



**Sustainable Performance,
Responsible Growth**

2025
Sustainability
Report

**ITTIHAD INTERNATIONAL
INVESTMENT LLC**





Table of Contents

About this Report

- Reporting Boundary
- Reporting Frameworks
- Assurance
- Forward-Looking Statements
- Feedback

Message from the CEO

Company Overview

- Introducing Ittihad International Investment
- Our Corporate Principles
- Portfolio at a Glance

Sustainability Commitment and IFRS Alignment

- Sustainability Governance
- Sustainability Strategy
- Risk Management
- Sustainability Metrics and Targets
- Other 2025 highlights and 2026 Outlook

Responsible Business Practices

- Corporate Governance
- Ethical Conduct
- Sustainable Supply Chain
- Data Protection & Privacy
- Responsible Investment Approach

Environmental Responsibility

- Governance and Oversight
- Emissions & Energy
- Climate Risks Management
- Opportunities in Clean Technologies
- Water and Wastewater
- Waste and Hazardous Materials
- Sustainable Product (Materials)
- Ecological Impact
- Sector Focus
- Subsidiary Spotlight

Social Impact

- Governance and Oversight
- Human Rights and Ethical Conduct
- Investing in People
- Product Quality and Safety
- Occupational Health, Safety and Wellbeing
- Community Relations
- Sector Focus
- Subsidiary Spotlight

Appendices

- Sustainability Disclosures
- Index

45

- 46
- 47
- 49
- 50
- 51
- 52
- 52
- 54
- 55
- 64

67

- 68
- 68
- 69
- 71
- 72
- 73
- 76
- 82

83

- 84
- 141





About this Report

This Sustainability Report presents Ittihad International Investment LLC (hereafter referred to as *Ittihad* or the *Group*)'s Environmental, Social, and Governance (ESG) strategy, progress, and performance for the year ended 31 December 2025.

The report covers the 12-month period from 1 January to 31 December 2025, unless otherwise stated. As at the end of the reporting period, Ittihad's portfolio comprised 20+ subsidiaries operating across four verticals.

Given the composition of the Group's portfolio, the report places particular emphasis on its two largest verticals, which together account for more than 90% of annual revenues. This focus allows for a more detailed examination of the Group's management of its most material ESG risks and opportunities, supported by relevant performance data on key sustainability initiatives.



Reporting Boundary

The reporting boundary covers seven entities across two verticals, as outlined below:

CONSUMER GOODS MANUFACTURING



IPM is the first printing and writing paper mill in the GCC and the largest in the MENA region, covering both regional and international demand by supplying products to over 50 countries. IPM sells its paper as reels, folio sheets, and cut-size generic copy paper products; some of which are under the Omnia and Maram brand names.



CPM produces world-class jumbo tissue paper rolls from the highest-grade virgin pulp and aims to become the largest tissue manufacturer in the GCC. The facility has an annual production capacity of 100,000 metric tons with 66% global exports and 33% local market share. CPM launched operations in 1996 and was acquired by Ittihad in 2015.



Established in 2009, UCF is the Middle East's largest producer (by volume) of LABSA and SLES, the key ingredients used in producing several industrial and consumer detergents and personal care products.



MPI is a leading tissue converting factory in the United Arab Emirates, established in 1995 and headquartered in Dubai. The company manufactures a wide range of paper products, including private-label options, using 100% virgin pulp and modern technology to serve diverse sectors like hospitality, healthcare, and retail.



IPM carbon capture



INFRASTRUCTURE AND BUILDING MATERIALS MANUFACTURING



National Cement Factory (NCF)

NCF started operations in 2008 and is the leading cement manufacturer in the UAE, with the largest market share. NCF runs a state-of-the-art grinding station with an annual grinding capacity of 2.2 million metric tons (MT), with a 20,000 MT silo storage capacity, and houses the most advanced laboratory. The factory is situated in a 120,000 sqm plot in ICAD-I and was the first company to introduce "Green Cement" to the UAE market.



Union Rebar Factory (URF)

Established in 2005, URF provides comprehensive reinforced steel solutions and specializes in mechanical coupling systems & solutions, epoxy coating and other engineering services. URF houses modern machinery with a total capacity of 300,000 metric tons of steel bar per year.



Union Copper Rod (UCR)

UCR was commissioned in 2008 and has the largest rod production line of its kind in the Middle East, with production capacity exceeding 220,000 metric tons per year. Strategically located in the Industrial City in Abu Dhabi and spanning 35,000 sqm in a centralized facility, UCR primarily produces 8-millimeter and 12.5-millimeter copper rods.



ADDITIONAL SUBSIDIARIES FEATURED

To provide a broader view of Group-wide progress, this report also includes selected case studies and highlights from subsidiaries within the remaining two verticals - Business Services and Healthcare & Other - illustrating key sustainability practices and performance.

Selected subsidiaries include:

Emirates Link Nitco (ELNITCO)

Covering Advanced Pipeline Services (APS), Malegori Landscape, Elite Intelligence Solutions, and Emirates Link Technology LLC. ELNITCO was the first internationally reputed, locally based company selected and contracted by Abu Dhabi Municipality in 2002, to execute a five-year Operation & Maintenance (O&M) contract for their Sewage Treatment Plants (STPs), Pumping Stations, and Sewers Network in the eastern region.

Unison Capital Investment (UCI)

Covering Abu Dhabi International Medical Services (ADI) and FourMed Medical Supplies. Unison Capital Investment LLC was established to meet the growing demand for innovative radiology and diagnostic solutions. As a subsidiary of Med-In Investments LLC, Unison provides integrated healthcare services, including advanced imaging equipment, facility management, operations, and specialized professional support.

Unison is the first organization in the Gulf region to introduce the Triple P Model (Public-Private Partnership) in collaboration with the UAE's Emirates Health Services (EHS), delivering accessible, future-focused, and globally competitive diagnostic solutions that enhance efficiency, accuracy, and patient outcomes. With a patient-centered, value-based healthcare ecosystem, Unison operates and manages more than 108 healthcare facilities, supported by a workforce of over 400 professionals.

Ittihad intends to progressively expand the reporting boundary to include additional subsidiaries over time.





Reporting Frameworks

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards.

Ittihad continues to align its Sustainability Report with IFRS S1 – General Requirements for Disclosure of Sustainability-related Financial Information, issued by the International Sustainability Standards Board (ISSB). This supports the integration of sustainability considerations into financial and risk-related reporting. Ittihad will continue to strengthen this alignment over time in line with evolving global standards and disclosure practices.

The report is also aligned with the Abu Dhabi Economic Vision 2030, which sets out the emirate’s long-term social, economic, and environmental priorities, and with the United Nations Sustainable Development Goals (SDGs) most material to Ittihad’s business and value chain.

Alignment with these frameworks and standards is referenced throughout the report, with a comprehensive disclosure index provided in the Appendix.

Assurance

All data and information presented in this report have been reviewed for accuracy and completeness by relevant internal stakeholders and a reputable third-party consultant.

The Board of Directors acknowledges its responsibility for the integrity of this report and confirms that it presents a fair and accurate reflection of Ittihad’s performance and the reporting standards applied.

Forward-Looking Statements

While every effort has been made to ensure the accuracy of the information presented at the time of publication, this report contains forward-looking statements that are subject to change due to external factors beyond Ittihad’s control.

The Group undertakes no obligation to publicly update or revise any forward-looking statements, except as required by applicable laws and regulations.



Feedback

Ittihad welcomes any feedback that supports the continued enhancement of its sustainability reporting. For any queries or feedback regarding this report, please contact: investor.relations@ittihadinvestment.ae.

For further information, please contact Qais Saif, Group Sustainability & ESG Director: q.saif@ittihadinvestment.ae.



Message from the CEO

I am pleased to present Ittihad's Annual Sustainability Report for 2025, reflecting another year of progress in strengthening the integration of sustainability across our operations. As a diversified industrial group, we recognize the importance of balancing growth with responsible resource management, disciplined governance, and long-term value creation. This report outlines the steps we have taken to embed sustainability more firmly into how we operate, invest, and grow.

In 2025, Ittihad moved from establishing its sustainability framework to implementing it across the Group. Sustainability is now more integrated in strategic planning, capital allocation, and long-term growth, supporting the Group's role in the UAE Vision 2031 and the Operation 300bn industrial strategy.

During the year, we advanced the Group Sustainability Governance Model by strengthening subsidiary accountability, defining ESG KPIs, and establishing structured reporting lines through the Sustainability Executive Committee (SEC) to the Board.

Ittihad and its key subsidiaries developed Scope 1 and Scope 2 decarbonization plans aligned with the Sustainability-Linked Facility (SLF), setting out a clear approach to reducing emissions across operations. The Group also initiated the rollout of a Scope 3 emissions inventory, extending emissions management beyond direct operations to the value chain. This includes the application of a control-based approach and improved data collection processes, forming the basis for a broader value chain decarbonization plan.

In parallel, we strengthened our ESG data governance and reporting capabilities through the implementation of a centralized digital GHG inventory platform to enhance the consistency and transparency of emissions data, and support audit readiness. We also progressed alignment with international standards, including IFRS Sustainability Standards and the GHG Protocol.

Sustainability was further integrated into the Group's financial framework through the SLF, linking ESG performance directly to capital. We also applied to join the Alliance for Industry Decarbonization (AFID), coordinated by the International Renewable Energy Agency (IRENA), to promote collaboration and knowledge sharing on reducing emissions in energy-intensive industries.

Furthermore, Ittihad invested in next-generation desalination technology to reduce the energy intensity and cost of water treatment, and improve performance in high-salinity conditions. This supports the Group's water management priorities and provides a basis for testing scalable solutions across its industrial operations. In addition, in 2025, Ittihad and its key subsidiaries sourced 10% of its electricity consumption from renewable energy through the procurement and redemption of UAE-origin I-RECs, in line with the GHG Protocol Scope 2 market-based methodology which is equivalent to approximately 12,000 tCO₂e of market-based Scope 2 emissions reduction, based on the applicable emissions factor.





Across the portfolio, our subsidiaries continue to demonstrate progress through operational improvements and external certifications. This includes the implementation of ISO 50001 Energy Management Systems and continual certifications across quality, environmental, and health and safety standards.

Ittihad continues to grow through organic expansion and acquisitions, with talent development and retention remaining a strategic priority. The Group is focused on building a high-performing and engaged workforce, now standing at more than 10,000 employees, through investment in employee wellbeing, learning and development, and structured career progression, supported by succession planning and leadership development across its entities.

Looking ahead, our priorities include expanding ESG KPI coverage across subsidiaries, developing a Climate Transition Roadmap, and deepening alignment with international reporting standards. The Group will also continue to scale circular economy initiatives and sustainable business lines, while pursuing growth in areas such as digital infrastructure and energy-efficient technologies.

The progress achieved in 2025 reflects the commitment of our teams across the Group and the support of our stakeholders. With strong foundations in place, we will remain focused on disciplined execution and continuous improvement as we advance our sustainability agenda. I would like to thank our employees, partners, and stakeholders for their trust and commitment, and I look forward to building on this progress in the years to come.

Amer Kakish,
Chief Executive Officer



Company Overview

Introducing Ittihad International Investment

Ittihad is a privately owned business founded in 2008 and headquartered in Abu Dhabi, with investments in the UAE, Saudi Arabia, and Egypt.

The Company exports products and services to over 65 countries worldwide, with revenues of USD 3.5 billion in 2025. It has a talented team of 10,700 employees with sector-wide expertise and a commitment to operational excellence.

Since 2015, Ittihad has pursued a strategy of investing in businesses with leading domestic positions in the UAE and the Gulf Cooperation Council (GCC), as well as strong international export potential.



Ittihad in Numbers 2025

20+

SUBSIDIARIES

≈ 10,700

EMPLOYEES

USD 1.9 billion

IN INVESTED ASSETS

USD 2 billion

EXPORTS TO 65+ COUNTRIES

USD 231.1 million

GROSS PROFIT



STRATEGIC OUTLOOK

Ittihad's strategic outlook is built around resilient, diversified, and export-oriented growth.

Key growth priorities:

1. Consumer Goods:

Transitioning from a B2B focus to a B2C model in tissue and personal care products, building brand equity, and targeting higher-margin markets.

2. Infrastructure & Materials:

Expanding copper exports, leveraging CEPA agreements (e.g., UAE-India), and capturing demand from energy transition, EVs, and data centers.

3. Business Services:

Scaling sewerage rehabilitation, potable water management, and long-term O&M contracts for municipal and utility services.

4. Healthcare & Other:

Selective rationalization, focusing on higher value services while scaling back lower-margin distributorships.

Diversification remains a core principle; both geographic (MENA, India, Africa, Asia, Europe) and sectoral (industrial, infrastructure, healthcare, consumer essentials). This reduces reliance on single markets and strengthens resilience.

Our Corporate Principles

VISION



Our aspiration is to be the foremost investment holding company in the Middle East and North Africa (MENA) region, setting the benchmark for excellence and becoming the preferred partner for domestic and international stakeholders. We are dedicated to upholding the highest standards of professionalism, expertise, and corporate governance in all aspects of our operations.

MISSION



We aim to provide sustainable, recurring income and generate long-term value for our shareholders. We achieve this by prioritizing transparency, accountability, and diligence at every stage of the investment process.

CORE VALUES

Our Customer is the Reason for our Existence

Success is measured through long-term customer satisfaction and retention. Our approach is focused on innovation and quality to deliver tailored solutions to our clients.

Our People Make a Difference

We equip our businesses with a competitive advantage to be among the elite companies in attracting and retaining talent.

Our Differentiation Creates Value

As the business landscape is constantly evolving, we strive to become a world class solution provider and maintain our edge through service and product differentiation.

Our Diversity is our Strength

We strongly rely on a multicultural workforce to adapt to the diverse stakeholders and global client base that we serve.

We are Responsible Investors

We show respect to our business partners and peers and communicate transparently and directly to all stakeholders while adhering in delivering excellence with integrity to our community and environment.



Portfolio at a Glance

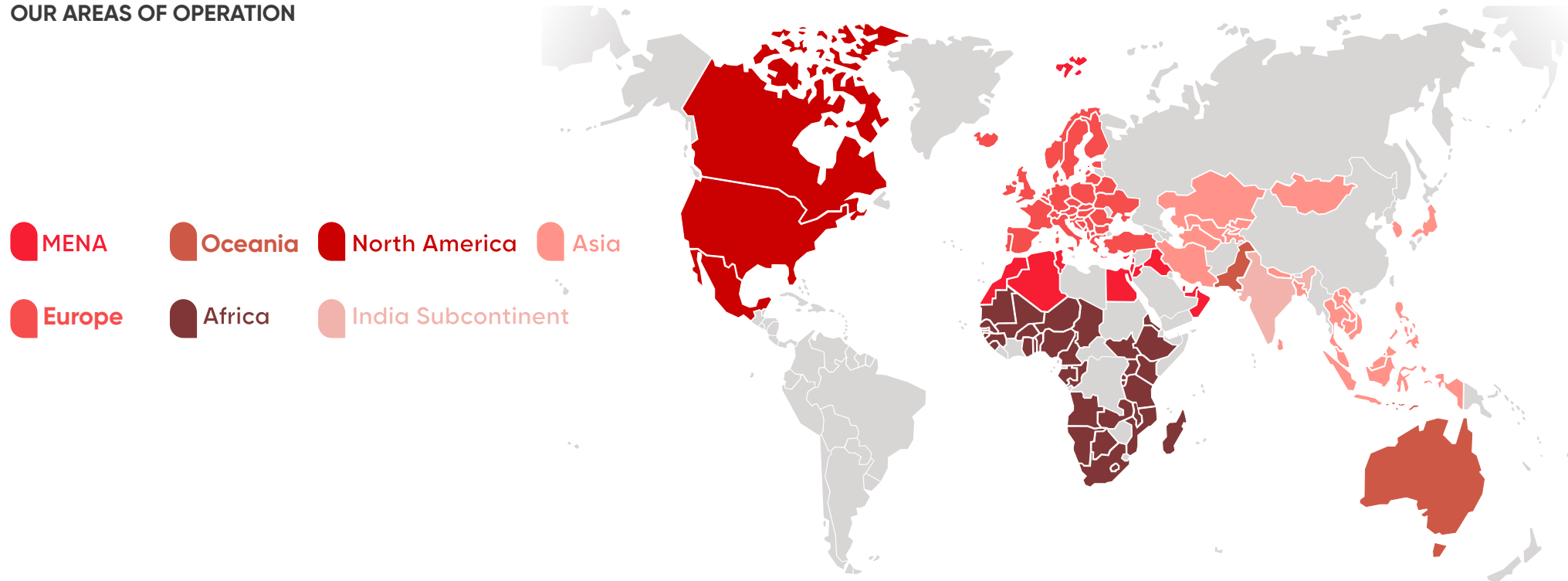
Ittihad’s portfolio comprises four divisions: Consumer Goods Manufacturing, Infrastructure and Building Materials Manufacturing, Business Services, and Healthcare and Other.

Across all divisions and portfolio companies, Ittihad is focused on:

- **Establishing and operating economically diversified businesses independently or with leading global partners**
- **Investing across various growth sectors in the MENA region and other emerging markets**
- **Generating sustainable, resilient growth**

Ittihad owns 100% of its subsidiaries, while the subsidiaries have no ownership stake in the parent company.

OUR AREAS OF OPERATION





Consumer Goods Manufacturing

Entities within this vertical produce printing and writing paper, tissue paper, and chemicals used in detergents and personal care products.

32%* of adj. EBITDA
USD 479.3 million Revenue

Key markets: Middle East, Africa, North America, Europe, and Asia

- Ittihad Paper Mill (IPM)
- Crown Paper Mill (CPM)
- Metropolic Paper Industries (MPI)
- Union Chemicals Factory (UCF)
- Ittihad International Chemicals Trading (IICT)

Infrastructure and Building Materials

Manufacturing Entities within this vertical manufacture premium refined copper rods, straight steel bars, cut and bend steel, and high-quality cement.

38%* of adj. EBITDA
USD 2,664 million Revenue

Key markets: Middle East, North Africa, Europe, Asia, Indian Subcontinent and Australia

- National Cement Factory (NCF)
- Union Rebar Factory (URF)
- Union Copper Rod (UCR)

Business Services

Entities within this vertical provide long-term procurement, operation, and maintenance solutions for healthcare providers and operation and maintenance services for infrastructure networks, wastewater treatment plants, sewage network and treatment plants, and city cleaning and municipal waste collection.

29.6%* of adj. EBITDA
USD 57.4 million Revenue

Key markets: Middle East

- Unison Capital Investment (UCI)
- Advanced Pipeline Services (APS)
- Emirates Link Nitco (ELNITCO)
- Malegori Landscape
- SOLV Facilities Management
- West Coast Saubermacher Environmental Services (WCS)
- Elite Intelligent Solutions
- Emirates Link Technology LLC

Healthcare and Other

Entities within this vertical provide turnkey healthcare solutions for clinics and hospitals, surgical and emergency room equipment, life care science products, and laboratory equipment and consumables. Other services include fund management, logistics and transportation, and interior design.

0.4%* of adj. EBITDA
USD 79.9 million Revenue

Key markets: Middle East and North Africa

- Abu Dhabi International Medical Services (ADI)
- FourMed Medical Supplies
- Peak Capital Management
- Transportr
- Office Inspirations

CREDIT & ESG RATINGS

Ittihad's credit profile strengthened in 2025, with ratings upgraded from B+ to BB-, with a Stable Outlook, by S&P Global Ratings and Fitch Ratings.

- **MSCI Provisional ESG Rating AAA¹ (as of September 2024)**
- **S&P Global Ratings BB- (stable)**
- **Fitch Ratings BB- (stable)**

1 IMPORTANT NOTICE AND DISCLAIMER: The MSCI Provisional ESG Rating and related research (1) were prepared by MSCI ESG Research for compensation; (2) are not a credit rating or equity research report; (3) are made available for informational purposes without any warranty or guaranty of accuracy, quality, completeness or usefulness; (4) are current only as of the date first issued and are subject to modification and withdrawal; (5) do not, and are not intended to, constitute investment promotion, or an offer or recommendation to purchase or sell any securities; (6) are based in whole or in part on information provided to MSCI ESG Research by or on behalf of the rated company (which MSCI does not validate for reliability, truthfulness, accuracy, completeness or otherwise and some of which may be non-public); and (7) may not be copied or redistributed without the express written permission of MSCI ESG Research. MSCI ESG Research shall have no liability with respect to the rating and related research or any use thereof, which are subject to each of the additional provisions of the disclaimer located at: msci.com/legal/provisional rating.



Sustainability Commitment and IFRS Alignment



Ittihad adopts a responsible business model that balances economic performance with social and environmental considerations, supporting long-term value creation for its stakeholders. Sustainability is embedded within the Group's operations, informing decision-making, processes, and day-to-day activities across its subsidiaries.

As a UAE-based organization, Ittihad aligns its sustainability approach with both national priorities and global frameworks, supporting the UAE's vision for sustainable development while contributing to the 2030 Agenda for Sustainable Development and the 17 Sustainable Development Goals (SDGs). This alignment helps ensure that the Group's growth contributes to broader social, environmental, and economic outcomes.

This section outlines Ittihad's overarching sustainability approach, structured in alignment with the core components of IFRS S1 - Governance, Strategy, Risks and Opportunities, and Metrics and Targets. These components are applied across all material topics. Where relevant, topic-specific information is presented within the corresponding sections of the report.



KEY 2025 SUSTAINABILITY ACHIEVEMENTS

- **Operationalization of the Group Sustainability Governance Model**, establishing clear subsidiary-level accountability, defined ESG KPIs, and structured reporting and escalation lines from subsidiaries through the SEC to Board committees;
- **Continued integration of sustainability into financing frameworks**, enhancing alignment with Sustainability-Linked Facility (SLF) requirements, and further embedding sustainability considerations into financial performance and lender engagement;
- **Formalization of Group-level decarbonization planning**, with completed Scope 1 and Scope 2 decarbonization plans for entities under the SLF scope, supported by technical pathways, capital expenditure requirements, and defined emissions reduction trajectories; with plans to extend this approach across the broader Group and incorporate Scope 3 emissions;
- **Progression toward Scope 3 emissions management**, including the initiation of a structured Scope 3 emissions inventory for entities under the SLF scope, consolidated using an operational control approach, with plans to extend this approach across the broader Group;
- **Strengthening of ESG data governance and systems**, enhancing standardization, measurement, reporting, and audit readiness to support robust, investor-grade disclosures;
- **Recognition of ESG performance at subsidiary level**, including external certifications and awards that reinforce credibility and market positioning; and
- **Alignment with international frameworks and regulatory expectations**, including IFRS S1 and the GHG Protocol, supporting consistency with evolving global reporting standards.



Sustainability Governance

Ittihad operates under a three-tier governance structure designed to ensure effective oversight, clear accountability, and the integration of sustainability across all levels of the organization.

The Group ensures that the Board of Directors, its Committees, and Executive Management possess, or actively develop, the expertise required to effectively oversee material risks and opportunities, including those related to sustainability. These expectations are defined within the Committee Charters and the Corporate Governance Manual, which set out the required qualifications and experience in areas such as risk management, audit, finance, and governance.

Governance Structure

Sustainability oversight is structured as follows:

Board of Directors

The Board of Directors provides strategic direction and ultimate oversight of the Group's governance, sustainability, and risk management frameworks. The Board ensures that long-term strategy aligns with responsible business practices and national sustainability priorities.

Board Committees

Three specialized Board Committees provide targeted oversight across key governance areas:

- Audit, Risk, and Compliance Committee: Meets quarterly to oversee financial reporting integrity, internal controls, compliance, and enterprise risk management, including ESG-related risks and opportunities. Reports are provided by the Head of Risk, Head of Internal Audit, Executive Management, and External Auditor. Urgent risks are escalated to the Board Chairman.
- Nomination, Remuneration, and Governance Committee: Meets at least annually to oversee governance practices, Board nominations, and executive remuneration, ensuring alignment with ESG considerations and long-term performance objectives.
- Investment Committee: Oversees due diligence, structuring, and negotiations related to acquisitions and expansion.

These committees maintain structured oversight, meeting at defined intervals to review key matters. They prepare formal minutes, resolutions, and reports for submission to the Board, and escalate material risks or incidents through established reporting channels. This process supports transparent communication, timely escalation, and continuous monitoring of sustainability-related risks and opportunities.

Executive Management and Oversight Committees

Led by the CEO, the Executive Management Team is responsible for implementing the Group's sustainability strategy and ensuring operational alignment across all subsidiaries. The Executive Management team includes the Head of Risk, Head of Internal Audit, Group Sustainability & ESG Director, and

relevant business heads. These executives are responsible for identifying, monitoring, and managing risks and opportunities within their areas, including those related to sustainability and the effective implementation of the sustainability strategy.

Sustainability Executive Committee

Ittihad's Sustainability Executive Committee (SEC) oversees the implementation of the Group's sustainability strategy, performance management, and integration of the strategy across all subsidiaries. Chaired by the Group Sustainability & ESG Director, the SEC reports directly to the CEO, ensuring full alignment with business priorities and embedding sustainability into core operational and investment decision-making.

To reinforce accountability at the highest level, ESG-related risks, opportunities, and performance outcomes reviewed by the SEC are escalated to the Audit, Risk, and Compliance Committee, which reports to the Board of Directors. This structure continues to integrate sustainability within Ittihad's enterprise risk management, internal controls, and strategic governance frameworks.

Further details on governance structures, roles, and responsibilities are provided in the ['Corporate Governance' section under the 'Responsible Business Practices' chapter](#) of this report.



Qais Saif,
Group Sustainability & ESG
Director



Policies

Ittihad's governance system is supported by a suite of Group-wide policies and codes that guide ethical and responsible conduct across all operations.

The **Sustainability Policy** forms the foundation of Ittihad's ESG governance framework. It defines the Group's approach to integrating sustainability into decision-making, risk management, and day-to-day operations, and sets out the following core commitments:

- Create sustainable value for stakeholders
- Identify and manage material ESG risks and opportunities
- Generate positive environmental and social impact across the value chain

Ittihad's governance framework is further supported by a range of policies addressing key areas of risk, ethics, and responsible business conduct, including:

- [Anti-bribery and Anti-corruption Policy Statement](#)
- [Anti-Money Laundering Policy Statement](#)
- [Diversity, Equity, and Inclusion Policy Statement](#)
- [Executive Remuneration Policy Statement](#)
- [Human Rights Policy Statement](#)
- [Supplier Code of Conduct Policy Statement](#)
- [Sustainability Policy Statement](#)
- [Whistleblower Policy Statement](#)

All policies are publicly accessible via the [Investor Relations Portal](#).

Building Capabilities, Evaluation and Incentives

Capability building and engagement: Ittihad strengthened the effectiveness of its highest governance body through targeted training, executive engagement, and integration of sustainability into strategic and financial decision-making. Board members and senior executives participated in external programs complemented by internal briefings from the Group Sustainability function on topics such as decarbonization, Scope 1 - 3 emissions, and regulatory developments. External training initiatives included:

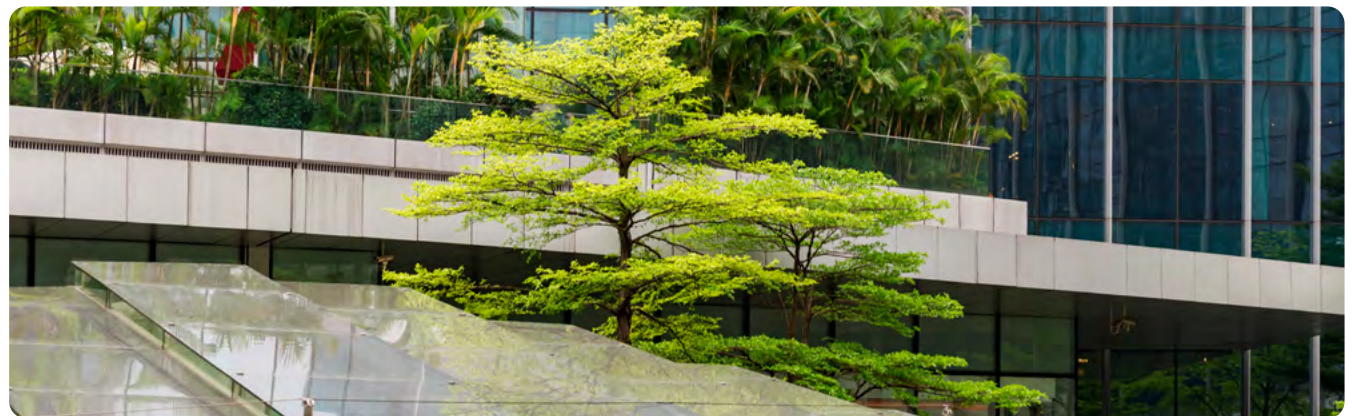
- [Best Practice in ESG and Risk Management, delivered by the Corporate Governance Institute, for Board members](#)
- [Sustainable Finance, delivered by the University of Cambridge Institute for Sustainability Leadership, for the Sustainability Director and ESG Chairman](#)
- [HSBC Sustainable Business Accelerator Programme, delivered by HSBC, for senior executives](#)

Performance evaluation: The performance of the highest governance body, including oversight of economic, environmental, and social impacts, is assessed through structured governance and risk management processes.

This includes continuous oversight via Board committees and internal controls, supported by periodic reviews aligned with reporting cycles, including quarterly and annual assessments, and informed by external benchmarking and assurance readiness.

Executive accountability and incentives: Executives are accountable for delivering sustainability-related objectives, including oversight of ESG KPIs, implementation of key initiatives such as Scope 1 and Scope 2 decarbonization plans, and integration of ESG considerations into operational, risk, and investment decisions.

ESG-linked criteria are increasingly integrated into performance assessments to strengthen accountability and align executive incentives with sustainability outcomes. While remuneration remains primarily linked to financial and operational performance, environmental and social considerations are reflected through relevant strategic and operational KPIs, with the framework continuing to evolve toward more explicit integration of ESG performance metrics.



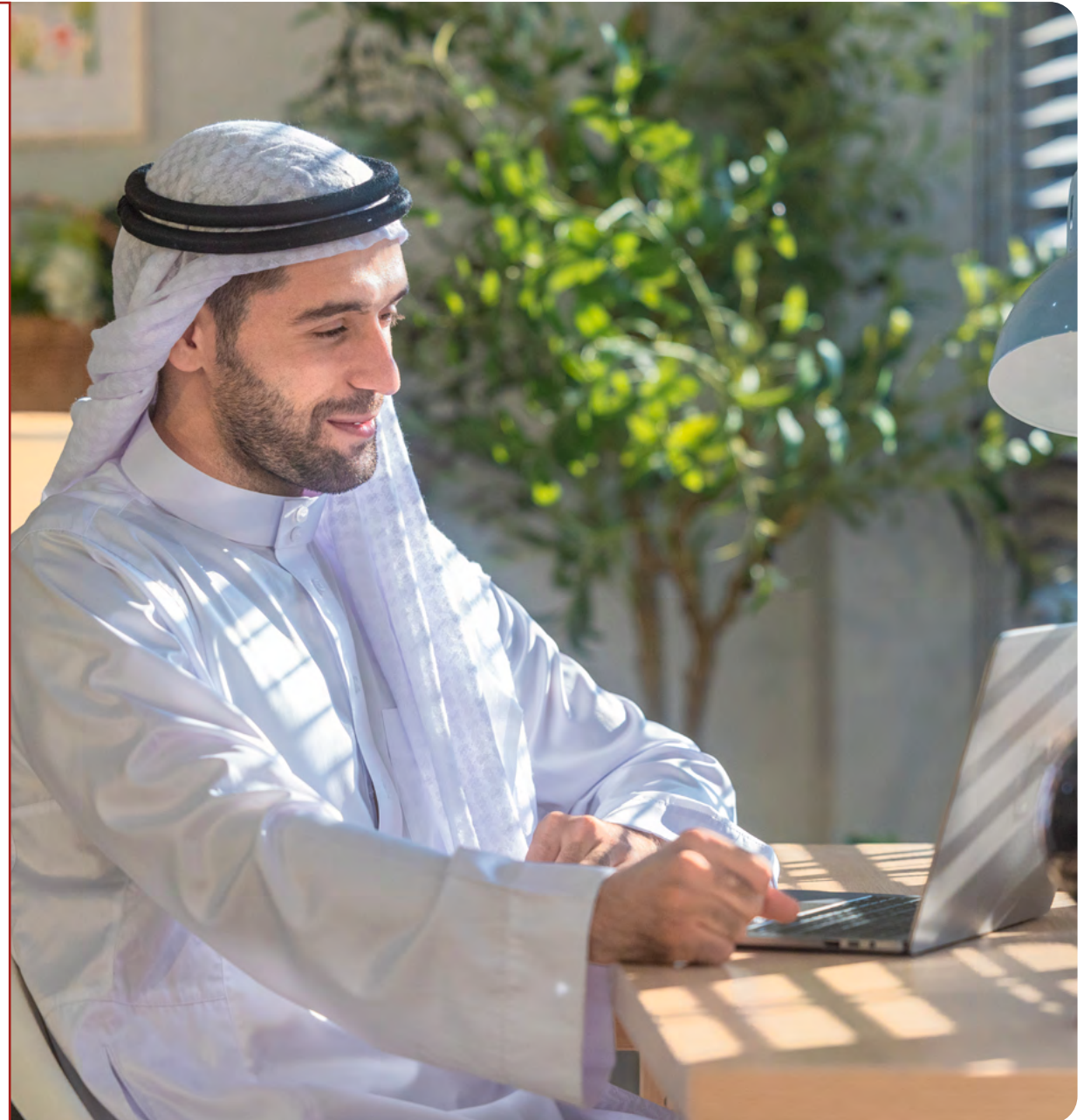


External Engagement and Industry Participation

Recognizing the value of collaboration in advancing sustainable practices, Ittihad prioritizes engagement at both national and international levels as part of its ESG Roadmap. In 2025, the Group continued to strengthen its external engagement through participation in selected sustainability initiatives and industry platforms. During the year, Ittihad applied to join the Alliance for Industry Decarbonization (AFID), a global initiative coordinated by the International Renewable Energy Agency (IRENA) that brings together public and private stakeholders to support the decarbonization of energy-intensive industries through collaboration and knowledge sharing.

Additional ongoing engagements include:

- **United Nations Global Compact (UN Global Compact):** Aligning operations and strategies with globally recognized principles on human rights, labor, environment, and anti-corruption.
- **UAE Climate-Responsible Companies Pledge:** Supporting the UAE's national climate agenda through alignment with net-zero and climate-responsible practices.
- **Industry Forums and Stakeholder Collaborations:** Ongoing engagement with the Industrial Development Bureau (IDB), Abu Dhabi Department of Economic Development, and the Abu Dhabi Chamber of Commerce and Industry.
- **International Sustainability Networks:** Exploring memberships in established ESG, supply-chain, and sustainable investment partnerships to enhance collaboration and knowledge exchange.





Sustainability Strategy

Ittihad’s sustainability strategy is built on a clear vision: to create long-term value through responsible growth, operational resilience and positive impact.

Built around four interconnected pillars, Ittihad’s Sustainability Framework provides the foundation for the integration of ESG principles across all aspects of its operations and investment activities.



Strategic Sustainability Framework ESG Pillars & Objectives

Pillar One	Pillar Two	Pillar Three
<p align="center">Responsible Corporate Citizen</p> <p align="center"><i>Embedding ESG considerations into daily operations</i></p>	<p align="center">Responsible Asset Owner</p> <p align="center"><i>Cascading commitments through its verticals and all subsidiaries</i></p>	<p align="center">Responsible Investor</p> <p align="center"><i>Ensuring ESG factors are considered in all investment decisions</i></p>
<ul style="list-style-type: none"> • Improve environmental performance by reducing greenhouse gas emissions, waste generation, water consumption, and championing sustainable product development • Promote employee well-being and prioritize diversity, equity and inclusion by implementing effective safety measures, promoting local talent (Emiratization), and investing in people • Foster strong community relations through philanthropy, and local engagement 	<ul style="list-style-type: none"> • Integrate ESG material topic objectives and KPIs into existing subsidiaries’ business activities and operational management • Ensure ongoing ESG performance monitoring of existing subsidiaries • Ensure subsidiaries adopt and implement sustainable practices that align with the conglomerate’s ESG objectives 	<ul style="list-style-type: none"> • Incorporate ESG considerations into investment analysis & decision-making processes, including evaluating the ESG performance of potential investees • Engage with investee companies, monitor and report the ESG performance of the investee companies to stakeholders, demonstrating the conglomerate’s commitment to responsible investing



Pillar Four

Continuous Innovation

Through four key topics, Ittihad is driving the development of new solutions and practices to strengthen sustainability performance and resilience across the group.

Digitalization | Clean technology | Green building | Health

Materiality Management

- Emissions and Energy
- Water and Wastewater Management
- Waste and Hazardous Materials Management
- Environmentally Sustainable Product
- Ecological Impacts

EMPLOYEES

- Occupational Health, Safety and Well-being
- Diversity, Equity and Inclusion
- Governance and Ethics

CUSTOMERS

- Data Security and Privacy
- Product Quality and Safety

COMMUNITY

- Responsible Supply Chain
- Human Rights and Community Relations
- Governance and Ethics

ESG in Investment Due Diligence:

- Screening and Deep Dive
- Investment Decision
- Investment Agreement (or SPA)
- Engage, Monitor and Report



ESG Roadmap

Ittihad has developed an ESG Roadmap to support its subsidiaries to advance ESG implementation, strengthen performance, and align with global standards and frameworks.

The Roadmap is divided into five stages, as follows:

Strengthening ESG Governance

- The Group Sustainability Committee was established in 2024.
- MSCI Provisional ESG Rating AAA (as of September 2024).
- Secured a USD 450 million senior unsecured sustainability-linked revolving credit facility.

Developing a High-Level Net-Zero Plan

- Developed GHG Emissions inventory for Scopes 1, 2 and 3 and decarbonization plan for Scope 1 and Scope 2, including target setting for all SLF entities.
- Procured and retired International Renewable Energy Certificates covering 28,576,000 kWh of electricity, fulfilling our 10% renewable energy target in 2025, against the 2023 baseline. This reflects the planned year-on-year progression from the 5% target achieved in 2024.
- Reduced total water consumption by 25% against the 2023 baseline, lowering overall use to 1,705,483 cubic meters. This significantly exceeded the 2025 target of a 10% reduction.
- Applied to join the Alliance for Industry Decarbonization (AFID).

Joining Strategic Narratives

- A Sustainability Engagement Plan was developed to standardize and enhance sustainability performance across the Group.
- This plan is supported by the publication of the Ittihad Sustainability Reporting Manual.
- Joined UAE Alliance for Climate Action, an initiative led by Emirates Nature-WWF which was launched at COP27.
- Selected as one of the exceptional partners of Emirates Nature WWF, sponsoring four of their environmental conservation activities.

Embedding an ESG Due Diligence Framework

- Ittihad's Responsible Investment Framework embeds ESG factors into the investment decision-making process alongside traditional financial metrics. All potential investments undergo due diligence to assess environmental performance, labor practices, governance integrity, and alignment with sustainability goals.

Investing in Building ESG Skills and Awareness

- Conducted a total of 23,341.10 health and safety training hours, equating to 15.79 hours per employee.
- Conducted a cybersecurity training and awareness program, reaching more than 1,000 participants across eight sessions during 2025.



Sustainability Engagement Plan

Ittihad has developed a Sustainability Engagement Plan to standardize and enhance sustainability performance across all subsidiaries. The plan is designed around four key objectives, focusing on integration, implementation, monitoring, awareness, and reporting to ensure a unified Group-wide approach.

➤ **Sustainability Integration (Applicable to Prioritized Subsidiaries)**

Selected subsidiaries are supported in embedding sustainability within their business strategies and operations. This includes the implementation of targeted initiatives and the continuous monitoring of performance through standardized KPIs, reporting cycles, and management reviews.

➤ **Performance Monitoring**

A structured engagement approach is applied to monitor the performance and progress of subsidiaries against defined targets.

➤ **Capacity Building & Awareness (Applicable to All Subsidiaries)**

Capacity-building initiatives are implemented to strengthen sustainability literacy and transparency across the Group. These include capacity-building sessions to enhance awareness of sustainability principles and best practices.

➤ **Sustainability Reporting**

Annual reporting protocols are established for all entities within Ittihad's reporting boundary, supporting the preparation of the Group's Annual Sustainability Report. Additional disclosures are incorporated where required, including for entities subject to specific reporting obligations, such as the Sustainability-Linked Facility (SLF).

Sustainability Reporting Manual

To support a harmonized and transparent approach to reporting, Ittihad developed a comprehensive Sustainability Reporting Manual that guides subsidiaries through the process of ESG data collection, management, and disclosure.

The manual includes:

➤ **Introduction and Objectives:** Outlines Ittihad's sustainability vision and the purpose of standardized ESG reporting.

➤ **Sustainability Reporting Framework:** Defines key indicators, methodologies, and reporting templates.

➤ **Alignment with the ESG Integration Framework:** Demonstrates how the manual complements Ittihad's Group-wide ESG approach, ensuring consistent practices and accountability.

➤ **Governance and Responsibilities:** Clarifies the roles of Group and subsidiary teams in ensuring timely, accurate, and verified ESG disclosures.



SUSTAINABILITY-LINKED FACILITY (SLF) STRENGTHENS FINANCIAL RESILIENCE

In 2024, Ittihad successfully closed a USD 450 million senior unsecured sustainability-linked revolving credit facility (RCF), strengthening the Group's liquidity and demonstrating its commitment to integrating sustainability into its financial strategy.

Arranged by Emirates NBD, Commercial Bank of Dubai, and First Abu Dhabi Bank as Mandated Lead Arrangers and Sustainability Joint Coordinators, alongside other major UAE banks, the five-year facility reinforces Ittihad's capital base and optimizes its funding structure. The transaction enhances liquidity sources by USD 345 million, lowers financing costs, and embeds environmental and social performance targets into the company's financing framework.



Risk Management

Ittihad's approach to risk management is guided by its Corporate Governance Manual and Code of Ethics and Business Conduct, providing a consistent and transparent framework for identifying, assessing, and mitigating risks across the Group. Risk management is embedded within the Enterprise Risk Management (ERM) framework, supporting informed decision-making, capital allocation, and long-term value creation.

1. Identification of Risks and Opportunities

The approach to risk management is structured around three planning horizons:

- Short-term: Typically 1–2 years.
 - Covers quarterly and annual cycles for the Audit, Risk and Compliance Committee (ARCC), financial results, compliance, H&S, and immediate operational priorities.
- Medium-term: Typically 3–5 years.
 - Reflected in strategic growth initiatives (B2C consumer goods, Saudi waste management, AI/data centers) and ESG targets embedded in the Sustainability-Linked Facility (SLF).
- Long-term: 5–10+ years.
 - Aligned with UAE Vision 2031 and Operation 300bn. Covers industrial diversification, climate resilience, and net-zero positioning.

Across these time horizons, Ittihad identifies and manages sustainability-related risks and opportunities, including regulatory compliance, climate transition impacts, resource efficiency, workforce capability development, and growth in emerging sectors such as waste management, healthcare, and AI-driven industries. These are systematically embedded within the ERM framework and reviewed regularly by the Risk Committee to ensure alignment across the Group.

The Audit, Risk and Compliance Committee (ARCC) advises and assists the Board in overseeing the ERM framework. Its mandate covers the full spectrum of potential and existing risks, including ESG risks.

2. Assessment of Business and Financial Impacts

Sustainability-related risks and opportunities are reshaping Ittihad's business model and value chain, driving a transition from a primarily B2B model to B2C markets, while advancing circular economy initiatives such as green cement, recycled copper, and sustainable packaging.

Key impacts include:

- **Operational:** exposure to high-emission processes, energy use, and raw material sourcing.
- **Human capital:** growing emphasis on workforce skills and leadership development.
- **Financial:** strengthened balance sheet and cost optimization through efficiency programs.

The USD 450 million Sustainability-Linked Facility (SLF) directly links key ESG metrics, including - health & safety, water, renewable energy, and GHG reduction - to financing costs, reinforcing the connection between sustainability outcomes and financial performance.

3. Integration into Strategy and Decision-Making








Risk management is fully integrated into Ittihad's strategic planning process through the ERM framework, Board oversight, and Capital Allocation Framework. Identified risks and opportunities inform strategic actions such as portfolio diversification, deleveraging, and investment in clean technologies.

Stakeholder engagement is an integral component of Ittihad's governance system, with feedback systematically incorporated to refine strategy and maintain alignment with investor and market expectations. Feedback is obtained through employee engagement surveys, lender reviews, and other methods.

Oversight of stakeholder relations is managed through the Sustainability Executive Committee (SEC), which coordinates engagement activities across all subsidiaries.



The table below highlights Ittihad's key stakeholder groups, the methods used to engage with them, and the topics that matter most to them:

Stakeholder	What Matters to Them	Engagement Methods
 Suppliers & Main Customers	<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 Supplier Code of Conduct
 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) Board meetings
 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
 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"> 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 Review meetings Interim and full year financial statements



4. Resilience and Strategic Trade-Offs

Ittihad regularly conducts scenario analysis and quarterly committee reviews to test the resilience of its business strategy against market, environmental, and regulatory changes.

The Group actively manages trade-offs including:

- Deleveraging and growth, ensuring financial stability while funding strategic expansion into new markets with social and climate impacts.
- Decisions such as copper and cement expansion, the KSA waste management entry, and B2C growth were evaluated not only for economic returns but also for environmental and social consequences.
- Emiratization and leadership development versus short-term training costs, prioritizing long-term human capital development.
- Diversified funding mechanisms including the Sustainability-Linked Facility (SLF) and the planned Sustainability-Linked Sukuk, strengthen Ittihad's long-term resilience and capacity for sustainable growth.

Climate-Related Risks

Identifying climate change as a key enterprise risk, Ittihad is committed to assessing and managing its potential impacts across all operations. The ARCC oversees climate-related risks at the Board level, while the Sustainability Executive Committee (SEC) monitors and integrates these risks into business planning and operational processes at the management level.

As part of the Group's ESG Framework, Ittihad has mapped material ESG risks and opportunities across all subsidiaries and supports each entity in developing tailored strategies and mitigation measures. This includes analyzing the main sources of greenhouse gas (GHG) emissions, both direct and within the supply chain, alongside other environmental factors influencing the Group's overall emissions footprint.





Sustainability Metrics and Targets

Ittihad tracks a comprehensive set of metrics and targets to evaluate ESG performance, ensuring that sustainability considerations remain embedded in operational and financial decision-making.

This section presents Group-wide metrics and targets that reflect Ittihad's performance across its most material ESG areas and demonstrate how sustainability progress contributes to broader financial outcomes and long-term value creation. Performance is monitored through the ESG Framework, reviewed regularly by the Sustainability Executive Committee (SEC), and reported to the Board of Directors through the relevant Committees.

In 2025, Ittihad strengthened its sustainability data capabilities through a centralized digital GHG inventory platform, enabling more consistent and auditable measurement of Scope 1 and Scope 2 emissions across subsidiaries ([see Environmental Responsibility section](#)).

In line with the IFRS Sustainability Disclosure Standards, these metrics provide the foundation for measuring the effectiveness of Ittihad's strategy and risk management processes. Topic-specific indicators and KPIs - including those related to energy, water, waste, diversity, and governance - are presented in the relevant sections of this report and in the appendices, providing a full and transparent view of performance across all material topics.

Materiality Assessment

Ittihad conducted an assessment to identify and prioritize the most material ESG topics, which inform metrics and targets set by the Group. A bottom-up approach was used to capture ESG risks across its four verticals. Each subsidiary was classified in accordance with the SASB Sustainable Industry Classification System (SICS) and the MSCI Global Industry Classification Standard (GICS), ensuring alignment with global frameworks commonly used by investors, rating agencies, and other stakeholders.

This process resulted in the identification of 13 material ESG topics. In the subsequent top-down phase, Ittihad identified the ESG themes most relevant to its role as a responsible asset owner and investor, highlighting Climate Risk Management, Opportunities in Clean Technology, and Responsible Investment as key priorities.

Objectives have been defined for each material ESG topic, with initiatives developed to support their achievement and enable more effective management. In addition, KPIs have been established to monitor and measure progress and performance. Across all material topics, Ittihad has defined a total of 72 initiatives and 115 KPIs which fall into one of the two following categories:

- Group-wide: Those that are governed at Group and vertical level and applicable to all subsidiaries - 37 initiatives and 52 KPIs.
- Targeted: Those that are governed at Group and vertical level and applicable to specific subsidiaries - 35 initiatives and 63 KPIs.





Material Topics		GRI Alignment	Applicability Across Verticals Within the Reporting Boundary	
			Vertical 1 - Consumer Goods	Vertical 2 - Infrastructure & Building Materials
Environment	Emissions and Energy		✓	✓
	Water and Wastewater Management	GRI 102 - Climate Change GRI 103 - Energy GRI 303 - Water and Effluents	✓	✓
	Ecological Impact	GRI 101 - Biodiversity GRI 306 - Waste GRI 301 - Materials	✓	✓
	Sustainable Product		✓	✓
	Climate Risk Management (addressed at Group Level)	-		
	Opportunities in Clean Technologies (addressed at Group Level)	-		
Social	Occupational Health, Safety and Wellbeing	GRI 403 - Occupational H&S GRI 404 - Training and Education GRI 405 - Diversity and Equal Opportunity	✓	✓
	Employee Engagement, Development, Diversity Inclusion	GRI 406 - Non-discrimination GRI 2 - General Disclosures (Employees) GRI 401 - Employment	✓	✓
	Healthcare Advocacy (addressed at Group level)	-		
	Data Security and Privacy (addressed at Group level)	GRI 418 - Customer Privacy		
	Product Quality and Safety	GRI 416 - Customer Health & Safety	✓	✓
	Sustainable Supply Chain	GRI 204 - Procurement Practices GRI 308 - Supplier Environmental Assessment GRI 414 - Supplier Social Assessment	✓	✓
	Human Rights and Community Relations (addressed at Group level)	GRI 408 - Child Labor GRI 409 - Forced Labor	✓	✓
Governance	Governance & Ethics (addressed at Group level)	GRI 205 - Anti-Corruption		



Sustainability Performance Targets (SPTs)

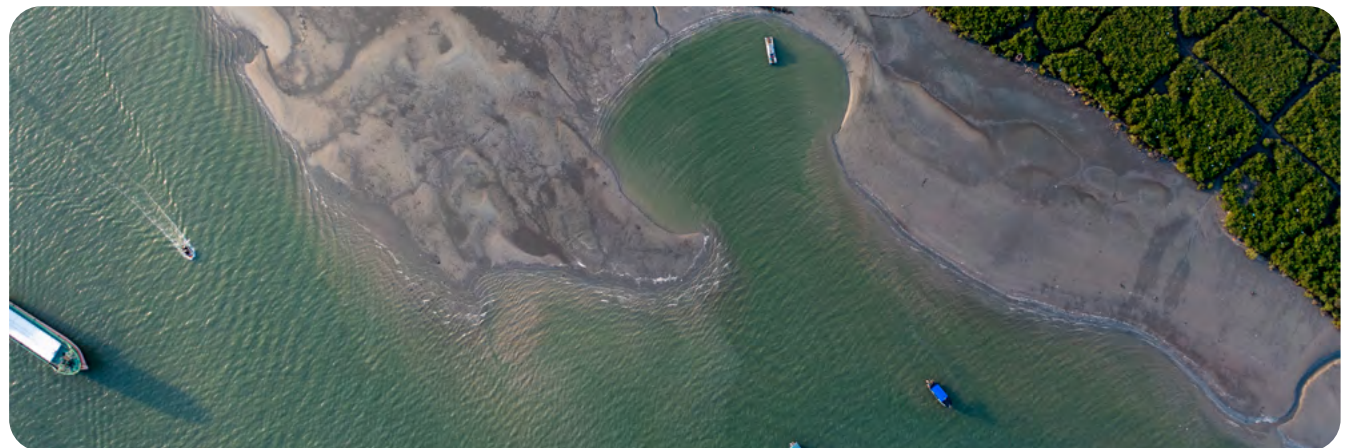
Using 2023 as the baseline year, Ittihad has set Sustainability Performance Targets (SPTs) for each year running from 2024 until 2028. Performance against each KPI is measured against its respective SPT and is subject to external, independent validation under the Sustainability-Linked Facility (SLF).

In 2025, Ittihad made significant progress across the four KPIs and achieved or exceeded the SPTs. This follows a strong 2024 performance, where the Group also achieved its SPTs across all four KPIs. Thanks to the effective implementation of targeted initiatives, the Group significantly increased its health and safety training hours per employee, improved its use of renewable electricity, made notable reductions in water consumption, and successfully advanced its GHG governance through the development of a Scope 3 emissions inventory and a decarbonization plan for Scope 1 and Scope 2, including related target setting.

Ittihad's performance across the SPTs in both 2024 and 2025 serves as a strong foundation for the future, demonstrating consistent delivery against its sustainability commitments and underscoring its leadership in sustainable business practices. Looking ahead, the Group is well-positioned to meet future targets, with robust systems and initiatives in place to further drive improvements in safety, energy efficiency, water conservation, and emissions reductions. Ittihad will continue to refine its sustainability strategies and prioritize innovation and the proactive adoption of new technologies to ensure that it remains a leader in sustainable industrial practices in the region while continuing to create long-term value for all stakeholders.

Sustainability Performance Targets (SPTs)				
KPI	KPI 1 – Percentage increase of Health and Safety Training hours per Employee	KPI 2 – Percentage of Electricity from Renewable Sources	KPI 3 – Percentage Reduction of Water Consumption	KPI 4 – Qualitative Governance KPI for GHG Emissions
2025 Target set against 2023 Baseline	14%	10%	10%	Develop GHG emissions inventory for Scope 3 Develop decarbonization plan for Scope 1 and Scope 2, including related target setting
2025 Progress Update	42%	10%	25%	Developed
Status*	Exceeded	Achieved	Exceeded	Achieved

*Achieved if SPT is met, Exceeded if achievement beyond SPT





Overview of Initiatives to Support Achievement of KPIs

KPI 1: Health & Safety

Initiatives introduced by subsidiaries to enhance health and safety training and increase the training hours per employee include:

- Introduced training calendars and systems to improve tracking
- Introduced health and safety training KPIs at departmental levels
- Increased use of external trainings
- Introduced multilingual training materials and sessions to overcome language gaps
- Introduced online and toolbox training formats to improve access and minimize work disruptions

KPI 2: Renewable Electricity

Energy efficiency initiatives undertaken include:

- Enhanced machine maintenance and operational scheduling to mitigate excessive usage
- Enhanced monitoring to identify high energy consumption operations
- Upgraded machinery and major components including refiners, compressors, motors, pumps, and AC units with more energy efficient models such as Variable Frequency Drives (VFD)
- Switched to energy efficient LED lighting and solar lighting
- Conducted employee awareness programs to promote energy saving practices
- Continued to advance on-site renewable energy and energy efficiency efforts and projects

KPI 3 – Water Consumption

Other initiatives to improve water efficiency across subsidiaries included:

- Introduced process modifications and redesigns
- Optimized production scheduling
- Enhanced systems for inspections, leak detection, and repair
- Increased awareness among the workforce
- Monitored and controlled drain water and optimized the cycle of concentration for process water

KPI 4 – GHG Emissions

Initiatives introduced by subsidiaries to achieve the 2025 target included:

- Developed Scope 3 emissions inventories across all 15 GHG Protocol categories
- Established a Group-level decarbonization plan covering Scope 1 and 2 with entity-level implementation
- Set formal Scope 1 absolute reduction targets and Scope 2 renewable electricity targets for 2026–2028



Alignment with the United Nations Sustainable Development Goals (SDGs)

The 2030 United Nations Agenda for Sustainable Development provides a shared blueprint for peace, prosperity, and the protection of people and the planet.

The UAE has demonstrated strong commitment to the SDGs by integrating them into national development strategies and initiatives, fostering innovation, and advancing capacity-building both locally and globally. The private sector also plays a pivotal role in achieving these goals by aligning business strategies with sustainability principles, driving innovation, fostering social progress, and promoting responsible economic growth.

In alignment with these efforts, Ittihad aims to support the realization of the SDGs. The table below illustrates how Ittihad's sustainability strategy aligns with the SDGs most relevant to its business operations.

Ittihad's Alignment with the SDGs		
Material Topics	GRI Alignment	Ittihad's Contribution
Environmental		
Energy & Emissions		<ul style="list-style-type: none"> Reduce greenhouse gas emissions associated with operations and supply chain Increase energy efficiency across operations Increase usage of clean technologies and renewable energy
Water & Wastewater Management		<ul style="list-style-type: none"> Promote water efficiency and conservation to reduce water consumption across operations Implement wastewater management practices that minimize environmental impacts
Waste & Hazardous Materials Management		<ul style="list-style-type: none"> Implement initiatives that prioritize waste reduction, reuse, and recycling Minimize the use of hazardous materials and ensure safe disposal of such materials
Sustainable Product		<ul style="list-style-type: none"> Reduce the environmental impact of products throughout their lifecycle Promote sustainable product design and development
Ecological Impact		<ul style="list-style-type: none"> Implement initiatives to protect and enhance biodiversity and ecosystems Promote land conservation, habitat restoration, and protect natural resources
Opportunities in Clean Technologies		<ul style="list-style-type: none"> Adopt cutting edge technologies for efficient and sustainable production Promote in-house Research & Development Strategically acquiring assets in the clean technology space
Climate Risk Management		<ul style="list-style-type: none"> Assess and manage all climate risks at the highest level of the Group Conduct comprehensive GHG inventory to understand the source of emissions Adopt climate risk mitigation measures throughout the Group



Ittihad's Alignment with the SDGs		
Material Topics	GRI Alignment	Ittihad's Contribution
Social		
Diversity, Equity and Inclusion		<ul style="list-style-type: none"> Build a diverse and inclusive workforce Support female empowerment and gender equality Employ and upskill UAE nationals Support employee training and development
Occupational Health, Safety and Well-being		<ul style="list-style-type: none"> Create a safe and healthy working environment for all people Prevent and mitigate workplace hazards and risks Foster a culture of safety and continuous improvement
Product Quality & Safety		<ul style="list-style-type: none"> Develop quality products and services that are safe for people Promote responsible marketing and quality management practices
Sustainable Supply Chain		<ul style="list-style-type: none"> Source raw materials responsibly Engage with suppliers to promote sustainable practices
Human Rights and Community Relations		<ul style="list-style-type: none"> Fosters strong relationships with local communities Develop CSR programs to promote community investment Respect globally recognized human rights
Healthcare Advocacy		<ul style="list-style-type: none"> Promote accessibility of healthcare products and services Foster a culture of transparency in healthcare for all customers
Governance		
Governance and Ethics		<ul style="list-style-type: none"> Adopt robust corporate governance according to global best practices Foster transparency and accountability with all stakeholders Ensure compliance with all applicable laws Promote the highest standards of ethical business practices
Data Security & Privacy		<ul style="list-style-type: none"> Safeguard sensitive customer or user data Enhance IT infrastructure to protect customer privacy and security
Responsible Investment		<ul style="list-style-type: none"> Integrate sustainability into investment decision-making Engage with investee companies to promote sustainability across the Group Enhance transparency and communication with stakeholders



Other 2025 highlights and 2026 Outlook

AWARDS, RECOGNITIONS AND RATINGS

- MSCI Provisional ESG Rating AAA (as of September 2024)
- Emirates Nature–WWF Exceptional Partner Recognition

INTEGRATED MANAGEMENT SYSTEMS AND CERTIFICATIONS

The Group maintains certified management systems across its subsidiaries, reinforcing a culture of compliance and operational excellence. Ittihad's Integrated Management Systems are certified to the following ISO standards:

- **ISO 9001:2015** – Quality Management
- **ISO 14001:2015** – Environmental Management
- **ISO 45001:2018** – Occupational Health & Safety
- **ISO 50001:2018** – Energy Management

FUTURE TARGETS AND PLANNED INITIATIVES

Ittihad's sustainability strategy continues to evolve in step with emerging risks, opportunities, and national priorities. Building on the strong foundation first established in 2024, the Group's upcoming targets and initiatives for 2026 and beyond are designed to strengthen climate resilience, deepen ESG integration, and support long-term value creation in alignment with UAE Vision 2031 and Operation 300bn.

Subsidiary	ISO 9001	ISO 14001	ISO 45001	ISO 50001
 IPM ITTIHAD PAPER MILL L.L.C.	✓	✓	✓	✓
 UCF Union Chemicals Factory	✓	✓	✓	-
 CPIII CROWN PAPER MILL	✓	✓	✓	✓
 METROPOLIC	✓	✓	✓	-
 National Cement Factory	✓	✓	✓	✓
 UCR	✓	✓	✓	✓
 UNION REBAR STATE-OF- THE-ART- TECHNOLOGY	✓	✓	✓	-

KEY TARGETS AND PLANNED ACTIONS – 2026 AND BEYOND

- **Expand ESG KPI coverage and integration**, embedding KPIs across all subsidiaries and extending scope to areas such as waste management, biodiversity, sustainable supply chains, renewable energy adoption, water conservation, and GHG reduction initiatives;
- **Develop and implement a Climate Transition Roadmap (2026 - 2030)**, outlining decarbonization pathways and science-aligned emissions reduction targets;
- **Enhance sustainability disclosure and external engagement**, including continued alignment with IFRS S1 and formalizing UN Global Compact membership while expanding partnerships with leading ESG and sustainability organizations;
- **Strengthen circular economy and sustainable business lines**, including expansion into waste management (including entry into the Saudi Arabian market), as well as growth in green cement, recycled copper, and sustainable consumer goods;
- **Pursue growth in emerging sectors**, including AI and data center infrastructure, capturing opportunities in digital transformation and energy-efficient technologies;
- **Align with national development strategies**, including UAE Vision 2031 and Operation 300bn, reinforcing Ittihad's contribution to sustainable economic diversification; and
- **Enhance governance and oversight practices**, through continued Board development, committee training, and strengthened reporting and monitoring mechanisms.



Responsible Business Practices

Material Topics

- Governance & Ethics
- Sustainable Supply Chain
- Data Security & Privacy
- Responsible Investment

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



Corporate Governance

Ittihad upholds the highest standards of ethics and integrity, guided by a corporate governance framework that ensures transparency, accountability, and long-term stakeholder value. The framework integrates policies, procedures, and internal controls to guide sound decision-making, effective risk oversight, and responsible management across all levels of the Group.

Supported by the ESG Framework, Ittihad continues to strengthen corporate governance practices to ensure effective oversight and informed strategic decision-making that incorporates environmental, social and governance considerations.

Ittihad's approach to corporate governance is guided by the following principles:

PRINCIPLE 1: Rights of Shareholders

PRINCIPLE 2: Equitable Treatment of Shareholders

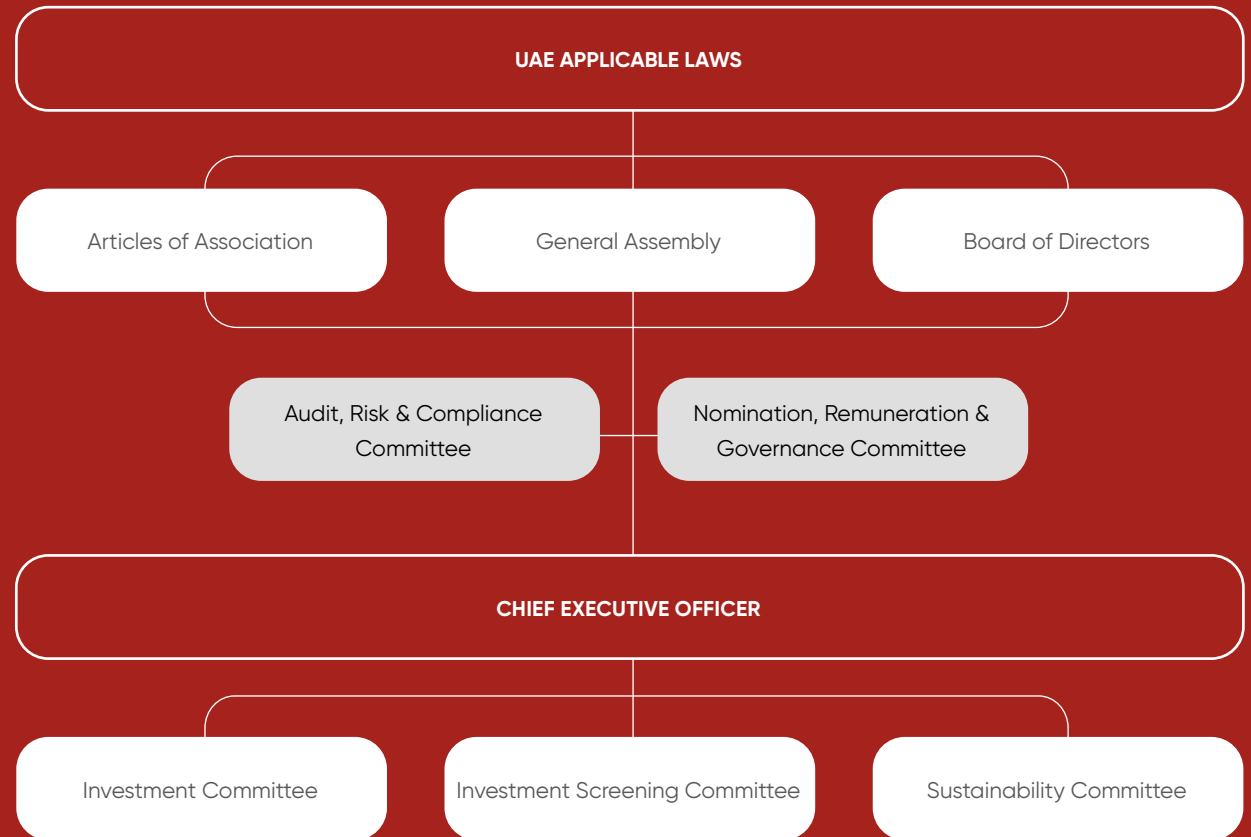
PRINCIPLE 3: Recognition of the Role of Other Stakeholders

PRINCIPLE 4: Disclosure and Transparency

PRINCIPLE 5: Effective Board of Directors

PRINCIPLE 6: Corporate Social Responsibility

CORPORATE GOVERNANCE STRUCTURE



Any significant changes to the governance structure, including amendments to the company's bylaws or Articles of Association, are presented to shareholders as a separate agenda item for discussion and approval during shareholders' meetings.



THE BOARD OF DIRECTORS

Ittihad's Board of Directors is responsible for promoting a strong culture of corporate governance, supported by the collective experience and expertise of its members. The Board comprises five Directors, including at least two independent Directors and three executive members. Shareholders may, at their discretion, increase the size of the Board to seven members. In such cases, the additional appointments must include one independent Director and a non-executive Director.

Ittihad maintains a non-executive Chair model, ensuring clear separation between governance and management, independent Board leadership, and robust oversight aligned with global best practices. Board resolutions are adopted by majority vote, subject to at least one Independent Director voting in favor.

BOARD NOMINATION AND EFFECTIVENESS

Board and committee members are selected through a formal, structured, and committee-led nomination process, ensuring that governance bodies reflect an appropriate balance of skills and sector expertise, Independence, Diversity and Integrity.

Governance bodies are continuously evaluated and strengthened to align with evolving strategic priorities and stakeholder expectations.

GOVERNANCE OVERSIGHT AND ESG INTEGRATION

Ittihad's governance model ensures that responsibility for managing economic, environmental, and social impacts is:

- Clearly assigned across executive management and operational levels
- Overseen through structured committees and reporting lines
- Regularly monitored and reviewed at Board level

ESG performance is systematically integrated into decision-making processes, reinforcing accountability and long-term value creation ([see Sustainability Governance section for more details](#)).

Ittihad Board of Directors



Jawaan Al Khaili
Chairman of the Board

Appointment

Has served as Chairman since the Group's inception in 2008

Skills and Experience

Mr Al Khaili is a distinguished UAE entrepreneur renowned for his exceptional track record in steering large-scale ventures toward becoming prominent regional conglomerates. In addition to his pivotal role as Chairman and founder of the Company, Mr Al Khaili has served as Chairman of Abu Dhabi Islamic Bank since 2008, demonstrating his profound influence in the financial sector. Furthermore, he holds the distinction of founding EIC and National Holding, underscoring his visionary leadership and entrepreneurial acumen in shaping the business.



Amer Kakish
Chief Executive Officer

Appointment

Has led the Ittihad team since inception in 2008

Skills and Experience

Mr Kakish is a Board member of the Abu Dhabi Chamber of Commerce and Industry. Mr Kakish is a private sector representative and Chairman of the Industry Working Group, a part of the Economic Collaboration Committee created by the Abu Dhabi Department of Economic Development, and chairs the Industry Working Group. Mr Kakish has over 30 years of experience in managing industrial conglomerates. Mr Kakish holds a Bachelor's degree in Industrial Engineering from the University of Jordan and a Master's degree in Engineering Management from the American University of Beirut. He is a Chartered Engineer from The Institution of Engineering and Technology.



Ittihad Board of Directors



Zahi Abu Hamze
Chief Financial Officer

Skills and Experience

Mr Abu Hamze has over 20 years of experience in Corporate Finance and Treasury. Mr Abu Hamze has a Master's degree in International Securities Investment and Banking from ICMA Centre Henley Business School and previously led the Treasury and Debt and Capital Advisory team of Dubai Holding.

Appointment

Member of the Ittihad team since 2012



Raja Al Mazrouei
Independent Director

Skills and Experience

Ms Al Mazrouei is CEO of Etihad Credit Insurance (ECI). Since 2022, she has revitalized ECI, reshaping trade credit insurance and bolstering the UAE's global trading status. With a focus on innovation, she drives ECI's transformative goals, supporting exporters and national development while emphasizing sustainable trade. Her career spans executive roles at prestigious organizations, including Dubai Holding and DIFC. Educated at UAEU, Harvard, and others, she is recognized as one of the region's top CEOs and influential women. She serves on various boards, including Zand Digital Bank, Al Masraf Bank, and Al Ansari Financial Services, contributing to the UAE's economic growth and technological advancement.

Appointment

Joined the Board in 2023



Ahmad Al Khayyat
Independent Director

Skills and Experience

Dr Al Khayyat is an industrial engineer and energy veteran with more than 40 years of experience. He previously held various executive positions including CEO of Emaar Industries and Investments and Exeed Industries, Chief Manufacturing Officer of DEPA, GM of Dubai Investments Park, and Senior Projects Manager of Dubai Investments. Dr Al Khayyat is a Member of the Board of Fujairah Building Industries (Chairman), National Port Said (Chairman), AIG, Multiform Aluminum Industries, Mammut Building Systems, and Three Eight Six. Dr Al Khayyat holds a Ph.D. in Chemical Engineering from the University of Aston, Birmingham, UK.

Appointment

Joined the Board in 2023

Throughout 2025, the Board focused on the following primary objectives:

- Strengthening governance by endorsing an updated corporate governance document and ESG framework;
- Evaluating and endorsing the Group's capital structure, including the sukuk tap issuance and revolving credit facility, to ensure alignment with financial covenants and long-term funding requirements;
- Approving both the budget and the five-year plan to guide the Company's strategic direction;
- Endorsing the semi-annual and annual financial statements to maintain transparency and accountability;
- Assessing the growth roadmap for the Consumer Goods Manufacturing division's entry into the B2C segment, supporting brand development and market expansion initiatives.



BOARD TRAINING

The Board conducts a biannual training needs analysis to identify skill enhancement priorities and ensure that its members remain equipped to provide effective oversight in a dynamic business environment. Based on this assessment, tailored training programs are developed covering governance, risk management, sustainability, and emerging regulatory trends. Each Board member is required to participate in formal training every two years.

BOARD AND EXECUTIVE COMMITTEES

The Board of Directors is primarily supported by three standing committees; the Audit, Risk and Compliance Committee (ARCC), the Nomination, Remuneration, and Governance Committee (NRGC) and the Investment Committee (IC), which assist in executing specific oversight responsibilities.

The Board may establish additional committees or subcommittees as needed. While authority over certain matters may be delegated, the Board retains full responsibility for all decisions and actions taken by its committees. Powers related to filling Board or committee vacancies, appointing or removing Board Members, or appointing officers remain reserved for the Board itself.

Board Committee Name	Overview
Audit, Risk and Compliance Committee	<p>The Audit, Risk and Compliance Committee (ARCC) is tasked with providing oversight of the Company's financial reporting, statutory audits, risk management, internal controls, Internal Audit function, and compliance with laws, regulations, and internal policies, including the Code of Ethics and Business Conduct, antifraud, and incident reporting policies. The ARCC is also responsible for guiding the Board on risk strategy, appetite, and tolerance, and overseeing risk reporting. In terms of membership, two of the Committee's three members must be independent, with one of these serving as Committee Chair – the Committee is currently chaired by Independent Director Raja Al Mazrouei who reports directly to the Board of Directors.</p> <p>The Committee meets quarterly or more frequently as necessary. Decisions are passed by a majority of votes with a minimum of one independent member vote required.</p>
Nomination, Remuneration & Governance Committee (NRGC)	<p>The NRGC is responsible for ensuring that the Group's overall remuneration policy aligns with the strategic objectives of the Company. The Committee assists the Board in compensation matters by evaluating, recommending, approving, and reviewing compensation arrangements, plans, policies, and programs for the Executive Management team. Committee membership is made up of at least three Board members, of which one must be an independent member who serves as Chair and reports to the Board – the current Chair is Dr Ahmad Al Khayyat. A member of the Executive Management may be assigned as a member of the Committee, provided they do not participate in deliberations or vote on issues related to their area of responsibility.</p> <p>The Committee meets as required but not less than once per year. Decisions are passed with majority of votes, with a minimum of one independent member vote required.</p>
Investment Committee (IC)	<p>The Investment Committee oversees due diligence, structuring, and negotiations related to acquisitions and expansions. The Committee is chaired by CEO Amer Kakish.</p>
Executive Committee Name	Overview
Sustainability Executive Committee (SEC)	<p>The Committee is tasked with overseeing the integration of ESG principles into the Company's policies, practices, and business strategy. This includes implementing and monitoring adherence to ESG goals and policies, assessing their impact on operational and financial performance, and developing regular strategic leadership recommendations. The Committee is chaired by Qais Saif, Group Sustainability and ESG Director.</p>



RISK AND COMPLIANCE FUNCTION

The Audit, Risk and Compliance Committee (ARCC) is tasked with advising and assisting the Board in overseeing the enterprise risk management framework and processes, in accordance with the Corporate Governance Manual and Code of Ethics and Business Conduct. This includes addressing all potential and existing risks such as strategic, market/commercial, project delivery, operational, financial, legal and compliance, human resources, safety, security, information technology, and environmental, social, and governance risks.

Furthermore, the Committee is responsible for guiding the Board on risk strategy, appetite, and tolerance, overseeing risk reporting, and handling any additional responsibilities the Board may delegate in accordance with the Committee's Charter. Decisions are passed with majority of votes with a minimum of one Independent Member vote.

The ARCC also supports the Board in ensuring that critical risks and incidents are identified, assessed, and escalated in a timely manner through structured reporting processes, enabling effective oversight and decision-making at the highest governance level.

AUDIT FUNCTION

The ARCC is tasked with supporting the Board by overseeing the company's financial reporting, statutory audits, risk management, internal controls, Internal Audit function, and compliance with laws, regulations, and internal policies, including the Code of Ethics and Business Conduct, antifraud, and incident reporting policies. Operating under the guidance of the Company's Corporate Governance Manual and Code of Ethics and Business Conduct, and in accordance with the powers and responsibilities outlined in its Charter, the Committee also addresses any additional matters assigned by the Board or mandated by applicable laws, rules, and regulations. Decisions are passed with majority of votes with a minimum of one Independent Member vote.

The Internal Audit function operates independently and reports to the ARCC, ensuring objective assurance over the effectiveness of internal controls, risk management processes, and governance practices.

EXECUTIVE REMUNERATION

Ittihad's Executive Remuneration Policy, revised in early 2024, ensures fair, competitive, and transparent pay practices aligned with the Group's purpose, values, and long-term strategic goals. The policy applies to the CEO, CFO, subsidiary General Managers, and members of the executive management team.

Executive remuneration is determined or recommended by the Nomination, Recruitment, and Governance Committee (NRGC), which submits an Annual Compensation Report outlining the previous year's outcomes, budget, and forward-looking priorities. The Board of Directors exercises independent judgment when approving remuneration, with the CEO excluded from related deliberations and voting.

Remuneration is established through a structured, committee-led process with independent oversight, ensuring alignment with performance, strategy, and risk management principles. Packages include fixed and variable components, such as base salary, allowances, pensions, short- and long-term incentives, and performance-based bonuses.

Ittihad complies fully with UAE labor law and relevant host-country regulations, including provisions for clawback, malus, and end-of-service benefits. Any additional severance arrangements are evaluated independently by the Board, ensuring decisions reflect both Group interests and individual performance.





REMUNERATION OF NON-EXECUTIVE DIRECTORS

Board members receive annual remuneration as approved by shareholders. Additional fees or monthly compensation may be granted upon NREGC recommendation, Board review, and shareholder approval, for directors who serve on committees or perform duties beyond their designated responsibilities.

OWNERSHIP AND CONTROL

Ittihad's governance structure ensures transparency, accountability, and alignment with international best practices in ownership and shareholder rights. The company's ownership is primarily held by a principal shareholder with 99.8% equity, who actively participates in governance and strategic decision-making in accordance with best practices.

Ittihad has issued a single class of shares, each carrying equal voting rights. Voting rights are neither capped nor influenced by the duration of ownership. All director elections are conducted through a majority vote system, ensuring equitable representation and accountability.

Shareholder Policies

The Board of Directors cannot unilaterally amend company bylaws without shareholder approval. The controlling shareholder retains the right to amend governing documents, vote on executive compensation policies (say-on-pay), and call for an Extraordinary General Meeting when required.

No business combination provisions exist that would restrict transactions with shareholders holding a defined percentage of shares, reinforcing Ittihad's commitment to fair and transparent governance.

Ethical Conduct

Ittihad's Code of Ethics and Business Conduct defines the Group's commitment to transparency, integrity, and full compliance with all applicable laws and regulations. The Code applies to all employees, directors, consultants, and third parties representing the Group, ensuring a consistent standard of ethical behavior across all operations.

Oversight of compliance rests with the Board of Directors and the Audit, Risk, and Compliance Committee (ARCC), which monitor adherence to the Code and enforce disciplinary measures when necessary.

Individuals have access to structured and confidential channels to seek guidance on responsible business conduct and report concerns, including through formal whistleblowing mechanisms.

To foster an ethical culture, Ittihad conducts regular training sessions and workshops to ensure all employees understand their responsibilities. New hires are introduced to the Code as part of onboarding, and all staff are required to review and acknowledge it periodically.

The Group also undertakes ongoing reviews and internal audits to strengthen ethical practices, guided by the principle of continuous improvement and accountability in every aspect of its business.

Principles of the Code



People and Workplace Values



Honesty & Integrity



Information Management



Trust



Third Party Relations



Compliance



BUSINESS ETHICS POLICIES

Ittihad conducts ongoing review and enhancement of its corporate policies to ensure they remain aligned with current ethical standards and regulatory requirements. As part of this continuous effort, the company has updated certain key areas based on the regulatory requirements changes outlined by the FTA. This includes the issuance of new tax-related policies, Group Transfer Pricing Policy & Group Tax Residency Policy, and updates to the existing Group Corporate Income Tax Compliance Policy.

Overview of Business Ethics Policies	
Anti-Bribery and Anti-Corruption Policy	This policy outlines Ittihad's commitment to prevent, detect, and report cases, or suspected cases, of bribery and corruption, in compliance with global and local laws and regulations. The Policy is reviewed internally, at least once per year, and is the responsibility of the Group Compliance Officer.
Anti-Money Laundering Policy	The Anti-Money Laundering Policy outlines Ittihad's commitment to prevent, detect, and report potential money laundering activities, counter the financing of terrorism, and comply with sanctions, in compliance with global and local laws and regulations.
Whistleblower Policy	This policy outlines Ittihad's commitment to encourage whistleblowers to report instances, or suspected instances, of unethical or illegal conduct. The Policy supports the reporting and investigation of such conduct, while also acting as a deterrent and ensures that whistleblowers can report in confidence, anonymously should they choose, and are protected from retaliation. Reports must be made in good faith. Ittihad has not been subject to any regulatory investigations related to breaches of anti-bribery and corruption, business ethics and tax-related standards, nor has it been in the previous five years.

Ittihad has embedded internal controls to ensure the effective oversight and enforcement of the Group's legal and ethical business policies and that these policies are regularly audited and kept up to date, as per best practice. Operations are partially audited for compliance with the Code of Ethics. General Managers at the subsidiary level are responsible for control and monitoring activities. All unresolved non-compliance is reported to the Group Compliance Officer.

MANAGING CORRUPTION RISKS

Ittihad adopts a proactive and structured approach to identifying and mitigating corruption risks across its operations. As part of the Enterprise Risk Management framework, business areas with higher exposure to corruption or unethical practices are regularly assessed through risk reviews and internal audit mandates.

Identified risks are managed through a combination of preventive controls, monitoring mechanisms, and governance oversight, with matters escalated where necessary in line with established reporting frameworks.

High-risk areas under continuous monitoring include:

- **Procurement:** Covering both operational (Opex) and capital (Capex) expenditures such as raw materials, managed services, logistics, consumables, IT assets, and maintenance;
- **Sales and Marketing:** Oversight of business solicitation, client onboarding, market expansion, credit assessments, and engagement with distributors or channel partners;
- **Human Resources:** Ensuring integrity in recruitment, screening, hiring, and onboarding processes;
- **Public Relations (PRO) Activities:** Managing interactions with federal and local government entities in a transparent and compliant manner;
- **Treasury Operations:** Safeguarding financial transactions and preventing misuse of funds.



Sustainable Supply Chain

Ittihad embeds sustainability and ethical conduct across its supply chain through its Supplier Code of Conduct, which all partners are required to acknowledge and comply with as part of their contractual agreements. The Code outlines clear expectations for environmental responsibility, fair labor practices, human rights, and business integrity, ensuring alignment with Ittihad's values and UAE regulatory standards.

Suppliers are assessed during registration and onboarding to verify compliance with these requirements, and are subject to contractual obligations, supported by operational controls and ongoing monitoring processes. ESG considerations are increasingly integrated across the supplier lifecycle, from supplier selection and onboarding through to ongoing performance monitoring and assessment. Updates to ethical or sustainability standards are proactively communicated across the network.

Ittihad's approach continues to evolve toward more structured and data-driven supply chain management, with a growing focus on consistency, transparency, and value chain-wide ESG integration.

Cases of non-compliance can be confidentially reported through Ittihad's whistleblowing channel, reinforcing transparency and accountability and supporting timely identification and appropriate follow-up actions.

In line with the Group's commitment to supporting national economic development, Ittihad also continues to prioritize partnerships with local suppliers wherever possible, strengthening resilience, fostering social value, and advancing sustainable growth across its operations.

Operationalizing Sustainable Supply Chain Practices Across Subsidiaries

At the subsidiary level, Ittihad's supply chain approach is implemented through day-to-day procurement and supplier management practices tailored to operational needs. Subsidiaries apply structured supplier evaluation processes, supported by performance monitoring, documentation reviews, and internal compliance checks to ensure consistent application of procurement standards. Several subsidiaries reinforce these processes through digital tracking systems and regular engagement with suppliers, enabling ongoing performance review and continuous improvement.

In certain operations, additional consideration is given to supply chain impacts, including environmental and social risks associated with upstream activities, including the prioritization of lower-carbon inputs, increased use of recycled materials, and optimization of logistics to reduce environmental impact. These efforts reflect a gradual strengthening of supply chain oversight and integration of sustainability considerations into procurement decisions.





Data Protection & Privacy

Ittihad is committed to safeguarding the confidentiality of all proprietary and personal data whether belonging to the company, its employees, customers, or third parties. The Group employs a combination of policies, processes, and technologies to prevent data theft, loss, or misuse and to protect against cyber threats in line with its Privacy Policy, global best practices, and applicable regulations. In 2025, Ittihad significantly strengthened its data protection and privacy framework through enhanced cloud security, governance controls, and enterprise-wide awareness initiatives. Key initiatives conducted during the year included:

Cloud & Infrastructure Security

- Transitioned fully to cloud-based systems, improving scalability, resilience, and reducing reliance on physical infrastructure;
- Completed a major migration of legacy systems to the cloud with no service disruption, strengthening system security and availability;
- Optimized security configurations by streamlining access rules, reducing exposure risks and improving system performance.

Endpoint & Threat Protection

- Consolidated endpoint security systems across all users to improve visibility and strengthen threat detection and response capabilities;
- Implemented advanced email monitoring tools to identify unusual communication patterns and potential security risks;
- Strengthened email continuity systems to ensure uninterrupted communication during planned and unplanned outages.

Security Monitoring & Integration

- Completed planning for centralized security monitoring integration, establishing data flows, storage, and analysis capabilities to strengthen system visibility and support more effective threat detection.

Cybersecurity Awareness

- Delivered a group-wide cybersecurity awareness webinar with senior leadership participation, engaging over 490 employees across subsidiaries;
- Expanded cybersecurity training programs to reach more than 1,300 employees through structured sessions and simulated phishing exercises.

Ittihad maintains comprehensive data protection and privacy procedures supported by standardized technical, organizational, and contractual controls.

Overview of Data Protection and Privacy Procedures

Encryption & Data Protection

Robust encryption is enforced across all critical systems including email platforms, ERP applications, corporate data repositories, and encrypted backup environments.

Identity & Access Governance

Access is governed through role-based access control, multi-factor authentication, and periodic access reviews, with Single Sign-On implemented across key systems in 2025 to strengthen authentication and automate user management, reducing account creation time from 2–3 days to 10–20 minutes.

Vulnerability Assessment & Penetration Testing

The annual VAPT cycle (2024–2025) was completed, covering 300+ assets across cloud platforms, enterprise applications, infrastructure, and digital services. Findings are risk-rated and tracked through structured remediation.

Automated Hygiene & Compliance

Automated processes were implemented to remove inactive system accounts across the Group, reducing security risks and improving system integrity. A group-wide initiative was also undertaken to reconcile hardware and software assets.

Incident Management

Incident management procedures remain in place to detect, escalate, and respond to data security events. HR and Legal departments were onboarded to the ServiceDesk platform with standardized incident templates, workflows, and SLAs.



DATA CLASSIFICATION AND ACCESS CONTROL

Ittihad enforces strict data classification and access control protocols to ensure that sensitive information is securely managed across all operations. These controls are designed to maintain confidentiality, integrity, and accountability in line with the Group's Privacy Policy and cybersecurity standards. In 2025, Ittihad advanced its data classification and access control maturity across Microsoft Cloud and enterprise platforms.

Access Control Enhancements

- Enforced role-based access control, multi-factor authentication, and periodic user access reviews across the Group;
- Strengthened privileged access management through system upgrades to improve security and compliance;
- Enhanced endpoint and network access controls through the removal of legacy access methods.

Unified Application Management

- Implemented a centralized application management approach, enabling self-service access to approved applications without administrative privileges;
- Completed a group-wide application and device cleanup to improve control and consistency across systems.

Operating System Compliance & Standardization

- Completed a group-wide operating system upgrade to standardize security configurations and strengthen compliance across systems;
- Implemented automated processes to remove outdated or duplicate devices and maintain system integrity.

DATA SHARING AND THIRD-PARTY DUE DILIGENCE

Ittihad enforces robust contractual safeguards to ensure secure and compliant data sharing with third parties. These include Non-Disclosure Agreements (NDAs) and dedicated data protection clauses that clearly define the scope, purpose, duration, and limitations of data usage.

Contracts specify authorized personnel, enforce strict access controls, and establish accountability requirements. In 2025, vendor security due diligence was applied to all major IT project engagements and infrastructure deployments.

PLANNED AREAS OF FOCUS FOR 2026 & BEYOND

Looking ahead, Ittihad will continue strengthening its cybersecurity and data protection capabilities. Key initiatives include:

Cloud Security & Identity Governance: Expanding security features, strengthening identity and access controls, and enhancing data classification standards;

AI-Driven Security & Automation: Advancing centralized security monitoring and automation to improve threat detection and response;

Infrastructure Modernization: Completing UCR1 tech-refresh and UCR2 greenfield builds with enterprise-grade virtualization, storage, and power systems;

Cybersecurity Awareness: Sustaining group-wide awareness programs, phishing simulations, and leadership-led engagement;

Digital Workflows & Paper Reduction: Accelerating the transition to fully digital workflows for efficiency and environmental sustainability;

Asset Governance: Completing Group-level hardware and software asset reconciliation for full visibility and compliance.

DIGITALIZATION

In 2025, Ittihad continued to advance its digital transformation through initiatives focused on improving operational efficiency, enhancing transparency, and supporting business performance.

Process Automation: Automated key administrative processes, including employee onboarding and offboarding, improving efficiency and reducing manual effort across operations;

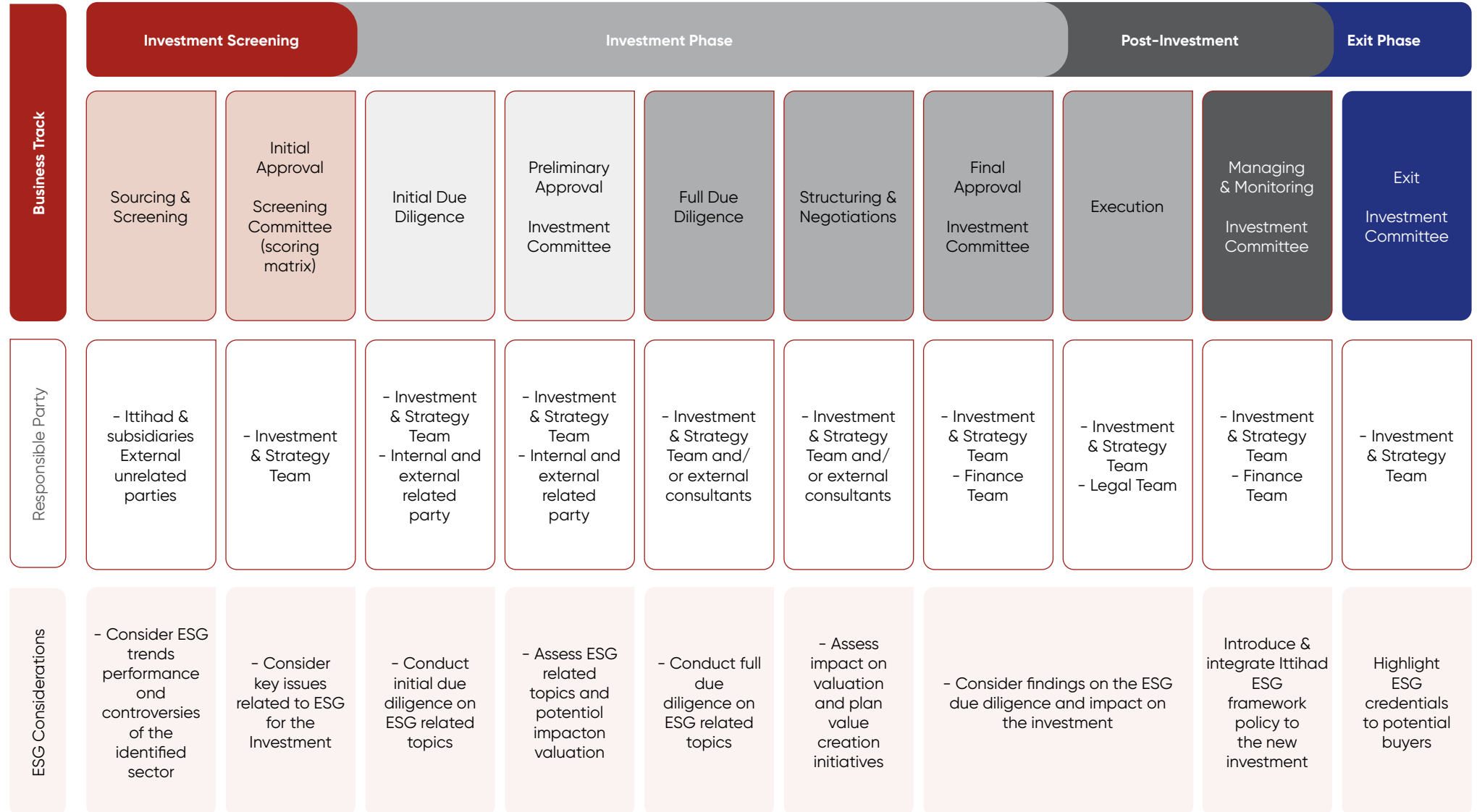
Ethical Technology Innovation: Developed and deployed a secure, internally managed whistleblowing platform, enabling confidential and anonymous reporting across the Group;

Infrastructure Renewal: Initiated upgrades to existing infrastructure and development of new facilities to support scalable and efficient digital operations.



Responsible Investment Approach

Ittihad's investment philosophy is grounded in the principle that long-term value creation depends on the responsible allocation of capital. The Group's Investment Strategy Policy establishes clear governance for evaluating new opportunities and managing existing portfolio investments, ensuring all decisions align with Ittihad's core values and global best practices.





INTEGRATING ESG INTO INVESTMENT DECISIONS

Ittihad's Responsible Investment Framework embeds ESG factors into the investment decision-making process alongside traditional financial metrics, enabling the Group to identify both risks and opportunities that may affect financial performance and societal impact.

- **ESG Screening:** All potential investments undergo due diligence to assess environmental performance, labor practices, governance integrity, and alignment with sustainability goals;
- **Active Ownership:** The Group actively monitors the ESG performance of investee companies, and engages with management to support the adoption of stronger governance systems and sustainability practices;
- **Long-Term Value Creation:** Investments are evaluated not only for short-term returns but for their contribution to economic, environmental, and social resilience.

STAKEHOLDER ENGAGEMENT AND TRANSPARENCY

Ittihad maintains open dialogue with investee companies and stakeholders to promote responsible business conduct and continuous improvement.

- **Engagement:** The Group works collaboratively with portfolio companies to strengthen governance, environmental stewardship, and social responsibility;
- **Transparency:** The Group provides regular reporting on responsible investment activities, ESG integration progress, and the sustainability performance of its portfolio, reinforcing accountability and building stakeholder trust.





Environmental Responsibility

Material Topics

- Emissions and Energy
- Climate Risk Management
- Opportunities in Clean Tech
- Water and Wastewater Management
- Waste & Hazardous Materials Management
- Sustainable Product
- Ecological Impact

SDGs



Vision 2030

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



Ittihad has embedded climate considerations and environmental responsibility into its corporate mission and strategic objectives, ensuring that sustainability considerations guide decision-making across all business units. The Group strives to adopt best-in-class technologies and practices to reduce its environmental footprint and respond to climate change concerns.

Governance and Oversight

Ittihad recognizes climate change as a critical global challenge and is committed to gradually reducing its emissions in alignment with the UAE's Net Zero by 2050 Strategic Initiative. The Group continues to assess the potential to establish science-based targets to further align its operations with international climate goals. This commitment is underpinned by strong governance efforts, with climate-related risks and opportunities overseen at both Board and management levels.

Ittihad maintains a governance structure that ensures climate considerations and environmental performance is effectively managed across all operations. Oversight is provided by the Sustainability Executive Committee, which reports directly to the CEO and ensures that environmental priorities remain aligned with the Group's strategic objectives.

At the operational level, each subsidiary has a dedicated Environmental Committee, led by an Environmental, Health, and Safety (EHS) Manager, responsible for implementing site-level strategies, monitoring compliance with environmental regulations, and driving continuous improvement.

This governance structure is underpinned by the Group's Sustainability Policy, which defines Ittihad's commitment to managing environmental impacts across key areas including energy, water, waste, and emissions, reinforcing accountability and supporting the Group's broader sustainability goals.

Ittihad has identified three priority areas where its operations have the greatest environmental impact and where targeted management approaches can be applied to minimize these impacts:

- **Emissions reduction and air quality improvement:** Minimize harmful and greenhouse gas (GHG) emissions resulting from its manufacturing processes and overall business operations;
- **Sustainable product development:** Promote environmentally sustainable production practices by integrating circularity and safety principles into product design and manufacturing processes;
- **Environmental stewardship:** Prioritize responsible management of waste, water, and hazardous materials to alleviate pressure on natural resources while collaborating with government agencies and independent organizations to implement environmental initiatives, including projects relating to water and waste management, circularity, emissions reduction, and corporate social responsibility.

ENVIRONMENTAL MANAGEMENT SYSTEM (EMS)

Ittihad's EMS provides a structured framework for monitoring, managing, and improving environmental performance across all subsidiaries. Each entity operates in alignment with ISO 14001 standards, supported by annual internal and external audits to ensure compliance and continuous improvement. In line with regulatory requirements, Ittihad reports annually to the Industrial Development Bureau of the Abu Dhabi Department of Economic Development (AD-DED) under the Industrial Sustainability Guideline, which establishes key performance indicators (KPIs) covering energy, water, waste, greenhouse gas (GHG) emissions, and air and noise quality. These reporting practices reinforce transparency and accountability while driving consistent environmental performance across the Group.





Emissions & Energy

Ittihad has developed a five-year strategy to systematically reduce its greenhouse gas (GHG) emissions and improve energy efficiency across all operations. The Group has set targets in line with the Sustainability-Linked Facility (SLF) framework. The first milestone of this strategy, to develop complete Scope 1 and Scope 2 emissions inventories for all four entities within the reporting boundary, was successfully achieved by the end of 2024. Building on this foundation, in 2025, Ittihad and its key subsidiaries (covered under the SLF scope) developed Scope 1 and Scope 2 decarbonization plans in line with the requirements of its SLF framework (KPI-4). The plans are based on a verified 2024 emissions baseline and establish formal Scope 1 and Scope 2 emissions reduction targets for the period from 2026 to 2028.

The decarbonization plans identify key emissions reduction levers across operations, with a focus on improving energy efficiency, optimizing processes, and increasing the use of renewable electricity. Energy management remains a core operational priority across the Group, supporting ongoing efforts to reduce energy consumption and associated emissions. These plans represent a significant step in formalizing the Group's approach to emissions reduction, focusing on practical and operational measures across its industrial assets.

To support implementation, Ittihad has implemented ISO 50001 Energy Management Systems across key subsidiaries / certified subsidiaries, including IPM, CPM, NCF, and UCR, enabling structured monitoring and optimization of energy use. In 2025, Ittihad also implemented a centralized digital GHG inventory platform to standardize the measurement and consolidation of emissions data across the Group, improving data consistency, transparency, and audit-readiness.

Beyond its direct operations, in 2025, the Group developed a structured Scope 3 emissions inventory for entities under the SLF scope and consolidated using an operational control approach. To support decarbonization efforts beyond its direct operations, the Group is engaging suppliers to reduce emissions throughout the value chain, supported by supplier assessments, audits, and training programs. This integrated approach ensures that emissions reduction and energy efficiency remain embedded within Ittihad's broader sustainability objectives and long-term commitment to the UAE Net Zero 2050 strategy.

To support this journey, Ittihad partners with tier-1 Original Equipment Manufacturers (OEMs) and suppliers, ensuring the adoption of cutting-edge, energy-efficient machinery. The Group is also among the first private sector participants in the Industrial Technology Transformation Index, an initiative by the UAE Ministry of Industry and Advanced Technology and the Abu Dhabi Department of Economic Development, which assesses and enhances industrial technology readiness.

Looking ahead, Ittihad will build on the decarbonization plan established for entities within the SLF scope by extending these across the broader Group and expanding the decarbonization plan to incorporate Scope 3 emissions. This will be supported by the ongoing development of a Group-wide Scope 3 emissions inventory following its initial rollout within entities under the SLF scope.





I-REC Allocation and Decarbonization Impact

Across the Group's SLF entities, Ittihad has secured 28,576 MWh of International Renewable Energy Certificates (I-RECs), supporting the transition toward renewable electricity consumption and contributing to its decarbonization objectives.

From a carbon perspective, this allocation is equivalent to avoiding approximately 12,000 - 14,000 tons of CO₂ emissions, depending on grid emission factors, representing a meaningful decarbonization lever within the Group's emissions reduction strategy.

In practical terms, this volume of renewable electricity is comparable to:



Electric mobility:

Powering electric vehicles for approximately 140–160 million kilometers, assuming average consumption of 0.18–0.20 kWh per km, enough to drive around the Earth more than 3,000 times;



Household consumption:

Supplying electricity to approximately 2,300 – 2,800 homes for a full year, based on typical annual consumption of 10 – 12 MWh per household, equivalent to powering a small residential community for an entire year;



Per capita consumption (UAE benchmark):

Providing electricity for approximately 2,600 – 4,000 people annually, based on average UAE consumption of 20 – 30 kWh per person per day (approximately 7 – 11 MWh per year);



Typical UAE villas:

Equivalent to the annual electricity consumption of approximately 300 – 600 villas, based on average usage of 4,000 – 8,000 kWh per month (approximately 50–100 MWh per year).



Together, these equivalencies illustrate the scale and tangible impact of Ittihad’s renewable electricity sourcing, translating technical energy metrics into real-world outcomes across communities and infrastructure.

Entity	2025 Electricity Consumption (MWh)	% of Total Consumption	I-REC Allocation (MWh)	Renewable Share (%)
Ittihad Paper Mill (IPM)	169,571.06	59.3%	16,952.73	10.0%
Crown Paper Mill (CPM)	95,925.64	33.6%	9,590.09	10.0%
Union Copper Rod (UCR)	17,049.182	6.0%	1,704.48	10.0%
Union Rebar Factory (URF)	3,287.94	1.2%	328.71	10.0%
Total	285,834	100%	28,576	-

Climate Risks Management

Ittihad recognizes climate change as both a material risk and a strategic opportunity, with the potential to impact operations, cost structures, and long-term competitiveness. Oversight of climate-related risks is integrated within Ittihad’s governance framework. At the Board level, the Audit, Risk, and Compliance Committee (ARCC) monitors and manages climate and broader ESG-related risks. At the management level, the Sustainability Executive Committee ensures that climate considerations are incorporated into decision-making and operational planning across all subsidiaries.

As part of the Group’s ESG Framework, Ittihad has mapped key ESG risks and opportunities across its portfolio, including those linked to climate change. Each subsidiary is supported in developing targeted strategies and initiatives tailored to its operational context. These include analyzing primary sources of greenhouse gas (GHG) emissions, both direct and within supply chains, as well as other environmental factors influencing the Group’s overall footprint.

The Group’s approach is to mitigate risks through operational, financial, and governance controls, while capturing opportunities through energy efficiency, renewable energy adoption, and ESG-driven value creation. Climate considerations are therefore managed not only as a compliance requirement, but as a core driver of resilience and long-term performance.

In parallel, Ittihad is strengthening its approach to climate adaptation, supported by operational controls, contingency planning, and continuous improvement in data and governance systems. While formalization is ongoing, resilience measures are being implemented across operations to enhance the Group’s ability to respond to climate-related physical risks.



Opportunities in Clean Technologies

Innovation is central to Ittihad's approach to environmental sustainability and the Group leverages clean technologies to reduce its carbon footprint, enhance operational efficiency, and future-proof its business.

This includes:

- Integrating advanced technologies across operations to reduce environmental impact and resource intensity;
- Investing in and acquiring assets within the clean technology sector to strengthen group-wide sustainability performance;
- Embedding research and development (R&D) in clean technology across entities such as CPM, IPM, NCF and ADI ensuring innovation remains an integral part of operations.



IPM ROOFTOP SOLAR PROJECT

IPM's 5 megawatt (MW) Rooftop Solar Project was implemented with the objective of reducing Scope 2 emissions and improving energy cost efficiency through the installation of a rooftop solar PV system.

The initiative increases the share of renewable energy in IPM's electricity mix, enhances cost stability, and supports the Group's decarbonization strategy and SLF commitments. It was driven by the high energy intensity of operations, favorable solar conditions in the UAE, and a strategic objective to pilot scalable renewable solutions.

Once operational, the project is expected to generate approximately 8,501 MWh of electricity annually. It is also expected to reduce CO₂ emissions by approximately 3,400 tons annually, supporting IPM's transition toward on-site renewable energy generation.

Following implementation, the next steps will include evaluating battery storage, scaling deployment across subsidiaries, and integrating advanced energy management systems. The contract for the project was signed at the end of 2025 and is currently pending local authority approvals and permits prior to the commencement of works.





Water and Wastewater

Ittihad is committed to optimizing water use across its operations, targeting a 5% annual reduction in total consumption to achieve a 25% cumulative reduction by 2028, relative to the 2023 baseline. The Group's most water-intensive entities: Ittihad Paper Mill (IPM), Crown Paper Mill (CPM), and Union Copper Rod (UCR) are leading this effort through the implementation of effluent treatment plants, controlled discharge systems, and closed-loop reuse initiatives.

Ittihad's approach reflects an integrated and operational water management model, where water is managed as a critical resource linked to operational efficiency, environmental responsibility, and risk management.

In 2025, Ittihad exceeded the target, reducing total water consumption by 25% to 1,705,483.00 cubic meters (m³) compared to 2,278,479.10 m³ in 2023. This result is particularly noteworthy as the Group expanded its operational footprint during 2025 with the addition of three new facilities – URF2 and URF-ENG under URF, and UCR-2 under UCR – which inherently introduced additional water demand. Despite this, the Group still exceeded the target by achieving a 25% reduction against baseline, well above the 10% SPT, underscoring the effectiveness of water efficiency measures across the broader Group. This builds on a strong 2024 performance, where Ittihad already exceeded its target with a 12% reduction against a 5% SPT.

All water used by Ittihad is supplied by local utilities and monitored through on-site meters, with monthly utility bills providing accurate data for consumption tracking. Subsidiaries have established internal monitoring systems to measure water use across industrial processes, allowing for continuous analysis and the identification of efficiency opportunities.

Water use across the Group follows a controlled and increasingly circular model, with withdrawal primarily from regulated municipal (desalinated) sources, consumption driven by industrial processes with ongoing efficiency improvements, and discharge treated in accordance with regulatory requirements, with a growing focus on reduction and reuse.

Effluent discharge is managed through a combination of regulatory compliance, internal controls, and continuous operational improvement, ensuring that discharge quality remains aligned with environmental standards and the characteristics of receiving systems.

To ensure transparency and accountability, annual water audits and performance reviews are conducted under the Group's ERM framework. Water-related impacts are identified systematically and managed through both operational controls and strategic initiatives, with increasing collaboration across the value chain to support responsible water stewardship.



INVESTING IN ADVANCED DESALINATION TECHNOLOGY

Ittihad has made a strategic investment in a U.S.-based startup developing next-generation desalination technology, with plans to localize its application in the UAE. The initiative aims to reduce the energy intensity and cost of desalination while improving performance under high-salinity conditions.

This investment supports Ittihad's water stewardship strategy in a water-scarce region, linking water management with decarbonization objectives and enabling the exploration of scalable, cost-effective solutions for industrial applications. It also positions the Group as an early adopter of emerging water technologies.

The investment followed a structured evaluation process, including technology screening, technical and commercial due diligence, and benchmarking against conventional desalination methods. Key considerations included energy efficiency, salt tolerance, cost performance, scalability, and technology readiness.

Next steps include pilot testing within selected subsidiaries, validation of performance and cost efficiency at scale, and potential integration with existing water treatment and reuse systems.



Waste and Hazardous Materials

As a fast-growing industrial Group, Ittihad is committed to managing all waste, including hazardous and toxic materials, in a safe, compliant, and environmentally responsible manner. The Group adheres to all applicable regulations, with each entity maintaining a waste management plan and partnering with Environment Agency–Abu Dhabi (EAD) approved Environmental Service Providers for collection and disposal.

Waste and hazardous materials are managed as key environmental risks across operations, with a focus on minimizing waste generation, improving resource efficiency, and ensuring safe handling and disposal in line with regulatory requirements.

Ittihad continues to reduce waste through waste minimization, reuse, and recycling initiatives, while limiting the use of hazardous substances and ensuring their safe management. These efforts are supported by measurable targets and KPIs aligned with the Group’s broader sustainability objectives.

Waste prevention is prioritized at source through process optimization, material efficiency controls, and the integration of waste reduction targets into operational performance management. Waste streams are segregated at source, with hazardous and non-hazardous materials managed through controlled handling, storage, and documentation procedures.

Ittihad also maintains oversight of third-party waste management through contractor qualification, contractual requirements, and ongoing monitoring and audits, ensuring that waste is managed in a compliant, traceable, and accountable manner across the value chain. In parallel, the Group continues to evolve toward further formalization of a dedicated waste and hazardous materials policy, aligned with international best practices and stakeholder expectations.

Sustainable Product (Materials)

Investing in sustainable materials is a key component of Ittihad’s approach to environmentally responsible practices. Across its industrial divisions, the Group is investing in technologies and processes that reduce reliance on virgin resources and promote responsible sourcing.

Sustainability considerations are integrated into operations and product design, with environmental improvements linked to efficiency, cost optimization, and market positioning. Ittihad continues to advance its sustainable product approach through ongoing initiatives and pilot concepts across its business units, adopting a phased approach to ensure developments are technically and commercially viable, aligned with operational priorities, and supported by robust data and performance validation.

Copper	Paper	Uncoated wood-free paper and tissue
<p>Ittihad has invested in a copper upcycling facility in the UAE to reduce dependence on virgin raw materials and promote sustainable circular practices.</p> <p>By integrating recycled copper into its production processes, the Group significantly lowers the energy required for extraction and refining, while minimizing waste and advancing its contribution to a resource-efficient, circular economy.</p>	<p>Ittihad has implemented several initiatives to enhance the environmental sustainability of its paper production operations. The Ittihad Paper Mill now operates an effluent water treatment plant, enabling the reuse of treated water and significantly reducing reliance on freshwater resources.</p> <p>In partnership with Omya AG, the Company has also secured a sustainable source of precipitated calcium carbonate (PCC), a key raw material in paper production, by capturing and converting carbon dioxide emissions into calcium carbonate.</p>	<p>Both Ittihad Paper Mill and Crown Paper Mill hold Forest Stewardship Council (FSC) credentials, ensuring that all paper products are sourced from responsibly managed forests.</p>



SUSTAINABLE COPPER RIBBON FOR SOLAR PV

Ittihad has developed a high-value, sustainable copper ribbon product tailored for the solar photovoltaic (PV) industry. The initiative expands the Group's product portfolio into clean energy value chains, enabling the production of critical components used in solar PV modules while leveraging existing copper processing capabilities to create a higher-margin, future-oriented product.

This development aligns industrial operations with sustainability, decarbonization, and circular economy objectives, while responding to growing market demand for materials that support renewable energy technologies.

The initiative was driven by strong growth in the global solar PV sector, increasing demand for high-quality copper ribbon used in module interconnections, and a strategic objective to position Ittihad within the renewable energy supply chain. It also reflects a broader shift from commodity production toward specialized, value-added applications.



Ecological Impact

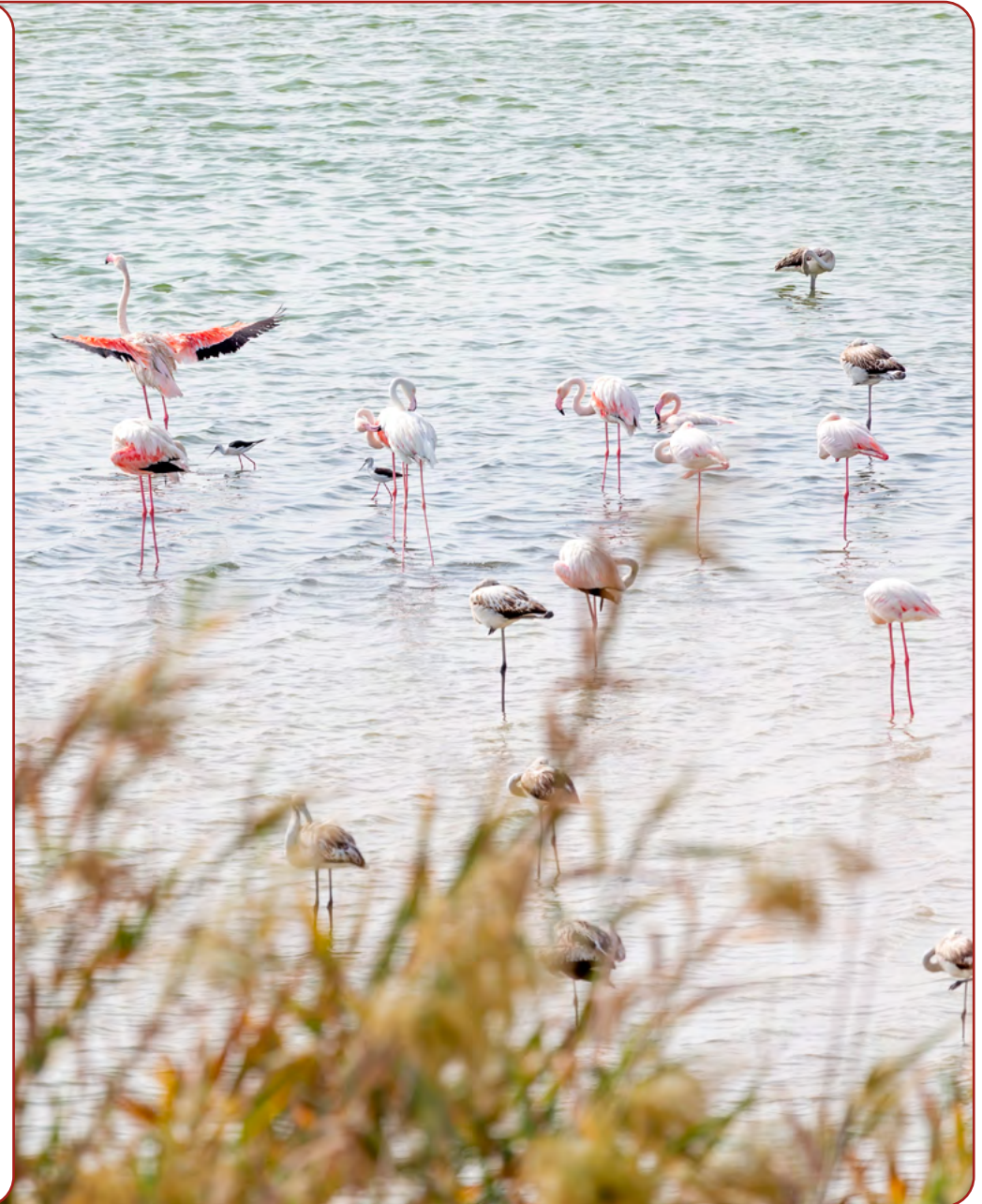
Beyond decarbonization, Ittihad is committed to protecting and restoring the natural environment. The Group is developing initiatives focused on biodiversity conservation, habitat restoration, and sustainable resource management, supported by measurable key performance indicators (KPIs) to monitor progress and ensure accountability.

Ittihad's approach increasingly reflects the interconnected nature of climate and biodiversity, with initiatives designed to deliver environmental co-benefits while minimizing potential trade-offs. Where trade-offs arise, they are identified and actively managed through operational controls and governance processes.

Actions to protect and enhance biodiversity are embedded within broader environmental management practices, including resource efficiency, emissions reduction, and responsible land and water use. These efforts contribute to the avoidance and minimization of environmental harm, while supporting the gradual restoration and rehabilitation of ecosystems where feasible.

Stakeholders potentially affected by biodiversity-related activities are identified through structured processes and managed through compliance mechanisms, operational controls, and ongoing monitoring. Impacts are reviewed through governance and reporting systems, ensuring accountability and alignment with the Group's broader environmental stewardship commitments.

As part of these efforts, Ittihad was recognized as an exceptional partner by Emirates Nature-WWF for its active contribution to environmental conservation and community engagement. Through the "Leaders of Change" program, Ittihad sponsored four flagship environmental activities across the UAE, reinforcing its commitment to collective climate action and biodiversity protection.



Sector Focus

Across its manufacturing subsidiaries, Ittihad manages environmental performance through a consistent focus on energy efficiency, water stewardship, waste reduction, and responsible material use. These priorities are embedded within day-to-day operations through operational controls, certified management systems, and ongoing performance monitoring, with each subsidiary applying them in line with its operational context.



Consumer Goods Manufacturing



ITTIHAD PAPER MILL (IPM)

Energy & Emissions

IPM manages its energy and emissions through a comprehensive approach that includes dedicated oversight, long-term planning, and continuous performance monitoring to identify efficiency opportunities and manage energy-related risks. This is supported by certified management systems, including ISO 50001 for energy management and ISO 14001 for environmental management.

In line with the Group's SLF framework, IPM completed its Scope 1 and Scope 2 emissions inventory and developed a decarbonization plan with targets based on the 2024 baseline. The Group has also initiated the rollout of a Scope 3 emissions inventory, supporting the future extension of decarbonization efforts across the value chain.

Building on this foundation, IPM advanced its decarbonization efforts through a combination of energy efficiency initiatives, renewable energy deployment, and process innovation. A key feature of its approach is the capture and reuse of process-generated carbon, which is converted into precipitated calcium carbonate (PCC) for use in paper production, reducing direct emissions while supporting circular material use.

Targeted process optimization initiatives also contributed to improved energy performance, including upgrades to refining systems, which delivered energy savings of up to 20 kWh per tonne of production while enhancing operational efficiency and product quality consistency.

In 2025, IPM's 5 MW rooftop solar project was approved and is progressing through regulatory stages. Once operational, the system is expected to generate approximately 8.5 million kWh of renewable energy annually, contributing to a reduction in Scope 2 emissions.

In parallel, the company advanced water recycling initiatives, supporting reductions in freshwater use and associated energy demand. This integrated approach supports both direct and indirect emissions reduction while improving overall resource efficiency.



Water & Wastewater Management

IPM manages water use by focusing on efficiency, treatment, and reuse, supported by certified environmental management systems and continuous performance monitoring.

In 2025, the company fully commissioned its reverse osmosis (RO) water recycling plant, marking a significant step toward a closed-loop water system. The system integrates advanced treatment processes to enable the reuse of process water within production, reducing reliance on freshwater sources while maintaining the high water quality required for paper manufacturing.

As a result, water intensity improved to 3.33 m³ per ton of paper, representing a significant reduction from 4.62 m³ in 2024. Freshwater consumption has been reduced by approximately 40%, while associated Scope 3 emissions from purchased water have also declined.

This builds on existing treatment infrastructure, including an on-site effluent treatment plant, ensuring all wastewater is treated prior to reuse or discharge in compliance with regulatory requirements. IPM is continuing to optimize the performance of the RO system to further enhance water efficiency and maximize recycling capacity over time.

Waste Management

IPM manages waste through a focus on reduction, reuse, and circularity, supported by dedicated oversight and continuous monitoring of waste streams. In 2025, the company achieved a 48% reduction in waste sent to landfill, reflecting continued progress toward its long-term objective of zero process waste to landfill. This has been driven by improved segregation and reuse practices, enabling more materials to be recovered and reintegrated into operations.

Building on this progress, IPM is evaluating advanced treatment solutions to further reduce process waste, including the potential deployment of a biothermal digestion system to process production waste and enable its reuse, supporting a more closed-loop approach to material use. In parallel, IPM is exploring opportunities to integrate waste streams across the Group, including the reuse of paper by-products in cement production, supporting circular material flows between subsidiaries.

Sustainable Products & Materials

IPM manages product sustainability through responsible sourcing, material efficiency, and continuous improvement, supported by certifications and initiatives including Forest Stewardship Council (FSC), EU Ecolabel, the Green Industries Labelling Programme (GILP) by the Environment Agency – Abu Dhabi (EAD), and relevant ISO standards.

All pulp is sourced from suppliers certified under the FSC and the Programme for the Endorsement of Forest Certification (PEFC), ensuring traceability and adherence to responsible forestry practices. The company continues to optimize material use through process innovation, including the integration of micro-fibrillated cellulose (MFC), which reduces material intensity while maintaining product performance.

In 2025, IPM further reduced its environmental footprint through improvements in water efficiency and the transition of cut-size product lines to flexographic packaging formats with lower environmental impact, enhancing recyclability and reducing material use across the value chain.

Ecological Impact

IPM manages ecological impact by ensuring responsible sourcing, regulatory compliance, and minimizing operational impacts on surrounding ecosystems.

The company's FSC certification ensures that all virgin fiber is sourced from responsibly managed forests, supporting biodiversity protection and preventing deforestation. IPM is also progressing its readiness for the EU Deforestation Regulation (EUDR), strengthening traceability and due diligence processes across its supply chain.

At the operational level, environmental controls such as wastewater treatment and water recycling systems reduce pressure on local ecosystems by limiting discharge impacts and freshwater abstraction.

In 2025, IPM contributed to local environmental initiatives, including tree-planting activities undertaken in collaboration with government and community partners, supporting biodiversity awareness and ecosystem restoration efforts. In addition, IPM was awarded the Veolia Return on Environment Award in recognition of reducing approximately 475 tons of CO₂ emissions annually through the adoption of lower-carbon chemistry solutions.





UNION CHEMICALS FACTORY (UCF)

Energy & Emissions

UCF manages energy use and emissions through an operational approach that prioritizes regulatory compliance, environmental monitoring, and continuous improvement, supported by ISO 14001-certified environmental management systems.

The company conducts annual emissions monitoring to ensure compliance with Environment Agency – Abu Dhabi (EAD) requirements and to track environmental performance over time. In 2025, UCF upgraded its electrostatic precipitator (ESP) system, improving gas capture efficiency and reducing gas emissions.

UCF is assessing opportunities to further reduce emissions, including the potential electrification of boilers and material handling equipment.

Water & Wastewater Management

UCF manages water use through controlled consumption, monitoring, and regulatory compliance. Water is primarily used in production processes, cooling systems, and product cleaning, with all process wastewater collected and transferred to Tadweer-approved service providers for treatment. Effluent quality is monitored to ensure compliance with regulatory requirements prior to disposal.

To improve water efficiency, UCF installed a flow meter on the scrubber system to accurately measure and regulate

water use, enabling operators to optimize performance and reduce unnecessary consumption. In addition, high-pressure cleaning equipment is used for finished products to ensure effective cleaning while minimizing water usage.

Waste Management

UCF manages waste by prioritizing safe handling, regulatory compliance, and continuous monitoring of waste streams. The company's operations generate specific by-products, including oleum, electrostatic precipitator (ESP) dust, and small quantities of fatty acids. Process improvements, such as enhanced air drying and routine equipment maintenance, have reduced the generation of certain waste streams, particularly ESP-related waste.

All hazardous and chemical waste is stored in designated containment areas and transferred to Tadweer-approved service providers for treatment and disposal, with full traceability maintained through digital manifest systems. This approach ensures compliance with environmental regulations while supporting the reduction of waste generation.

Ecological Impact

UCF manages ecological impacts through operational controls to prevent environmental contamination and ensuring regulatory compliance. This includes the proper handling, storage, and disposal of chemicals, as well as the treatment and safe transfer of wastewater through approved service providers. These measures help minimize potential impacts on soil, water, and surrounding ecosystems.





CROWN PAPER MILL (CPM)

Energy & Emissions

CPM manages energy use and emissions through an Integrated Management System aligned with ISO 50001 and ISO 14001, supported by structured monitoring and ongoing efficiency initiatives. In line with the Group's SLF framework, CPM completed its Scope 1 and Scope 2 emissions inventory and developed a decarbonization plan with targets based on the 2024 baseline. The Group has also initiated the rollout of a Scope 3 emissions inventory, supporting the future extension of decarbonization efforts across the value chain.

The main energy efficiency initiative undertaken in 2025 was the permanent shutdown of PM1 (Paper Machine 1), the oldest and least efficient machine at the CPM plant. Although PM1 contributed approximately 10.6% of total plant capacity, it exhibited significantly higher resource intensity, consuming around 20% more energy and 25% more water compared to PM2 and PM3.

Air emissions are monitored periodically, with annual third-party testing undertaken to ensure compliance with regulatory requirements. In parallel, CPM is progressing a 2 MW solar power project to support its transition to lower-carbon energy sources. The company will continue to implement its Energy Saving Management Program, focusing on further energy-saving projects and process optimization.

In addition, the launch of PM4 in Saudi Arabia is expected in the near term, with an annual production capacity of 65,000 metric tons, supporting future growth with more efficient and modern technology.

Water & Wastewater Management

CPM manages water use through its Integrated Management System aligned with ISO 14001, supported by monitoring, treatment, and reuse practices to ensure efficient use and regulatory compliance.

The company operates an effluent water treatment plant that treats and reuses process water, reducing dependence on freshwater resources. Of total water used, approximately 50% is lost to evaporation, 40% is treated and safely discharged to the Sewerage and Water Services (SWS) network, and 10% is reused or incorporated into products.

CPM continues to enhance "white water" recycling to improve resource efficiency and maintain compliance with Abu Dhabi Sewerage Services Company (ADSSC) discharge quality standards. In 2025, the company maintained full regulatory compliance with no environmental violations.

Waste Management

In 2025, CPM made significant progress toward its objective of achieving zero process waste to landfill, reducing total landfill waste by 33% through enhanced segregation at source, staff training, reuse initiatives, and strict monitoring of waste generation and disposal.

All waste streams are tracked to ensure full traceability and compliance, supported by weighing bridge records, QR-coded waste collection reports, and the Tadweer disposal portal. Third-party waste handlers are required to comply with CPM's waste management procedures and are monitored through contractual controls and operational oversight.

To further support circularity, CPM is conducting a feasibility study on the installation of a biothermal digestion system to enable the processing and reuse of production waste, supporting its long-term target of full diversion from landfill.



Sustainable Products & Materials

CPM manages product sustainability through a focus on circular material use and responsible sourcing, supported by Forest Stewardship Council (FSC) certification. Circularity is embedded in CPM's manufacturing processes, with losses recycled and external paper and cardboard waste used as inputs for production. These materials are processed into pulp and used in the manufacture of recycled tissue products, supporting resource efficiency and reducing reliance on virgin materials.

In 2025, CPM produced 83,958 metric tons of paper products, including 814 metric tons of products derived from wastepaper and 6,016 metric tons sold as FSC Mix Credit, representing 0.97% and 7.15% of total production respectively. The company maintains a strong commitment to responsible sourcing, procuring pulp from FSC- and PEFC-certified suppliers and embedding sustainability considerations within its vendor selection processes.

Ecological Impact

CPM manages ecological impacts primarily through responsible sourcing and operational controls, supported by its FSC certification, which ensures that all virgin fibre is sourced from responsibly managed forests. The company is also progressing its readiness for the EU Deforestation Regulation (EUDR), strengthening due diligence and traceability processes across its supply chain to mitigate deforestation risks.





Infrastructure and Building Materials Manufacturing



NATIONAL CEMENT FACTORY (NCF)

Energy & Emissions

NCF manages energy use and emissions through a targeted approach focused on efficiency, operational control, and continuous improvement, supported by an ISO 50001-certified energy management system.

Energy consumption is primarily electricity-based, driven by grinding operations and plant utilities. In 2025, NCF continued to enhance energy performance through optimized grinding processes, preventive maintenance, and improved utilization of electrical equipment.

A key element of NCF's emissions reduction approach is the use of Supplementary Cementitious Materials, particularly slag, which reduces clinker requirements and lowers the carbon intensity of production compared to conventional cement.

In 2025, NCF further improved process efficiency and reduced emissions through the use of grinding aids in the production of NORCEM cement. This initiative enhanced grinding performance, optimized energy consumption, and further reduced clinker requirements, contributing to a lower overall carbon footprint while maintaining product quality and consistency.

Energy performance is monitored regularly to identify opportunities to enhance efficiency, reduce energy intensity, and associated indirect emissions.

Water & Wastewater Management

NCF manages water use through a focused approach centered on efficiency, monitoring, and regulatory compliance. Water consumption is limited and primarily associated with domestic use, sanitation, and auxiliary operations such as cooling and internal sprinkling. Wastewater generation is minimal and consists mainly of sanitary discharge, which is managed through a septic tank system with approved cleaning and disposal arrangements. Water usage is monitored through internal flow meters and routine inspections, enabling the identification of leaks and opportunities for improved efficiency. The company continues to promote responsible water use through maintenance practices and awareness initiatives, supporting ongoing compliance and resource efficiency.

Waste Management

NCF manages waste by prioritizing segregation, safe handling, and regulatory compliance. Waste generated from operations includes used oil, filters, scrap materials, and general domestic waste. All waste streams are segregated and handled in accordance with regulatory requirements, with materials transferred to approved service providers for recycling or disposal.

Preventive measures such as spill control, proper labeling, and housekeeping practices are implemented to minimize environmental risks. Routine inspections and operational controls support effective waste management and ongoing compliance.

Sustainable Products & Materials

NCF supports product transparency and lifecycle assessment through the development of an Environmental Product Declaration (EPD), which quantifies the environmental impacts of its cement products and enables comparison across product types. The company's product strategy also emphasizes the use of Supplementary Cementitious Materials, particularly slag, to reduce clinker content and lower the overall carbon footprint of its cement products while supporting circular material use.



UNION COPPER ROD (UCR)

Energy & Emissions

UCR manages energy use and emissions by implementing systems that promote efficiency, process optimization, and continuous improvement, supported by ISO 50001-certified energy management systems.

In line with the Group's SLF framework, UCR completed its Scope 1 and Scope 2 emissions inventory and developed a decarbonization plan with targets based on the 2024 baseline. The Group has also initiated the rollout of a Scope 3 emissions inventory, supporting the future extension of decarbonization efforts across the value chain.

In 2025, UCR continued to enhance energy performance through the sustained impact of efficiency upgrades, including the full-year operation of a variable frequency drive (VFD) on the main blower motor and the deployment of IE4 energy-efficient motors across rolling mills. These initiatives have contributed to measurable reductions in electricity consumption and improved operational efficiency.

The company also progressed additional optimization projects, including the phased implementation of air system modifications to reduce compressed air losses, supporting further energy savings across production processes.

These efforts are complemented by the ongoing use of recycled copper inputs, which reduces the energy intensity of production compared to primary copper processing, and form part of UCR's broader strategy to reduce operational emissions and improve resource efficiency, in line with its decarbonization objectives under the SLF framework.

Water & Wastewater Management

UCR manages water use by promoting efficiency, reuse, and regulatory compliance, supported by ISO 14001-certified environmental management systems. Water is sourced from the municipal supply and used primarily in production processes, with wastewater discharged to the municipal sewer system in line with regulatory requirements. The company maintains full compliance with discharge standards through regular monitoring and testing.

UCR is progressing several initiatives to improve water efficiency and support circular water use, including a recycled water irrigation project designed to enable the reuse of approximately 18,000 m³ annually, and the planned implementation of a reverse osmosis (RO) system to recover process water from casting operations. These initiatives support ongoing efforts to reduce water consumption and minimize reliance on desalinated water in a water-scarce environment.





Waste Management

UCR's waste management approach is centered on circularity and resource recovery, supported by strong operational controls and regulatory compliance. In 2025, the company diverted approximately 2,464 metric tons of waste from landfill by recycling materials such as wood, metal, and plastic into secondary resources. A key development during the year was the operationalization of a scrap processing unit to recover copper from cable waste for reuse in rod manufacturing, reducing reliance on virgin raw materials.

In parallel, a plastic granulation system was implemented to convert cable sheathing into reusable plastic granules, further reducing waste and supporting material circularity. These initiatives contribute to improved resource efficiency and reduced environmental impact by minimizing waste generation and the need for virgin material processing.

Sustainable Products & Materials

UCR's approach to product sustainability is centered on material efficiency and circular production, supported by the increased use of recycled inputs and optimized resource management.

In 2025, total material consumption decreased from 231,527 tons to 218,683.64 tons, reflecting improved efficiency across operations. At the same time, the use of renewable materials increased to 2,035.64 tons, while non-renewable material consumption declined, demonstrating a shift toward more sustainable input sourcing.

These improvements build on the company's continued integration of recycled copper into production, reducing reliance on virgin raw materials, supporting circular economy objectives, and lowering the associated carbon footprint of its products.

Ecological Impact

UCR's operations have limited direct impact on biodiversity, as its facilities are located within established industrial areas. Potential impacts are primarily associated with emissions, water use, and waste generation, which are managed through operational controls, regulatory compliance, and continuous monitoring.

Actions such as emission reduction, wastewater management, and material recycling contribute to minimizing environmental impacts and supporting resource efficiency, with no significant site-specific biodiversity risks identified through current operations.





UNION REBAR FACTORY (URF)

Energy & Emissions

URF's approach to energy management focuses on improving efficiency, reducing fuel consumption, and supporting a gradual transition to lower-carbon operations. In line with the Group's SLF framework, URF completed its Scope 1 and Scope 2 emissions inventory and developed a decarbonization plan with targets based on the 2024 baseline. The Group has also initiated the rollout of a Scope 3 emissions inventory, supporting the future extension of decarbonization efforts across the value chain.

In 2025, the company improved energy performance through LED lighting upgrades and the installation of Variable Frequency Drives (VFDs), reducing electricity consumption by approximately 26,000 kWh annually.

URF also enhanced its transport operations by introducing more fuel-efficient vehicles and promoting the use of hybrid and low-emission options, contributing to reduced fuel consumption and associated emissions. The company is progressing plans to install solar panels at its facilities and expand the use of energy-efficient systems, enabling further reductions in energy use and carbon emissions.



Water & Wastewater Management

Water use at URF is limited to domestic purposes, with no direct consumption in production processes. The company focuses on responsible use through monitoring, efficiency measures, and regulatory compliance, guided by a Water Management Policy and a target to reduce water consumption by 10% annually. Water is sourced from the municipal supply and used for drinking, sanitation, and cleaning, with all wastewater discharged to the municipal sewage system in line with local requirements.

To improve efficiency, URF conducts daily monitoring and meter checks to identify leaks and prevent unnecessary consumption. These efforts are supported by ongoing staff awareness initiatives and the use of water-efficient fixtures, contributing to reduced water use across facilities.

Waste Management

Waste management at URF is guided by a comprehensive reduction plan to minimize waste generation, increase recycling, and ensure regulatory compliance, supported by a formal Waste Management and Reduction Policy covering hazardous and non-hazardous waste. The company applies the principles of reduce, reuse, recycle, and recover across its operations, supported by effective segregation of recyclable, hazardous, and general waste streams. Key waste types include steel scrap, wood packaging, general waste, and food waste, with steel scrap recycled through licensed contractors.

Waste handling and disposal are managed through the Bolisaty (E-Manifest System), enabling real-time tracking, traceability, and compliance with regulatory requirements. These efforts are supported by regular training and awareness programs, along with ongoing monitoring of waste generation and recycling performance to drive continuous improvement.

Sustainable Products & Materials

URF's approach to product sustainability focuses on material efficiency, waste reduction, and responsible sourcing across its rebar operations. The company optimizes cutting processes to minimize steel scrap and improve material utilization, while recycling practices ensure that residual materials are recovered and reintegrated where possible. These measures contribute to reduced material waste and improved operational efficiency. URF also works with suppliers to support responsible sourcing and efficient logistics, helping to reduce indirect environmental impacts associated with raw material supply and transportation.

Ecological Impact

URF's operations have limited direct impact on biodiversity, as activities are conducted within established industrial areas, with environmental impacts primarily associated with emissions, material use, and waste generation. These are managed through operational controls, process optimization, and regulatory compliance, supported by efforts to reduce scrap, improve material efficiency, promote recycling, and engage suppliers on responsible sourcing practices across the value chain.





Subsidiary Spotlight

EMIRATES LINK NITCO: WATER STEWARDSHIP AND ENVIRONMENTAL MANAGEMENT IN PRACTICE

Ittihad demonstrates its environmental management capabilities through its subsidiary Emirates Link Nitco LLC (ELNITCO), which operates across water, wastewater, and environmental infrastructure services. The following case studies highlight how ELNITCO applies operational expertise, technology, and integrated management approaches to address environmental challenges at scale, including wastewater quality control, sustainable infrastructure rehabilitation, and ecological landscape stewardship.



CASE STUDY: SUSTAINING URBAN GREEN SPACES THROUGH ECOLOGICAL LANDSCAPE STEWARDSHIP

Maintaining large-scale public green spaces in arid environments presents a complex sustainability challenge. High irrigation demand, exposure to harsh coastal conditions, and intensive public use can place pressure on water resources, biodiversity, and asset longevity. Ensuring these spaces remain environmentally sustainable while continuing to serve communities requires a more integrated approach than traditional landscape maintenance.

ELNITCO manages 73 parks across Abu Dhabi Corniche and Abu Dhabi Island, where it has adopted an ecological landscape stewardship model that integrates water efficiency, biodiversity management, and circular waste practices into day-to-day operations.

Irrigation systems are actively monitored and adjusted to optimize water use, with regular inspection, calibration, and rapid leak detection supporting more efficient resource management. Landscape maintenance practices are designed to protect soil health and support plant resilience, contributing to cooling, erosion control, and habitat value within urban environments.

A key element of the approach is the segregation and composting of green waste, including grass clippings and plant material, which are diverted from landfill and reused as soil amendments. In parallel, maintenance of hard landscape elements and park infrastructure is focused on extending asset life, reducing the need for replacement materials and associated environmental impacts.

This integrated approach enables the sustainable management of high-use public spaces at scale, while supporting biodiversity through the preservation of trees, shrubs, and planting areas that provide habitat for birds and pollinators. The quality and sustainability of these parks have been externally recognized, including through Green Flag Award certification for selected sites.

Beyond environmental outcomes, well-maintained green spaces contribute to community well-being by supporting recreation, social interaction, and improved quality of life.

Ongoing efforts are focused on further improving resource efficiency, strengthening circular practices, and enhancing the measurement of environmental outcomes such as water savings and waste diversion.



CASE STUDY: PREVENTING WASTEWATER CONTAMINATION THROUGH AUTOMATED TANKER MANAGEMENT

In wastewater management, treatment plants depend on receiving effluent within defined quality parameters. In high-volume tanker-based systems, there is a risk that non-compliant or contaminated wastewater may enter the network, disrupting treatment processes, damaging equipment, increasing resource consumption, and creating environmental compliance risks.

Managing this risk across multiple locations is complex, particularly where large numbers of tanker movements must be monitored daily. Reliance on manual checks can lead to inconsistencies, delays, and limited traceability, making it difficult to ensure consistent compliance with regulatory requirements.

ELNITCO implemented an integrated automated tanker management and sewage receiving system across 11 sewage treatment plants in Abu Dhabi, Al Dhafra, and Al Ain. At facility entry, tankers are verified using automatic number plate recognition against permit status, vehicle registration, laboratory certification, account balance, and daily trip quotas, ensuring only compliant vehicles are granted access.

At discharge, wastewater quality is tested within seconds of flow initiation, measuring parameters such as pH and conductivity. Loads outside permissible limits are automatically rejected before entering the system, preventing contamination at source. The system is supported by real-time monitoring and a fully digital audit trail, providing end-to-end visibility of tanker movements and discharge outcomes.

The system operates at scale, managing approximately 1,585 registered tankers and up to 1,050 trips per day. A key outcome is the prevention of non-compliant wastewater entering treatment plants, with between 50 and 80 loads rejected each month.

The initiative has also strengthened compliance and operational control by reducing reliance on manual processes and minimizing human error. Real-time monitoring has improved visibility across sites, while digital records have enhanced auditability, regulatory reporting, and the quality of environmental data.

Looking ahead, ELNITCO will focus on improving data quality, enhancing reporting through centralized platforms, and exploring predictive maintenance to support more proactive system management.



CASE STUDY: SUSTAINABLE PIPELINE REHABILITATION THROUGH TRENCHLESS TECHNOLOGY

Traditional pipeline repair methods rely on excavation and replacement, which can result in significant environmental and social impacts. These include waste generation from removed pipes and excavated material, carbon emissions from heavy machinery and transport, and disruption to roads, landscapes, and communities.

In addition, limited visibility of underground asset conditions can lead to reactive maintenance, increasing costs and inefficiencies over time. Managing infrastructure integrity while minimizing environmental impact and disruption therefore represents a key operational and sustainability challenge.

Advanced Pipeline Services, a subsidiary of ELNITCO, implemented a trenchless rehabilitation approach combining CCTV inspection and Cured-in-Place Pipe (CIPP) UV curing technology. Pipelines are first assessed using CCTV monitoring and defect coding to determine their condition and prioritize intervention. Where rehabilitation is required, a pre-impregnated liner is inserted into the existing pipe and cured using UV light, forming a new structural pipe within the old one without the need for excavation.

The process is supported by controlled site preparation, including flow bypass systems to maintain service continuity, and post-installation CCTV verification to ensure quality and performance. This integrated, data-driven approach enables targeted intervention while minimizing environmental impact.

In 2025, the company delivered 177,166 metres of CCTV inspection and 2,540 metres of CIPP UV rehabilitation. A key outcome is the elimination of excavation-related impacts. By rehabilitating pipelines in place, the approach avoids spoil generation, transport, and new pipe manufacturing. Landfill waste is reduced by over 90%, while carbon emissions can be reduced by up to 60% compared to traditional methods.

The installed liners extend pipeline life by at least 50 years, reducing the need for future replacement. The approach also minimizes disruption to communities, allowing roads to remain open and work to be completed more efficiently. In addition, CCTV-based assessment and post-installation verification improve asset visibility, supporting more effective maintenance planning and compliance reporting.

Going forward, the company will focus on expanding trenchless applications, investing in training and certification, and scaling operations across regional markets. Strengthening the quantification of avoided emissions, waste, and excavation impacts will further enhance reporting and demonstrate the full sustainability value of the approach.



Social Impact

Material Topics

- Human Rights and Community Relations
- Diversity, Equity and Inclusion
- Product Quality and Safety
- Occupational Health, Safety, and Wellbeing
- Healthcare Advocacy

SDGs



Vision 2030

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



Ittihad recognizes that its long-term performance and resilience are closely tied to the capabilities and commitment of its workforce. The Group cultivates a supportive and inclusive working environment, underpinned by collaboration, mutual respect, and a focus on continuous development, enabling employees to grow, perform effectively, and contribute to sustained organizational success.

Governance and Oversight

Oversight of social performance at Ittihad is led by the Board of Directors, with day-to-day management overseen by the Group Human Resources Department. The Group's approach is supported by a suite of governance documents that define expectations for behavior, decision-making, and compliance. These include the Code of Ethics and Business Conduct, Human Rights Policy, Health & Safety Policy, Diversity & Inclusion Policy, Supplier Code of Conduct, and the Human Resources Manual. These frameworks establish clear standards for integrity, equality, and accountability across all subsidiaries and value chain partners.

Human Rights and Ethical Conduct

Ittihad is committed to respecting and promoting human rights across its operations and value chain, as set out in the Group's Code of Ethics and Business Conduct and Supplier Code of Conduct.

The Group maintains a zero-tolerance approach to any form of discrimination, child labor, or forced labor, including modern slavery and human trafficking. All employees and suppliers are expected to uphold principles of fairness, equality, and safety in line with applicable laws in the UAE and other operating regions, as well as internationally recognized standards.

Ittihad operates in the UAE, KSA, and Egypt, where labor laws prohibit child and forced labor and establish protections for workers. Based on the nature of its operations and these regulatory environments, the Group has not identified any significant risks related to such practices.

All employment relationships are voluntary, and employees are free to terminate their employment in accordance with applicable laws and contractual terms. Practices such as retention of personal documents, coercion, or restriction of movement are not permitted, and suppliers are expected to adhere to the same standards.

Ittihad operates within regulatory environments that support the protection of human rights in the workplace, and aligns its practices with applicable laws across its operating regions. This reinforces the Group's commitment to fair treatment, employee protection, and ethical business conduct.



Implementation Across Subsidiaries

Across subsidiaries, these commitments are implemented through consistent operational practices focused on worker welfare, engagement, and oversight. These include ongoing monitoring of workforce conditions, supported by internal review processes and defined performance indicators. Grievance channels and employee feedback systems enable concerns to be raised and addressed, while regular training and site-level controls support the consistent application of Group standards across operations, including contractor and supplier relationships.



Investing in People

Ittihad's social strategy is built on empowering people, promoting fairness, and ensuring safe, high-performing workplaces across all subsidiaries. The approach integrates key social pillars including; diversity, equity and inclusion, talent attraction and retention, Emiratisation, and learning and development - aligning with national initiatives such as the UAE Vision 2031.

DIVERSITY, EQUITY, AND INCLUSION

Ittihad continues to advance its commitment to diversity, equity, and inclusion through targeted talent strategies and workforce development initiatives. The Group is enhancing its approach through focused recruitment, development, and retention efforts to support the sustainable growth of female representation across the organization.

The Diversity, Equity, and Inclusion (DEI) Policy reinforces the Group's commitment to equal opportunity and fair treatment across all levels. Recruitment and career progression are merit-based, with ongoing efforts to strengthen diversity through targeted hiring, development, and leadership initiatives.

Ittihad's Code of Ethics and Business Conduct upholds principles of respect, dignity, and equality, with zero tolerance for discrimination or harassment. Employees are encouraged to report concerns through established grievance and whistleblower channels, including the anonymous "Voice of Ittihad" platform which was activated in November 2025, ensuring confidentiality and protection from retaliation.

This secure, multilingual whistleblowing platform enables the reporting of concerns related to misconduct, unethical behaviour, non-compliance, fraud, corruption, and safety

violations. Reports may be submitted anonymously and are managed centrally by the Group Compliance function, ensuring consistent handling, confidentiality, and objectivity.

All submissions are subject to defined procedures, including review, investigation, and follow-up actions where required. The Group maintains a zero-retaliation approach and supports secure two-way communication with reporters where appropriate.

TALENT ATTRACTION AND RETENTION

Ittihad continues to grow through organic expansion and acquisitions, with talent development and retention remaining a strategic priority. The Group is focused on building a high-performing and engaged workforce through investment in employee wellbeing, learning and development, and structured career progression. Opportunities for both horizontal and vertical mobility across the Group are supported by succession planning and leadership development initiatives, strengthening retention and organizational resilience.

Ittihad offers competitive and comprehensive remuneration and benefits to attract and retain talent. These include:

- Life Insurance
- Healthcare
- Disability coverage (workmen compensation)
- Parental Leave
- Study Leave
- Annual Leave Tickets to home country
- Pension contributions for UAE nationals
- End of Service gratuity for expatriate employees
- Learning & Development programs
- Internal mobility and cross-entity opportunities

- Performance-based bonuses and incentives
- Overtime compensation for eligible workers
- Wage Protection System (WPS)
- Employee wellbeing and engagement initiatives.

PROMOTING EMIRATIZATION

As a UAE-based company, Ittihad actively supports the UAE Federal Government's Emiratisation agenda, promoting increased participation of UAE nationals in the private sector. The Group currently employs 314 UAE nationals, with female representation at 67%, reflecting continued progress in national talent development.

Ittihad participates in the Nafis Program, contributing to national efforts to accelerate Emirati employment in the private sector. The Group also partners with leading academic institutions, including Khalifa University, and career fairs to deliver internships and targeted programs in industrial and systems engineering, digital supply chain management, and operations management, supporting the development of a strong pipeline of local talent.

In addition, Ittihad collaborates with key government and industry stakeholders, including the Abu Dhabi Chamber of Commerce, the Abu Dhabi Department of Economic Development (AD-DED), and the Executive Council of Abu Dhabi. The Group also led the formation of G32, a committee of Abu Dhabi industrialists, to foster collaboration and address shared sector challenges.



A CULTURE OF CONTINUOUS LEARNING & DEVELOPMENT

Ittihad continues to invest in the development of its people through targeted learning and development initiatives aimed at strengthening capabilities, enabling leadership growth, and preparing employees for future workforce demands. This commitment is reflected in a strong internal talent pipeline, with over 75% of management roles filled through internal promotions.

The Group's development framework includes education support and structured learning opportunities, offering financial assistance for professional certifications and degree programs across key disciplines. In addition, internal mentorship and leadership development are driven through cross-functional task forces, where employees are assigned to projects beyond their core roles. These initiatives provide exposure, practical experience, and opportunities to build leadership capabilities and support succession planning.

Training and development initiatives include:

- **Tuition Reimbursement and Education Assistance:** The Group provides financial support for professional certifications and degree programs across key disciplines, including finance, IT, audit, and safety. This benefit is accessible to eligible employees at all levels, supporting continuous learning and professional growth.
- **Mentorship and Leadership Development:** Ittihad's approach to mentorship focuses on succession planning and career progression through a combination of on-the-job coaching and cross-functional exposure. Employees are engaged in task forces and projects beyond their core roles, enabling them to build practical experience, enhance leadership capabilities, and prepare for future roles.

- **Cross-Training and Job Rotation:** To encourage skill diversification and collaboration across functions, employees are given opportunities to learn about other roles and departments. This initiative is particularly active within finance and healthcare entities, fostering greater flexibility and cross-functional understanding.
- **i.LEAD – I Lead. Empower. Attain. Develop:** Ittihad's flagship training program, i.LEAD offers tailored development pathways covering technical competencies, leadership skills, soft skills enhancement, and industry-specific knowledge. Through a blended learning approach that includes workshops, webinars, online courses, focus groups, and mentorship, i.LEAD ensures employees have access to the tools, knowledge, and inspiration needed to grow and lead with confidence.
- **Group Talent Fast Track:** This year, Ittihad launched the Group Talent Fast Track, a structured development pathway designed to identify and accelerate high-potential employees across all subsidiaries. The initiative includes a suite of leadership assessments, cross-functional rotational assignments, mentoring opportunities, and exposure to strategic Group-level projects, offering participants an immersive learning experience that bridges operational and leadership capabilities.



Employee Engagement, Development, and Inclusion Across Subsidiaries

Across its subsidiaries, Ittihad implements its workforce priorities through localized initiatives tailored to operational contexts, supporting employee engagement, skills development, and inclusive workplace practices in line with Group-level frameworks.

At site level, these priorities are delivered through a combination of workforce engagement mechanisms, targeted training, and structured performance management processes, ensuring consistent application of Group standards across diverse operations.

Examples include:

Use of digital feedback tools to enable employees to share suggestions and raise concerns, supporting more responsive workplace communication.

Delivery of operational and ESG-focused training programs, including topics such as carbon footprint management and sustainable supply chain practices.

Employee participation in site-level initiatives that promote engagement, awareness, and collaboration beyond day-to-day responsibilities.



Product Quality and Safety

Ittihad is committed to delivering products and services that meet the highest standards of quality, safety, and compliance. All products are designed, manufactured, tested, and distributed in line with applicable regulations and international best practices.

Quality assurance across the Group is governed by an ISO 9001-certified Quality Management System, which supports a structured approach to risk management, process improvement, and customer satisfaction. The following subsidiaries maintain ISO 9001 certifications covering their production facilities: CPM, IPM, NCF, UCF, URF, and UCR.

Ittihad also maintains product safety documentation and controls to support safe handling and regulatory compliance. Material Safety Data Sheets (MSDS) are available for applicable products, providing information on composition, handling, storage, and environmental considerations.

Ittihad's approach reflects an integrated and performance-driven model, where product quality and safety are embedded within core operations and supported by structured controls and governance processes. Continuous improvement is driven by data, process discipline, and customer requirements. Products are subject to inspection, testing, and validation to ensure compliance with customer specifications and applicable standards. Where required, independent third-party testing is conducted to support transparency and objectivity.

Ittihad also maintains formal complaint and feedback mechanisms to capture customer input, address issues promptly, and support continuous improvement. In selected cases, certain Group entities have undertaken Environmental Product Declarations (EPDs) and Life Cycle Assessments (LCA), providing insights into environmental impacts across the product lifecycle and supporting enhanced transparency for customers and stakeholders.

RESPONSIBLE MARKETING AND LABELING

Ittihad upholds the highest standards of integrity and transparency in all marketing and communications. The Group's approach to responsible marketing ensures that all product information, including features, benefits, and limitations – is accurate, verifiable, and aligned with applicable regulatory and customer requirements.

Product information and labeling are supported by internal systems that enable traceability and verification, with ongoing efforts to enhance alignment with sustainability and transparency expectations.

Relevant product information is provided in accordance with applicable standards and customer requirements. This may include technical specifications, safety data sheets (SDS), and guidance on safe handling, use, and, where applicable, disposal considerations. For materials with environmental or safety implications, appropriate information is disclosed through product documentation or supporting certifications.





Occupational Health, Safety and Wellbeing

A strong culture of health and safety is embedded across all levels of the organization in order to safeguard people and mitigate risk. As part of the ESG Framework, Ittihad has established clear health and safety objectives and KPIs to ensure ongoing improvement in this area.

Oversight is provided by a dedicated Health, Safety, and Environment (HSE) Committee, which ensures effective implementation, continuous improvement, and accountability across all business units. The Group conducts regular internal and external audits to assess compliance and strengthen system performance.

Ittihad implements an Occupational Health and Safety (OHS) management system across its operations, aligned with applicable laws and supported by international standards, including ISO 45001. The system applies to employees, contractors, and other stakeholders, ensuring consistent management of health and safety risks across all activities and workplaces.

During the year, two members of the Group's HSE team were formally registered as General Practitioners (Occupational Health & Safety) under the Abu Dhabi Occupational Safety and Health (ADOSH) framework, strengthening internal capabilities and supporting alignment with regulatory requirements.

Health and safety risks are managed through structured processes for hazard identification and risk assessment, covering both routine and non-routine activities. Controls are applied in accordance with the hierarchy of controls, supported by trained personnel, governance oversight, and continuous monitoring. Findings from risk assessments and incidents are

used to strengthen controls and improve system performance, with incidents investigated using root cause analysis and corrective actions implemented and tracked.

Employees are supported by accessible reporting channels to raise hazards and unsafe conditions, with a culture of non-retaliation reinforced across operations. The Group also applies a "stop-work if unsafe" principle, enabling employees to halt activities where risks are identified until appropriate controls are in place.

HEALTH & SAFETY TRAINING

In 2025, Ittihad conducted a total of 23,341.1 health and safety training hours, equating to 15.79 hours per employee. This was an increase of 42% compared to the 2023 baseline, significantly exceeding the target of a 14% increase. This strong result builds on the Group's 2024 performance, where Ittihad similarly exceeded its target with a 10% increase against a 7% target, demonstrating a consistent upward trend in health and safety training across the organization.

It was noted that boundary changes occurred during the 2025 reporting period. UCR2 started operations in January 2025 as an organic expansion of UCR, and UCR2 training hours were included in reported hours as employee count is combined for UCR1 and UCR2. Similarly, URF2 was included within the URF reporting boundary, with training data tracked together for URF1 and URF2.

The Group has set an ambitious target to increase Health and Safety training hours by 35% by 2028 (equivalent to a 7% annual increase) across its four largest entities. The focus areas include

heat stress prevention, behavioral safety, and risk assessment awareness, ensuring that all employees remain informed, protected, and empowered to contribute to a safe workplace.

In addition to training, Ittihad supports worker health and wellbeing through access to occupational and non-occupational healthcare services, delivered through qualified providers and structured systems. Preventive health initiatives, including health screenings, awareness campaigns, and workplace assessments, are implemented to support early risk identification and promote overall wellbeing.

During the year, selected entities conducted on-site medical check-up campaigns and emergency response training, including fire safety training, to strengthen workforce preparedness and promote a proactive safety culture.



Community Relations

Ittihad is committed to supporting the wellbeing and resilience of the communities in which it operates. With a workforce of over 10,700 employees, the Group plays an active role in creating positive social impact through its operations while promoting the wellbeing of its employees, customers, and wider communities.

More broadly, the Group contributes to economic development through job creation, workforce development, and local procurement, supporting national priorities such as Emiratisation and the development of local talent pipelines.

Aligned with Abu Dhabi's social and economic development priorities, Ittihad partners with Ma'an, the Authority of Social Contribution, to deliver targeted CSR initiatives. These include employee volunteering programs, in-kind contributions, and sponsorship of community events that contribute to enhancing social wellbeing.

These initiatives are supported by active participation across Ittihad's subsidiaries, where employees contribute to and locally implement community engagement activities aligned with Group priorities.

The following is a selection of events that Ittihad organized during the year:

SeaWorld Community Visit (ZHO Partnership): Organized an inclusive visit for 70 People of Determination and 10 caregivers, supported by 25 employee volunteers, promoting social inclusion and community engagement.

Tree Plantation Initiative (Abu Dhabi): Conducted environmental activities to support sustainability and contribute to greener communities in line with national environmental goals.

Cancer Awareness Run: Participated in community runs to raise awareness and support cancer-related causes, encouraging employee participation in health-focused initiatives.

Blood Donation Drives: Collaborated with local health authorities to organize donation campaigns, contributing to national healthcare needs and saving lives.

Ergonomic Assessments: Implemented workplace assessments to improve employee health and safety by reducing physical strain and enhancing working conditions.

Health Check-up Campaigns: Provided employees with access to preventive health screenings to promote early detection and overall well-being.

Breast Cancer Awareness Campaigns: Delivered awareness sessions and engagement activities to educate employees on prevention and early detection.

Cricket Tournaments: Organized internal cricket tournaments to promote employee engagement, teamwork, and physical well-being, fostering a positive and inclusive workplace culture.

Ramadan Meals Distribution: Conducted meal distribution initiatives during the holy month of Ramadan to support local communities, reinforcing values of giving, solidarity, and social responsibility.



Community Impact Across Subsidiaries

Across its subsidiaries, Ittihad supports community engagement through employee participation in environmental and social initiatives, reflecting its broader commitment to responsible corporate citizenship and community wellbeing.

These activities are delivered at site level and include awareness campaigns, volunteering, and environmental actions that strengthen connections between employees and the communities in which the Group operates, while reinforcing a shared sense of responsibility and sustainability awareness.

Examples include:

- Participation in environmental initiatives such as beach clean-up and tree planting activities, promoting environmental awareness and collective action.
- Engagement in community initiatives such as blood donation drives and wellness events, supporting local communities and employee wellbeing.
- Involvement in sustainability-focused awareness campaigns and volunteering activities across multiple sites.



In a significant mark of recognition, Ittihad was honored in the presence of His Highness Sheikh Mohamed bin Zayed Al Nahyan, President of the United Arab Emirates, as a recognized contributor to Ma'an - the Abu Dhabi Authority of Social Contribution. This recognition celebrates Ittihad's in-kind contribution to the development of a recreational park in the industrial area of Mussafah, designed to enhance the welfare and wellbeing of workers and quality of life in the UAE. This honor reflects Ittihad's enduring commitment to social responsibility and its role as an active contributor to the communities it operates within.





Sector Focus

Across its subsidiaries, Ittihad manages social performance through a consistent focus on occupational health and safety, workforce wellbeing, and product quality. These priorities are embedded within day-to-day operations through operational controls, workforce engagement, and ongoing performance monitoring, with each subsidiary applying them in line with its operational context and regulatory requirements.

Consumer Goods Manufacturing



ITTIHAD PAPER MILL (IPM)

Occupational Health, Safety and Wellbeing

IPM manages occupational health and safety through systems embedded across its operations, underpinned by ISO 45001-certified systems and alignment with the Abu Dhabi Occupational Safety and Health System (ADOSH) framework.

The company promotes a proactive safety culture through strong workforce engagement and reporting mechanisms. A QR code-based Hazard Identification Program enables employees to report risks instantly and, where required, anonymously, with additional recognition mechanisms that encourage active participation. Workers are also empowered through a “No Training, No Job” policy, allowing them to refuse unsafe tasks until properly trained.

Employee involvement is further reinforced through joint worker-management safety committees, which meet regularly to review performance, address concerns, and implement corrective actions. Ongoing training and awareness initiatives support safe working practices across operations.

In 2025, IPM maintained strong safety performance, with zero regulatory fines, warnings, or high-consequence incidents recorded during the year.

Product Quality and Safety

IPM maintains product quality and safety through established quality management systems, underpinned by ISO 9001 certification and internal controls across its operations.

Product performance is monitored through defined quality assurance processes, including internal testing, quality metrics, and regular audits, ensuring consistency and compliance with applicable standards. Customer feedback and complaint management systems are also in place, enabling continuous improvement and responsiveness to market requirements.

IPM’s products are designed for safe use in printing and office applications, with no significant risks to end users under normal operating conditions. In addition, paper products are fully recyclable, supporting responsible product lifecycle management and reduced environmental impact.



UNION CHEMICALS FACTORY (UCF)

Occupational Health, Safety and Wellbeing

UCF manages occupational health and safety through an operational approach focused on regulatory compliance, workforce engagement, and continuous improvement, supported by ISO 45001-certified systems and alignment with the Abu Dhabi Occupational Safety and Health System (ADOSH) framework.

The company promotes a proactive safety culture through strong reporting mechanisms and employee participation. A dedicated digital communication channel involving workers and supervisors facilitates timely hazard reporting, safety updates, and awareness sharing across operations. Regular safety meetings and communication channels support awareness and accountability across operations. In 2025, UCF maintained strong safety performance, recording zero incidents and accidents during the year, underscoring the effectiveness of its systems and workforce vigilance.

Product Quality and Safety

UCF manages product quality and safety through integrated quality and operational controls across its production of key products, including Sodium Lauryl Ether Sulphate (SLES) and Linear Alkyl Benzene Sulphonic Acid (LABSA), supported by ISO 9001, ISO 14001, and ISO 45001-certified management systems.

The company maintains strict controls over raw material sourcing, product formulation, and manufacturing processes, with all inputs tested against defined quality standards. Product safety is supported through the use of Safety Data Sheets (SDS), providing clear guidance on handling, storage, and disposal, alongside full batch traceability through production and quality records.

Operational risks associated with chemical processing, including emissions and hazardous material handling, are managed through controlled processes, emission treatment systems, and compliance with regulatory requirements.

Performance is monitored through key indicators such as product quality metrics, rejection rates, customer complaints, and incident tracking, accompanied by regular reviews and continuous improvement actions.





CROWN PAPER MILL (CPM)

Occupational Health, Safety and Wellbeing

CPM manages occupational health and safety through its Integrated Management System (IMS) aligned with ISO 45001, supported by defined risk management procedures, regular monitoring, and performance review processes.

Hazards are identified and assessed through structured risk assessment processes, with controls embedded across operations and performance monitored through defined indicators. Employees are encouraged to report hazards through multiple channels, including QR-based systems, suggestion boxes, and direct reporting, supported by a culture that promotes proactive reporting and continuous improvement.

Workers are empowered to stop unsafe work where risks are identified, with responsibilities clearly defined across management levels to ensure accountability and the effective implementation of safety practices. Employee participation is further supported through worker committees, toolbox talks, and ongoing training programs.

CPM provides occupational health services including air quality, noise, and workplace condition monitoring, along with periodic medical screening and insurance coverage to support employee wellbeing.

Product Quality and Safety

CPM manages product quality and safety through its Integrated Management System (IMS) aligned with ISO 9001, supported by quality control processes and FSC labelling standards. The company ensures product quality and safety through adherence to recognized industry standards, including TAPPI and ISO specifications for hygienic paper products. Raw materials are sourced from global suppliers, and product composition includes both recycled inputs and FSC- and PEFC-certified pulp.

In 2025, CPM produced 814 metric tons of paper derived from wastepaper and 6,016 metric tons of FSC Mix Credit products. All production waste is recycled within the facility, supporting resource efficiency and reducing reliance on virgin materials.



METROPOLIC PAPER INDUSTRIES (MPI)

Occupational Health, Safety and Wellbeing

MPI manages occupational health and safety through a training-led approach focused on workforce awareness, safe working practices, and continuous skill development across its operations, supported by an ISO 45001-certification. The company implements structured training programs covering key areas such as fire safety, first aid, manual handling, working at height, and HACCP certification, with participation rates reaching up to 100% for induction training and 50% for specialized programs. These initiatives support consistent safety awareness and operational competence across the workforce.

This approach is further supported through FSC awareness training, reinforcing responsible practices across the supply chain, production, logistics, and storage activities in line with regulatory requirements. MPI reports no lost-time or medical treatment injuries, demonstrating the effectiveness of its training and awareness programs in maintaining a safe working environment.

Infrastructure & Building Materials



NATIONAL CEMENT FACTORY (NCF)

Occupational Health, Safety and Wellbeing

NCF manages occupational health and safety through a comprehensive approach aligned with ISO 45001 and applicable regulatory requirements, covering employees, contractors, and site operations.

The company maintains a proactive safety culture supported by hazard identification, risk assessment, and incident investigation processes. Key risks, including mechanical, electrical, dust exposure, vehicle movement, and work at height, are managed through engineering controls, operational procedures, and workforce training and supervision. Employees are actively encouraged to report unsafe conditions through the "GOOD CATCH" program, while having the authority to stop unsafe work where necessary.

Workforce engagement is reinforced through regular toolbox talks, safety meetings, inspections, and a safety committee that reviews performance and drives continuous improvement. Contractor activities are also subject to strict safety requirements, including induction and ongoing monitoring.

Occupational health is supported through medical surveillance programs, including routine health checks for employees and targeted monitoring for high-risk roles, alongside broader wellbeing initiatives and awareness campaigns.

In 2025, NCF maintained strong safety performance, with no major incidents or fatalities recorded and more than 1,000 days without a Lost Time Injury (LTI).

Product Quality and Safety

NCF manages product quality and safety through controlled manufacturing processes, aligned with quality management systems and compliance with applicable standards and customer requirements.

Product performance is monitored through laboratory testing, process controls, and adherence to defined specifications, with customer feedback and internal reviews used to support continuous improvement.

Product safety is supported through clear product information and handling guidance, helping to minimize risks associated with improper use. Ongoing process improvements, including the use of grinding aids in NORCEM cement production, also contribute to improved product consistency and performance.





UNION COPPER ROD (UCR)

Occupational Health, Safety and Wellbeing

UCR manages occupational health and safety through an integrated approach aligned with ISO 45001 and applicable regulatory requirements, supported by its Integrated Management System (IMS), which embeds occupational health and safety requirements across all operations. The system applies across employees, contractors, and all operational activities.

The company maintains a proactive safety culture incorporating hazard identification, risk assessment, and incident investigation processes. Key risks, including high temperatures, moving equipment, manual handling, and slips and trips, are managed through engineering controls, operational procedures, training, and supervision in line with the hierarchy of controls. Workers are encouraged to report hazards through established channels, without fear of retaliation, and are empowered to stop unsafe work where necessary.

Workforce engagement is supported through regular toolbox talks, safety meetings, and a joint health and safety committee that reviews performance and drives continuous improvement. Contractor activities are subject to defined safety requirements, including induction, permit-to-work systems, and ongoing supervision.

Occupational health is supported through medical surveillance programs, including periodic health checks and monitoring of workplace exposures such as heat and noise, alongside access to external healthcare services and general health awareness initiatives.

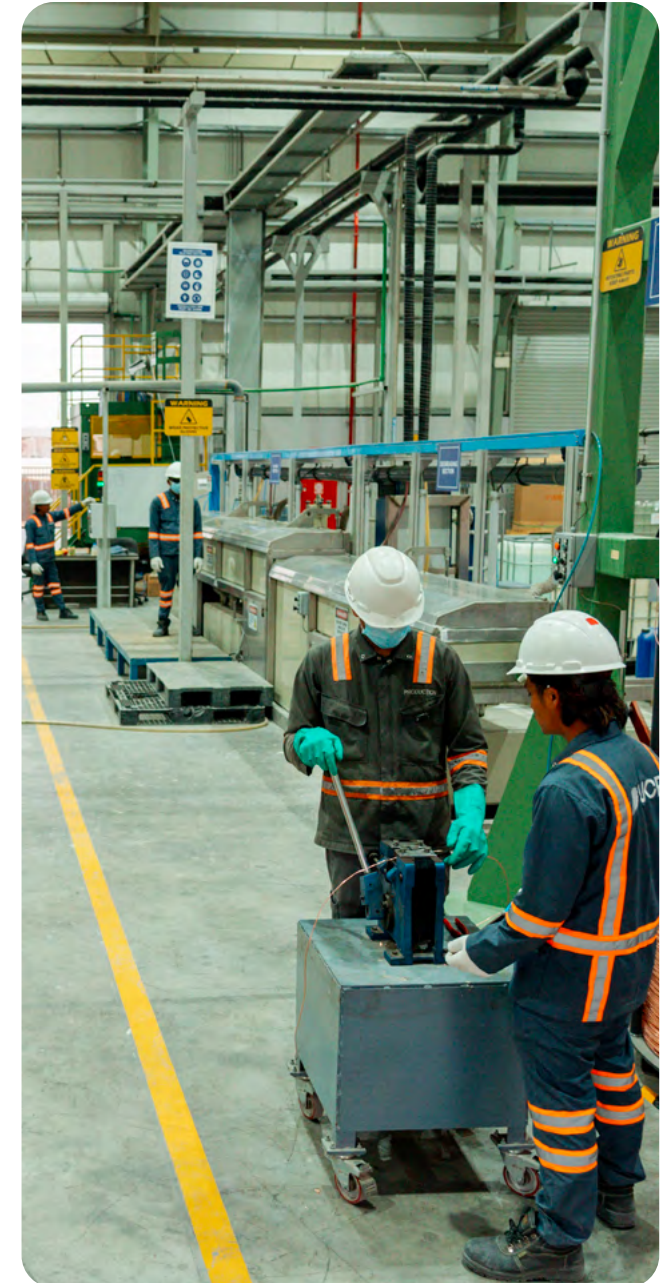
UCR maintained strong safety performance in 2025, including zero Lost Time Injuries (LTI), demonstrating the effectiveness of its safety management systems and workforce practices.

Product Quality and Safety

UCR manages product quality and safety through controlled manufacturing processes aligned with ISO 9001 and applicable standards.

Quality is maintained through inspection of raw materials, in-process controls, and final product testing against defined specifications, with non-conformities addressed through corrective actions to prevent recurrence. Performance is monitored through key indicators such as rejection rates and customer complaints, reinforced by regular audits and continuous improvement processes.

Customer requirements are supported through the provision of product specifications and quality parameters to ensure proper use in downstream applications. UCR's copper products are inherently recyclable, supporting material efficiency and reducing lifecycle impacts.





UNION REBAR FACTORY (URF)

Occupational Health, Safety and Wellbeing

URF manages occupational health and safety through an approach aligned with ISO 45001 and applicable regulatory requirements, supported by its Integrated Management System (IMS) and applied across all employees, contractors, and site activities.

The company maintains a proactive safety culture reinforced by hazard identification, risk assessment, and incident investigation processes. Key risks associated with rebar cutting and bending operations, including machinery use, lifting activities, and electrical hazards, are managed through engineering controls, operational procedures, training, and supervision in line with the hierarchy of controls. Workers are encouraged to report hazards through established channels and are empowered through a Stop Work Authority policy to halt unsafe activities without fear of reprisal.

Workforce engagement is supported through daily toolbox talks, safety meetings, and a safety committee that reviews performance and drives continuous improvement. Near-miss reporting and safety observations are actively encouraged, supporting a proactive approach to hazard identification. Contractor activities are subject to defined safety requirements, including induction, risk assessments, and ongoing supervision.

Occupational health is supported through medical

screening programs, on-site first aid facilities, and access to external healthcare services, alongside health awareness initiatives covering areas such as heat stress, hygiene, and general wellbeing. Risk assessments are regularly reviewed and updated to reflect current operational conditions and ensure effective risk control.

In 2025, URF strengthened its safety performance through enhanced training, increased workforce engagement, and improved supervision. This contributed to a reduction in Lost Time Injuries (LTI), first aid cases, and overall workplace incidents. The company also maintained strong compliance performance through external audits, with no major non-conformities reported, reflecting the effectiveness of its safety management systems and continuous improvement efforts.

Product Quality and Safety

Product quality and safety are managed through established processes aligned with applicable regulations, standards, and internal quality control practices. These include the review of product specifications, verification of raw materials, and ongoing monitoring of production to ensure consistency and compliance.

Performance is monitored through internal controls, audits, and key indicators, with findings used to support corrective actions and continuous improvement. Customer and stakeholder feedback also informs enhancements to product quality and operational practices.

Product information is communicated to ensure safe use, handling, and disposal, with relevant details provided to support responsible application and minimize potential environmental or safety risks. Supplier requirements and material specifications are also managed to ensure consistency in product quality and compliance with defined standards.





Subsidiary Spotlight



CASE STUDY: UNISON CAPITAL INVESTMENT (UCI) – IMPROVING PATIENT SAFETY THROUGH RADIATION OPTIMIZATION

In diagnostic imaging, patients can be exposed to varying levels of radiation depending on equipment, processes, and operator practices. In high-volume healthcare environments, managing and minimizing unnecessary radiation exposure while maintaining diagnostic quality is a critical challenge. Ensuring consistency across multiple facilities, while aligning with regulatory and international standards, further increases the complexity of this issue.

In response, Unison implemented a structured program to monitor and optimize radiation levels across its network. The initiative focuses on establishing and tracking Diagnostic Reference Levels (DRLs), which act as benchmarks to guide safer imaging practices.

The program is supported by centralized data collection across facilities, defined governance involving clinical, technical, and quality teams, and regular staff training to strengthen awareness and capability. Performance is monitored through key indicators, supported by benchmarking against international standards and targeted investigation where thresholds are exceeded. The initiative also benefits from collaboration with academic partners to support data analysis and continuous improvement. The program covers a wide healthcare network, including hospitals, primary healthcare centers, and specialized facilities, increasing its impact at both patient and system levels.

In 2025, the program demonstrated strong progress in expanding data collection and improving consistency across facilities. Many measured radiation levels were found to be in line with or below international benchmarks, indicating effective dose optimization and improved patient protection.

A structured monitoring process enabled the identification and investigation of cases where reference levels were exceeded, supporting corrective action and continuous improvement. Clear targets have been established to ensure that all such cases are resolved or appropriately justified over time.

In addition to operational improvements, the initiative has contributed to strengthening clinical governance, enhancing workforce awareness, and supporting broader national efforts to improve radiation safety standards.

Going forward, Unison will focus on strengthening data consistency, expanding coverage across all imaging modalities, enhancing staff training and safety culture, and improving system capabilities to support long-term radiation management and reporting.





Appendices



Sustainability Disclosures

Restatements of Information:

Certain figures disclosed in this report may differ from those presented in the previous reporting cycle. These restatements reflect ongoing efforts to enhance data accuracy, consistency, and completeness as part of Ittihad's continuous improvement in sustainability data management. Please consider the figures presented here as the most up-to-date and reliable. Statements are added in applicable sections to provide further insights.

In addition, "Not Available" in the data tables refers to information that was not available at the time of reporting. Ittihad recognizes that data accuracy and availability are integral to transparency and is continuously strengthening internal processes to improve the quality, reliability, and coverage of reported information over time.

ENVIRONMENTAL DATA

Environmental Data Restatements:

Where applicable, restated environmental figures have been clearly indicated at the beginning of sections or within the tables through accompanying footnotes. These adjustments reflect data refinements made to ensure enhanced accuracy and consistency in measurement and reporting.



VERTICAL 1 ENVIRONMENTAL DATA

Note: Although MPI was acquired in April 2022, it was not included in the Group's reporting boundary in 2023 due to the ongoing integration process. As a result, some environmental data for 2023 is not available, and MPI is reflected in the consolidated disclosures beginning in 2024.

TOTAL ENERGY CONSUMPTION (GJ)

			CPM				
			Unit	2023	2024	2025	
Energy Consumption	Fuel Consumption	Petrol	GJ	Not Available	1,314.17	1,957.38	
		Diesel	GJ	2,877.00	5,928.20 ¹	3,404.71	
		Natural Gas	GJ	682,076.82	702,462.62	648,292.17	
	Electricity Consumption		GJ	353,328.00	360,768.91	345,511.59	
	Total Direct Energy Consumption				684,953.82	709,704.99 ¹	653,654.26
	Total Indirect Energy Consumption				353,328.00	360,768.91	345,511.59
	Total Energy Consumption				1,038,281.82	1,070,473.90¹	999,165.85

			IPM				
			Unit	2023	2024	2025	
Energy Consumption	Fuel Consumption	Petrol	GJ	Not Available	332.91	352.13	
		Diesel	GJ	4,238.00	7,019.66	8,358.17	
		Natural Gas	GJ	1,115,388.00	1,081,600.15	1,145,523.53	
	Electricity Consumption		GJ	621,209.00	590,703.00	610,455.80	
	Total Direct Energy Consumption				1,119,626.00	1,088,952.72	1,154,233.83
	Total Indirect Energy Consumption				621,209.00	590,703.00	610,455.80
	Total Energy Consumption				1,740,835.00	1,679,655.72	1,764,689.63



			UCF				
			Unit	2023	2024	2025	
Energy Consumption	Fuel Consumption	Petrol	GJ	0.00	546.67	605.11	
		Diesel	GJ	4,664.00	5,578.51	4,883.30	
		Natural Gas	GJ	0.00	0.00	0.00	
	Electricity Consumption		GJ	15,717.00	21,411.95	23,702.83	
	Total Direct Energy Consumption				4,664.00	6,125.18	5,488.41
	Total Indirect Energy Consumption				15,717.00	21,411.95	23,702.83
	Total Energy Consumption				20,381.00	27,537.13	29,191.24

			MPI				
			Unit	2023	2024	2025	
Energy Consumption	Fuel Consumption	Petrol	GJ	Not Available	608.58	638.15	
		Diesel	GJ	Not Available	2,743.95	2,586.93	
		Natural Gas	GJ	Not Available	0.00	0.00	
	Electricity Consumption		GJ	Not Available	5,844.03	5,826.09	
	Total Direct Energy Consumption				Not Available	3,352.53	3,225.08
	Total Indirect Energy Consumption				Not Available	5,844.03	5,826.09
	Total Energy Consumption				Not Available	9,196.56	9,051.17

			Vertical 1 Total				
			Unit	2023	2024	2025	
Energy Consumption	Fuel Consumption	Petrol	GJ	0.00	2,802.33 ¹	3,552.78	
		Diesel	GJ	11,779.00	21,270.33	19,233.10	
		Natural Gas	GJ	1,797,464.82	1,784,062.77	1,793,815.70	
	Electricity Consumption		GJ	990,254.00	978,727.89 ²	985,496.31 ³	
	Total Direct Energy Consumption				1,809,243.82	1,808,135.42	1,816,601.59
	Total Indirect Energy Consumption				990,254.00	978,727.89	985,496.31
	Total Energy Consumption				2,799,497.82	2,786,863.31	2,802,097.90

1. Figures have been restated

2. Renewable energy contribution includes 14,288,000 kWh covered by retired International Renewable Energy Certificates (I-RECs). This represents slightly more than 5% of total electricity consumption for 2024.

3. Renewable energy contribution includes 28,576 MWh/ 28,576,000 kWh covered by retired International Renewable Energy Certificates (I-RECs). This represents slightly more than 10% of total electricity consumption for 2025.

**TOTAL ENERGY INTENSITY (GJ/ EMPLOYEE)**

Energy Intensity figures have been restated to reflect updated data and alignment across indicators.

CPM			
	2023	2024	2025
Direct Energy Intensity	2,546.30	2,783.16	2,657.13
Indirect Energy Intensity	1,313.49	1,414.78	1,404.52
Total Energy Intensity	3,859.78	4,197.94	4,061.65
IPM			
	2023	2024	2025
Direct Energy Intensity	2,367.07	2,307.10	2,365.23
Indirect Energy Intensity	1,313.34	1,251.49	1,250.93
Total Energy Intensity	3,680.41	3,558.59	3,616.17
UCF			
	2023	2024	2025
Direct Energy Intensity	59.04	78.53	74.17
Indirect Energy Intensity	198.95	274.51	320.31
Total Energy Intensity	257.99	353.04	394.48
MPI			
	2023	2024	2025
Direct Energy Intensity	Not Available	26.61	27.56
Indirect Energy Intensity	Not Available	46.38	49.80
Total Energy Intensity	Not Available	72.99	77.36
Vertical 1 Total			
	2023	2024	2025
Direct Energy Intensity	1,904.47	1,942.14	1,963.89
Indirect Energy Intensity	1,042.37	1,051.27	1,065.40
Total Energy Intensity	2,946.84	2,993.41	3,029.30

TOTAL EMISSIONS (MT CO₂ E)

CPM			
Scope	2023	2024	2025
Scope 1	38,919.20 ¹	39,883.51 ¹	37,396.32
Scope 2 ²	22,239.00	24,352.00	23,322.03
Scope 3	Not Available	Not Available	91,482.00
Total Emissions	61,158.201	64,235.51	152,200.35
IPM			
Scope	2023	2024	2025
Scope 1	33,114.82 ¹	32,054.54 ¹	33,327.38
Scope 2 ²	38,481.49 ¹	39,872.41	41,205.77
Scope 3	Not Available	Not Available	242,474.00
Total Emissions	71,596.31¹	71,926.95¹	317,007.15
UCF			
Scope	2023	2024	2025
Scope 1	347.00	648.00	362.84
Scope 2	1,764.00	Not Available ¹	Not Available
Total Emissions	2,111.00	648.00¹	362.84
MPI			
Scope	2023	2024	2025
Scope 1	Not Available	253.00	287.02
Scope 2	Not Available	663.60	654.63
Total Emissions	Not Available	916.60	941.65
Vertical 1 Total			
Scope	2023	2024	2025
Scope 1	72,381.02 ¹	72,839.05 ¹	71,373.56
Scope 2	62,484.49	64,888.01	65,182.43
Scope 3	Not Available	Not Available	333,956.68
Total Emissions	134,865.51¹	137,727.06¹	470,511.99

1. Figures have been restated

2. The Group's redemption of I-RECs, covering approximately 5% in 2024 and 10% in 2025 of total electricity consumption, has an impact on market-based Scope 2 emissions. As market-based figures are to be disclosed at the consolidated Group level, this report presents entity-level Scope 2 emissions using the location-based method. The consolidated market-based Scope 2 impact of the I-RECs will be reflected in future reporting.

**TOTAL EMISSIONS INTENSITY (MT CO₂ E/EMPLOYEE)**

Energy Intensity figures have been restated to reflect updated data and alignment across indicators.

CPM			
Scope	2023	2024	2025
Scope 1 Intensity	144.68	156.41	152.02
Scope 2 Intensity	82.67	95.50	94.81
Scope 3 Intensity	Not Available	Not Available	371.88
Total Emissions Intensity Per Employee	227.35	251.90	618.70
IPM			
Scope	2023	2024	2025
Scope 1 Intensity	70.01	67.91	68.29
Scope 2 Intensity	81.36	84.48	84.44
Scope 3 Intensity	Not Available	Not Available	496.87
Total Emissions Intensity Per Employee	151.37	152.39	649.60
UCF			
Scope	2023	2024	2025
Scope 1 Intensity	4.39	8.31	4.90
Scope 2 Intensity	22.33	Not Available	Not Available
Total Emissions Intensity Per Employee	26.72	8.31	4.90
MPI			
Scope	2023	2024	2025
Scope 1 Intensity	Not Available	2.01	2.45
Scope 2 Intensity	Not Available	5.27	5.60
Total Emissions Intensity Per Employee	Not Available	7.27	8.05
Vertical 1 Total			
Scope	2023	2024	2025
Scope 1 Intensity	76.19	78.24	77.16
Scope 2 Intensity	65.77	69.70	70.47
Scope 3 Intensity	Not Available	Not Available	361.03
Total Emissions Intensity Per Employee	141.96	147.93	508.66

TOTAL WEIGHT OF WASTE GENERATED BY CATEGORY IN MT

Waste metrics have been restated to reflect enhanced data accuracy and updated data management. In addition, new waste categories have been introduced to enhance applicability and transparency across all operations.

CPM			
	2023	2024	2025
Hazardous	54.17	16.79	19.08
Hazardous Chemicals	0	0.80	0.00
Hazardous Liquid ¹	51.80	14.10	14.05
Plastics Waste	2.37	2.69	5.03
Used Filters & Oily Waste	0	0	0.00
Non-Hazardous	2,078.40	1,810.15	1,292.08
Sludge Waste ²	1,451.00	1,295.00	785.20
Paper/Carboard	58.70	79.79	58.15
Food/Inert Street Garbage	166.00	161.96	120.35
Aluminum/Metal Scrap	142.80	229.60	301.30
Wood Waste	30.90	43.80	27.08
Concrete Rubble	229.00	0	0.00
Total	2,132.57	1,827.74	1,311.16



IPM			
	2023	2024	2025
Hazardous	168.03	15940,	182.44
Hazardous Chemicals	10.90	33.40	37.38
Hazardous Liquid (oil barrel, plastic barrel & IBC)	106.50	80.70	106.80
Plastics Waste	50.63	44.17	38.26
Used Filters & Oily Waste	0.00	1.13	0.00
Non-Hazardous	7,022.99	7,600.85	7,331.19
Sludge Waste ²	3,056.00	3,485.69	3,346.86
Paper/Carboard	788.77	937.54	702.93
PCC grit waste	2,024.20	1,776.00	2,138.32
Food/Inert Street Garbage	174.70	205.29	207.75
Empty Jumbo Bag	77.40	77.40	99.11
Aluminum/Metal Scrap	382.84	429.36	401.73
Wood Waste	519.08	689.57	434.49
Concrete Rubble	0	0	0
Total	7,191.02	7,760.25	7,513.63

UCF			
	2023	2024	2025
Hazardous	8.00	68.57	76.00
Hazardous Chemicals	8.00	68.57	76.00
Hazardous Liquid	0.00	0.00	0.00
Plastics Waste	0.00	0.00	0.00
Used Filters & Oily Waste	0.00	0.00	0.00
Non-Hazardous	46.38	65.47	53.90
Paper/Carboard	0.00	0.00	0.00
Food/Inert Street Garbage	46.38	65.47	53.90
Aluminum/Metal Scrap	0.00	0.00	0.00
Wood Waste	0.00	0.00	0.00
Concrete Rubble	0.00	0.00	0.00
Total	54.38	134.04	129.90

MPI			
	2023	2024	2025
Hazardous	2.03	4.56	34.80
Hazardous Chemicals	2.03	3.00	1.56
Hazardous Liquid	Not Available	1.56	0.00
Plastics Waste	Not Available	Not Available	32.94
Used Filters & Oily Waste	Not Available	Not Available	0.30
Non-Hazardous	423.18	455.42	490.00
Paper/Carboard	423.18	455.42	490.00
Food/Inert Street Garbage	Not Available	Not Available	0.00
Aluminum/Metal Scrap	Not Available	Not Available	0.00
Wood Waste	Not Available	Not Available	0.00
Concrete Rubble	Not Available	Not Available	0.00
Total	425.21	459.98	524.80



Vertical 1 Total			
	2023	2024	2025
Hazardous	232.23	250.12	312.32
Hazardous Chemicals	20.93	105.77	114.94
Hazardous Liquid	158.30	96.36	120.85
Plastics Waste	53.00	46.86	76.23
Used Filters & Oily Waste	0.00	1.13	0.30
Non-Hazardous	9,570.95	9,931.89	9,167.17
Sludge Waste ²	4,507.00	4,780.69	4,132.06
Paper/Carboard	1,270.65	1,472.75	1,251.08
PCC grit waste	2,024.20	1,776.00	2,138.32
Food/Inert Street Garbage	387.08	432.72	382.00
Empty Jumbo Bag	77.40	77.40	99.11
Aluminum/Metal Scrap	525.64	658.96	703.03
Wood Waste	54998	733.37	461.57
Concrete Rubble	229.00	0.00	0.00
Total	9,803.18	10,182.01	9,479.49

1. Hazardous liquid waste includes used Intermediate Bulk Containers (IBCs) and jerry cans contaminated with residual chemicals, lubricants, and hydrocarbon-based substances generated from operations

2. Sludge waste has been reclassified from hazardous to non-hazardous following waste characterization assessment. Prior year and 2025 figures have been restated accordingly to reflect this reclassification

TOTAL WEIGHT OF DIVERTED FROM DISPOSAL IN MT

Waste metrics have been restated to reflect enhanced data accuracy and updated data management. In addition, new waste categories have been introduced to enhance applicability and transparency across all operations.

CPM			
	2023	2024	2025
Hazardous	54.17	17.59	19.08
Hazardous Chemicals	0.00	0.80	0.00
Hazardous Liquid ¹	51.80	14.10	14.05
Plastics Waste	2.37	2.69	5.03
Used Filters & Oily Waste	0.00	0.00	0.00
Non-Hazardous	232.40	353.19	386.53
Sludge Waste ²	0.00	0.00	0.00
Paper/Carboard	58.70	79.79	58.15
Food/Inert Street Garbage	0.00	0.00	0.00
Aluminum/Metal Scrap	142.80	229.60	301.30
Wood Waste	30.90	43.80	27.08
Concrete Rubble	0.00	0.00	0.00
Total	286.57	370.78	405.61



IPM			
	2023	2024	2025
Hazardous	168.03	158,27	153.05
Hazardous Chemicals	10.90	33.40	7.99
Hazardous Liquid (oil barrel, plastic barrel & IBC)	106.50	80.70	106.80
Plastics Waste	50.63	44.17	38.26
Used Filters & Oily Waste	0.00	0.00	0.00
Non-Hazardous	3,792.29	3,909.87	3,776.58
Sludge Waste ²	0.00	0.00	0.00
Paper/Carboard	788.77	937.54	702.93
PCC grit waste	2,024.20	1,776.00	2,138.32
Food/Inert Street Garbage	0.00	0.00	Not Applicable
Empty Jumbo Bag	77.40	77.40	99.11
Aluminum/Metal Scrap	382.84	429.36	401.73
Wood Waste	519.08	689.57	434.49
Concrete Rubble	0.00	0.00	0.00
Total	3,960.32	4,068.14	3,929.63

UCF			
	2023	2024	2025
Hazardous	0.00	0.00	0.00
Hazardous Chemicals	0.00	0.00	0.00
Hazardous Liquid	0.00	0.00	0.00
Plastics Waste	0.00	0.00	4.84
Used Filters & Oily Waste	0.00	0.00	0.00
Non-Hazardous	0.00	0.00	0.00
Paper/Carboard	0.00	0.00	0.00
Food/Inert Street Garbage	0.00	0.00	0.00
Aluminum/Metal Scrap	0.00	0.00	0.00
Wood Waste	0.00	0.00	0.00
Concrete Rubble	0.00	0.00	0.00
Total	0.00	0.00	0.00

MPI			
	2023	2024	2025
Hazardous	2.03	4.56	34.80
Hazardous Chemicals	2.03	3.00	1.56
Hazardous Liquid	0.00	1.56	0.00
Plastics Waste	0.00	0.00	32.94
Used Filters & Oily Waste	0.00	0.00	0.30
Non-Hazardous	423.18	455.42	490.00
Paper/Carboard	423.18	455.42	490.00
Food/Inert Street Garbage	0.00	0.00	0.00
Aluminum/Metal Scrap	0.00	0.00	0.00
Wood Waste	0.00	0.00	0.00
Concrete Rubble	0.00	0.00	0.00
Total	425.21	459.98	524.80



Vertical 1 Total			
	2023	2024	2025
Hazardous	224.23	180.42	206.93
Hazardous Chemicals	12.93	37.20	9.55
Hazardous Liquid	158.30	96.36	120.85
Plastics Waste	53.00	46.86	76.23
Used Filters & Oily Waste	0.00	0.00	0.30
Non-Hazardous	4,447.87	4,718.48	4,653.11
Sludge Waste ²	0.00	0.00	0.00
Paper/Carboard	1,270.65	1,472.75	1,251.08
PCC grit waste	2,024.20	1,776.00	2,138.32
Food/Inert Street Garbage	0.00	0.00	0.00
Empty Jumbo Bag	77.40	77.40	99.11
Aluminum/Metal Scrap	525.64	658.96	703.03
Wood Waste	54998	733.37	461.57
Concrete Rubble	0.00	0.00	0.00
Total	4,672.10	4,898.90	4,860.04

1. Hazardous liquid waste includes used Intermediate Bulk Containers (IBCs) and jerry cans contaminated with residual chemicals, lubricants, and hydrocarbon-based substances generated from operations

2. Sludge waste has been reclassified from hazardous to non-hazardous following waste characterization assessment. Prior year and 2025 figures have been restated accordingly to reflect this reclassification

WATER CONSUMPTION (M3) & INTENSITY (M3/EMPLOYEE)

To ensure alignment with enhanced methodologies and applicable standards, figures related to water are disclosed differently this year to reflect enhanced disclosure methodologies and Ittihad's commitment to improving accuracy and consistency in reporting.

CPM			
	2023	2024	2025
Total Water Consumption	452,628.00	463,885.00	441,542.00
Wastewater Generated	232,771.00	255,199.00	233,143.00
Water consumption intensity, m3/employee	1,682.63	1,819.16	1,794.89
IPM			
	2023	2024	2025
Total Water Consumption	1,694,812.00	1,400,094.00	1,097,473.00
Wastewater Generated	Not Available	Not Available	Not Available
Water consumption intensity, m3/employee	3,583.11	2,966.30	2,248.92
UCF			
	2023	2024	2025
Total Water Consumption	31,647.00	46,771.00	42,190.37
Wastewater Generated	1,440.00	919.80	596.02
Water consumption intensity, m3/employee	400.59	599.63	570.14
MPI			
	2023	2024	2025
Total Water Consumption	1,152.16	1,263.17	1,765.83
Wastewater Generated	Not Available	1,159.25	1,362.75
Water consumption intensity, m3/employee	8.93	10.03	15.09
Vertical 1 Total			
	2023	2024	2025
Total Water Consumption	2,180,239.16	1,912,013.17	1,582,971.20
Wastewater Generated	234,211.00	257,278.05	235,101.77
Water consumption intensity, m3/employee	2,294.99	2,053.72	1,711.32



VERTICAL 2 ENVIRONMENTAL DATA

TOTAL ENERGY CONSUMPTION (GJ)

			UCR				
			Unit	2023	2024	2025	
Energy Consumption	Fuel Consumption	Petrol	GJ	1,033.00	1,232.00	1,182.00	
		Diesel	GJ	2,226.00	4,822.00	3,016.00	
		Natural Gas	GJ	304,346.00	363,141.00	317,515.00	
	Electricity Consumption		GJ	48,750.00	55,939.00 ²	50,169.00 ³	
	Total Direct Energy Consumption				307,605.00	369,195.00	321,713.00
	Total Indirect Energy Consumption				48,750.00	55,939.00	50,169.00
	Total Energy Consumption				356,355.00	425,134.00	371,882.00
				URF			
			Unit	2023	2024	2025	
Energy Consumption	Fuel Consumption	Petrol	GJ	3,136.00	3,630.87	3,283.60	
		Diesel	GJ	5,066.00	5,830.00	10,880.49	
		Natural Gas	GJ	0.00	0.00	0.00	
	Electricity Consumption		GJ	5,398.00	5,890.00 ²	11,836.57 ³	
	Total Direct Energy Consumption				8,202.00	9,460.87	14,164.09
	Total Indirect Energy Consumption				5,398.00	5,890.00	11,836.57
	Total Energy Consumption				13,600.00	15,350.87	26,000.66

			NCF				
			Unit	2023	2024	2025	
Energy Consumption	Fuel Consumption	Petrol	GJ	1,160.00	1,200.00	1,120.00	
		Diesel	GJ	Not Available ¹	Not Available ¹	12,476.04	
		Natural Gas	GJ	0.00	0.00	0.00	
	Electricity Consumption		GJ	308,041.00	308,534.00	318,497.00	
	Total Direct Energy Consumption				1,160.00 ¹	1,200.00 ¹	13,596.04
	Total Indirect Energy Consumption				308,041.00	308,534.00	318,497.00
	Total Energy Consumption				309,201.00¹	309,734.00¹	332,093.04
				Vertical 2 Total			
			Unit	2023	2024	2025	
Energy Consumption	Fuel Consumption	Petrol	GJ	5,329.00	6,062.87	5,585.60	
		Diesel	GJ	7,292.00 ¹	10,652.00 ¹	26,372.53	
		Natural Gas	GJ	304,346.00	363,141.00	317,515.00	
	Electricity Consumption		GJ	362,189.00	370,363.00	380,502.57	
	Total Direct Energy Consumption				316,967.00 ¹	379,855.87 ¹	349,473.13
	Total Indirect Energy Consumption				362,189.00	370,363.00	380,502.57
	Total Energy Consumption				679,156.00¹	750,218.87¹	729,975.70

1. Figures have been restated

2. Renewable energy contribution includes 14,288,000 kWh covered by retired International Renewable Energy Certificates (I-RECs). This represents slightly more than 5% of total electricity consumption for 2024.

3. Renewable energy contribution includes 28,576 MWh/ 28,576,000 kWh covered by retired International Renewable Energy Certificates (I-RECs). This represents slightly more than 10% of total electricity consumption for 2025.

**TOTAL ENERGY INTENSITY (GJ/ EMPLOYEE)**

Energy Intensity figures have been restated to reflect updated data and alignment across indicators.

UCR			
	2023	2024	2025
Direct Energy Intensity	2,023.72	2,171.74	1,144.89
Indirect Energy Intensity	320.72	329.05	178.54
Total Energy Intensity	2,344.44	2,500.79	1,323.42
URF			
	2023	2024	2025
Direct Energy Intensity	28.38	31.85	30.59
Indirect Energy Intensity	18.68	19.83	25.56
Total Energy Intensity	47.06	51.69	56.16
NCF			
	2023	2024	2025
Direct Energy Intensity	12.08	12.63	132.00
Indirect Energy Intensity	3,208.76	3,247.73	3,092.20
Total Energy Intensity	3,220.84	3,260.36	3,224.20
Vertical 2 Total			
	2023	2024	2025
Direct Energy Intensity	590.26	675.90	412.60
Indirect Energy Intensity	674.47	659.01	449.24
Total Energy Intensity	1,264.72	1,334.91	861.84

TOTAL EMISSIONS (MT CO₂E)

CPM			
Scope	2023	2024	2025
Scope 1	16,984.00	21,121.75	18,549.20
Scope 2 ²	5,472.00	3,107.76	6,649.00
Scope 3	Not Available	Not Available	1,588,676.00
Total Emissions	22,456.00	24,229.51	1,613,874.20
URF			
Scope	2023	2024	2025
Scope 1	599.00	670.78	979.00
Scope 2 ²	606.00	327.27	1,282.20
Scope 3	Not Available	Not Available	818,464.00
Total Emissions	1,205.00	998.05	820,725.20
NCF			
Scope	2023	2024	2025
Scope 1	Not Available ¹	Not Available ¹	941.87
Scope 2	34,578.00	37,710.00	38,927.71
Total Emissions	34,578.00¹	37,710.00¹	39,869.58
Vertical 2 Total			
Scope	2023	2024	2025
Scope 1	17,583.00	21,792.53	20,470.07
Scope 2	40,656.00	41,145.03	46,858.91
Scope 3	Not Available	Not Available	2,407,140.00
Total Emissions	58,239.00	62,937.56	2,474,468.98

1. Figures have been restated

2. The Group's redemption of I-RECs, covering approximately 5% in 2024 and 10% in 2025 of total electricity consumption, has an impact on market-based Scope 2 emissions. As market-based figures are to be disclosed at the consolidated Group level, this report presents entity-level Scope 2 emissions using the location-based method. The consolidated market-based Scope 2 impact of the I-RECs will be reflected in future reporting.

**TOTAL EMISSIONS INTENSITY (MT CO₂ E/EMPLOYEE)**

Energy Intensity figures have been restated to reflect updated data and alignment across indicators.

UCR			
Scope	2023	2024	2025
Scope 1 Intensity	111.74	124.25	66.01
Scope 2 Intensity	36.00	18.28	23.66
Scope 3 Intensity	Not Available	Not Available	5,653.65
Total Emissions Intensity Per Employee	147.74	142.53	5,743.32
URF			
Scope	2023	2024	2025
Scope 1 Intensity	2.07	2.26	2.11
Scope 2 Intensity	2.10	1.10	2.77
Scope 3 Intensity	Not Available	Not Available	1,767.74
Total Emissions Intensity Per Employee	4.17	3.36	1,772.62
NCF			
Scope	2023	2024	2025
Scope 1 Intensity	Not Available	Not Available	9.14
Scope 2 Intensity	360.19	396.95	377.94
Total Emissions Intensity Per Employee	360.19	396.95	387.08
Vertical 2 Total			
Scope	2023	2024	2025
Scope 1 Intensity	32.74	38.78	24.17
Scope 2 Intensity	75.71	73.21	55.32
Scope 3 Intensity	Not Available	Not Available	2,841.96
Total Emissions Intensity Per Employee	108.45	111.99	2,921.45

TOTAL WEIGHT OF WASTE GENERATED BY CATEGORY IN MT

Waste metrics have been restated to reflect enhanced data accuracy and updated data management. In addition, new waste categories have been introduced to enhance applicability and transparency across all operations.

UCR			
	2023	2024	2025
Hazardous	268.70	428.50	1,867.11
Hazardous Chemicals	0.00	390.00	0.00
Hazardous Liquid	237.18	12.50	1,682.00
Plastics Waste	31.52	26.00	185.11
Used Filters & Oily Waste	0.00	0.00	0.00
Non-Hazardous	823.35	1,852.97	1,350.98
Paper/Carboard	17.18	14.30	54.00
Food/Inert Street Garbage	426.19	432.80	754.14
Aluminum/Metal Scrap	245.10	315.87	383.71
Wood Waste	134.88	1,090.00	159.13
Concrete Rubble	0.00	0.00	0.00
Total	1,092.05	2,281.47	3,218.09



URF			
	2023	2024	2025
Hazardous	2.00	3.00	4.84
Hazardous Chemicals	Not Available	Not Available	Not Available
Hazardous Liquid	Not Available	Not Available	Not Available
Plastics Waste	Not Available	Not Available	4.84
Used Filters & Oily Waste	2.00	3.00	Not Available
Non-Hazardous	1,798.00	2,118.00	3,932.68
Paper/Carboard	Not Available	Not Available	Not Available
Food/Inert Street Garbage	28.00	46.00	91.59
Aluminum/Metal Scrap	1,760.00	2,061.00	3,830.19
Wood Waste	10.00	11.00	10.90
Concrete Rubble	Not Available	Not Available	Not Available
Total	1,800.00	2,121.00	3,937.52
NCF			
	2023	2024	2025
Hazardous	17.50	12.92	34.08
Hazardous Chemicals	17.50	12.92	13.04
Hazardous Liquid	Not Available	Not Available	13.04
Plastics Waste	Not Available	Not Available	Not Available
Used Filters & Oily Waste	Not Available	Not Available	8.00
Non-Hazardous	79.00	106.58	50.91
Paper/Carboard	33.00	32.22	23.28
Food/Inert Street Garbage	20.00	22.18	23.23
Aluminum/Metal Scrap	Not Available	36.08	0.00
Wood Waste	14.00	16.10	4.40
Concrete Rubble	12.00	Not Available	Not Available
Total	96.50	119.50	84.99

Vertical 2 Total			
	2023	2024	2025
Hazardous	288.20	444.42	1,906.03
Hazardous Chemicals	17.50	402.92	13.04
Hazardous Liquid	237.18	12.50	1,695.04
Plastics Waste	31.52	26.00	189.95
Used Filters & Oily Waste	2.00	3.00	8.00
Non-Hazardous	2,700.35	4,077.55	5,334.57
Paper/Carboard	50.18	46.52	77.28
Food/Inert Street Garbage	474.19	500.98	868.96
Aluminum/Metal Scrap	2,005.10	2,412.95	4,213.90
Wood Waste	158.88	1,117.10	174.43
Concrete Rubble	12.00	0.00	0.00
Total	2,988.55	4,521.97	7,240.60

**TOTAL WEIGHT OF WASTE DIVERTED FROM DISPOSAL IN MT**

Waste metrics have been restated to reflect enhanced data accuracy and updated data management. In addition, new waste categories have been introduced to enhance applicability and transparency across all operations.

UCR			
	2023	2024	2025
Hazardous	268.70	428.50	1,867.11
Hazardous Chemicals	0.00	390.00	0.00
Hazardous Liquid	237.18	12.50	1,682.00
Plastics Waste	31.52	26.00	185.11
Used Filters & Oily Waste	0.00	0.00	0.00
Non-Hazardous	397.16	1,420.17	596.84
Paper/Carboard	17.18	14.30	54.00
Food/Inert Street Garbage	0.00	0.00	0.00
Aluminum/Metal Scrap	245.10	315.87	383.71
Wood Waste	134.88	1,090.00	159.13
Concrete Rubble	0.00	0.00	0.00
Total	665.86	1,848.67	2,463.95

URF			
	2023	2024	2025
Hazardous	2.00	3.00	4.84
Hazardous Chemicals	Not Available	Not Available	Not Available
Hazardous Liquid	Not Available	Not Available	Not Available
Plastics Waste	Not Available	Not Available	4.84
Used Filters & Oily Waste	2.00	3.00	Not Available
Non-Hazardous	1,770.00	2,072.00	3,841.09
Paper/Carboard	Not Available	Not Available	Not Available
Food/Inert Street Garbage	Not Available	Not Available	Not Available
Aluminum/Metal Scrap	1,760.00	2,061.00	3,830.19
Wood Waste	10.00	11.00	10.90
Concrete Rubble	Not Available	Not Available	Not Available
Total	1,772.00	2,075.00	3,845.93
NCF			
	2023	2024	2025
Hazardous	9.00	10.88	34.08
Hazardous Chemicals	Not Available	Not Available	13.04
Hazardous Liquid	Not Available	Not Available	13.04
Plastics Waste	Not Available	Not Available	Not Available
Used Filters & Oily Waste	9.00	10.88	8.00
Non-Hazardous	Not Available	Not Available	50.91
Paper/Carboard	Not Available	Not Available	23.28
Food/Inert Street Garbage	Not Available	Not Available	23.23
Aluminum/Metal Scrap	Not Available	Not Available	4.40
Wood Waste	Not Available	Not Available	Not Available
Concrete Rubble	Not Available	Not Available	Not Available
Total	9.00	10.88	84.99



Vertical 2 Total			
	2023	2024	2025
Hazardous	279.70	442.38	1,906.03
Hazardous Chemicals	Not Available	390.00	13.04
Hazardous Liquid	237.18	12.50	1,695.04
Plastics Waste	31.52	26.00	18995
Used Filters & Oily Waste	11.00	13.88	8.00
Non-Hazardous	2,167.16	3,492.17	4,488.84
Paper/Carboard	17.18	14.30	7728
Food/Inert Street Garbage	Not Available	Not Available	23.23
Aluminum/Metal Scrap	2,005.10	2,376.87	4,218.30
Wood Waste	144.88	1,101.00	170.03
Concrete Rubble	Not Available	Not Available	Not Available
Total	2,446.86	3,934.55	6,394.87

WATER CONSUMPTION (M3) & INTENSITY(M3/EMPLOYEE)

To ensure alignment with enhanced methodologies and applicable standards, figures related to water are disclosed differently this year to reflect enhanced disclosure methodologies and Ittihad's commitment to improving accuracy and consistency in reporting.

UCR			
	2023	2024	2025
Total Water Consumption	122,179.00	144,554.00	154,461
Wastewater Generated	38,867.00	38,239.00	37,075.00
Water consumption intensity, m3/employee	803.81	850.32	549.68
URF			
	2023	2024	2025
Total Water Consumption	8,860.00	7,672.00	12,007.00
Wastewater Generated	Not Available	Not Available	530.00
Water consumption intensity, m3/employee	30.66	25.83	25.93
NCF			
	2023	2024	2025
Total Water Consumption	18,050.00	15,728.00	21,094.00
Wastewater Generated	Not Available	Not Available	Not Available
Water consumption intensity, m3/employee	188.02	165.56	204.80
Vertical 2 Total			
	2023	2024	2025
Total Water Consumption	149,089.00	167,954.00	187,562.00
Wastewater Generated	38,867.00	38,239.00	37,605.00
Water consumption intensity, m3/employee	277.63	298.85	221.44

**VERTICAL 1 SUSTAINABLE PRODUCT DATA**

Assessment of Health and Safety Impacts			
CPM			
	2023	2024	2025
Number of product and service categories	3	3	3
Number of significant product and service categories for which health and safety impacts are assessed for improvement	3	3 ¹	3
% of significant product and service categories for which health and safety impacts are assessed for improvement	100.00%	100.00% ¹	100.00%
IPM			
	2023	2024	2025
Number of product and service categories	3	3	3
Number of significant product and service categories for which health and safety impacts are assessed for improvement	3 ¹	3 ¹	3
% of significant product and service categories for which health and safety impacts are assessed for improvement	100.00% ¹	100.00% ¹	100.00%
UCF			
	2023	2024	2025
Number of product and service categories	2	2	2
Number of significant product and service categories for which health and safety impacts are assessed for improvement	2	2	2
% of significant product and service categories for which health and safety impacts are assessed for improvement	100.00%	100.00%	100.00%
MPI			
	2023	2024	2025
Number of product and service categories	3	3	3
Number of significant product and service categories for which health and safety impacts are assessed for improvement	0	0	0
% of significant product and service categories for which health and safety impacts are assessed for improvement	0.00%	0.00%	0.00%

1. Figures have been restated

There have been no incidents of non-compliance with regulations and/or voluntary codes concerning the health and safety impacts of products and services in 2023, 2024 and 2025.

Compliance with Product and Service Information and Labelling			
CPM			
	2023	2024	2025
Number of significant product or service categories covered by and assessed for compliance with product and service information and labelling	3	3	3
% of significant product or service categories covered by and assessed for compliance with product and service information and labelling	100.00%	100.00%	100.00%
IPM			
	2023	2024	2025
Number of significant product or service categories covered by and assessed for compliance with product and service information and labelling	3	3	3
% of significant product or service categories covered by and assessed for compliance with product and service information and labelling	100.00%	100.00%	100.00%
UCF			
	2023	2024	2025
Number of significant product or service categories covered by and assessed for compliance with product and service information and labelling	2	2	2
% of significant product or service categories covered by and assessed for compliance with product and service information and labelling	100.00%	100.00%	100.00%
MPI			
	2023	2024	2025
Number of significant product or service categories covered by and assessed for compliance with product and service information and labelling	3	3	3
% of significant product or service categories covered by and assessed for compliance with product and service information and labelling	100.00%	100.00%	100.00%

There have been no incidents of non-compliance with regulations and/or voluntary codes concerning product and service information and labelling in 2023, 2024 and 2025.

**VERTICAL 1 SUSTAINABLE PRODUCT DATA**

Assessment of Health and Safety Impacts			
UCR			
	2023	2024	2025
Number of product and service categories	3	3	3
Number of significant product and service categories for which health and safety impacts are assessed for improvement	3	3	3
% of significant product and service categories for which health and safety impacts are assessed for improvement	100.00%	100.00%	100.00%
URF			
	2023	2024	2025
Number of product and service categories	Not Available	2 ¹	2
Number of significant product and service categories for which health and safety impacts are assessed for improvement	Not Available	0 ¹	2
% of significant product and service categories for which health and safety impacts are assessed for improvement	Not Available	0.00% ¹	100%
NCF			
	2023	2024	2025
Number of product and service categories	0	4	4
Number of significant product and service categories for which health and safety impacts are assessed for improvement	0	4	4
% of significant product and service categories for which health and safety impacts are assessed for improvement	0.00%	100%	100%
% of significant product and service categories for which health and safety impacts are assessed for improvement	0.00%	0.00%	0.00%

1. Figures have been restated

There have been no incidents of non-compliance with regulations and/or voluntary codes concerning the health and safety impacts of products and services in 2023, 2024 and 2025.

Compliance with Product and Service Information and Labelling			
UCR			
	2023	2024	2025
Number of significant product or service categories covered by and assessed for compliance with product and service information and labelling	3	3	3
% of significant product or service categories covered by and assessed for compliance with product and service information and labelling	100%	100%	100%
URF			
	2023	2024	2025
Number of significant product or service categories covered by and assessed for compliance with product and service information and labelling	Not Available	Not Available	2
% of significant product or service categories covered by and assessed for compliance with product and service information and labelling	Not Available	Not Available	100%
NCF			
	2023	2024	2025
Number of product and service categories	0	4	4
Number of significant product or service categories covered by and assessed for compliance with product and service information and labelling	Not Available	4	4
% of significant product or service categories covered by and assessed for compliance with product and service information and labelling	Not Available	100%	100%

There have been no incidents of non-compliance with regulations and/or voluntary codes concerning product and service information and labelling in 2023, 2024 and 2025.



SOCIAL DATA

Social Data Restatements:

Where applicable, restated environmental figures have been clearly indicated at the beginning of sections or within the tables through accompanying footnotes. These adjustments reflect data refinements made to ensure enhanced accuracy and consistency in measurement and reporting.

VERTICAL 1 HR DATA

Total Number of Employees ¹			
CPM			
	2023	2024	2025
Total employees	269	255	246
Male	259	245	236
Female	10	10	10
Male %	96%	96%	96%
Female %	4%	4%	4%
IPM			
	2023	2024	2025
Total employees	473	472	488
Male	453	456	472
Female	20	16	16
Male %	96%	97%	97%
Female %	4%	3%	3%
UCF			
	2023	2024	2025
Total employees	79	78	74
Male	67	65	63
Female	12	13	11
Male %	85%	83%	85%
Female %	15%	17%	15%

MPI			
	2023	2024	2025
Total employees	129 ²	126 ²	117
Male	124	122	114
Female	5 ²	4 ²	3
Male %	96%	97%	97%
Female %	4%	3%	3%
Vertical 1 Total			
	2023	2024	2025
Total employees	950 ²	931 ²	925
Male	903	888	885
Female	47 ²	43 ²	40
Male %	95%	95%	96%
Female %	5%	5%	4%

1. All employees are on a Permanent and Fulltime contract
2. Figures have been restated



New Employee Hires by Gender			
CPM			
	2023	2024	2025
Male	29	20	25
Female	2	1	1
Male %	11%	8%	11%
Female %	20%	10%	10%
IPM			
	2023	2024	2025
Male	68	35	62
Female	7	1	4
Male %	15%	8%	13%
Female %	35%	6%	25%
UCF			
	2023	2024	2025
Male	7	3	2
Female	4	3	1
Male %	10%	5%	3%
Female %	33%	23%	9%
MPI			
	2023	2024	2025
Male	12	0	11
Female	1 ¹	1 ¹	0
Male %	10%	0%	10%
Female %	20% ¹	25% ¹	0%

Vertical 1 Total			
	2023	2024	2025
Male	116	58	100
Female	14 ¹	6 ¹	6
Male %	13% ¹	7% ¹	11%
Female %	30% ¹	14% ¹	15%

1. Figures have been restated



Total Employee Hires by Age Group			
CPM			
	2023	2024	2025
Under 30 years old	12	11	15
30-50 years old	16	10	10
Over 50 years old	3	0	1
Under 30 years old %	24%	27%	32%
30-50 years old %	9%	6%	6%
Over 50 years old %	7%	0%	2%
IPM			
	2023	2024	2025
Under 30 years old	37	11	38
30-50 years old	38	25	0
Over 50 years old	0	0	28
Under 30 years old %	35%	15%	44%
30-50 years old %	11%	7%	0%
Over 50 years old %	0%	0%	78%
UCF			
	2023	2024	2025
Under 30 years old	6	3	2
30-50 years old	5	3	1
Over 50 years old	0	0	0
Under 30 years old %	25%	13%	11%
30-50 years old %	11%	7%	2%
Over 50 years old %	0%	0%	0%

MPI			
	2023	2024	2025
Under 30 years old	13 ¹	1 ¹	10
30-50 years old	0	0	1
Over 50 years old	0	0	0
Under 30 years old %	19% ¹	1% ¹	12%
30-50 years old %	0%	0%	4%
Over 50 years old %	0%	0%	0%
Vertical 1 Total			
	2023	2024	2025
Under 30 years old	68 ¹	26 ¹	65
30-50 years old	59	38	12
Over 50 years old	3	0	29
Under 30 years old %	27% ¹	12% ¹	28%
30-50 years old %	10% ¹	6% ¹	2%
Over 50 years old %	3% ¹	0% ¹	30%

1. Figures have been restated



Number of Employees that left by Gender			
CPM			
	2023	2024	2025
Male	17	34	34
Female	2	1	1
Male %	7%	14%	14%
Female %	20%	10%	10%
IPM			
	2023	2024	2025
Male	35	32	46
Female	1	5	4
Male %	8%	7%	10%
Female %	5%	31%	25%
UCF			
	2023	2024	2025
Male	9 ¹	5	4
Female	3	2	3
Male %	13%	8%	6%
Female %	25%	15%	27%
MPI			
	2023	2024	2025
Male	0	1	17
Female	0	2	1
Male %	0%	1%	15%
Female %	0%	50% ¹	33%

Vertical 1 Total			
	2023	2024	2025
Male	6 ¹	72 ¹	101
Female	6	10 ¹	9
Male %	7% ¹	8% ¹	11%
Female %	15% ¹	23% ¹	23%

1. Figures have been restated



Total Employees that left by Age Group			
CPM			
	2023	2024	2025
Under 30 years old	7	12	9
30-50 years old	11	20	17
Over 50 years old	1	3	9
Under 30 years old %	14%	29%	19%
30-50 years old %	6%	12%	11%
Over 50 years old %	2%	6%	22%
IPM			
	2023	2024	2025
Under 30 years old	8	8	14
30-50 years old	27	29	36
Over 50 years old	1	0	0
Under 30 years old %	8%	11%	16%
30-50 years old %	8%	8%	10%
Over 50 years old %	5%	0%	0%
UCF			
	2023	2024	2025
Under 30 years old	5	1	1
30-50 years old	6 ¹	6	5
Over 50 years old	1	0	1
Under 30 years old %	21%	4%	6%
30-50 years old %	13%	14%	11%
Over 50 years old %	10%	0%	11%

MPI			
	2023	2024	2025
Under 30 years old	0 ¹	3	0
30-50 years old	0 ¹	0	18
Over 50 years old	0 ¹	0	0
Under 30 years old %	0%	4%	0%
30-50 years old %	0%	0%	78%
Over 50 years old %	0%	0%	0%
Vertical 1 Total			
	2023	2024	2025
Under 30 years old	20	24	24
30-50 years old	44 ¹	55	76
Over 50 years old	3	3	10
Under 30 years old %	8% ¹	11% ¹	10%
30-50 years old %	7% ¹	9% ¹	13%
Over 50 years old %	3% ¹	3% ¹	10%

1. Figures have been restated



Total Rate of Hires Vs Total Turnover Rate			
CPM			
	2023	2024	2025
Total Hires %	12%	8%	11%
Total Turnover %	7%	14%	14%
IPM			
	2023	2024	2025
Total Hires %	16%	8%	14%
Total Turnover %	8%	8%	10%
UCF			
	2023	2024	2025
Total Hires %	14%	8%	4%
Total Turnover %	15%	9%	9%
MPI			
	2023	2024	2025
Total Hires %	10% ¹	1% ¹	9%
Total Turnover %	1% ¹	2%	15%
Vertical 1 Total			
	2023	2024	2025
Total Hires %	14% ¹	7% ¹	11%
Total Turnover %	7% ¹	9% ¹	12%

1. Figures have been restated



Total Employees by Job Category and by Gender

CPM			
	2023	2024	2025
Labor			
Male	100%	100%	100%
Female	0%	0%	0%
Entry-Level			
Male	0%	0%	0%
Female	0%	0%	0%
Mid-Level			
Male	95% ¹	95%	95%
Female	5% ¹	5%	5%
Senior-to-Executive Level			
Male	100%	100%	100%
Female	0%	0%	0%
IPM			
	2023	2024	2025
Labor			
Male	100%	100%	100%
Female	0%	0%	0%
Entry-Level			
Male	0%	0%	0%
Female	0%	0%	0%
Mid-Level			
Male	94%	96%	96%
Female	6%	4%	4%
Senior-to-Executive Level			
Male	95%	95%	94%
Female	5%	5%	6%

UCF

	2023	2024	2025
Labor			
Male	100%	100%	100%
Female	0%	0%	0%
Entry-Level			
Male	0%	0%	0%
Female	0%	0%	0%
Mid-Level			
Male	67%	64%	65%
Female	33%	36%	35%
Senior-to-Executive Level			
Male	100%	100%	100%
Female	0%	0%	0%
MPI			
	2023	2024	2025
Labor			
Male	100%	100% ¹	100%
Female	0%	0%	0%
Entry-Level			
Male	0%	0%	0%
Female	0%	0%	0%
Mid-Level			
Male	0%	0%	0%
Female	0%	0%	0%
Senior-to-Executive Level			
Male	90%	92%	88%
Female	10%	8%	13%



Vertical 1 Total			
	2023	2024	2025
Labor			
Male	100%	100%	100%
Female	0%	0%	0%
Entry-Level			
Male	0%	0%	0%
Female	0%	0%	0%
Mid-Level			
Male	93%	93% ¹	94%
Female	7%	7% ¹	6%
Senior-to-Executive Level			
Male	94%	95%	93%
Female	6%	5%	7%

1. Figures have been restated

Total Employees by Job Category and by Age Group			
CPM			
	2023	2024	2025
Labor			
Under 30 years old	18% ¹	19% ¹	17%
30-50 years old	63% ¹	54% ¹	56%
Over 50 years old	18% ¹	27% ¹	28%
Entry-Level			
Under 30 years old	0%	0%	0%
30-50 years old	0%	0%	0%
Over 50 years old	0%	0%	0%
Mid-Level			
Under 30 years old	20% ¹	16% ¹	20%
30-50 years old	64% ¹	67% ¹	66%
Over 50 years old	17% ¹	17% ¹	13%
Senior-to-Executive Level			
Under 30 years old	0%	0%	0%
30-50 years old	78%	43%	50%
Over 50 years old	22%	57%	50%



IPM			
	2023	2024	2025
Labor			
Under 30 years old	38%	25%	34%
30-50 years old	61%	75%	65%
Over 50 years old	1%	1%	1%
Entry-Level			
Under 30 years old	0%	0%	0%
30-50 years old	0%	0%	0%
Over 50 years old	0%	0%	0%
Mid-Level			
Under 30 years old	18%	13%	13%
30-50 years old	78%	80%	79%
Over 50 years old	4%	7%	8%
Senior-to-Executive Level			
Under 30 years old	0%	0%	0%
30-50 years old	68%	60%	67%
Over 50 years old	32%	40%	33%

UCF			
	2023	2024	2025
Labor			
Under 30 years old	36%	34%	35%
30-50 years old	54% ¹	55%	54%
Over 50 years old	10% ¹	11%	11%
Entry-Level			
Under 30 years old	0%	0%	0%
30-50 years old	0%	0%	0%
Over 50 years old	0%	0%	0%
Mid-Level			
Under 30 years old	28% ¹	31%	16%
30-50 years old	61% ¹	58%	74%
Over 50 years old	11% ¹	11%	10%
Senior-to-Executive Level			
Under 30 years old	0%	0%	0%
30-50 years old	50%	50%	67%
Over 50 years old	50%	50%	33%



MPI			
	2023	2024	2025
Labor			
Under 30 years old	57%	59%	73%
30-50 years old	28%	28%	16%
Over 50 years old	15%	13%	11%
Entry-Level			
Under 30 years old	0%	0%	0%
30-50 years old	0%	0%	0%
Over 50 years old	0%	0%	0%
Mid-Level			
Under 30 years old	0%	0%	0%
30-50 years old	0%	0%	0%
Over 50 years old	0%	0%	0%
Senior-to-Executive Level			
Under 30 years old	47%	62%	63%
30-50 years old	37%	35%	33%
Over 50 years old	17%	4%	4%

Vertical 1 Total			
	2023	2024	2025
Labor			
Under 30 years old	41%	37%	45%
30-50 years old	49%	54%	47%
Over 50 years old	9% ¹	10% ¹	9%
Entry-Level			
Under 30 years old	0%	0%	0%
30-50 years old	0%	0%	0%
Over 50 years old	0%	0%	0%
Mid-Level			
Under 30 years old	19% ¹	15%	15%
30-50 years old	71%	74% ¹	74%
Over 50 years old	9% ¹	11%	10%
Senior-to-Executive Level			
Under 30 years old	23%	28%	27%
30-50 years old	53%	46%	50%
Over 50 years old	24%	26%	23%

1. Figures have been restated



To ensure alignment with enhanced methodologies and applicable standards, Figures related to the median compensation ratio are disclosed differently this year to reflect enhanced disclosure methodologies and Ittihad's commitment to improving accuracy and consistency in reporting. All ratios are calculated based on base salary only.

Median Compensation Ratio			
CPM			
	2023	2024	2025
Female-to-male median compensation ratio for junior	Not Applicable	Not Applicable	Not Applicable
Female-to-male median compensation ratio for middle management	1.74	1.65	1.7
Female-to-male median compensation ratio for senior management	Not Applicable	Not Applicable	Not Applicable
IPM			
	2023	2024	2025
Female-to-male median compensation ratio for junior	Not Applicable	Not Applicable	Not Applicable
Female-to-male median compensation ratio for middle management	1.74	1.86	1.95
Female-to-male median compensation ratio for senior management	0.44	0.45	0.59
UCF			
	2023	2024	2025
Female-to-male median compensation ratio for junior	Not Available	Not Available	1.48
Female-to-male median compensation ratio for middle management	0.74	0.68	0.51
Female-to-male median compensation ratio for senior management	Not Applicable	Not Applicable	Not Applicable
MPI			
	2023	2024	2025
Female-to-male median compensation ratio for Entry-Level	Not Available	Not Available	1
Female-to-male median compensation ratio for Mid-Level	Not Available	Not Available	1
Female-to-male median compensation ratio for Senior-to-Executive	Not Available	Not Available	1

Total % of Employees who Received Performance Reviews by Gender			
CPM			
	2023	2024	2025
Male	100%	100%	100%
Female	100%	100%	100%
IPM			
	2023	2024	2025
Male	100%	100%	100%
Female	100%	100%	100%
UCF			
	2023	2024	2025
Male	100%	100%	100%
Female	100%	100%	100%
MPI			
	2023	2024	2025
Male	100%	100%	100%
Female	100%	100%	100%
Vertical 1 Total			
	2023	2024	2025
Male	100%	100%	100%
Female	100%	100%	100%



Total % of Employees who Received Performance reviews by Job Category			
CPM			
	2023	2024	2025
Labor	100%	100%	100%
Entry-Level	Not Applicable	Not Applicable	Not Applicable
Mid-Level	100%	100%	100%
Senior-to-Executive	100%	100%	100%
IPM			
	2023	2024	2025
Labor	100%	100%	100%
Entry-Level	Not Applicable	Not Applicable	Not Applicable
Mid-Level	100%	100%	100%
Senior-to-Executive	100%	100%	100%
UCF			
	2023	2024	2025
Labor	100%	100%	100%
Entry-Level	Not Applicable	Not Applicable	Not Applicable
Mid-Level	100%	100%	100%
Senior-to-Executive	100%	100%	100%
MPI			
	2023	2024	2025
Labor	100%	100%	100%
Entry-Level	Not Applicable	Not Applicable	Not Applicable
Mid-Level	Not Applicable	Not Applicable	Not Applicable
Senior-to-Executive	100%	100%	100%

Vertical 1 Total			
	2023	2024	2025
Labor	100%	100%	100%
Entry-Level	Not Applicable	Not Applicable	Not Applicable
Mid-Level	100%	100%	100%
Senior-to-Executive	100%	100%	100%

Incidents of Discrimination
There have been no incidents of discrimination across all entities in the past three years.



Average Training Hours per Employee and by Gender			
CPM			
	2023	2024	2025
Average Training Hours	Not Available	0.02	0.10
Average Training Hours Male	Not Available	0.02	0.10
Average Training Hours Female	Not Available	0.00	0.00
IPM			
	2023	2024	2025
Average Training Hours	Not Available	0.71 ¹	0.98
Average Training Hours Male	Not Available	0.49	0.77
Average Training Hours Female	Not Available	7.00	7.00
UCF			
	2023	2024	2025
Average Training Hours	5.73	6.05	5.62
Average Training Hours Male	5.82	5.97	5.40
Average Training Hours Female	5.25	6.46	6.91
MPI			
	2023	2024	2025
Average Training Hours	0.05	0.05	0.05
Average Training Hours Male	0.02	0.02	0.03
Average Training Hours Female	0.60	0.75	1.00

Vertical 1 Total			
	2023	2024	2025
Average Training Hours	0.48 ¹	0.88 ¹	1.00
Average Training Hours Male	0.44	0.70	0.83
Average Training Hours Female	1.40	4.63	4.78

1. Figures have been restated



Emiratization			
CPM			
	2023	2024	2025
Male	2	4	5
Female	3	3	3
Total	5	7	8
Male %	40%	57%	63%
Female %	60%	43%	38%
Emiratization rate	2%	3%	3%
IPM			
	2023	2024	2025
Male	2	6	9
Female	4	4	5
Total	6	10	14
Male %	33%	60%	64%
Female %	67%	40%	36%
Emiratization rate	1%	2%	3%
UCF			
	2023	2024	2025
Male	0	0	0
Female	1	2	3
Total	1	2	3
Male %	0%	0%	0%
Female %	100%	100%	100%
Emiratization rate	1%	3%	4%

MPI			
	2023	2024	2025
Male	1	2	3
Female	2	2	2
Total	3	4	5
Male %	33%	50%	60%
Female %	67%	50%	40%
Emiratization rate	2%	3%	4%
Vertical 1 Total			
	2023	2024	2025
Male	5	12	17
Female	10	11	13
Total	15	23	30
Male %	33%	52%	57%
Female %	67%	48%	43%
Emiratization rate	2%	2%	3%

**VERTICAL 1 HEALTH & SAFETY**

Workers Covered by an Occupational Health and Safety Management System			
CPM			
	2023	2024	2025
% workers covered by OHS management system	100.00%	100.00%	100.00%
% workers covered by externally certified system	100.00%	100.00%	100.00%
IPM			
	2023	2024	2025
% workers covered by OHS management system	100.00%	100.00%	100.00%
% workers covered by externally certified system	100.00%	100.00%	100.00%
UCF			
	2023	2024	2025
% workers covered by OHS management system	100.00%	100.00%	100.00%
% workers covered by externally certified system	100.00%	100.00%	100.00%
MPI			
	2023	2024	2025
% workers covered by OHS management system	100.00%	100.00%	100.00%
% workers covered by externally certified system	100.00%	100.00%	100.00%
Vertical 1 Total			
	2023	2024	2025
% workers covered by OHS management system	100.00%	100.00%	100.00%
% workers covered by externally certified system	100.00%	100.00%	100.00%

Rates are multiplied by 1,000,000 hours worked

Employee - Work-Related Injuries			
CPM			
	2023	2024	2025
Number of Fatalities	0.00	0.00	0.00
Rate of Fatalities	0.00	0.00	0.00
Number of lost-time injury	2.00	3.00	4.00
Rate of lost-time injury	3.57	5.99	7.83
Number of high-consequence work-related injury (excluding fatalities)	0.00	1.00	0.00
Rate of high-consequence work-related injury (excluding fatalities)	0.00	2.00	0.00
Number of recordable work-related injury	17.00	15.00	11.00
Rate of recordable work-related injury	30.36	29.94	21.53
Main types of work-related injury	Body Part Injury	Body Part Injury	Body Part Injury
Number of Hours Worked	559,989.00	501,026.00	510,854.00
IPM			
	2023	2024	2025
Number of Fatalities	0.00	0.00	0.00
Rate of Fatalities	0.00	0.00	0.00
Number of lost-time injury	3.00	1.00	2.00
Rate of lost-time injury	2.89	0.91	1.86
Number of high-consequence work-related injury (excluding fatalities)	0.00	0.00	0.00
Rate of high-consequence work-related injury (excluding fatalities)	0.00	0.00	0.00
Number of recordable work-related injury	16.00	7.00	12.00
Rate of recordable work-related injury	15.39	6.35	11.14
Main types of work-related injury	Body Part Injury	Body Part Injury	Body Part Injury
Number of Hours Worked	1,039,588.50	1,102,678.90	1,076,850.00



UCF			
	2023	2024	2025
Number of Fatalities	0.00	0.00	0.00
Rate of Fatalities	0.00	0.00	0.00
Number of lost-time injury	0.00	1.00	0.00
Rate of lost-time injury	0.00	6.00	0.00
Number of high-consequence work-related injury (excluding fatalities)	0.00	0.00	0.00
Rate of high-consequence work-related injury (excluding fatalities)	0.00	0.00	0.00
Number of recordable work-related injury	0.00	0.00	0.00
Rate of recordable work-related injury	0.00	0.00	0.00
Main types of work-related injury	Not Applicable	Chemical exposure during sampling activities in plant and tank farm areas	Not Applicable
Number of Hours Worked	172,400.00	166,642.00	200,850.00

MPI			
	2023	2024	2025
Number of Fatalities	0.00	0.00	0.00
Rate of Fatalities	0.00	0.00	0.00
Number of lost-time injury	0.00	0.00 ¹	0.00
Rate of lost-time injury	0.00	0.00 ¹	0.00
Number of high-consequence work-related injury (excluding fatalities)	0.00	0.00	0.00
Rate of high-consequence work-related injury (excluding fatalities)	0.00	0.00	0.00
Number of recordable work-related injury	0.00	0.00	0.00
Rate of recordable work-related injury	0.00	0.00	0.00
Main types of work-related injury	Not Applicable	Not Applicable	Not Applicable
Number of Hours Worked	Not Available	Not Available	2,408.00



Vertical 1 Total			
	2023	2024	2025
Number of Fatalities	0.00	0.00	0.00
Rate of Fatalities	0.00	0.00	0.00
Number of lost-time injury	5.00	5.00	6.00
Rate of lost-time injury	2.82 ¹	2.82 ¹	3.35
Number of high-consequence work-related injury (excluding fatalities)	0.00	1.00	0.00
Rate of high-consequence work-related injury (excluding fatalities)	0.00	0.56 ¹	0.00
Number of recordable work-related injury	33.00	22.00	23.00
Rate of recordable work-related injury	18.62 ¹	12.43 ¹	12.84
Main types of work-related injury	Body Part Injury	Body Part Injury, Chemical exposure during sampling activities in plant and tank farm areas	Body Part Injury
Number of Hours Worked	1,771,977.50	1,770,346.90	1,790,962.00

1. Figures have been restated

Non- Employee - Work-Related Injuries			
CPM			
	2023	2024	2025
Number of Fatalities	0.00	0.00	0.00
Rate of Fatalities	0.00	0.00	0.00
Number of lost-time injury	0.00	0.00	0.00
Rate of lost-time injury	0.00	0.00	0.00
Number of high-consequence work-related injury (excluding fatalities)	0.00	0.00	0.00
Rate of high-consequence work-related injury (excluding fatalities)	0.00	0.00	0.00
Number of recordable work-related injury	1.00	1.00	0.00
Rate of recordable work-related injury	17.81	17.81	0.00
Main types of work-related injury	Body Part Injury	Body Part Injury	Body Part Injury
Number of Hours Worked	56,160.00	56,160.00	48,672.00
IPM			
	2023	2024	2025
Number of Fatalities	0.00	0.00	0.00
Rate of Fatalities	0.00	0.00	0.00
Number of lost-time injury	0.00	0.00	0.00
Rate of lost-time injury	0.00	0.00	0.00
Number of high-consequence work-related injury (excluding fatalities)	0.00	0.00	0.00
Rate of high-consequence work-related injury (excluding fatalities)	0.00	0.00	0.00
Number of recordable work-related injury	2.00	2.00	3.00
Rate of recordable work-related injury	24.65	24.65	36.98
Main types of work-related injury	Body Part Injury	Body Part Injury	Body Part Injury
Number of Hours Worked	81,120.00	81,120.00	81,120.00



UCF			
	2023	2024	2025
Number of Fatalities	0.00	0.00	0.00
Rate of Fatalities	0.00	0.00	0.00
Number of lost-time injury	0.00	0.00	0.00
Rate of lost-time injury	0.00	0.00	0.00
Number of high-consequence work-related injury (excluding fatalities)	0.00	0.00	0.00
Rate of high-consequence work-related injury (excluding fatalities)	0.00	0.00	0.00
Number of recordable work-related injury	0.00	0.00	0.00
Rate of recordable work-related injury	0.00	0.00	0.00
Main types of work-related injury	Not Applicable	Not Applicable	Not Applicable
Number of Hours Worked	7,488.00	7,488.00	7,488.00
MPI			
	2023	2024	2025
Number of Fatalities	0.00	0.00	0.00
Rate of Fatalities	0.00	0.00	0.00
Number of lost-time injury	0.00	0.00	0.00
Rate of lost-time injury	0.00	0.00	0.00
Number of high-consequence work-related injury (excluding fatalities)	0.00	0.00	0.00
Rate of high-consequence work-related injury (excluding fatalities)	0.00	0.00	0.00
Number of recordable work-related injury	0.00	0.00	0.00
Rate of recordable work-related injury	0.00	0.00	0.00
Main types of work-related injury	Not Applicable	Not Applicable	Not Applicable
Number of Hours Worked	Not Available	Not Available	Not Available

Vertical 1 Total			
	2023	2024	2025
Number of Fatalities	0.00	0.00	0.00
Rate of Fatalities	0.00	0.00	0.00
Number of lost-time injury	0.00	0.00	0.00
Rate of lost-time injury	0.00	0.00	0.00
Number of high-consequence work-related injury (excluding fatalities)	0.00	0.00	0.00
Rate of high-consequence work-related injury (excluding fatalities)	0.00	0.00	0.00
Number of recordable work-related injury	3.00	3.00	3.00
Rate of recordable work-related injury	20.72	20.72	21.85
Main types of work-related injury	Body Part Injury	Body Part Injury	Body Part Injury
Number of Hours Worked	144,768.00	144,768.00	137,280.00



Employee - Work-Related Ill Health			
CPM			
	2023	2024	2025
Number of fatalities as a result of work-related ill health	0	0	0
Number of cases of recordable work-related ill health	0	0	0
Main types of work-related ill health	Not Applicable	Not Applicable	Not Applicable
IPM			
	2023	2024	2025
Number of fatalities as a result of work-related ill health	0	0	0
Number of cases of recordable work-related ill health	0	0	1
Main types of work-related ill health	Not Applicable	Not Applicable	Dizziness
UCF			
	2023	2024	2025
Number of fatalities as a result of work-related ill health	0	0	0
Number of cases of recordable work-related ill health	0	0	0
Main types of work-related ill health	Not Applicable	Not Applicable	Not Applicable
MPI			
	2023	2024	2025
Number of fatalities as a result of work-related ill health	0	0	0
Number of cases of recordable work-related ill health	0	0	0
Main types of work-related ill health	Not Applicable	Not Applicable	Not Applicable
Vertical 1 Total			
	2023	2024	2025
Number of fatalities as a result of work-related ill health	0	0	0
Number of cases of recordable work-related ill health	0	0	1
Main types of work-related ill health	Not Applicable	Not Applicable	Not Applicable

Non-Employee - Work-Related Ill Health			
CPM			
	2023	2024	2025
Number of fatalities as a result of work-related ill health	0	0	0
Number of cases of recordable work-related ill health	0	0	0
Main types of work-related ill health	Not Applicable	Not Applicable	Not Applicable
IPM			
	2023	2024	2025
Number of fatalities as a result of work-related ill health	0	0	0
Number of cases of recordable work-related ill health	0	0	0
Main types of work-related ill health	Not Applicable	Not Applicable	Not Applicable
UCF			
	2023	2024	2025
Number of fatalities as a result of work-related ill health	0	0	0
Number of cases of recordable work-related ill health	0	0	0
Main types of work-related ill health	Not Applicable	Not Applicable	Not Applicable
MPI			
	2023	2024	2025
Number of fatalities as a result of work-related ill health	0	0	0
Number of cases of recordable work-related ill health	0	0	0
Main types of work-related ill health	Not Applicable	Not Applicable	Not Applicable
Vertical 1 Total			
	2023	2024	2025
Number of fatalities as a result of work-related ill health	0	0	0
Number of cases of recordable work-related ill health	0	0	0
Main types of work-related ill health	Not Applicable	Not Applicable	Not Applicable

Health and Safety Training Hours¹

CPM

	2023	2024	2025
Total Number of Health and Safety Training Hours	3,211.75	3,223.70	4,413.00
Number of cases of recordable work-related ill health	0	0	0

IPM

	2023	2024	2025
Total Number of Health and Safety Training Hours	9,485	10,067.55	10,712.35
Training Hours per Employee	20.05	21.42	21.95

1. Disclosure on Health and Safety Training hours have been updated retrospectively for 2023 and 2024 to align with data disclosed and validated under the Sustainability-Linked Facility (SLF) reflecting Ittihad's ongoing commitment to improving accuracy and consistency in reporting

VERTICAL 1 SUSTAINABLE PRODUCT DATA

Total Number of Employees¹

UCR

	2023	2024	2025
Total employees	152	170	281
Male	138	153	262
Female	14	17	19
Male %	91%	90%	93%
Female %	9%	10%	7%

URF

	2023	2024	2025
Total employees	289	297	463
Male	275	280	439
Female	14	17	24
Male %	95%	94%	95%
Female %	5%	6%	5%

NCF

	2023	2024	2025
Total employees	96	95	103
Male	88	88	97
Female	8	7	6
Male %	92%	93%	94%
Female %	8%	7%	6%



Vertical 2 Total			
	2023	2024	2025
Total employees	537	562	847
Male	501	521	798
Female	36	41	49
Male %	93%	93%	94%
Female %	7%	7%	6%

1. All employees are on a Permanent and Fulltime contract

New Employee Hires by Gender			
UCR			
	2023	2024	2025
Male	29	51	108
Female	9	4	3
Male %	21%	33%	41%
Female %	64%	24%	16%
URF			
	2023	2024	2025
Male	74 ¹	91	242
Female	2	11	8
Male %	27%	33%	55%
Female %	14%	65%	33%
NCF			
	2023	2024	2025
Male	11	17	36
Female	2	3	2
Male %	13%	19%	37%
Female %	25%	43%	33%
Vertical 2 Total			
	2023	2024	2025
Male	114 ¹	159	386
Female	13	18	13
Male %	23% ¹	31% ¹	48%
Female %	36% ¹	44% ¹	27%

1. Figures have been restated



Total Employee Hires by Age Group			
UCR			
	2023	2024	2025
Under 30 years old	21	45	78
30-50 years old	8	10	33
Over 50 years old	0	0	0
Under 30 years old %	20%	39% ¹	39%
30-50 years old %	25%	22%	47%
Over 50 years old %	0%	0%	0%
URF			
	2023	2024	2025
Under 30 years old	53	82	162
30-50 years old	20	20	85
Over 50 years old	3	0	3
Under 30 years old %	42%	58%	76%
30-50 years old %	14%	14%	39%
Over 50 years old %	14%	0%	10%
NCF			
	2023	2024	2025
Under 30 years old	6	9 ¹	18
30-50 years old	7	11	19
Over 50 years old	0	0	0
Under 30 years old %	33%	73%	62%
30-50 years old %	10%	15%	32%
Over 50 years old %	0%	0%	0%

Vertical 2 Total			
	2023	2024	2025
Under 30 years old	80	136 ¹	258
30-50 years old	35	41	137
Over 50 years old	3	0	3
Under 30 years old %	32% ¹	51% ¹	58%
30-50 years old %	15% ¹	16% ¹	39%
Over 50 years old %	9% ¹	0% ¹	5%

1. Figures have been restated



Number of Employees that left by Gender			
UCR			
	2023	2024	2025
Male	18	10	36
Female	4	0	2
Male %	13%	7%	14%
Female %	29%	0%	11%
URF			
	2023	2024	2025
Male	78	90	78
Female	2	4	6
Male %	28%	32%	18%
Female %	14%	24%	25%
NCF			
	2023	2024	2025
Male	15	17	27
Female	1	3	3
Male %	17%	19%	28%
Female %	13%	43%	50%
Vertical 2 Total			
	2023	2024	2025
Male	111	117	141
Female	7	7	11
Male %	22% ¹	22% ¹	18%
Female %	19% ¹	17% ¹	22%

1. Figures have been restated

Total Employees that Left by Age Group			
UCR			
	2023	2024	2025
Under 30 years old	14	1	24
30-50 years old	8	8	14
Over 50 years old	0	1	0
Under 30 years old %	13%	1%	12%
30-50 years old %	25%	18%	20%
Over 50 years old %	0%	10% ¹	0%
URF			
	2023	2024	2025
Under 30 years old	51	55	60
30-50 years old	29	38	22
Over 50 years old	0	1	2
Under 30 years old %	40% ¹	39%	28%
30-50 years old %	20% ¹	27%	10%
Over 50 years old %	0%	7%	7%
NCF			
	2023	2024	2025
Under 30 years old	4	8	6
30-50 years old	9	12	20
Over 50 years old	3	0	4
Under 30 years old %	22%	73%	21%
30-50 years old %	13%	17%	34%
Over 50 years old %	27%	0%	27%



Vertical 2 Total			
	2023	2024	2025
Under 30 years old	69	64	90
30-50 years old	46	58	56
Over 50 years old	3	2	6
Under 30 years old %	28% ¹	24% ¹	20%
30-50 years old %	19% ¹	22% ¹	16%
Over 50 years old %	9% ¹	5% ¹	11%

1. Figures have been restated

Total Rate of New Hires Vs Total Turnover Rate			
UCR			
	2023	2024	2025
Total Hires %	25%	32%	40%
Total Turnover %	14%	6%	14%
URF			
	2023	2024	2025
Total Hires %	26%	34%	54%
Total Turnover %	28% ¹	32%	18%
NCF			
	2023	2024	2025
Total Hires %	14%	21% ¹	37%
Total Turnover %	17%	21%	29%
Vertical 2 Total			
	2023	2024	2025
Total Hires %	24% ¹	31% ¹	47%
Total Turnover %	22% ¹	22% ¹	18%

1. Figures have been restated



Total Employees by Job Category and by Gender			
UCR			
	2023	2024	2025
Labor			
Male	100%	100%	100%
Female	0%	0%	0%
Entry-Level			
Male	73%	76%	93%
Female	27%	24%	7%
Mid-Level			
Male	87%	88%	100%
Female	13%	12%	0%
Senior-to-Executive Level			
Male	100%	92%	92%
Female	0%	8%	8%
URF			
	2023	2024	2025
Labor			
Male	100%	100%	99%
Female	0%	1% ¹	1%
Entry-Level			
Male	88%	75%	71%
Female	12%	25%	29%
Mid-Level			
Male	83%	91%	95%
Female	17%	9%	5%
Senior-to-Executive Level			
Male	95%	100%	100%
Female	5%	0%	0%

NCF			
	2023	2024	2025
Labor			
Male	100%	100%	100%
Female	0%	0%	0%
Entry-Level			
Male	0%	0%	0%
Female	0%	0%	0%
Mid-Level			
Male	77%	73%	91%
Female	23%	27%	9%
Senior-to-Executive Level			
Male	88%	89%	89%
Female	13%	11%	11%
Vertical 2 Total			
	2023	2024	2025
Labor			
Male	100%	100%	100%
Female	0%	0%	0%
Entry-Level			
Male	85%	76%	77%
Female	15%	24% ¹	23%
Mid-Level			
Male	84% ¹	86%	97%
Female	16% ¹	14%	3%
Senior-to-Executive Level			
Male	95%	94%	95%
Female	5%	6% ¹	5%

1. Figures have been restated



Total Employees by Job Category and by Age Group

UCR			
	2023	2024	2025
Labor			
Under 30 years old	84%	79%	88%
30-50 years old	16%	21%	13%
Over 50 years old	0%	0%	0%
Entry-Level			
Under 30 years old	82%	71%	54%
30-50 years old	18%	29%	46%
Over 50 years old	0%	0%	0%
Mid-Level			
Under 30 years old	81%	71%	68%
30-50 years old	19%	23%	28%
Over 50 years old	0%	6%	5%
Senior-to-Executive Level			
Under 30 years old	0%	0%	0%
30-50 years old	90%	67%	69%
Over 50 years old	10%	33%	31%

URF

	2023	2024	2025
Labor			
Under 30 years old	49%	53%	50%
30-50 years old	45%	43%	45%
Over 50 years old	6%	5%	5%
Entry-Level			
Under 30 years old	49%	52%	47%
30-50 years old	49%	48%	53%
Over 50 years old	2%	0%	0%
Mid-Level			
Under 30 years old	34%	18%	35%
30-50 years old	57%	77%	51%
Over 50 years old	9%	5%	14%
Senior-to-Executive Level			
Under 30 years old	0%	0%	0%
30-50 years old	71%	64%	68%
Over 50 years old	29%	36%	32%



NCF			
	2023	2024	2025
Labor			
Under 30 years old	17%	15%	43%
30-50 years old	71%	74% ¹	51%
Over 50 years old	12%	11% ¹	5%
Entry-Level			
Under 30 years old	0%	0%	0%
30-50 years old	0%	0%	0%
Over 50 years old	0%	0%	0%
Mid-Level			
Under 30 years old	27%	8%	23%
30-50 years old	73%	88%	60%
Over 50 years old	0%	4%	18%
Senior-to-Executive Level			
Under 30 years old	0%	0%	0%
30-50 years old	50%	50%	56%
Over 50 years old	50%	50%	44%

Vertical 2 Total			
	2023	2024	2025
Labor			
Under 30 years old	46% ¹	48%	59%
30-50 years old	47%	46%	37%
Over 50 years old	7% ¹	5%	4%
Entry-Level			
Under 30 years old	54%	56%	49%
30-50 years old	44%	44%	51%
Over 50 years old	1%	0%	0%
Mid-Level			
Under 30 years old	60%	52%	50%
30-50 years old	38%	42%	40%
Over 50 years old	2%	5%	10%
Senior-to-Executive Level			
Under 30 years old	0%	0%	0%
30-50 years old	72%	62%	66%
Over 50 years old	28%	38%	34%

1. Figures have been restated



To ensure alignment with enhanced methodologies and applicable standards, Figures related to the median compensation ratio are disclosed differently this year to reflect enhanced disclosure methodologies and Ittihad's commitment to improving accuracy and consistency in reporting. All ratios are calculated based on base salary only. Entities not listed below are omitting this disclosure due to confidentiality.

Median Compensation Ratio			
URF			
	2023	2024	2025
Female-to-male median compensation ratio for Entry-Level	1.6	1.43	1.39
Female-to-male median compensation ratio for Mid-Level	1.31	1.12	1.22
Female-to-male median compensation ratio for Senior-to-Executive	0.83	Not Applicable	Not Applicable
Total % of Employees who Received Performance Reviews by Gender			
UCR			
	2023	2024	2025
Male	100%	100%	100%
Female	100%	100%	100%
URF			
	2023	2024	2025
Male	86% ¹	86%	92%
Female	86%	100%	67%
NCF			
	2023	2024	2025
Male	100%	100%	76%
Female	100%	100%	67%
Vertical 2 Total			
	2023	2024	2025
Male	92% ¹	92% ¹	92%
Female	94% ¹	100%	80%

1. Figures have been restated

Total % of Employees who Received Performance Reviews by Job Category			
UCR			
	2023	2024	2025
Labor	100%	100%	100%
Entry-Level	100%	100%	100%
Mid-Level	100%	100%	100%
Senior-to-Executive	100%	100%	100%
URF			
	2023	2024	2025
Labor	97%	84% ¹	94%
Entry-Level	63%	93%	76%
Mid-Level	69%	91%	77%
Senior-to-Executive	90%	93%	100%
NCF			
	2023	2024	2025
Labor	100%	100%	68%
Entry-Level	Not Applicable	Not Applicable	Not Applicable
Mid-Level	100%	100%	84%
Senior-to-Executive	100%	100%	56%
Vertical 2 Total			
	2023	2024	2025
Labor	98% ¹	89% ¹	94%
Entry-Level	69% ¹	95% ¹	83%
Mid-Level	93% ¹	99% ¹	91%
Senior-to-Executive	95% ¹	100% ¹	93%

1. Figures have been restated



Incidents of Discrimination

There have been no incidents of discrimination across all entities in the past three years.

Average Training hours per Employee and by Gender

UCR			
	2023	2024	2025
Average Training Hours	4.59	5.94	5.59
Average Training Hours Male	4.13	5.10	4.81
Average Training Hours Female	9.14	13.53	16.32
URF			
	2023	2024	2025
Average Training Hours	0.42 ¹	0.95	14.01
Average Training Hours Male	0.35	0.93	14.56
Average Training Hours Female	1.71	1.29	4.00
NCF			
	2023	2024	2025
Average Training Hours	6.00	6.25 ¹	6.35
Average Training Hours Male	6.00	6.27	6.67
Average Training Hours Female	6.00	6.00	1.17
Vertical 2 Total			
	2023	2024	2025
Average Training Hours	2.60 ¹	3.35 ¹	10.28
Average Training Hours Male	2.38	3.05	10.40
Average Training Hours Female	5.56	7.17	8.43

1. Figures have been restated

Emiratization

UCR			
	2023	2024	2025
Male	0	0	3
Female	4	5	7
Total	4	5	10
Male %	0%	0%	30%
Female %	100%	100%	70%
Emiratization rate	3%	3%	4%
URF			
	2023	2024	2025
Male	2	4	5
Female	2	2	4
Total	4	6	9
Male %	50%	67%	56%
Female %	50%	33%	44%
Emiratization rate	1%	2%	2%
NCF			
	2023	2024	2025
Male	0	2	4
Female	2	1	1
Total	2	3	5
Male %	0%	67%	80%
Female %	100%	33%	20%
Emiratization rate	2%	3%	5%



Vertical 2 Total			
	2023	2024	2025
Male	2	6	12
Female	8	8	12
Total	10	14	24
Male %	20%	43%	50%
Female %	80%	57%	50%
Emiratization rate	2%	2%	3%

VERTICAL 2 HEALTH & SAFETY

Workers Covered by an Occupational Health and Safety Management System			
UCR			
	2023	2024	2025
% workers covered by OHS management system	Not Available	Not Available	100.00%
% workers covered by externally certified system	Not Available	Not Available	100.00%
URF			
	2023	2024	2025
% workers covered by OHS management system	Not Available	Not Available	100.00%
% workers covered by externally certified system	Not Available	Not Available	100.00%
NCF			
	2023	2024	2025
% workers covered by OHS management system	Not Available	Not Available	100.00%
% workers covered by externally certified system	Not Available	Not Available	100.00%
Vertical 2 Total			
	2023	2024	2025
% workers covered by OHS management system	Not Available	Not Available	100.00%
% workers covered by externally certified system	Not Available	Not Available	100.00%



Rates are multiplied by 1,000,000 hours worked

Employee - Work-Related Injuries			
UCR			
	2023	2024	2025
Number of Fatalities	0.00	0.00	0.00
Rate of Fatalities	0.00	0.00	0.00
Number of lost-time injury	0.00	0.00	0.00
Rate of lost-time injury	0.00	0.00	0.00
Number of high-consequence work-related injury (excluding fatalities)	0.00	0.00	0.00
Rate of high-consequence work-related injury (excluding fatalities)	0.00	0.00	0.00
Number of recordable work-related injury	1.00	2.00	1.00
Rate of recordable work-related injury	3.22	4.76	1.73
Main types of work-related injury	Not Available	Not Available	Not Available
Number of Hours Worked	310,703.00	420,409.00	578,422.00
URF			
	2023	2024	2025
Number of Fatalities	0.00	0.00	0.00
Rate of Fatalities	0.00	0.00	0.00
Number of lost-time injury	0.00	0.00	0.00
Rate of lost-time injury	0.00	0.00	0.00
Number of high-consequence work-related injury (excluding fatalities)	0.00	0.00	0.00
Rate of high-consequence work-related injury (excluding fatalities)	0.00	0.00	0.00
Number of recordable work-related injury	4.00	0.00	2.00
Rate of recordable work-related injury	7.18	0.00	1.55
Main types of work-related injury	First Aid	Not Applicable	First Aid
Number of Hours Worked	556,792.00	629,032.00	1294480.00

NCF			
	2023	2024	2025
Number of Fatalities	0.00	0.00	0.00
Rate of Fatalities	0.00	0.00	0.00
Number of lost-time injury	0.00	0.00	0.00
Rate of lost-time injury	0.00	0.00	0.00
Number of high-consequence work-related injury (excluding fatalities)	0.00	0.00	0.00
Rate of high-consequence work-related injury (excluding fatalities)	0.00	0.00	0.00
Number of recordable work-related injury	0.00	0.00	0.00
Rate of recordable work-related injury	0.00	0.00	0.00
Main types of work-related injury	Not Applicable	Not Applicable	Not Applicable
Number of Hours Worked	214,825.00	237,120 ¹	244,608.00
Vertical 2 Total			
	2023	2024	2025
Number of Fatalities	0.00	0.00	0.00
Rate of Fatalities	0.00	0.00	0.00
Number of lost-time injury	0.00	0.00	0.00
Rate of lost-time injury	0.00	0.00	0.00
Number of high-consequence work-related injury (excluding fatalities)	0.00	0.00	0.00
Rate of high-consequence work-related injury (excluding fatalities)	0.00	0.00	0.00
Number of recordable work-related injury	5.00	2.00	3.00
Rate of recordable work-related injury	4.62 ¹	1.66 ¹	1.42
Main types of work-related injury	First Aid	First Aid	First Aid
Number of Hours Worked	1,082,320.00	1,286,561.00 ¹	2,117,510.00

1. Figures have been restated



Non-Employee - Work-Related Injuries			
UCR			
	2023	2024	2025
Number of Fatalities	0.00	0.00	0.00
Rate of Fatalities	0.00	0.00	0.00
Number of lost-time injury	0.00	0.00	0.00
Rate of lost-time injury	0.00	0.00	0.00
Number of high-consequence work-related injury (excluding fatalities)	0.00	0.00	0.00
Rate of high-consequence work-related injury (excluding fatalities)	0.00	0.00	0.00
Number of recordable work-related injury	0.00	0.00	0.00
Rate of recordable work-related injury	0.00	0.00	0.00
Main types of work-related injury	Not Applicable	Not Applicable	Not Applicable
Number of Hours Worked	10,520.00	11,232.00	79,260.00
URF			
	2023	2024	2025
Number of Fatalities	0.00	0.00	Not Available
Rate of Fatalities	0.00	0.00	Not Available
Number of lost-time injury	0.00	0.00	0.00
Rate of lost-time injury	0.00	0.00	0.00
Number of high-consequence work-related injury (excluding fatalities)	0.00	0.00	Not Available
Rate of high-consequence work-related injury (excluding fatalities)	0.00	0.00	Not Available
Number of recordable work-related injury	0.00	0.00	1.00
Rate of recordable work-related injury	0.00	0.00	5.95
Main types of work-related injury	Not Applicable	Not Applicable	First Aid
Number of Hours Worked	Not Available	Not Available	168,000.00

NCF			
	2023	2024	2025
Number of Fatalities	0.00	0.00	0.00
Rate of Fatalities	0.00	0.00	0.00
Number of lost-time injury	1.00	0.00	0.00
Rate of lost-time injury	5.43	0.00	0.00
Number of high-consequence work-related injury (excluding fatalities)	0.00 ¹	0.00	0.00
Rate of high-consequence work-related injury (excluding fatalities)	0.00	0.00	0.00
Number of recordable work-related injury	1.00	0.00	0.00
Rate of recordable work-related injury	5.43	0.00	0.00
Main types of work-related injury	Entanglement	Not Applicable	Not Applicable
Number of Hours Worked	184,169	154,496	Not Available
Vertical 2 Total			
	2023	2024	2025
Number of Fatalities	0.00	0.00	0.00
Rate of Fatalities	0.00	0.00	0.00
Number of lost-time injury	1.00	0.00	0.00
Rate of lost-time injury	5.14 ¹	0.00	0.00
Number of high-consequence work-related injury (excluding fatalities)	0.00	0.00	0.00
Rate of high-consequence work-related injury (excluding fatalities)	0.00	0.00	0.00
Number of recordable work-related injury	1.00	0.00	1.00
Rate of recordable work-related injury	5.14 ¹	0.00	4.04
Main types of work-related injury	Entanglement	Not Applicable	Not Applicable
Number of Hours Worked	194,689	165,728	247,260.00

1. Figures have been restated



Employee - Work-Related Ill Health			
UCR			
	2023	2024	2025
Number of fatalities as a result of work-related ill health	0	0	0
Number of cases of recordable work-related ill health	0	0	0
Main types of work-related ill health	Not Applicable	Not Applicable	Not Applicable
URF			
	2023	2024	2025
Number of fatalities as a result of work-related ill health	0	0	0
Number of cases of recordable work-related ill health	4	0	1
Main types of work-related ill health	First Aids	Not Applicable	First aid
NCF			
	2023	2024	2025
Number of fatalities as a result of work-related ill health	0	0	0
Number of cases of recordable work-related ill health	0	0	0
Main types of work-related ill health	Not Applicable	Not Applicable	Not Applicable
Vertical 2 Total			
	2023	2024	2025
Number of fatalities as a result of work-related ill health	0	0	0
Number of cases of recordable work-related ill health	4	0	1
Main types of work-related ill health	First Aids	Not Applicable	First aid

Non-Employee - Work-Related Ill Health			
UCR			
	2023	2024	2025
Number of fatalities as a result of work-related ill health	0	0	0
Number of cases of recordable work-related ill health	0	0	0
Main types of work-related ill health	Not Applicable	Not Applicable	Not Applicable
URF			
	2023	2024	2025
Number of fatalities as a result of work-related ill health	0	0	0
Number of cases of recordable work-related ill health	0	0	0
Main types of work-related ill health	Not Applicable	Not Applicable	Not Applicable
NCF			
	2023	2024	2025
Number of fatalities as a result of work-related ill health	0	0	0
Number of cases of recordable work-related ill health	0	0	0
Main types of work-related ill health	Not Applicable	Not Applicable	Not Applicable
Vertical 2 Total			
	2023	2024	2025
Number of fatalities as a result of work-related ill health	0	0	0
Number of cases of recordable work-related ill health	0	0	0
Main types of work-related ill health	Not Applicable	Not Applicable	Not Applicable



Health and Safety Training Hours ¹			
UCR			
	2023	2024	2025
Total Number of Health and Safety Training Hours	429.07	721	1,727.5
Training Hours per Employee	2.83	4.24	6.15
URF			
	2023	2024	2025
Total Number of Health and Safety Training Hours	42.00	281.50	6,488.25
Training Hours per Employee	0.15	0.94	14.01

1. Disclosure on Health and Safety Training hours have been updated retrospectively for 2023 and 2024 to align with data disclosed and validated under the Sustainability-Linked Facility (SLF) reflecting Ittihad's ongoing commitment to improving accuracy and consistency in reporting

VERTICAL 1 SUSTAINABLE SUPPLY CHAIN DATA

CPM			
	2023	2024	2025
Total procurement spending (AED m)	786.00	380.00	370.00
Procurement spending on local suppliers (AED m)	204.00	88.00	71.00
Procurement spending on local suppliers (%)	26%	23%	19%
Percentage of suppliers assessed against sourcing code of conduct	100%	100%	100%
IPM			
	2023	2024	2025
Total procurement spending (AED m)	1,194.00 ¹	849.00 ¹	783.00
Procurement spending on local suppliers (AED m)	505.00 ¹	168.00 ¹	187.00
Procurement spending on local suppliers (%)	42% ¹	20% ¹	24%
Percentage of suppliers assessed against sourcing code of conduct	100%	100%	100%
UCF			
	2023	2024	2025
Total procurement spending (AED m)	245.89	203.41 ¹	215.72
Procurement spending on local suppliers (AED m)	82.79 ¹	25.00 ¹	33.08
Procurement spending on local suppliers (%)	34% ¹	12% ¹	15%
Percentage of suppliers assessed against sourcing code of conduct	100%	100%	100%
MPI			
	2023	2024	2025
Total procurement spending (AED m)	52.17	54.84	47.40
Procurement spending on local suppliers (AED m)	24.58	22.56	35.90
Procurement spending on local suppliers (%)	47%	41%	76%
Percentage of suppliers assessed against sourcing code of conduct	100%	100%	100%



Vertical 1 Total			
	2023	2024	2025
Total procurement spending (AED m)	2,278.06 ¹	1,487.25 ¹	1,416.12
Procurement spending on local suppliers (AED m)	816.37 ¹	303.56 ¹	326.98
Procurement spending on local suppliers (%)	36% ¹	20% ¹	23%
Percentage of suppliers assessed against sourcing code of conduct	100%	100%	100%

1. Figures have been restated

VERTICAL 2 SUSTAINABLE SUPPLY CHAIN DATA

UCR			
	2023	2024	2025
Total procurement spending (AED m)	7,013.00	8,185.28	8,484.99
Procurement spending on local suppliers (AED m)	1,097.00	1,455.38	1,509.76
Procurement spending on local suppliers (%)	16%	18%	18%
Percentage of suppliers assessed against sourcing code of conduct	100%	100%	100%
URF			
	2023	2024	2025
Total procurement spending (AED m)	806.47	941.63	950.00
Procurement spending on local suppliers (AED m)	703.56	737.58	800.00
Procurement spending on local suppliers (%)	87%	78%	84%
Percentage of suppliers assessed against sourcing code of conduct	100%	100%	100%
NCF			
	2023	2024	2025
Total procurement spending (AED m)	238.86	251.94	273.54
Procurement spending on local suppliers (AED m)	143.47	167.97	187.97
Procurement spending on local suppliers (%)	60%	67%	69%
Percentage of suppliers assessed against sourcing code of conduct	100%	100%	100%
Vertical 2 Total			
	2023	2024	2025
Total procurement spending (AED m)	8,058.33	9,378.85 ¹	9,708.53
Procurement spending on local suppliers (AED m)	1,944.03	2,360.93 ¹	2,497.73
Procurement spending on local suppliers (%)	24%	25% ¹	26%
Percentage of suppliers assessed against sourcing code of conduct	100%	100%	100%

1. Figures have been restated

**GROUP LEVEL HR DATA**

The HR-related data presented below encompasses the figures for all subsidiaries at the group level, as the HR department operates on a centralized basis. Where applicable, restated figures have been clearly indicated within the tables through accompanying footnotes. These adjustments reflect data refinements made to ensure enhanced accuracy and consistency in measurement and reporting.

Total Number Employees ¹			
	2023	2024	2025
Permanent employees	8,703	9,616	10,778
Male	7,910	8,757	9,852
Female	793	859	926
Male %	91%	91%	91%
Female %	9%	9%	9%

1. All employees are on a permanent and full-time contract.

New Employee Hires by Gender			
	2023	2024	2025
Male	1405	1860	4030
Female	141	271	257
Male %	18%	21%	41%
Female %	18%	32%	28%

New Employee Hires by Age Group			
	2023	2024	2025
Under 30 years old	915 ¹	1,175	2,270
30-50 years old	602 ¹	924	1,932
Over 50 years old	29 ¹	32	85
Under 30 years old %	34% ¹	40%	63%
30-50 years old %	12% ¹	15%	30%
Over 50 years old %	4% ¹	5%	13%

1. These figures have been restated

Employees that Left by Gender			
	2023	2024	2025
Male	976	1,013	2,941
Female	193	205	190
Male %	12%	12%	30%
Female %	24%	24%	21%



Employees that Left by Age Group			
	2023	2024	2025
Under 30 years old	413	512	1342
30-50 years old	693	630	1643
Over 50 years old	63	76	146
Under 30 years old %	15%	17%	37%
30-50 years old %	13%	10%	25%
Over 50 years old %	8%	13%	23%

Total Rate of New Hires Vs Total Turnover Rate			
	2023	2024	2025
Total Hires %	18%	22%	40%
Total Turnover %	13%	13%	29%

Parental Leave			
	2023	2024	2025
Return to work rates of employees that took parental leave			
Male %	100%	100%	100%
Female %	100%	100%	100%
Retention rates of employees that took parental leave			
Male %	88%	93%	78%
Female %	71%	94%	82%

Number of % of Employees by Job Category and Gender			
CPM			
	2023	2024	2025
Labor			
Male	94%	94%	93%
Female	6%	6% ¹	7%
Entry-Level			
Male	73%	93%	93%
Female	27%	7%	7%
Mid-Level			
Male	98%	76%	81%
Female	2%	24%	19%
Senior-to-Executive Level			
Male	85%	86%	88%
Female	15%	14%	13%

1. Figures have been restated



Number of % of Employees by Job Category and Age Group

CPM			
	2023	2024	2025
Labor			
Under 30 years old	37%	36%	42%
30-50 years old	57%	61%	56%
Over 50 years old	6%	4%	2%
Entry-Level			
Under 30 years old	19%	24%	25%
30-50 years old	67%	68%	65%
Over 50 years old	14%	8%	9%
Mid-Level			
Under 30 years old	26%	18%	18%
30-50 years old	61%	69%	69%
Over 50 years old	13%	13%	14%
Senior-to-Executive Level			
Under 30 years old	0%	2%	0%
30-50 years old	64%	69%	71%
Over 50 years old	36%	29%	29%

Ratio of the basic salary and remuneration of women to men

CPM			
	2023	2024	2025
Female-to-male median compensation ratio for Entry-Level	1.15	1.15	1.02
Female-to-male median compensation ratio for Mid-Level	0.95	0.95	0.95
Female-to-male median compensation ratio for Senior-to-Executive	1.02	1.02	1.00

Total Number of Employees who received performance reviews by Gender

CPM			
	2023	2024	2025
Male	100%	100%	100%
Female	100%	100%	100%

Total Number of Employees who received performance reviews by Job Category

CPM			
	2023	2024	2025
Labor	100%	100%	100%
Entry-Level	100%	100%	100%
Mid-Level	100%	100%	100%
Senior-to-Executive	100%	100%	100%

Incidents of Discrimination

There have been no incidents of discrimination across all entities in the past three years.

Average Training Hours per Employee and by Gender

CPM			
	2023	2024	2025
Average training Hours	0.09	0.27	0.27
Average Training Hours Male	0.09	0.26	0.26
Average Training Hours Female	0.09	0.43	0.46



Emiratization

	2023	2024	2025
Male	48	77	104
Female	147	156	210
Total	195	233	314
Male %	25%	33%	33%
Female %	75%	67%	67%
Emiratization rate	2%	2%	3%

GROUP LEVEL DATA SECURITY AND PRIVACY DATA

Number of Substantiated Complaints Received Concerning Breaches of Customer Privacy in 2024

	2023	2024	2025
Complaints received from outside parties and substantiated by Ittihad	0	0	0
Complaints from regulatory bodies	0	0	0
Total number of complaints	0	0	0

Leaks, Thefts and Losses of Customer Data

	2023	2024	2025
Total number of identified leaks, thefts, or losses of customer data	0	0	0

GROUP LEVEL GOVERNANCE AND ETHICS DATA

Governance Body Diversity

	2023	2024	2025
Male (%)	80%	80%	80%
Female (%)	20%	20%	20%
Under 30 years old (%)	0%	0%	0%
30-50 years old (%)	40%	40%	40%
Over 50 years old (%)	60%	60%	60%

Compliance with Laws and Regulations

	2023	2024	2025
Total number of significant instances of non-compliance with laws and regulations	0	0	0
Instances for which fines were incurred	0	0	0
Instances for which non-monetary sanctions were incurred	0	0	0
Total monetary value of fines for non-compliance with laws and regulations	0	0	0



Anti-Corruption			
Assessment of Corruption Risk			
	2023	2024	2025
Total number of operations	21	21	21
Total number of operations assessed for risks related to corruption	7	10	15
% of operations assessed for risks related to corruption	33%	48%	71%
Communication about anti-corruption policies and procedures			
	2023	2024	2025
% of Governance body members that Ittihad's anti-corruption policies and procedures have been communicated to	100%	100%	100%
% of business partners that Ittihad's anti-corruption policies and procedures have been communicated to	100%	100%	100%
Training on anti-corruption			
	2023	2024	2025
% of Governance body members that have received training on anti-corruption	100%	100%	100%
Confirmed incidents of corruption			
	2023	2024	2025
Total number of confirmed incidents of corruption	0	0	0
Confirmed incidents in which employees were dismissed or disciplined due to corruption	0	0	0
Number of incidents where contracts with business partners were terminated or not renewed due to corruption	0	0	0
Public legal cases regarding corruption brought against the organisation or its employees	0	0	0



INDEX

GRI Content Index

Statement of use		Ittihad International Investment LLC has reported in accordance with the GRI Standards for the period 1 January to 31 December 2025.				
GRI 1 used		GRI 1: Foundation 2021				
Applicable GRI Sector Standard(s)		No GRI Sector Standards are currently applicable to Ittihad International Investment's activities.				
GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
General disclosures						
GRI 2: General Disclosures 2021	2-1 Organizational details	Company Overview: Introducing Ittihad International Investment	A gray cell indicates that reasons for omission are not permitted for the disclosure or that a GRI Sector Standard reference number is not available.			
	2-2 Entities included in the organization's sustainability reporting	About this Report: Reporting Boundary Company Overview: Introducing Ittihad International Investment				
	2-3 Reporting period, frequency and contact point	About this Report				
	2-4 Restatements of information	Appendices: Sustainability Disclosures				
	2-5 External assurance	About this Report				
	2-6 Activities, value chain and other business relationships	Company Overview: Introducing Ittihad International Investment				
	2-7 Employees	Social Impact: Investing in People Appendices: Sustainability Disclosures (Social and Group Level HR Data)				
	2-8 Workers who are not employees	Social Impact: Investing in People Appendices: Sustainability Disclosures (Social and Group Level HR Data)				



2-9 Governance structure and composition	Sustainability Commitment and IFRS Alignment: Sustainability Governance Responsible Business Practices: Corporate Governance				
2-10 Nomination and selection of the highest governance body	Sustainability Commitment and IFRS Alignment: Sustainability Governance Responsible Business Practices: Corporate Governance				
2-11 Chair of the highest governance body	Responsible Business Practices: Corporate Governance				
2-12 Role of the highest governance body in overseeing the management of impacts	Sustainability Commitment and IFRS Alignment: Sustainability Governance Responsible Business Practices: Corporate Governance				
2-13 Delegation of responsibility for managing impacts	Sustainability Commitment and IFRS Alignment: Sustainability Governance Responsible Business Practices: Corporate Governance				
2-14 Role of the highest governance body in sustainability reporting	Sustainability Commitment and IFRS Alignment: Sustainability Governance Responsible Business Practices: Corporate Governance				
2-15 Conflicts of interest	Responsible Business Practices: Corporate Governance				
2-16 Communication of critical concerns	Responsible Business Practices: Ethical Conduct Social Impact: Investing in People				
2-17 Collective knowledge of the highest governance body	Sustainability Commitment and IFRS Alignment: Sustainability Governance Responsible Business Practices: Corporate Governance				
2-18 Evaluation of the performance of the highest governance body	Sustainability Commitment and IFRS Alignment: Sustainability Governance Responsible Business Practices: Corporate Governance				
2-19 Remuneration policies	Responsible Business Practices: Corporate Governance				
2-20 Process to determine remuneration	Responsible Business Practices: Corporate Governance				



2-21 Annual total compensation ratio	This has been omitted	GRI 2-21 a, b and c	Confidentiality constraints	This metric cannot be disclosed due to confidentiality requirements, as it involves sensitive compensation data that is restricted for internal use only.	
2-22 Statement on sustainable development strategy	Message from the CEO Sustainability Commitment and IFRS Alignment: Sustainability Governance				
2-23 Policy commitments	Sustainability Commitment and IFRS Alignment: Sustainability Governance Responsible Business Practices: Ethical Conduct Throughout the report where applicable				
2-24 Embedding policy commitments	Sustainability Commitment and IFRS Alignment: Sustainability Governance Responsible Business Practices: Ethical Conduct Throughout the report where applicable				
2-25 Processes to remediate negative impacts	Responsible Business Practices: Ethical Conduct Environmental Responsibility Social Impact				
2-26 Mechanisms for seeking advice and raising concerns	Responsible Business Practices: Ethical Conduct Social Impact: Investing in People				
2-27 Compliance with laws and regulations	Responsible Business Practices: Ethical Conduct				
2-28 Membership associations	Sustainability Commitment and IFRS Alignment: Sustainability Governance				
2-29 Approach to stakeholder engagement	Sustainability Commitment and IFRS Alignment: Risk Management Responsible Business Practices: Responsible Investment Approach				



	2-30 Collective bargaining agreements	This requirement has been omitted	GRI 2-30	Not applicable	This metric is not disclosed as collective bargaining agreements are not applicable under UAE law.	
General disclosures						
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Sustainability Commitment and IFRS Alignment: Sustainability Metrics and Targets	A gray cell indicates that reasons for omission are not permitted for the disclosure or that a GRI Sector Standard reference number is not available.			
	3-2 List of material topics	Sustainability Commitment and IFRS Alignment: Sustainability Metrics and Targets				
Biodiversity						
GRI 3: Material Topics 2021	3-3 Management of material topics	Environmental Responsibility: Ecological Impact Sector Focus				
GRI 101: Biodiversity 2024	101-1 Policies to halt and reverse biodiversity loss	Environmental Responsibility: Ecological Impact				
	101-3 Access and benefit sharing	This requirement has been omitted	GRI 101-3	Disclosure is not currently provided. The topic will continue to be assessed for future reporting cycles.		
Climate Change						
GRI 3: Material Topics 2021	3-3 Management of material topics	Environmental Responsibility Sector Focus				



GRI 102: Climate Change 2025	102-1 Transition plan for climate change mitigation	Environmental Responsibility: Emissions & Energy				
	102-2 Climate change adaptation plan	Environmental Responsibility: Emissions & Energy				
	102-4 GHG emissions reduction targets and progress	Sustainability Commitment and IFRS Alignment: Sustainability Metrics and Targets				
	102-5 Scope 1 GHG emissions	Appendices: Sustainability Disclosures (Environmental Data)				
	102-6 Scope 2 GHG emissions	Appendices: Sustainability Disclosures (Environmental Data)				
	102-7 Scope 3 GHG emissions	Appendices: Sustainability Disclosures (Environmental Data)				
	102-8 GHG emissions intensity	Appendices: Sustainability Disclosures (Environmental Data)				
Energy						
GRI 3: Material Topics 2021	3-3 Management of material topics	Environmental Responsibility: Emissions & Energy Sector Focus				
GRI 103: Energy 2025	103-1 Energy policies and commitments	Environmental Responsibility: Emissions & Energy				
	103-2 Energy consumption and self-generation within the organization	Appendices: Sustainability Disclosures (Environmental Data)				
	103-4 Energy intensity	Appendices: Sustainability Disclosures (Environmental Data)				
	103-5 Reduction in energy consumption	Environmental Responsibility: Emissions & Energy				
Market presence						
GRI 3: Material Topics 2021	3-3 Management of material topics	Social Impact: Investing in People Sector Focus				
GRI 202: Market Presence 2016	202-2 Proportion of senior management hired from the local community	Appendices: Sustainability Disclosures (Social and Group Level HR Data)				



Indirect economic impacts						
GRI 3: Material Topics 2021	3-3 Management of material topics	Social Impact: Community Relations Sector Focus				
GRI 203: Indirect Economic Impacts 2016	203-2 Significant indirect economic impacts	Social Impact: Community Relations				
Procurement practices						
GRI 3: Material Topics 2021	3-3 Management of material topics	Responsible Business Practices: Sustainable Supply Chain Sector Focus				
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Appendices: Sustainability Disclosures (Social Data)				
Anti-corruption						
GRI 3: Material Topics 2021	3-3 Management of material topics	Responsible Business Practices: Ethical Conduct				
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risk related to corruption	Appendices: Sustainability Disclosures (Group Level Governance and Ethics Data)				
	205-2 Communication and training about anti-corruption policies and procedures	Responsible Business Practices: Ethical Conduct Appendices: Sustainability Disclosures (Group Level Governance and Ethics Data)				
	205-3 Confirmed incidents of corruption and actions taken	Appendices: Sustainability Disclosures (Group Level Governance and Ethics Data)				
Materials						
GRI 3: Material Topics 2021	3-3 Management of material topics	Environmental Responsibility: Sustainable Product (Material) Sector Focus				



Water and effluents						
GRI 3: Material Topics 2021	3-3 Management of material topics	Environmental Responsibility: Water and Wastewater Sector Focus				
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Environmental Responsibility: Water and Wastewater				
	303-4 Water discharge	Appendices: Sustainability Disclosures (Environmental Data)				
	303-5 Water consumption	Appendices: Sustainability Disclosures (Environmental Data)				
Waste						
GRI 3: Material Topics 2021	3-3 Management of material topics	Environmental Responsibility: Waste and Hazardous Materials Sector Focus				
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Environmental Responsibility: Waste and Hazardous Materials				
	306-2 Management of significant waste-related impacts	Environmental Responsibility: Waste and Hazardous Materials				
	306-3 Waste generated	Appendices: Sustainability Disclosures (Environmental Data)				
	306-4 Waste diverted from disposal	Appendices: Sustainability Disclosures (Environmental Data)				
Supplier environmental assessment						
GRI 3: Material Topics 2021	3-3 Management of material topics	Responsible Business Practices: Sustainable Supply Chain Sector Focus				
Employment						
GRI 3: Material Topics 2021	3-3 Management of material topics	Social Impact Sector Focus				
GRI 401: Employment 2016	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Social Impact: Investing in People				
	401-3 Parental leave	Appendices: Sustainability Disclosures (Group-Level HR Data)				



Labor/management relations						
GRI 3: Material Topics 2021	3-3 Management of material topics	Social Impact				
		Sector Focus				
Occupational health and safety						
GRI 3: Material Topics 2021	3-3 Management of material topics	Social Impact: Occupational Health, Safety and Wellbeing				
		Sector Focus				
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Social Impact: Occupational Health, Safety and Wellbeing				
	403-2 Hazard identification, risk assessment, and incident investigation	Social Impact: Occupational Health, Safety and Wellbeing				
	403-3 Occupational health services	Social Impact: Occupational Health, Safety and Wellbeing				
	403-4 Worker participation, consultation, and communication on occupational health and safety	Social Impact: Occupational Health, Safety and Wellbeing				
	403-5 Worker training on occupational health and safety	Appendices: Sustainability Disclosures (Social Data)				
	403-6 Promotion of worker health	Social Impact: Occupational Health, Safety and Wellbeing				
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Social Impact: Occupational Health, Safety and Wellbeing				
	403-8 Workers covered by an occupational health and safety management system	Social Impact: Occupational Health, Safety and Wellbeing				
	403-9 Work-related injuries	Appendices: Sustainability Disclosures (Social Data)				
	403-10 Work-related ill health	Appendices: Sustainability Disclosures (Social Data)				



Training and education						
GRI 3: Material Topics 2021	3-3 Management of material topics	Social Impact: Investing in People				
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Appendices: Sustainability Disclosures (Social and Group Level HR Data)				
	404-2 Programs for upgrading employee skills and transition assistance programs	Social Impact: Investing in People				
	404-3 Percentage of employees receiving regular performance and career development reviews	Appendices: Sustainability Disclosures (Social and Group Level HR Data)				
Diversity and equal opportunity						
GRI 3: Material Topics 2021	3-3 Management of material topics	Social Impact: Investing in People				
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Appendices: Sustainability Disclosures (Social, Group Level HR and Group Level Governance and Ethics Data)				
	405-2 Ratio of basic salary and remuneration of women to men	Appendices: Sustainability Disclosures (Social and Group Level HR Data)				
Non-discrimination						
GRI 3: Material Topics 2021	3-3 Management of material topics	Social Impact: Investing in People				
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Appendices: Sustainability Disclosures (Social and Group Level HR Data)				
Child labor						
GRI 3: Material Topics 2021	3-3 Management of material topics	Social Impact: Human Rights and Ethical Conduct				
Forced or compulsory labor						
GRI 3: Material Topics 2021	3-3 Management of material topics	Social Impact: Human Rights and Ethical Conduct				



Local communities						
GRI 3: Material Topics 2021	3-3 Management of material topics	Social Impact: Community Relations				
Supplier social assessment						
GRI 3: Material Topics 2021	3-3 Management of material topics	Responsible Business Practices: Sustainable Supply Chain				
Customer health and safety						
GRI 3: Material Topics 2021	3-3 Management of material topics	Social Impact: Product Quality and Safety Sector Focus				
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Appendices: Sustainability Disclosures (Environmental Data)				
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Appendices: Sustainability Disclosures (Environmental Data)				
Marketing and labeling						
GRI 3: Material Topics 2021	3-3 Management of material topics	Social Impact: Product Quality and Safety Sector Focus				
Customer privacy						
GRI 3: Material Topics 2021	3-3 Management of material topics	Responsible Business Practices: Data Protection & Privacy				
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Appendices: Sustainability Disclosures (Group-Level Data Security and Privacy Data)				

**ISSB's IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information Content Index**

This content index is based on the International Sustainability Standards Board (ISSB)'s [IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information](#) released in June 2023. As Ittihad embarks on its first year of IFRS S1 alignment, the Group has sought to reflect the disclosures most relevant and feasible and has provided references for each IFRS S1 disclosure requirement based on currently available information, acknowledging that some remain high-level at this stage. Recognizing that sustainability is an evolving journey, Ittihad remains committed to strengthening its disclosure quality and transparency over time.

Reference no.	Disclosure Description	Sections and/or Explanation 2025 Sustainability Report
Governance		
IFRS S1-27(a)	The governance body(s) (which can include a board, committee or equivalent body charged with governance) or individual(s) responsible for oversight of sustainability-related risks and opportunities, including information about:	Sustainability Commitment and IFRS Alignment: Sustainability Governance
	(i) How responsibilities for sustainability-related risks and opportunities are reflected in the terms of reference, mandates, role descriptions and other related policies applicable to that body(s) or individual(s).	Sustainability Commitment and IFRS Alignment: Sustainability Governance Environmental Responsibility: Governance and Oversight Social Impact: Governance and Oversight
	(ii) How the body(s) or individual(s) determines whether appropriate skills and competencies are available or will be developed to oversee strategies designed to respond to sustainability-related risks and opportunities.	Sustainability Commitment and IFRS Alignment: Sustainability Governance
	(iii) How and how often the body(s) or individual(s) is informed about sustainability-related risks and opportunities.	Sustainability Commitment and IFRS Alignment: Sustainability Governance
	(iv) How the body(s) or individual(s) takes into account sustainability related risks and opportunities when overseeing the entity's strategy, its decisions on major transactions and its risk management processes and related policies, including whether the body(s) or individual(s) has considered trade-offs associated with those risks and opportunities.	Sustainability Commitment and IFRS Alignment: Sustainability Governance
	(v) How the body(s) or individual(s) oversees the setting of targets related to sustainability-related risks and opportunities, and monitors progress towards those targets, including whether and how related performance metrics are included in remuneration policies.	Sustainability Commitment and IFRS Alignment: Sustainability Governance
IFRS S1-27(b)	Management's role in the governance processes, controls and procedures used to monitor, manage and oversee sustainability related risks and opportunities, including information about:	Sustainability Commitment and IFRS Alignment: Sustainability Governance
	(i) Whether the role is delegated to a specific management-level position or management-level committee and how oversight is exercised over that position or committee.	Sustainability Commitment and IFRS Alignment: Sustainability Governance Environmental Responsibility: Governance and Oversight Social Impact: Governance and Oversight
	(ii) Whether management uses controls and procedures to support the oversight of sustainability-related risks and opportunities and, if so, how these controls and procedures are integrated with other internal functions.	Sustainability Commitment and IFRS Alignment: Sustainability Governance Environmental Responsibility: Governance and Oversight Social Impact: Governance and Oversight

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Strategy		
Sustainability-related risks and opportunities		
IFRS S1-30(a)	Sustainability-related risks and opportunities that could reasonably be expected to affect the entity's prospects	Sustainability Commitment and IFRS Alignment: Sustainability Strategy Sustainability Commitment and IFRS Alignment: Risk Management Environmental Responsibility Social Impact
IFRS S1-30(b)	The time horizons—short, medium or long term—over which the effects of each of those sustainability-related risks and opportunities could reasonably be expected to occur	Sustainability Commitment and IFRS Alignment: Sustainability Strategy Sustainability Commitment and IFRS Alignment: Risk Management Environmental Responsibility Social Impact
IFRS S1-30(c)	The definitions of 'short term', 'medium term' and 'long term' and how these definitions are linked to the planning horizons used by the entity for strategic decision-making.	Sustainability Commitment and IFRS Alignment: Risk Management
Business model and value chain		
IFRS S1-32(a)	A description of the current and anticipated effects of sustainability related risks and opportunities on the entity's business model and value chain.	Sustainability Commitment and IFRS Alignment: Sustainability Strategy Sustainability Commitment and IFRS Alignment: Risk Management
IFRS S1-32(b)	A description of where in the entity's business model and value chain sustainability-related risks and opportunities are concentrated (for example, geographical areas, facilities and types of assets).	Sustainability Commitment and IFRS Alignment: Sustainability Strategy Sustainability Commitment and IFRS Alignment: Risk Management



Strategy and decision-making		
IFRS S1-33(a)	How the entity has responded to, and plans to respond to, sustainability-related risks and opportunities in its strategy and decision-making.	Sustainability Commitment and IFRS Alignment: Sustainability Strategy Environmental Responsibility Social Impact
IFRS S1-33(b)	The progress against plans the entity has disclosed in previous reporting periods, including quantitative and qualitative information.	Sustainability Commitment and IFRS Alignment: Sustainability Strategy Environmental Responsibility Social Impact Quality and Safety
IFRS S1-33(c)	Trade-offs between sustainability-related risks and opportunities that the entity considered (for example, in making a decision on the location of new operations, an entity might have considered the environmental impacts of those operations and the employment opportunities they would create in a community).	Sustainability Commitment and IFRS Alignment: Sustainability Strategy Sustainability Commitment and IFRS Alignment: Risk Management
Financial position, financial performance and cash flows		
IFRS S1-34(a)	The effects of sustainability-related risks and opportunities on the entity's financial position, financial performance and cash flows for the reporting period (current financial effects).	Sustainability Commitment and IFRS Alignment: Sustainability Strategy Sustainability Commitment and IFRS Alignment: Risk Management
IFRS S1-34(b)	The anticipated effects of sustainability-related risks and opportunities on the entity's financial position, financial performance and cash flows over the short, medium and long term, taking into consideration how sustainability-related risks and opportunities are included in the entity's financial planning (anticipated financial effects).	Sustainability Commitment and IFRS Alignment: Sustainability Strategy Sustainability Commitment and IFRS Alignment: Risk Management
IFRS S1-35(a)	Quantitative and qualitative information about how sustainability related risks and opportunities have affected its financial position, financial performance and cash flows for the reporting period.	Sustainability Commitment and IFRS Alignment: Sustainability Strategy Sustainability Commitment and IFRS Alignment: Risk Management
IFRS S1-35(b)	Quantitative and qualitative information about the sustainability related risks and opportunities identified in paragraph 35(a) for which there is a significant risk of a material adjustment within the next annual reporting period to the carrying amounts of assets and liabilities reported in the related financial statements.	Sustainability Commitment and IFRS Alignment: Sustainability Strategy Sustainability Commitment and IFRS Alignment: Risk Management



IFRS S1-35(c)	Quantitative and qualitative information about how the entity expects its financial position to change over the short, medium and long term, given its strategy to manage sustainability-related risks and opportunities, taking into consideration:	Sustainability Commitment and IFRS Alignment: Sustainability Strategy Sustainability Commitment and IFRS Alignment: Risk Management
	(i) Its investment and disposal plans (for example, plans for capital expenditure, major acquisitions and divestments, joint ventures, business transformation, innovation, new business areas, and asset retirements), including plans the entity is not contractually committed to.	Sustainability Commitment and IFRS Alignment: Sustainability Strategy Sustainability Commitment and IFRS Alignment: Risk Management
	(ii) Its planned sources of funding to implement its strategy.	Sustainability Commitment and IFRS Alignment: Sustainability Strategy Sustainability Commitment and IFRS Alignment: Risk Management
IFRS S1-35(d)	Quantitative and qualitative information about how the entity expects its financial performance and cash flows to change over the short, medium and long term, given its strategy to manage sustainability related risks and opportunities.	Sustainability Commitment and IFRS Alignment: Sustainability Strategy Sustainability Commitment and IFRS Alignment: Risk Management
Resilience		
IFRS S1-41	A qualitative and, if applicable, quantitative assessment of the resilience of its strategy and business model in relation to its sustainability-related risks, including information about how the assessment was carried out and its time horizon.	Sustainability Commitment and IFRS Alignment: Sustainability Strategy Sustainability Commitment and IFRS Alignment: Risk Management



Risk management		
	The processes and related policies the entity uses to identify, assess, prioritize and monitor sustainability-related risks, including information about:	Sustainability Commitment and IFRS Alignment: Sustainability Strategy Sustainability Commitment and IFRS Alignment: Risk Management
IFRS S1-44(a)	(i) The inputs and parameters the entity uses (for example, information about data sources and the scope of operations covered in the processes).	Sustainability Commitment and IFRS Alignment: Sustainability Strategy Sustainability Commitment and IFRS Alignment: Risk Management
	(ii) Whether and how the entity uses scenario analysis to inform its identification of sustainability-related risks.	Sustainability Commitment and IFRS Alignment: Sustainability Strategy Sustainability Commitment and IFRS Alignment: Risk Management
	(iii) How the entity assesses the nature, likelihood and magnitude of the effects of those risks (for example, whether the entity considers qualitative factors, quantitative thresholds or other criteria).	Sustainability Commitment and IFRS Alignment: Risk Management
	(iv) Whether and how the entity prioritizes sustainability-related risks relative to other types of risk.	Sustainability Commitment and IFRS Alignment: Risk Management Environmental Responsibility
	(v) How the entity monitors sustainability-related risks.	Sustainability Commitment and IFRS Alignment: Risk Management
	(vi) Whether and how the entity has changed the processes it uses compared with the previous reporting period.	Sustainability Commitment and IFRS Alignment: Risk Management
IFRS S1-44(b)	The processes the entity uses to identify, assess, prioritize and monitor sustainability-related opportunities	Sustainability Commitment and IFRS Alignment: Risk Management
IFRS S1-44(c)	The extent to which, and how, the processes for identifying, assessing, prioritizing and monitoring sustainability-related risks and opportunities are integrated into and inform the entity's overall risk management process.	Sustainability Commitment and IFRS Alignment: Risk Management



Metrics and targets		
IFRS S1-46(a)	Metrics required by an applicable IFRS Sustainability Disclosure Standard for each sustainability-related risk and opportunity that could reasonably be expected to affect the entity's prospects.	Sustainability Commitment and IFRS Alignment: Sustainability Metrics and Targets Appendices: Sustainability Disclosure
IFRS S1-46(b)	Metrics the entity uses to measure and monitor that sustainability related risk or opportunity and its performance in relation to that sustainability-related risk or opportunity, including progress towards any targets the entity has set, and any targets it is required to meet by law or regulation.	Sustainability Commitment and IFRS Alignment: Sustainability Metrics and Targets Environmental Responsibility Social Impact Appendices: Sustainability Disclosure
IFRS S1-51(a)	The metric used to set the target and to monitor progress towards reaching the target.	Sustainability Commitment and IFRS Alignment: Sustainability Metrics and Targets Environmental Responsibility Social Impact
IFRS S1-51(b)	The specific quantitative or qualitative target the entity has set or is required to meet.	Sustainability Commitment and IFRS Alignment: Sustainability Metrics and Targets Environmental Responsibility Social Impact
IFRS S1-51(c)	The period over which the target applies.	Sustainability Commitment and IFRS Alignment: Sustainability Metrics and Targets
IFRS S1-51(d)	The base period from which progress is measured.	Sustainability Commitment and IFRS Alignment: Sustainability Metrics and Targets
IFRS S1-51(e)	Any milestones and interim targets.	Sustainability Commitment and IFRS Alignment: Sustainability Metrics and Targets
IFRS S1-51(f)	Performance against each target and an analysis of trends or changes in the entity's performance.	Sustainability Commitment and IFRS Alignment: Sustainability Metrics and Targets Environmental Responsibility Social Impact
IFRS S1-51(g)	Any revisions to the target and an explanation for those revisions.	Sustainability Commitment and IFRS Alignment: Sustainability Metrics and Targets