governments and businesses helped navigate regulatory compliance, emphasizing the company's commitment to aligning with international standards. There are also numerous challenges due to the technical complexity

of recycling the material, as output continuously depends on input, as well as technology used in the recycling process.

Beyond that, greenwashing remains a key challenge, as corporations that commit to incorporating recycled plastic content opt for virgin plastics only due to financials. However, regulations are playing a key role in shifting the demand while Rebound is enabling the supply side.

Rebound has successfully overcome the challenges and built trust with entities worldwide, establishing itself as a leading global recycled plastics trading platform. In just over a year since the Rebound Platform's launch, the company has garnered the support and participation of over 200 members from more than 50 countries around the world.

This rapid global adoption is a testament to its commitment to transparency, quality assurance, and efficient cross-border transactions.

Product Innovation

Rebound's approach to product innovation with recycled plastics is characterized by strategic collaborations and a commitment to delivering high-quality, sustainable materials.

Through partnerships with manufacturers, Rebound aims to integrate recycled plastics into diverse product lines, tailoring solutions to meet specific industry requirements. These collaborations involve not only supplying a consistent stream of top-tier recycled materials but also providing guidance on effective integration.

Rebound recently signed a collaboration with the Circular Packaging Association (CPA) which marks a significant milestone in the company's commitment to sustainable packaging. This collaboration is poised to revolutionize the landscape for eco-friendly practices within the packaging industry.

By working closely with CPA, Rebound aims to establish industry standards that ensure the quality and consistency of recycled plastics used in packaging materials. This initiative not only promotes the adoption of sustainable practices but also contributes to the broader goals of creating a circular economy.

Rebound's long-term vision centers on actively promoting circular economy practices to transform the lifecycle of plastic products, fostering sustainability and resource conservation. The company aims to be the global hub for all things recycled plastics.

RESET - Cutting Back on Energy and Water

RESET is a collaboration between IHC and Alliances for Global Sustainability, a company dedicated to identifying, developing, and investing in high-performing ventures and providing advisory services for global sustainability. The inspiration and driving force behind this collaboration is a commitment to the vision for a more sustainable future of Her Highness Sheikha Shamma bint Sultan bin Khalifa Al Nahyan, Founder of RESET and the CEO of Alliances for Global Sustainability.



RESET was conceived as an Energy Service Company (ESCO) to support companies and organizations in the UAE to tackle the challenges of over-consumption and wastage that inevitably arise within the workplace and to help business owners reduce their energy usage and consequently lower their expenditure.

By efficiently monitoring and controlling energy usage, using analytics and algorithms, RESET's innovative solutions not only help to optimize energy consumption but also contribute to environmental sustainability. By reducing their overall carbon footprint companies can play their part in addressing climate change.

An Energy Management Center at RESET's head office plays a crucial role in monitoring projects and tracking utility cost savings, helping clients to achieve further reductions in operational expenses and utility consumption.

By implementing proven technologies covering HVAC, Lighting, Water & Irrigation, Pumps & Motors, Controls & Automation, and Solar PV & Hybrid Renewables, RESET's solutions can deliver significant energy and water savings.

Core services include Energy & Water Audits, Irrigation Audits, Energy Performance Contracting, Project Financing. Projects include buildings of all kinds, including residential and office buildings, schools, hotels, and even parks. RESET partners with clients of all kinds including public and private sector organizations and agencies, hotel operators, healthcare providers, real estate developers, and facilities management companies.

For each project, RESET aims to achieve a 15 to 30% reduction in utility costs for its clients. Through its existing projects RESET has identified AED 100 million in utility savings per year, some of which have already been implemented and are benefiting the UAE economy and supporting the country's climate action initiatives.



Sourcing the Latest Technology

RESET's team of experts ensures it stays abreast of the latest emerging technologies and innovation trends to implement in its projects. The team spends a significant amount of time each year researching and evaluating those new technologies that can potentially make an even greater impact when it comes to tackling inefficiencies in building operations and therefore reducing carbon emissions and combatting climate change. It routinely engages with new suppliers and participates at relevant industry events to stay in touch with the market and any new opportunities that may arise.

Internally, RESET leverages cross-departmental collaboration and internal communications to ensure the company's sustainability initiatives are integrated into its day-to-day operations and decision-making processes.

The company has set itself a series of sustainability goals, including:

- | | | | |
|---|---|--|---|
| <p>01
Energy Saving Initiatives</p> <p>Promote energy efficiency in all sectors</p> | <p>02
Employee wellbeing</p> <p>Provide a safe and healthy work environment to improve happiness and productivity</p> | <p>03
Waste reduction and recycling efforts</p> <p>Implementing efficient disposal solutions to reduce waste and promote recycling</p> | <p>04
Ethical sourcing</p> <p>Sourcing materials and products from ethical suppliers to align with our values that promote fair labor practices, avoid modern slavery, and protect human rights</p> |
|---|---|--|---|

To support its sustainability initiatives, RESET partners and collaborates with other organizations, both within and outside the clean energy sector. For example, it currently has a partnership with RECAAP, a Veolia company, for plastic bottle recycling. Through the RECAPP APP, RESET can track the volume of plastic waste recycled and the amount of carbon saved.

The company is also evaluating the possibility of signing an agreement with an external partner for paper recycling and is also considering going paperless. It expects to implement this initiative in 2024.

In the coming years, RESET's vision is to continue its evolution as a company that harnesses the latest technology to help clients reduce their energy and water consumption and position itself as a leading service provider in the UAE and the wider region in support of the quest to achieve Net-Zero.



Mawarid Holding Investment – Breathing Life into the Desert

Through its responsible environmental practices and efforts to conserve natural resources, MHI Group supports the UAE's mission to be a global leader in environmental sustainability. In the face of challenges presented by the UAE's desert climate, the company harnesses technology and innovative techniques including sustainable forestry, water conservation, renewable energy deployment, and agricultural practices to protect the country's unique biodiversity and rehabilitate degraded land.

With a heritage deeply rooted in sustainability, MHI Group¹ continues to drive transformation across the UAE's natural landscape, greening the desert through our sustainable afforestation and wildlife programs. MHI Group harnesses technology and innovative methods to provide natural capital conservation services in the UAE. Water-saving technologies, agri-tech, wildlife and forest management, and circular economy techniques are all central to the company's mission to preserve the UAE's natural environment amid the challenges presented by the country's desert climate.



Biodiversity and Land Use Management

Through its subsidiary, Barari Natural Resources, MHI preserves the biodiversity of the UAE through Afforestation and Wildlife Management, activities that are mutually beneficial. Forests provide shelter and sustainable habitats for both native and non-native wildlife species which in turn support forests to thrive.

MHI Group oversees the welfare of more than 100,000 individual wild animals that inhabit its reserves, comprising 25 different species. The Group operates the world's largest breeding center for the endangered Arabian Tahr. In addition, MHI Group cares for more than 120,000 wild birds, including over 30 endangered species, and sustains around 20,000 head of sheep of various breeds, across 27 sites.

Native ecosystems are protected from the negative impact of invasive species, particularly avian species, and forests are rehabilitated to provide optimal habitats for native fauna. Barari Natural Resources is proud to have contributed to the development of the UAE National Invasive Species Strategy and Action Plan 2022 – 2026 as a specialist in the field.

Population monitoring and management is an essential part of maintaining a healthy ecosystem and MHI Group conducts controlled animal capture programs to maintain appropriate herd management. In addition, captive breeding of animals is vital to rewilding programs that help maintain native populations at healthy levels.

MHI Group applies internationally accepted wildlife management standards across all its activities including husbandry, nutrition, veterinary care, breeding, biosecurity, pest control, and ancillary activities. Wildlife conservation efforts are supported by the Group's own research centers and specialized laboratories run by expert professionals.

Sustainable Forestry Management

Through its subsidiaries, MHI Group manages over 400 individual forest sites and protected areas spread across some 200,000 hectares in Abu Dhabi and conserves and maintains more than 13.5 million predominantly native trees.

Forest management prevents and reverses soil erosion, enhances wildlife habitats, supports greening the desert, and promotes carbon sequestration. The Group leverages technology and innovative methods to convert deserts into afforested areas and rehabilitate degraded land.

Conservation and rehabilitation efforts are supported by four large tree and native plant nurseries with a capacity to produce more than 10 million seedlings per year, with an emphasis on native species that are well adapted to desert conditions. Forestry teams gather indigenous plant seeds from their habitats which can be stored using modern methods for future use. More than 130 species of native plant seeds have been preserved.

The Group also operates mangrove nurseries for the expansion and revival of coastal mangrove forests which support biodiverse ecosystems in addition to acting as effective carbon sinks.

Resource Management

MHI Group uses innovative solutions to ensure a secure and steady supply of water to forested areas. This includes an extensive irrigation network comprising of more than 160,000 km of irrigation pipes supported by some 5,000 water wells. Smart irrigation systems that use Artificial Intelligence (AI) technology based on wireless sensors have been selectively deployed to dispense the right amount of water at the right time to forests and food producers, thus helping to conserve water. In addition, the company favors native plants that are well adapted to desert conditions and require less water.

A variety of water-saving techniques are used, including Liquid Natural Clay (LNC), which can reduce irrigation water needs by up to 50%. Irrigation pipes are maintained to minimize water leakage and mulch is used to prevent water loss from evaporation in forests and farmlands. Furthermore, about 40,000 gallons (180,000 liters) per day of irrigation water is sourced from treated wastewater, meaning water recycling plays a key role in water savings.

In terms of energy management, Barari Natural Resources is incrementally introducing solar PV panels to replace diesel-powered generators resulting in reduced fuel consumption and CO2 emissions. Currently, close to 100 sites use solar power to support irrigation systems. The Group is also looking to draw more electricity from the national grid produced using a blend of nuclear power, natural gas, and solar power, and thus lower in carbon emissions than on-site diesel generators.

¹Mawarid Holding Investment LLC (MHI) and its subsidiaries are referred to as "MHI Group"

GHG Emissions Inventory

In 2023, MHI Group expanded its Scope 1 and 2 GHG emission inventory to cover all subsidiaries within the Group following the definition of its organizational boundary, in accordance with the Greenhouse Gas Protocol standard. This accounts for the nearly 7% increase in year-on-year emissions.

	2023	2022
2021	104,352.01	
2022	3,052.57	
2023	107,404.58	CGS Cycling, W

COP28 Climate Action

MHI was present at CoP28. It showcased its subsidiary Mawarid Desert Control (MDC), a leading provider of smart agriculture solutions to combat desertification and soil degradation. MDC focuses on sustainable ecosystem management across the Middle East using Liquid Natural Clay (LNC) and the reduction of water consumption. One application of LNC lasts for 3-5 years. Water savings take effect immediately as does the reduction in the quantum of fertilizer needed resulting in excellent return on investment. The process can turn degraded soil and deserts into fertile arable land.

Commitments to Global Initiatives

MHI is a participant to the United Nations Global Compact, the world's largest corporate sustainability initiative.

For further information regarding Mawarid Holding Investment's ESG disclosures, please refer to its ESG Progress Report – (<https://www.mawaridhi.com/esg.php>)







7 Sustainable Operation

(GRI 302-1, GRI 302-2, GRI 302-3, GRI 303-5, GRI 305-1, GRI 305-2, GRI 305-3, GRI 305-4, GRI 306-3, GRI 307-1, E1, E2, E3, E4, E5, E6, E7, E8, E9, E10)

Climate

Material Topics



Climate Change



Energy



Emissions

SDGs



Vision 2030

- A large empowered private sector
- A sustainable knowledge-based economy
- Premium education, healthcare, and infrastructure assets
- The optimisation of the Emirate's resources



As a company with a mandate to diversify the UAE's economy, IHC is fully aligned with the country's climate ambitions and is addressing climate change through its portfolio investments. As highlighted earlier in this report, many of IHC's portfolio companies are moving to decarbonize their operations and, thus far, three have announced SBTi-based Net-Zero commitments.

In addition to the work being undertaken by individual portfolio companies, IHC has invested in many companies that offer solutions specifically designed to address pressing global challenges. IHC has consolidated businesses with a focus on developing sustainability and climate action solutions under Sirius International Holding, and specifically its recently launched subsidiary Smart Sustainability Solutions (S3), which is developing solutions focusing on methane abatement, carbon capture and storage (CCS), water availability and replenishment, and the circular economy.

S3 will offer industrial scale solutions and services for the transition to a net-zero economy. The objective is to invest \$5bn in a pipeline of projects aimed at combating climate change.

Environmental Initiatives

At the holding level, IHC adopts a culture of environmentally responsible behavior and has implemented initiatives to address our environmental footprint in the workplace.

Waste Management

IHC is committed to achieving SDG 12 (Responsible Consumption and Production) through the implementation of innovative waste management strategies to reduce the volume of waste we production.

In 2023, we conducted a workplace waste management workshop for all staff and implemented a tech-based waste recycling solution. REE™ is a software company that provides bespoke recycling solutions to tackle the problem of source segregation while providing full transparency and traceability. All employees segregate their waste and using REE's technology IHC has built its dashBoard with real-time accurate data on how much recycling that is generated and transparency with where everything goes. REE along with Proseed has been paramount to spread awareness, promoting circular economy and waste management amongst all employees of IHC. Within the first 4 months of installing REE, 174Kg of total waste was recycled and 166Kg of carbon emissions avoided.

Energy and Water Management

Reset Energy, an IHC portfolio company, conducted a comprehensive energy and water audit of IHC Headquarters. This subsequently resulted in retrofitting systems to improve energy and water efficiency and a 23% saving in consumption.

The solutions implemented included:

- Adiabatic cooling system for 2 chillers
- Lighting and lighting controls
- Building management system
- Cloud based analytics platform
- HVAC Control and Optimization
- Energy saving M&V and reporting

	Unit	Unit	2021	2022	2023
Fuel Consumption	Petrol	GJ	796.26	1,480.16	1,386.12
	Die-sel	GJ	0.00	0.00	0.00
Electricity Consumption		GJ	118.89	140.68	295.85
Chilled Water		GJ	0.00	0.00	0.00
Total Direct Energy Consumption			796.26	1,480.16	1,386.12
Total Indirect Energy Consumption			118.89	140.68	295.85
Total Energy Consumption			915.15	1,620.84	1,681.97

	2021	2022	2023
Direct Energy Intensity			
Direct Energy Intensity	24.88	40.00	29.49
Indirect Energy Intensity	3.72	3.80	6.29
Total Energy Intensity	28.60	43.81	35.79

Scope	Item	Unit	2021	2022	2023
Scope 1	Combustion of Fuels	MTCO2e	52.10	95.40	86.75
	Process Emissions	MTCO2e	NA	NA	NA
	Fugitive Emissions	MTCO2e	N/A	N/A	NA
Scope 2	Electricity Purchased for Own Use	MTCO2e	13.30	15.79	33.21
	Heat Purchased for Own Use	MTCO2e	N/A	N/A	NA

Scope	2021	2022	2023
Scope 1	52.10	95.40	86.75
Scope 2	13.30	15.79	33.21
Scope 3	0.00	71.07	140.19
Total Emissions (MT CO2e)	65.40	182.26	260.16

Scope	2021	2022	2023
Scope 1 - Intensity	1.63	2.58	1.85
Scope 2- Intensity	0.42	0.43	0.71
Scope 3- Intensity	0.00	1.92	2.98
Total Emissions Intensity (MT Co2e/employee)	2.04	4.93	5.54

Human Capital Development

Material Topics



Human Development



Diversity and Equality



Non-Discrimination

SDGs



Vision 2030

- A large empowered private sector
- A sustainable knowledge-based economy
- Premium education, healthcare, and infrastructure assets



IHC is committed to identifying, recruiting, and nurturing outstanding talent with the potential to be world-class leaders. We see this as an integral element of driving our business growth and enabling us to successfully achieve our ambitious goals.

In return, we offer a challenging, stimulating, and supportive working environment where individuals can achieve their potential and reach their career goals.

Our employees are rewarded with attractive compensation packages accompanied by statutory as well as additional benefits and opportunities for training and development.

In addition, employees may enjoy other benefits including housing, schooling, transportation, and an annual flight allowance, among others.

Employee benefits offered as standard by IHC companies include:

- Life insurance
- Healthcare
- Disability and invalidity coverage
- Parental leave
- Retirement provision



Diversity and Inclusion

IHC fosters an inclusive working environment where diverse cultures, backgrounds and perspectives are respected and valued.

IHC has a Group Code of Conduct that enshrines the principles of fair and equal treatment for all employees and outlines how all workers should treat each other with dignity and respect, regardless of their station.

IHC has a zero-tolerance policy towards intimidation or verbal or physical harassment and forbids any discrimination based on race, gender, ethnic origin, nationality, religion, age, or physical ability.

Due to the rapid expansion of the Group, IHC's workforce, at the holding level, has grown by close to 50% over the past two years, from 32 employees in 2021 to 47 in 2023.

In 2023, women made up more than 25% of IHC's workforce, up from 15% in 2021 following a greater emphasis on female recruitment over the past two years.

There has also been a greater emphasis on youth recruitment. In 2023, 30% of IHC's workforce were below 30 years of age while 68% were aged 30-50. This compares to 25% and 87.5% respectively in 2021. As a result, more junior 'non-management' staff now comprise close to half of employees at IHC, compared to 12.5% two years ago.

There are now 19 different nationalities employed compared to 12 in 2021, a rise of more than 50%.

Breakdown of employees:

Total Employees (Gender)

	Female	Male	Female %	Male %	Total
2021	5	27	15.63%	84.38%	32
2022	6	31	16.22%	83.78%	37
2023	13	34	27.66%	72.34%	47

Total Employees (Age group)

	Below 30 years old	Between 30-50 years old	Over 50 years old	Below 30 years old %	Between 30-50 years old %	Over 50 years old %
2021	8	28	1	25.00%	87.50%	3.13%
2022	11	25	1	29.73%	67.57%	2.70%
2023	14	32	1	29.79%	68.09%	2.13%

Total Employees (Employment Category)

	Non-Management (Staff)	Middle Management	Senior Management	Non-Management (Staff) %	Middle Management %	Senior Management %
2021	4	12	16	12.50%	37.50%	50.00%
2022	5	14	18	13.51%	37.84%	48.65%
2023	22	18	7	46.81%	38.30%	14.89%

Permanent employees

	Female %	Male %
2021	15.63%	84.38%
2022	16.22%	83.78%
2023	27.66%	72.34%

Hires Breakdown:

Total New Hires (Gender)

	Female	Male	Female%	Male%
2021	2	17	40.00%	62.96%
2022	3	5	50.00%	16.13%
2023	7	6	53.85%	14.71%

Total New Hires (Age Group)

	Below 30 years old	Between 30-50 years old	Over 50 years old	Below 30 years old %	Between 30-50 years old %	Over 50 years old %
2021	4	14	1	50.00%	50.00%	100.00%
2022	1	7	0	9.09%	28.00%	0.00%
2023	6	6	0	42.86%	18.75%	0.00%

Turnover breakdown:

Total Employees that left (Gender)

	Female	Male	Female%	Male%
2021	2	1	40.00%	3.70%
2022	0	3	0.00%	9.68%
2023	1	2	30.77%	26.47%

Employee Turnover %

	Employee Turnover %	Employee Hire %
2021	9.38%	59.38%
2022	8.11%	21.62%
2023	27.66%	25.53%

Diversity & Equality

TOTAL EMPLOYEES BY JOB CATEGORY AND BY GENDER

	Non-Management (Staff)		Middle Management		Senior Management	
	Male	Female	Male	Female	Male	Female
2021	4	0	10	2	13	3
2022	5	0	11	3	15	3
2023	14	8	13	5	7	0

TOTAL EMPLOYEES BY JOB CATEGORY AND BY GENDER

	Non-Management (Staff)		Middle Management		Senior Management	
	Male	Female	Male	Female	Male	Female
2021	100.00%	0.00%	83.33%	16.67%	81.25%	18.75%
2022	100.00%	0.00%	78.57%	21.43%	83.33%	16.67%
2023	63.64%	36.36%	72.22%	27.78%	100.00%	0.00%

TOTAL EMPLOYEES BY JOB CATEGORY AND BY GENDER

	Non-Management (Staff)			Middle Management			Senior Management		
	Below 30 years old	Between 30-50 years old	Over 50 years old	Below 30 years old	Between 30-50 years old	Over 50 years old	Below 30 years old	Between 30-50 years old	Over 50 years old
2021	1	3	0	5	12	0	2	13	1
2022	1	4	0	7	7	0	3	14	1
2023	8	14	0	6	12	0	0	6	1

Total Number of Nationalities

2021	12
2022	15
2023	19



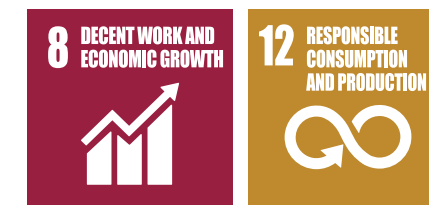
Responsible Investment

Material Topics



Responsible Investments

SDGs



Vision 2030

- A large empowered private sector
- Premium education, healthcare, and infrastructure assets
- A sustainable knowledge-based economy
- A continuation of strong and diverse international relationships
- A significant and ongoing contribution to the federation of the UAE



At IHC, a key area of focus has been on building global ecosystems by evaluating diversification opportunities and leveraging global trends that can generate long-term shareholder value.

Having already built strong internal processes that are augmented with technology for its Finance, Legal and Strategy functions, the aim was to continue enhancing digitisation solutions via investment and establishing companies that provide these digitisation services regionally and globally.

In the short and medium term, IHC has encouraged and enhanced the use cases for generative AI within the group and all its departments. The Group has shared with all subsidiaries a playbook for available AI tools that each sector and business function could leverage to enhance productivity and boost performance.

The Group CEO undertook a targeted exercise on building and utilising an internal Generative AI Application that can be utilised by select IHC subsidiaries to enhance financial analysis and performance. Providing the business unit leaders with

predictive analysis capabilities and utilising a customizable and modular AI platform that is specific to the company's sector. The aim is to pilot this across several subsidiaries, provide data driven information to leadership, and roll-out across the group.

Similarly, IHC has built and is testing an AI Platform to enhance synergy and internal-business development across its portfolio of 500 subsidiaries. The AI tool will provide all employees and leadership across the group to easily search and access all services, products and solutions within the group.

Lastly, the establishment of its new subsidiary, Sirius International Holding will lead digital transformation solutions for businesses and governments across the world in multiple sectors, including: energy, climate tech, block chain and crypto currency, business process automation, software development, and health tech

Governance

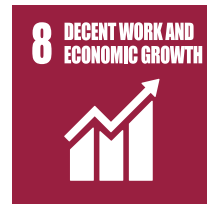
(GRI 2-9, GRI 2-10, GRI 2-11, GRI 2-15, GRI 2-16, GRI 2-17, GRI 2-18, GRI 2-19, GRI 2-20, GRI 2-21, GRI 2-23, GRI 2-24, GRI 2-25, GRI 2-26, GRI 2-27, GRI 205-1, GRI 205-2, GRI 205-3, S1, S9, S10, G2, G3, G4, G5)

Material Topics



Governance

SDGs



Vision 2030

- A large empowered private sector
- Premium education, healthcare, and infrastructure assets
- A sustainable knowledge-based economy
- A continuation of strong and diverse international relationships
- A significant and ongoing contribution to the federation of the UAE



IHC operates according to the highest standards of business integrity, transparency and accountability. To ensure this, and to manage operations efficiently, the company has embedded a strong corporate governance culture and structure, including appropriate systems for internal oversight and risk management.

This section provides a high-level overview of IHC's governance structure. For a more in-depth exploration, readers may refer to the company's latest Corporate Governance Report.

The Board of Directors

IHC's Board of Directors is responsible for the overall health of the company, protecting the interests of all key stakeholders, and creating value within an appropriate risk management framework.

The Board sets the company's strategy and oversees the Executive Management's implementation of the strategic vision, ensuring it delivers according to set targets over the short-, medium-, and long-term.

Either directly or through Board sub-committees and delegated authority, the Board provides independent judgment on all issues of strategy, performance, resources (including key appointments) and standards of conduct.

The Board established the Board Charter, which among other matters, recognizes their roles, responsibilities, functions, and powers, both collectively and individually.

The Board of Directors has five members that were re-elected at the Annual General Meeting in April 2023 for a term of three years. Since April 2020, IHC has had one female Board member.

Board Members



H.H. Sheikh Tahnoon Bin Zayed Al Nahyan
Chairman



Dr. Mohamed Somar Nassouh Ajalyaqin
Vice-chairman



Mr. Syed Basar Shueb
Board Member & Managing Director



Ms. Sofia Abdellatif Lasky
Board Member



Mr. Mohammed Nasser Saif Howaiden Al Shamsi
Board Member

Board Committees

The Board has established three committees to assist in the execution of its responsibilities.

Audit Committee

Chairwoman
Ms. Sofia Abdellatif Lasky

Vice-Chairman
Dr. Mohamed Somar Nassouh Ajalyaqin

Member
Mr. Mohammed Nasser Saif Howaiden Al Shamsi

The Audit Committee provides the Board with independent advice on the adequacy of management's arrangements with respect to the following key areas: Financial Reporting; Corporate Governance; Internal Control and Risk Management; External Audit; Group Internal Audit; Compliance Monitoring.

Nomination and Remuneration Committee

Chairman
Dr. Mohamed Somar Nassouh Ajalyaqin

Vice-Chairwoman
Ms. Sofia Abdellatif Lasky

Member
Mr. Mohammed Nasser Saif Howaiden Al Shamsi

The Nomination and Remuneration Committee proposes criteria for membership of the Board and Senior Management and helps to identify and recommend individuals qualified to join these bodies. It evaluates the performance of the Board and its members and Committees and considers succession planning for directors and other senior executives. The Committee also sets remunerations and benefits for Board members and employees and reviews and monitors the Group's human resources and training policies.

Follow-up and Insiders Transaction Supervision Committee

Chairman
Mr. Syed Basar Shueb

Member
Mr. Fawad Zahid

Member
Mr. Mohammed Nasser Saif Howaiden Al Shamsi

The Follow-up and Insiders Transaction Supervision Committee monitors the transactions of insiders, maintains their register, and submit statements and periodic reports to the market. It provides guidance to the Board and Senior Management on insider trading, monitors compliance with the IHC Securities Trading Policy, and initiates disciplinary action against non-compliant employees.

Corporate Governance Policies

IHC governance framework comprises of key policies and guidelines which promote and enhance consistent and efficient decision-making. These policies are currently being reviewed by the Board.

Corporate Governance Manual

Covers the roles and responsibilities of all stakeholders involved in governance processes, including the General Assembly of Shareholders, the Board of Directors including the Chairman of the Board and Board Committees, Managing Director & CEO, Senior Management, Internal Audit/Internal Control, External Audit, Board and Committees Secretary and other stakeholders.

Code of Conduct and Business Ethics

Guides the conduct of Directors and Employees

Board of Directors Charter

Supports effective functioning of the Board.

Board Committees Charters

Supports effective functioning of the three Board Committees

Conflict of Interest Policy

Sets forth requirements for the avoidance and management of potential and actual conflicts of interest involving the Group.

Anti-Fraud Policy

Facilitates the detection and prevention of fraud and provides an overall framework for managing suspected cases of fraud.

Whistleblower Policy

Enables employees to report, in confidence, matters where they feel malpractice is taking place, or if ethical/integrity standards are being compromised.

Disclosure and Transparency Policy

Provides guidelines to ensure that IHC makes timely and accurate disclosure on all material matters, including the financial situation, performance, governance, rules pertaining to disclosure of information, methods of classification of information, and the frequency of disclosure.

Compliance Management Policy

Provides assurance that the Group is in conformance with its legal and policy obligations.

Investment Policy

Provides a framework and guidelines to IHC Senior Management and IHC's Investment Function on investment strategy and process.

Subsidiary Governance

All of IHC Group's subsidiaries, joint ventures, and affiliates have been grouped under one of eight verticals for efficient operations.

IHC's subsidiary governance" process is as follows:

- Establish strategic plans for subsidiaries and a monitoring process for review of actual performance vs strategic plan.
- All listed subsidiaries and affiliates have dedicated governance frameworks including independent Boards and Committees.
- For unlisted subsidiaries, where IHC does not fully own the subsidiary, organizational governance is based on the shareholders' agreement or similar constitutional documents applicable to the subsidiary.
- The Delegation of Authority Policy framework lists the matters reserved for IHC Shareholders, IHC Board, subsidiary Board/ IHC Managing Director & CEO (where the subsidiary Board is not established) and subsidiary management.
- IHC Managing Director & CEO with support from IHC Executive Management oversees the operations of the Group. To the extent permissible, IHC Managing Director & CEO may delegate authority to the Business Unit Management in accordance with the Delegation of Authority Policy Framework.

All entities are expected to contribute to and are responsible for implementing good Corporate Governance practices in their respective areas.

Risk Management

The Board of Directors is responsible for establishing the system of risk management, setting the risk appetite of the Group, and maintaining a sound internal control system.

The Group Audit Committee oversees the risk management process and assesses the effectiveness of risk management within the Group. The Group's business is structured into eight verticals based on sectors/industries and operating businesses have been categorized into one of these verticals.

The Risk Management responsibility and accountability, therefore, is vested largely in vertical management/business unit management structures. Any risk taken is considered within the scope of the Group's risk appetite and tolerance levels, which are reviewed annually by the IHC Board.

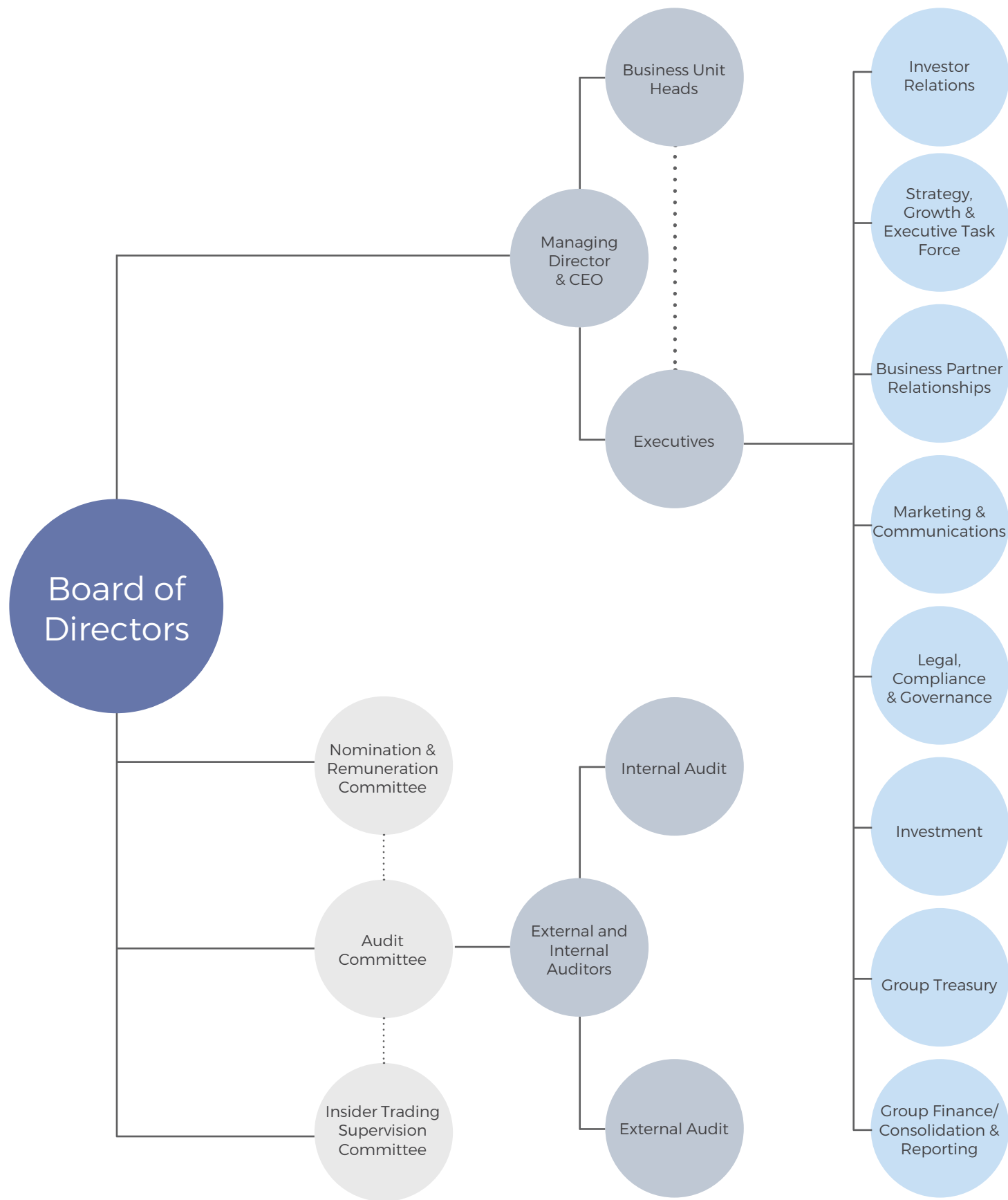
Internal Control System

The Board is responsible for ensuring that management maintains a system of internal control that provides assurance of effective and efficient operations, internal financial controls and compliance with laws and regulations and has delegated the responsibility for oversight of the Internal Control to the Audit Committee.

The Internal Control Department (ICD), supported by a third-party service provider, performs internal control, risk assessment and internal audit activities in relation to the group operating entities. The Audit Committee reviews the effectiveness of the ICD.



Group Governance Chart



Community

(GRI 202-2, GRI 413-1, S11, S12)

Material Topics



Community

SDGs



Vision 2030

- A sustainable knowledge-based economy
- Premium education, healthcare, and infrastructure assets
- The optimisation of the Emirate's resources
- A continuation of strong and diverse international relationships
- A significant and ongoing contribution to the federation of the UAE

As a responsible holding company, IHC adopts community-focused Corporate Social Responsibility (CSR) practices through a blend of charitable donations, sponsorships, volunteering, education support projects, and healthcare initiatives, among others.

The key focus areas of the Group's CSR strategy are aligned with national priorities and initiatives as well as pressing global challenges, including:

- Gender and Inclusivity
- Employee Health and Well being
- Sustainability Drives & Engagement
- Circular Economy
- Food Security

IHC partners with renowned non-governmental organizations (NGO) as well as government agencies, and other civil society groups to address social as environmental challenges and support communities. Major local partners include the National Food Loss and Waste Initiative (Ne'ma), The Authority of Social Contribution (Ma'an) and the Emirates Red Crescent.

IHC also sponsors the men's (UAE Team Emirates) and women's cycling teams (Team ADQ).



Employee Engagement

IHC is now using its new Proseed Sustainability Hub to run workshops, seminars and other initiatives that promote employee wellbeing, active participation in the circular economy at work and at home and sustainable living for employees.

	Total Amount of community investments in AED	Main contribution (please describe briefly)
2021	17,556,460	
2022	25,480,400	
2023	36,077,703	CGS Cycling, W Women Sports, KPI Sports etc





Investor Relations

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