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لتعليم القيادة
Emirates Driving

KEEPING THE WHEEL TURNING:

Driving Continuous Success.

Integrated Report 2024

Emirates Driving P.J.S.C

Contents

About This Report

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

Reporting Scope And Boundary

Emirates Driving Company (EDC) PJSC's 2024 Integrated Report outlines how EDC delivers value to its stakeholders in the short, medium, and long term. It provides an overview of the company's business strategy, along with its financial and environmental, social, and governance (ESG) performance.

The report covers the period from 1 January to 31 December 2024, unless otherwise stated. Financial data reflects the performance of EDC and its subsidiary, collectively referred to as the "Group." Sustainability information, however, pertains to EDC's operations, excluding its subsidiaries Emirates Mobility Company, Excellence Premier Investment and Tabieah Property Investment. Notably, greenhouse gas (GHG) emissions data from Tabieah Property Investment is included, as it falls within the organizational boundary for emissions calculations and contributes to EDC's Net-Zero strategy.

Reporting Frameworks And Standards

This report has been prepared in accordance with the International Integrated Reporting (<IR>) Framework, now assumed by the International Financial Reporting Standards (IFRS) Foundation, which guides principles for integrated thinking and reporting, and the Global Reporting Initiative (GRI) Standards. Furthermore, this report aligns with the IFRS S2 Standard for climate-related disclosures.

Additionally, the report adheres to the Abu Dhabi Securities Exchange's (ADX) ESG disclosure guidelines, encompassing its 31 ESG metrics, and aligns with material Sustainable Development Goals (SDGs) and Abu Dhabi Economic Vision 2030 and UAE Net Zero 2050.

The report complies with the UAE Securities & Commodities Authority (SCA) requirements for Integrated Reports for the fiscal year 2024.

Assurance

We have employed a coordinated assurance approach to assess and assure the various elements of this report. Ernst & Young has audited the 2024 Financial Statements while the business, strategy, and sustainability components of the report have been reviewed by our internal audit function and a specialist independent consultancy.

Board Responsibility

The Board of Directors acknowledges its responsibility for ensuring the integrity of this report and confirms that the disclosed information fairly represents our material issues and that the report faithfully references the standards and frameworks used.

Forward-Looking Statements

Forward-looking statements involve uncertainty given the many external factors that could impact the business environment in which the company operates. We hold no obligation to publicly update or revise its forward-looking statements throughout the coming fiscal year unless required to do so by applicable laws and regulations. Finally, it is not within the scope of our internal audit team to form an opinion on these forward-looking statements.

FEEDBACK

For any queries or feedback about this report, please contact us at:

Email: investor.relations@edcad.ae

Phone: +971 2 502 7206

Financial Highlights

Customer Revenue
AED513M
▲ 44%

Net Income
AED282M
▲ 6%

Assets
AED1,665M
▲ 32%

Shareholder Equity
AED1,351M
▲ 18%

EBITDA
AED385M
▲ AED21M

Market Cap
AED3B

Earnings Per Share
0.26 AED

Total Liabilities
AED314M

Key ESG Highlights

Achieved a provisional "AAA" ESG Rating from MSCI , with a score of 9.7 out of 10

Established a **Female Committee,** which serves as the voice of all female employees within the organization

Implemented six new HR policies to enhance our workplace culture and governance

Received **Validation of Net Zero** Targets from the Science Based Targets initiative (SBTi)

53 members of staff completed **ISO Awareness training**

Implemented our Internship Program, completing three batches of interns with a total of 20 participants

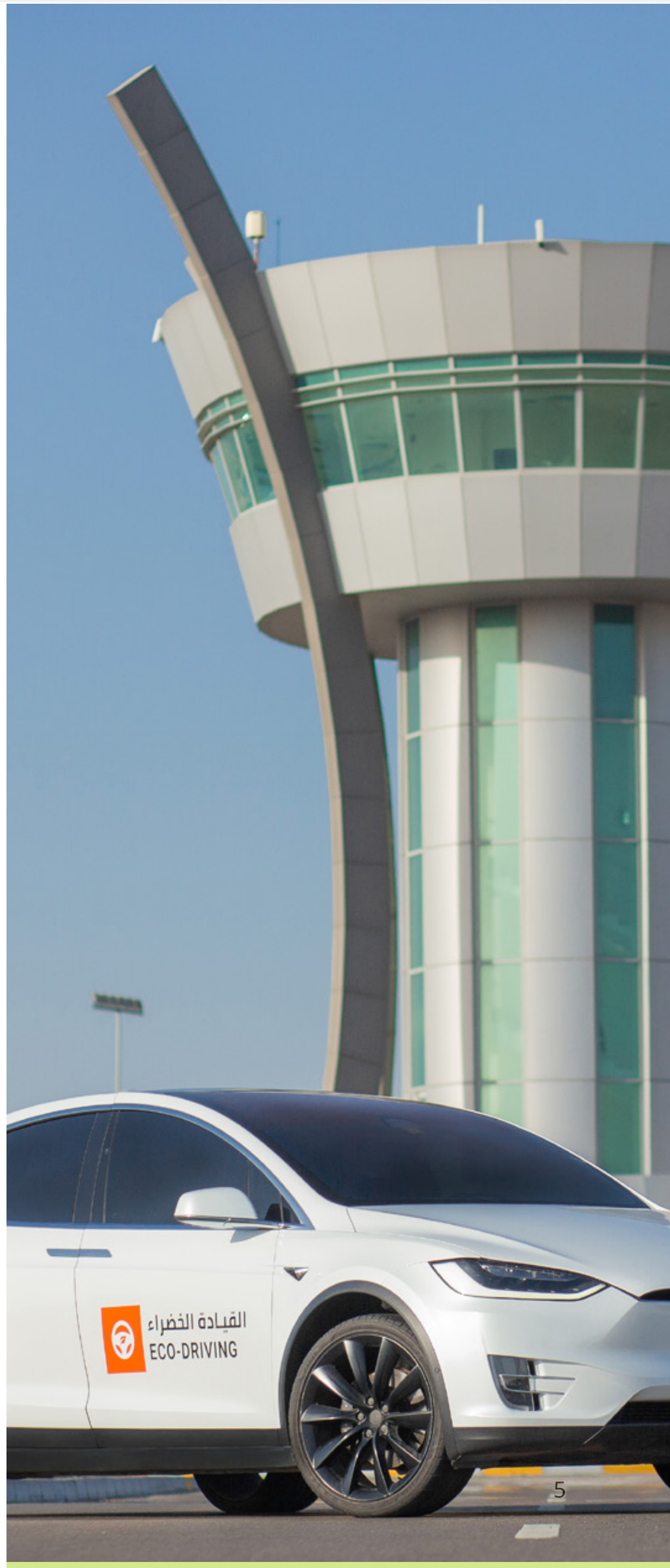
73% of our Emirati Employees are female

Launched our comprehensive **online portal, offering 80 self-service options** to empower customers to manage their requests independently.

Achieved a Waste Recycling rate of 50% - an increase of 28% compared to last year

Added Urdu, Malayalam, and Pashto to our Light Vehicle e-learning theory courses, resulting in a **10.85% increase in e-learning engagement**

%99.29 Local Spend, amounting to 77mn AED



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Our Chairman's Review

I am pleased to present Emirates Driving Company's Integrated Report 2024, showcasing our performance and progress on financial and sustainability matters during the year.

EDC's net profit increased by 6% in 2024 to AED 282.36 mn compared to AED 267.15 mn in 2023 as the company reported a strong second half of the year. Revenue grew by 44.22% year-on-year to AED 512.93 mn in 2024 from AED 355.64 mn in 2023 following EDC's acquisition in July of a 51% stake in Excellence Premier Investment LLC, the parent company of Dubai-based Excellence Driving Centre.

The deal marked a strategic expansion of EDC's market presence in the UAE and represented a landmark collaboration between leading entities in Abu Dhabi and Dubai. It consolidates our status as a leading provider of driver education and road safety services in the region and will enable us to offer a wider range of services to customers in Dubai. As signaled in previous years, EDC continues to keep a close eye on the market for strategic opportunities to expand our business both within the UAE as well as regionally.

As a result of the expansion of our operations, our total assets increased by 32.4% to reach AED 1.66 billion as of 31 December 2024 as compared to AED 1.26 billion at the end of 2023.

Other significant developments during the year include a major upgrade to our online portal that enabled us to significantly streamline the student registration process, leading to a three-fold year-on-year increase in online registrations.

We also added three new languages to our Light Vehicle e-learning theory courses, resulting in a 10.85% increase in e-learning engagement. With the addition of Urdu, Malayalam, and Pashto, we now offer these courses in five languages, including Arabic and English, significantly expanding our potential customer base.

These initiatives are part of EDC's efforts to deliver more efficiency and greater utilisation of our resources to ensure we meet customer demand and drive revenue growth. Projected demand for driver education services is robust given the ongoing growth and the positive outlook for the UAE economy, which continues to attract new residents from around the world despite headwinds elsewhere.

On the sustainability front, 2024 was a year in which we focused on fully realizing the benefits of our sustainability strategy developed during 2022 followed in 2023 by the implementation of our ESG Transformation Program, which reinforced our commitment to the UAE Net Zero by 2050 Initiative while addressing broader social and governance priorities. That project has been a resounding success, resulting in EDC being awarded a provisional AAA ESG rating from MSCI as of March 2024, with a score of 9.7 out of 10, the highest rating in the consumer services industry at the time and positioning EDC in the top 9% of its industry. This achievement is a testament to EDC's commitment to managing ESG-related risks and opportunities and creating value for all our stakeholders.

We are immensely proud that the company is leading from the front when it comes to sustainability, social responsibility, and robust governance in the UAE. In 2025 we will kick-off the implementation of the next stage of our sustainability strategy, with a focus on four key areas (value chain integration, net zero plan and decarbonization, continues reporting and sustainability leadership) as we aim to fine tune our approach and build on the significant progress made to date.

On behalf of the Board of Directors, I would like to extend my heartfelt appreciation to all our stakeholders for their unwavering support as we continue to grow and position EDC for further success. With the expansion of the company and the successful implementation of our sustainability strategy, we are strongly placed to create ever more value in the coming years.

Khalifa Al Romaithi,
Chairman

Our CEO's Message

In 2024, EDC continued to set new benchmarks for customer excellence and sustainability. Enhancing our digital platforms has been a key priority for many years and in March we launched a new online portal offering many customer self-service options. Seamlessly integrated with the UAE Pass, the platform offers customers greater visibility, flexibility, and control over their needs and ultimately enhances the convenience, speed, and efficiency of our services. Furthermore, we boosted engagement on our e-learning platforms through the addition of new features, while we also enhanced accessibility and customer services at our Madinat Zayed branch.

Our determination to improve every facet of the customer experience has filtered through to one of the most satisfying measures of our success – the first time pass rate. We are proud that 80% of our students passed their practical driving test at the first attempt in 2024, a testament to the skill and professionalism of our driving instructors. Our theory test first time pass rate remained strong, with an 83% pass rate. Our overall pass rate for the year was 81%, exceeding our target of 80%.

EDC achieved a major milestone on our sustainability journey in 2024, receiving a provisional AAA ESG rating from MSCI, a leading international ratings agency. This rating reflects EDC's progress across a wide range of ESG categories, including Climate Action, Social Impact, and Governance. We have established a robust ESG governance framework ensuring ESG is considered at the highest levels of the company, providing strong foundations on which to build. We have amplified our social impact by empowering our female employees and strengthening bonds with local communities, while remaining steadfast in our commitment to ensuring safer roads through our driving programs. And we have reinforced our environmental stewardship, notably through a detailed plan for climate action by reducing emissions and aligning with the UAE's Net-Zero ambitions.

We are determined to build on these early successes and continue advancing our sustainability journey in the coming years with the aim of consolidating our status as a national and regional leader in promoting social and environmental impact. In 2025, we will embark on a second phase implementation program, strategically centered around the four key areas of Value Chain Integration, Net-Zero and Decarbonization, Continuous Reporting, and Sustainability Leadership.

EDC recognizes its people as the bedrock of its success and in 2024 we continued to invest in hiring and developing the finest talent, launching a series of new initiatives to ensure their wellbeing and satisfaction.

We implemented a new HR system, Akrivia, to streamline all processes and enhance the employee experience. We also introduced six new policies to foster employee engagement, offer more workplace flexibility, and improve safety. And we enhanced our Reward & Recognition Program to ensure that outstanding performers across all areas of the business receive due recognition. In addition, through employee surveys and assessments, we took steps to develop a deeper understanding of our organizational culture and gain insights that will enable us to identify further areas for improvement.

Furthermore, we demonstrated our commitment to female empowerment and youth development, respectively through the establishment of a Female Committee and Internship Program, while our People of Determination Policy ensures we will continue to foster greater inclusion for this underrepresented group.

Underpinning our investment in Human Capital is a strong commitment to training and developing our staff, ensuring that we deliver an exceptional level of service across all our operations while also keeping safety in mind. As Abu Dhabi's leading drivers' training and road safety institute, safety has and always will be our number one priority. This extends to our staff, visitors, and all drivers that use the emirate's roads. In 2024, we conducted a number of initiatives in partnership with esteemed local organizations to promote safe driving practices and road safety awareness in the wider community.

Guided by our leadership and supported by our shareholders, we are leveraging our world-class infrastructure and expertise to set new standards in our industry. As we enter 2025, EDC will continue to build on all of these achievements and go from strength to strength.

Khaled Al Shemaili,
Chief Executive Office

About Us

Established in 2000, Emirates Driving Company PJSC (EDC) is the leading provider of driver education and the premier pre-licensing driving institute for the emirate of Abu Dhabi.

We consistently deliver the highest standards of driver training to support safe and secure road mobility in Abu Dhabi amid rapid population growth and urban development.

Since inception, we have engaged in a strategic partnership with the Swedish National Road Authority (SweRoad) for the continuous development of our curricula according to global standards.

In addition, a joint quality committee with the Abu Dhabi Police ensures training programs and methodologies are kept up-to-date and aligned with the applicable laws.

Moreover, EDC is a leading contributor to the Abu Dhabi road safety education committee and regularly contributes to the Integrated Transport Centre (ITC) through technical and educational input.

Our Principles

We play a vital role in promoting road safety in the UAE by delivering high-quality driving courses and collaborating with partners on education and awareness initiatives. These efforts are integral to our business principles, guiding both our strategic decisions and daily operations.

OUR VISION

- To be the leader in promoting and contributing towards safer roads in the region.

OUR MISSION

- To work efficiently and effectively towards promoting and contributing to safer roads through innovation, collaboration, investment in new technologies and smarter operating and delivery models.

OUR VALUES

- Socially Responsible
- Act with integrity
- Results-driven
- Stakeholder-Inclusive
- Innovative

Our Leadership Team

Our leadership team shapes the company's strategic direction, focusing on long-term growth and sustainable value for stakeholders. The team inspires employees to deliver world-class service.

OUR BOARD OF DIRECTORS

Mr. Khalifa Al Romaithi

Chairman

Mr. Mohamed Haji Al Khaoori

Vice Chairman

Mr. Mohamed Al Ameri

Board Member

Ms. Samia Bouazza

Board member

Mr. Ahmed Al Romaith

Board Member

OUR EXECUTIVE MANAGEMENT

Mr. Khaled Al Shemeili

Chief Executive Officer

Dr. Ahmad Odeh

Chief Financial Officer

Mr. Hamdan Al Hosani

Acting Chief Corporate Services Officer

Our Ownership Structure

International Holding Company (IHC) is our largest shareholder, indirectly owning %47.95 of the equity through its subsidiary Multiply Group, which directly holds an %11.24 stake and an additional %36.71 stake through its wholly owned subsidiary, SPRANZA.

MAJOR SHAREHOLDERS

SPRANZA Commercial Investment*	36.71%
Multiply Group	11.24%
Al Dhabi Capital MENA Fund	6.51%
AlDhabi Investment	5.74%
Al Nahda Investment LLC	5.00%
Cert Foundation LLC	5.00%
TOTAL	70%

Spranza is a sole proprietorship LLC 100% owned by Multiply Group

OUR SUBSIDIARY

Emirates Mobility Company

We are the sole owner of Emirates Mobility Company, dedicated to enabling the movement of people and goods through accessible, safe, and sustainable mobility solutions. With a vision to become a leading regional investor in cutting-edge mobility solutions, the company is poised to deliver transformative products and services. By investing in the broader mobility landscape, Emirates Mobility Company aims to unlock new value pools in ground transportation, creating innovative opportunities for growth and elevating our position at the forefront of the mobility sector.

Excellence Premier Investment

In 2024, we acquired a 51% stake in Excellence Premier Investment LLC, parent company of the renowned Excellence Driving Centre, Excellence Couriers Delivery Services LLC and Excellence Premium Limousine Service LLC, collectively employing 1,150 professionals across its subsidiaries and operating 1,044 vehicles in total. The acquisition is set to elevate driver training in the UAE, contribute to the development of advanced training curricula and customized training programs to meet diverse user needs.

Tabieah Property Investment

We own 100% of Tabieah Property Investment, a holding company established in 2017 as a vehicle to invest in the real estate asset class, in line with the company's asset allocation strategy. Tabieah owns a luxury residential building on Saadiyat Island in Abu Dhabi.

At A Glance

Establishment

- Established in 2000 under Amiri Decree No.1
- The leading drivers training and road safety institute in the emirate of Abu Dhabi

Subsidiaries: Tabieah Property Investment, Emirates Mobility Company and Excellence Premier Investment

Footprint

- Headquartered in Abu Dhabi
- Three main branches – Abu Dhabi City, Madinat Zayed and Al Ain
- Four Satellite branches in the emirate of Abu Dhabi

People

- 565 total employees
- 18% female representation
- 32 nationalities

Customers

- 144,118 new students in 2024
- Over 80,000 graduates per year on average, with 196,302 in 2024
- Abu Dhabi residents, with a very high expat ratio (~89%)
- Leading corporate clients

Regulator

- Licensed by the Department of Economic Development in Abu Dhabi
- Public Joint Stock Company
- Listed on the Abu Dhabi Securities Exchange (ADX) since 2005

Fleet

- Total of 399 vehicles

Breakdown:

- 279 Cars (Of Which 33 Are Hybrid)
- 19 Heavy Buses
- 55 Motorcycles
- 26 Heavy Trucks
- 9 Heavy Machinery
- 11 Light Bus

Our Journey

2000

- Emirates Driving Company founded; 36.75% Abu Dhabi Government ownership

2003 - 2004

- Began LCV/HCV educational programs
- Introduced tower training innovation and simulators

2006 - 2007

- Implemented LCV practical training
- Performed first study on evaluating the safety of UAE's speed limits in collaboration with Sweroad
- Expanded to 3 new locations: Al Ain, Al Turaid, and Al Dalma

2009

- Became the 1st associate member for EFDSA
- Launched first children's driving education program
- Collaborated with TRL UK under the auspices of the Ministry of Interior's seven-study committee on license reclassification research

2010

- 1st course in eco driving accredited by ECOWILL
- Founder partner of Abu Dhabi road safety strategy
- Member in establishing working group for education, legal, road safety committee under Abu Dhabi road safety technical committee

2012

- Formulated first growth strategy to expand educational and safety services

2013-2015

- Added post-license training
- Initiated school bus driver program and partnered with ROSPA for program enhancement

2020

- Introduced e-learning platform

2021-2022

- Launched innovation lab
- Launched sustainability strategy

2023

- Inaugurated Madinat Zayed branch
- Established Emirates Mobility Company

2024

- Acquired 51% stake in Excellence Premier Investment
- Among the first in the UAE to set Science Based Targets (SBTi) for Net-Zero
- Added three new services; UAC Testing, Class Restructuring, and Train the Trainers Program

Our Capabilities

Training Infrastructure

Infrastructure & Fleet

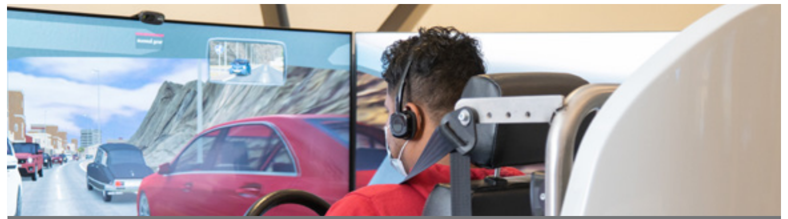
- Total of 399 vehicles including cars, light vehicles, motorcycles, trucks, and buses.
- 3 main large branches and 4 satellite branches across Abu Dhabi and presence in Dubai through Excellence Driving Company, a subsidiary of our new acquisition with Excellence Premier Investment.
- Training aids, towers and simulators used in driving education

Cutting-Edge Facilities

- First UAE driving institute to introduce communication towers
- Smart educational devices including smart simulators for virtual training

Global Standard Curriculum

- Developed with international leaders (SweRoad and RoSPA)
- Offered in five languages (Arabic, English, Urdu, Malayalam and Pashto)



Quality Assurance

Key ISO Certifications

- ISO 14001:2015 – Environment Management System
- ISO 9001:205 - Quality Management System
- ISO 45001:2018 - Occupational Health & Safety Management
- ISO 39001:2012 - Road Traffic Safety (RTS) Management System
- ISO 31000: Risk Management
- 53 employees participated in ISO Awareness Training

+40 Foundational Policies, including:

- Organizational Excellence Policy
- Human Resource Policy
- Environmental Policy
- Quality & Safety Policy
- Procurement Policy
- Corporate Social Responsibility (CSR) Policy

Customer Satisfaction

- CSAT score 95% as of 2024
- First Time Pass Rate of 83% for theory and 80% in practical

Strong Workforce

Steady Expansion

- Total of 565 employees. Major branches: Abu Dhabi (395), Al Ain (138), Madinat Zayed (25) and 7 in Satellite Branches
- 4.4% overall hire rate
- 8.1% Turnover Rate

Skilled and Engaged Workforce

- Over 5,000 training hours in 2024, with an average of 12.89 hours per employee
- Engagement survey results at 87%

Diversity and Inclusion

- 17.7% increase in female employees in mi-level roles and 73.15% representation of female employees among our Emirati workforce
- 32 nationalities represented

Robust Governance

Steady Expansion

- 80% of Independent Members
- 60+ years of Combined Experience from diverse sectors
- 20% Female Representation on Board

Board Committees

- Audit Committee
- Strategy and Sustainability Committee
- Nomination and Remuneration Committee

Governance & Ethics Policies

- Code of Ethics
- Corporate Governance Policy
- Supplier Code of Conduct

Memberships & Associations

Alliances

Certifications / Accreditations

CERTIFIED ISO 45001 — Occupational Health & Safety Management

CERTIFIED ISO 31000 — Risk Management

CERTIFIED ISO 14001 — Environment Management System

CERTIFIED ISO 9001 — Quality Management System

CERTIFIED ISO 39001 — Road Traffic Safety (RTS) Management System

Memberships

Strategic Partnerships

We are a trusted partner to various government and large corporate stakeholders. These relationships add value to our business in a variety of ways while also supporting the development of road safety policies and the adoption of best practices in the UAE.

Our Geographical Footprint

Our headquarters are in Abu Dhabi, with main branches in Al Ain and Madinat Zayed, complemented by five satellite branches to provide comprehensive service coverage across the emirate.

*Through 23 Branches of Excellence Driving all over Dubai Emirate.

اكسلنس للقيادة
EXCELLENCE DRIVING

What We Do

At EDC, we offer three licensing programs designed to meet the diverse training needs of all customers.

Pre-licensing Courses

Mandatory for obtaining a driver's license in Abu Dhabi, these courses combine classroom theory with practical driving lessons to prepare students for their final test and licensure.
Students must complete all theory lessons and pass a written exam before advancing to practical training at our dedicated centres. Upon successfully completing both components, students receive a Certificate of Driving Course Completion, required for license processing.

- Light vehicle
- Motorcycle
- Heavy vehicle
- Heavy Bus
- Heavy Machinery
- Light Machinery
- Light Bus

Post-licensing Courses

Licensed drivers can enhance their skills with specialized post-licensing courses, including school bus driving, defensive driving, desert driving, and taxi driving.

- School Bus Drivers
- School Bus Supervisors
- Desert Driving Training
- Light Vehicle Defensive Driving
- Heavy Vehicle Defensive Drivivng
- Heavy Bus Defensive Driving
- Heavy Motorcycle Driving
- Eco Driving

Specialized and Tailor-made Courses

We offer exclusive, customized programs for specialized vehicles. Collaborations with industry leaders such as the Harley-Davidson Motorcycle Program, the first of its kind in the UAE.

- Crane Operator Training
- Safety Driving Awareness
- Train the Campaigners
- International Driving Permit (IDP)
- Vocational Training
- Automotive Professional Permits
- Awareness Campaigns
- Train the Trainers Program

Key Areas within the Value Chain

As Abu Dhabi's leading provider of pre-licensing services, we guide local residents through the process of obtaining a driver's license. Our customers primarily fall into two categories, those applying for their first driver's license (Category 1) and those holding a foreign driver's license from a country not included in the list of 33 eligible for direct exchange with a UAE license (Category 2).

Category 1 customers must complete the full pre-licensing process, including theory classes, practical training, and examinations. Category 2 customers, however, may qualify for the Golden Chance track, which allows them to bypass practical training. Instead, they attend theory classes, pass a theory test, and complete simulator training before proceeding directly to the practical driving test administered by Abu Dhabi Police. Should they fail, they must register with EDC to complete practical lessons based on their skill level and experience.

This structured approach creates a smooth journey for our customers. From theory classes and simulator training to practical lessons and final testing, we work alongside key stakeholders to add value and uphold the highest standards of road safety across the pre-licensing value chain, as illustrated in the below chart.

1	2	3	4	5
REGISTRATION	**THEORY TRAINING**	**ON-PREMISE PRACTICAL TRAINING**	**STREET PRACTICAL TRAINING**	**FINAL PRACTICAL TEST & LICENSE ISSUANCE**
After obtaining the traffic number at Abu Dhabi Police, registration can then be done via the EDC app or through any of the company's main or satellite branches	Customers attend theory classes (online or on premise) designed for them to gain comprehensive vehicle driving skills. Upon passing the theory test, customers move to the next step	Practical training done on EDC premises including training through simulators. Upon passing the yard test customers move to the next step	Practical training conducted on actual streets (outside of EDC's training facilities) is provided through various third-party licensed companies	The final test is conducted via Abu Dhabi Police and license is granted post test completion

شرطة أبوظبي
ABU DHABI POLICE

Our Strategy

Creating Long-Term Value for Our Stakeholders

With a foundation of proven knowledge and expertise, we are well positioned to succeed in new sectors and markets. All strategic initiatives are guided by rigorous research, prudent risk assessment, and close collaboration with key stakeholders. We actively pursue growth through organic development and strategic acquisitions.

We focus on three key growth areas, each with a distinct risk profile:

Enhancing existing business lines (Low Risk):	**Expanding into adjacent sectors (Medium Risk):**	**Geographic expansion (Higher Risk):**
Continuously refining our core offerings to maintain leadership in Abu Dhabi.	Leveraging our expertise to diversify into related industries.	Extending operations across the UAE and into GCC countries within the next five years.

We adhere to the following principles to drive sustainable value:

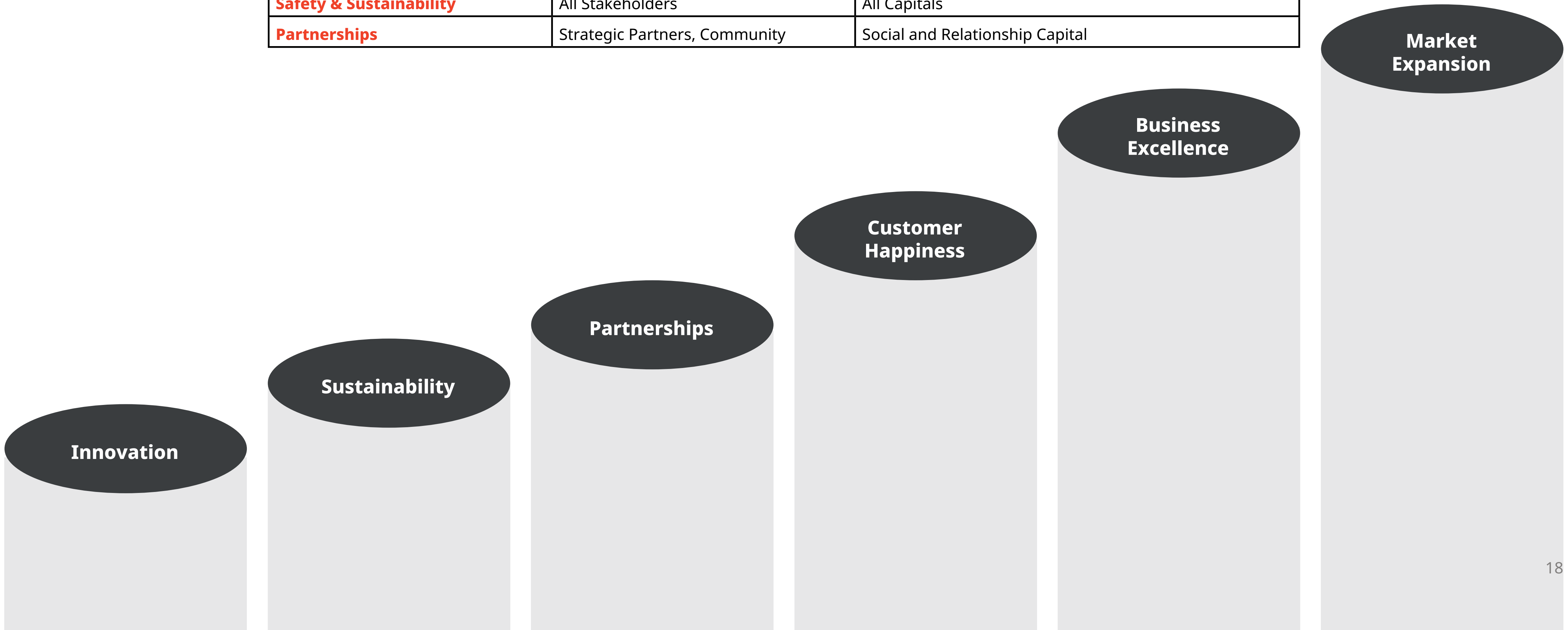
1. Efficiently allocating resources
2. Focusing on our value drivers
3. Applying our competitive advantages
4. Spreading our corporate culture and values

Our Strategic Pillars

To support our strategy, we worked alongside key stakeholders to develop six strategic pillars. These pillars provide the foundation for business development objectives and to create value. Their accompanying initiatives are explored in greater detail in the relevant capital section.

Below is an overview of each pillar, showing their alignment with relevant stakeholders as well as with one or more of our five capitals:

Strategic Pillar	Stakeholder	Link to 5 Capitals
Customer Happiness	Customers	Social & Relationship Capital
Business Excellence	Employees	Human Capital; Infrastructure & Natural Capital
Market Expansion	Shareholders	Financial Capital
Innovation	Strategic Partners; Suppliers	Intellectual Capital
Safety & Sustainability	All Stakeholders	All Capitals
Partnerships	Strategic Partners, Community	Social and Relationship Capital



Our Strategy at a Glance

VISION	To be the leader in promoting and contributing towards safer roads in the region
MISSION	To work efficiently and effectively towards promoting and contributing to safer roads through innovation, collaboration, investment in new technologies and smarter operating and delivery models.
VALUES	Socially Responsible | Act with Integrity | Results- Driven | Stakeholder- Inclusive | Innovative
COMPETITIVE EDGE	Unique Positioning; Strategic Catalyst; Mobility Leader; Impactful Synergy

STRATEGIC PILLARS

BUSINESS EXCELLENCES	PARTNERSHIPS	INNOVATION	SUSTAINABILITY	MARKET EXPANSION	CUSTOMER HAPPINESS
Streamlining operations for efficiency and profitability while ensuring high-quality service and customer satisfaction.	Aligning with strategic partners to amplify impact, drive sectoral growth, and align with national economic development agendas.	Investing in cutting-edge technologies and R&D to enhance driving education and anticipate the shift towards smart mobility and autonomous vehicles.	Embedding environmental and social responsibility into corporate practices to achieve sustainable growth and ethical stewardship.	Venturing into new markets to foster growth and distinguishing services to attract a diverse clientele.	Prioritizing user experience through digital engagement and feedback-driven service improvements to ensure customer delight and loyalty.

FOUNDATIONAL PRINCIPLES: CONSISTENT | RELIABLE | SUSTAINABLE | IMPACT ORIENTED

Business Outlook

Our Destination

Our vision is to solidify our leadership as Abu Dhabi's premier driving training and road safety institute while expanding its reach across the UAE and into regional markets over the next five years. By embracing innovation and the fast-changing mobility sector, we aim to diversify strategically, future-proof our business, and unlock new sustainable revenue streams.

With over two decades of experience, a skilled workforce and commitment to innovation, we are strongly positioned to navigate these opportunities. Our growth plan addresses the disruption transforming the mobility sector, including digitalization, AI, the shift to Net Zero, and autonomous mobility.

The Roadmap to Success

To achieve our ambitious goals, we have outlined our areas of focus to support our efforts to lead the way in driving education and mobility solutions, while expanding into new markets and opportunities.

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Expansion & Acquisition	Smart Mobility	Digitalization & Artificial Intelligence	Sustainability	Research & Development
Organic Growth: Leverage our expertise to expand operations and capture new market share. **Strategic Acquisitions:** Acquire established companies in key regional markets.	**Technology Leadership:** Adopt cutting-edge smart technologies to maintain our competitive edge. **Strategic Partnerships:** Collaborate with suppliers and incubate mobility start-ups. **Sector Investment:** Expand into the broader mobility ecosystem.	**Seamless Operations:** Fully digitalize processes for an enhanced customer experience. **Personalized Learning:** Leverage AI to tailor driver education and improve road safety.	**Net Zero Leadership:** Transition to hybrid and electric vehicles, supporting a Net Zero UAE economy. **Enhanced ESG Strategy:** Embed sustainability into corporate practices to lead by example.	**Innovation Culture:** Build R&D capabilities to drive growth through new products and services. **Global Collaboration:** Partner with leading global knowledge centers specializing in mobility.

Risks & Opportunities

We operate in an environment where challenges, risks, and opportunities continuously shape our ability to drive growth and create value in the short, medium, and long term. Here, we provide an overview of the key factors influencing our operations, their potential impact on the company, and the strategies we employ to effectively manage and capitalize on them.

Regulatory Landscape

The UAE's commitment to achieving Net Zero by 2050 is driving new regulations that present both challenges and opportunities for our business. In mobility, evolving policies focus on reducing vehicle emissions, setting standards for electric, hydrogen, and autonomous vehicles, and incentivizing the electrification of road transport. In the building sector, sustainability standards for new construction and directives to retrofit existing buildings with energy-efficient technologies are becoming priorities.

Aligning with these developments allows us to support government objectives while unlocking opportunities for business growth and innovation across its operations.

Management Approach

- We have committed to achieving Net Zero and submitted SBTi-aligned targets.
- A climate transition plan has been developed to guide actions.
- Decarbonization of our fleet and facilities is actively underway.

Cybersecurity

As digitalization expands, the threat of cyberattacks grows, increasing the need for robust cybersecurity measures to protect customer data, intellectual property, and operational integrity. While the ongoing digitalization of our services improves efficiency and enhances customer experience, it also heightens risks related to potential cyberattacks and system failures, particularly with plans to deploy smart sensors and other advanced technologies.

By proactively addressing these risks, we safeguard our operations and support the secure adoption of innovative technologies to optimize performance and enhance customer experience.

Management Approach

- Prioritizing the safeguarding of customer data, intellectual property, and operational integrity as digitalization progresses and the threat of cyber attacks increases.
- Introduced new data protection policies in 2022, including GDPR-compliant policies and procedures.
- Implemented cybersecurity software systems to protect customer data.
- Integrated cybersecurity considerations into plans for smart sensors and advanced technologies such as AI.

Innovation

The rapid advancement of digital technologies is transforming industries, driving innovation, and disrupting traditional business models. In the transportation and education sectors, these technologies are reshaping how people learn to drive and accelerating the transition to electric, hybrid, hydrogen, and autonomous vehicles. Businesses must adapt to these changes to remain competitive and relevant.

By fostering a culture of innovation and integrating digital technologies into our operations, we are leading the way in smart mobility solutions.

Management Approach

- Instilling a culture of innovation and embedding digital technologies across operations.
- Introduced simulators as part of driver training programs.
- Launched an online theory program in March 2020.
- Implemented the Smart Parking initiative to evaluate driver performance using sensors.
- Leading the transition to smart mobility and electric vehicles.

Competition

Competition drives businesses to innovate, improve, and invest in their offerings. However, it also poses a risk for those unable to maintain high standards or adapt to market dynamics. As Abu Dhabi's premier provider of pre-licensing services since 2000, we remain vigilant, continuously enhancing operations and delivering exceptional customer service to uphold our market leadership.

By focusing on innovation, strategic partnerships, and diversification, we ensure our resilience in a competitive landscape while maintaining operational excellence in line with international standards.

Management Approach

- Building and strengthening strategic partnerships.
- Continuously investing in innovation, technology, and infrastructure to enhance the customer experience.
- Making sustainability a strategic priority.
- Offering unique propositions, such as training drivers on our internal streets.
- Exploring opportunities to diversify into new markets and adjacent businesses.
- Maintaining operational excellence through certifications like ISO 39001, ISO 9001, ISO 45001, ISO 14001, and ISO 31000.

Sustainability at the Core

At EDC, we are committed to making sustainability the foundation of our operations and long-term growth. By aligning our practices with global and national goals, such as the UAE Net-Zero by 2050 Strategic Initiative, we aim to drive meaningful change across our business and the wider community.

Our journey so far reflects this commitment, with significant milestones that have laid the groundwork for sustainability to become an integral part of everything we do. The timeline below illustrates how we have evolved from initial steps to implementing a more comprehensive strategy that embeds ESG principles into our decision-making and operations.

2020

- Published first Sustainability Report

2021

- Sustainability became a core pillar of the 2021-2023 corporate strategy
- Became a United Nations Global Compact participant
- Participated in the SDG Ambition Accelerator Programme
- Achieved ISO 14001 certification

2022

- Developed Sustainability Strategy focused on four key pillars
- Establishment of ESG Governance with Board-Level and Management-Level committees
- Became a signatory of the Women Empowerment Principles (WEP)

2023

- Launched and implemented the ESG Transformation Program company-wide
- Hosted the 11th National Dialogue for Climate Action in collaboration with MOCCAE
- Among the first in UAE to set Science Based Targets for Net-Zero
- Achieved Regional Sustainability Leadership with Key Firsts, including CDP Submission, CEC Procurement, TCFD Report Publication, among others.

2024

- Achieved an AAA ESG Rating from MSCI
- Verification of SBTi Net Zero targets
- Established a Female Committee

WOMEN'S EMPOWERMENT PRINCIPLES

CERTIFIED ISO 14001 BUREAU VERITAS
Environment Management System

EDC TRANS-FORMATION 2023

MSCI ESG RATINGS AAA
CCC | B | BB | BBB | A | AA | AAA

EmpowerHer
Rising Together, Achieving More

Our Sustainability Strategy

We have a Sustainability Strategy in place, supported by an ESG Governance Framework, to align with the UAE's sustainability ambitions and address global climate challenges. This strategy is helping us to drive operational efficiency, fosters innovation, and create long-term value for all stakeholders.

Our strategy is built on four core pillars, each aligned with our business model and the Sustainable Development Goals (SDGs) most material to our operations, as illustrated in the following chart.

SUSTAINABILITY GOVERNANCE

Strategy & Sustainability Board Committee

Sustainability Management Committee

KEY MEMBERSHIPS

United Nations Global Compact

WOMEN'S EMPOWERMENT PRINCIPLES

شبكة المؤسسات الخضراء Green Business Network

SUSTAINABILITY PILLARS

Manage Climate-Related Risks

Become a regional leader in the transition to net zero by 2050 by means of applying Science-based targets

PLANET

7 AFFORDABLE AND CLEAN ENERGY; 13 CLIMATE ACTION

Create Innovative Growth Channels Across The Mobility Sector

Play a leading role in the future of the mobility sector through the development of a robust ecosystem, diverse business activities, and innovative revenue streams

PROSPERITY

8 DECENT WORK AND ECONOMIC GROWTH; 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE; 11 SUSTAINABLE CITIES AND COMMUNITIES

Establish Female Diversity, Inclusion And Equality As Key Corporate Values

Integrate Diversity, Inclusion & Equality as core values, with a primary focus on female presence, integration and empowerment

PEOPLE

5 GENDER EQUALITY; 8 DECENT WORK AND ECONOMIC GROWTH

Build An Integrated CSR Approach And Align With Material SDGs

Establish CSR as an integral part of the organizational strategy to maximize impact and contribute to the UAE's plan in achieving the Global Goals by 2030

PROSPERITY **PEOPLE**

3 GOOD HEALTH AND WELL-BEING; 4 QUALITY EDUCATION; 5 GENDER EQUALITY; 8 DECENT WORK AND ECONOMIC GROWTH; 11 SUSTAINABLE CITIES AND COMMUNITIES

Our Transformation Program

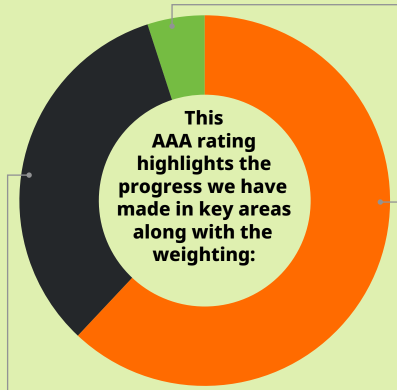
To support the effective implementation of our Sustainability Strategy, our 12-month Transformation Program was rolled out over 2023 in partnership with a specialist sustainability consultancy. This program was built on our four strategic pillars and comprised of 14 targeted initiatives designed to embed sustainability more deeply across our operations and create tangible value for stakeholders. Notable achievements in the previous reporting year included becoming one of the first 105 UAE companies to submit a Climate Change CDP questionnaire, securing a one-year supply of carbon-free electricity through Clean Energy Certificates (a 50:50 blend of solar and nuclear power), and onboarding an AI-enabled carbon accounting platform to digitalize our GHG computation for more accurate and efficient emissions management.

Driven by a dedicated Transformation Management Office (TMO), the successful implementation of this initiative continued to drive progress through the 2024 reporting year, supporting achievements such as:

- Verification of our Science-Based Targets initiative (SBTi)-aligned Net Zero targets.
- Achieving an AAA ESG rating from MSCI in March 2024, placing us among the top %9 of companies in the consumer services industry

Highlight: Achieved a Provisional AAA ESG Rating from MSCI

Our commitment to integrating ESG principles into every facet of our operations was recognized when we achieved a provisional AAA ESG rating from MSCI this year. This accomplishment places us among the top %9 of companies in the consumer services industry. With a score of 9.7 out of 10, this rating highlights our leadership in sustainability, social responsibility, and governance, as well as our ability to effectively manage risks and opportunities to deliver long-term value.



5%
Climate
Focused on our commitment to Climate Action, driving innovative initiatives aimed at reducing emissions and advancing progress toward our Net-Zero targets.

33%
Governance
Focused on our governance framework to ensure accountability and transparency throughout our operations, with an emphasis on corporate governance and behaviour.

62%
Social Impact
Focused on our performance across product safety and quality, human capital development and privacy and data security.

MSCI ESG RATINGS AAA
CCC | B | BB | BBB | A | AA | AAA

In Progress: 2025 Implementation Program

Building upon these efforts, this year we have been planning a 2025 Implementation Program. Created in collaboration with a third-party sustainability consultant, this program is strategically designed to advance sustainability across our operations. The program is centred around four key areas, each designed to drive impactful change and align with global best practices:

Value Chain Integration
- Sustainable Procurement
- Capacity Building

Net Zero and Decarbonization
- Rebaseline GHG Emissions
- SBTi Target Review
- Decarbonization Planning

Continuous Reporting
- Enhanced Reporting

Sustainability Leadership
- Certifications & Ratings

To achieve the objectives of this program, we are implementing a range of strategic activities. We are executing our sustainable procurement procedures with our Tier 1 suppliers and beginning to engage our most strategic and material suppliers. This engagement not only aims to assess their sustainability practices and promote compliance with our ESG standards but also to collect primary data that will collectively advance our sustainability journey and aid in developing our internal team's capabilities.

We are also aligning our procurement practices with ISO 20400 to assess our current practices. Additionally, we are rebaselining our GHG inventory to include the integration of Excellence Premier Investment and its subsidiaries. This will involve reviewing our current Science-Based Targets initiative (SBTi) targets and updating our decarbonization plan to reflect the activities of the new entity and the updated emissions profiles.

Additional efforts include pursuing the ESG 1000 Certification, an important benchmark that evaluates entities based on environmental, social, and governance performance. By engaging with relevant stakeholders, and effectively managing the certification process, our company will be among the pioneers in pursuing this distinguished certification, setting a standard for industry leadership in sustainability.

Sustainability Governance

Established in 2022, our sustainability governance framework supports the effective delivery of our sustainability transformation roadmap while embedding transparency and accountability at the highest levels of the organization.

The framework provides a platform for us to adapt and evolve in response to shifting external factors, including transitional risks such as regulatory changes and new legislative requirements.

Sustainability Governance at EDC:

Our Aim
A system of accountability and stakeholder inclusiveness that leads to strengthening competitiveness and increasing profitability/ value creation.

Strategy & Sustainability Board Committee

The Strategy & Sustainability Committee is responsible for the implementation of our sustainability transformation roadmap. Supported by our governance framework, the Committee operates under a Charter that clearly defines its purpose, responsibilities, authority, and operational framework.

This committee is responsible for managing all Environmental, Social, and Governance Factors, which encompass:

- Emphasize, promote, and facilitate the adoption of a sustainability mindset throughout.
- Review and approve, on an annual basis, our sustainability strategy, objectives, policies, targets, and performance.
- Ensure all sustainability priorities, objectives, initiatives, policies, and their implementation reflect any internal or external changes in our operating environment, including any new legislation and regulation pertaining to ESG matters, or otherwise, and recommend changes to the board.
- Assess any rising risks or opportunities that are material to the achievement of our sustainability strategy and ambitions. Ensure these issues are addressed. Consider and recommend to the Board positioning on these emerging sustainability issues.
- Oversee the monitoring, reporting and verification of the sustainability KPIs and their implementation, with the aim of regularly assessing the group's overall sustainability performance.
- Make recommendations to the Remuneration Committee in relation to including ESG related metrics & targets as part of executive management's incentives.

External Disclosures

- Supervise the preparation of the sustainability/integrated report according to the requirements of the UAE Securities & Commodities Authority (SCA) as well as the Abu Dhabi Securities Exchange (ADX).
- Monitor the company's progress and positioning of our ESG performance and rating vis-à-vis the capital markets, be it through ESG rating agencies' assessments or inclusion in sustainability related indices.

Stakeholder Inclusion

- Monitor our sustainability/integrated reporting processes with the aim of prioritizing the needs of stakeholders which should form an integral part of the ESG specific materiality matrix.

Audit and Assurance

- Approve the appointment, reappointment, or removal of auditors to provide an independent reasonable or limited assurance opinion on the entirety of the sustainability/ integrated report, a specific section of it, or particular metrics.

Sustainability Management Committee

The Sustainability Management Committee was established to oversee the integration of the sustainability strategy, as defined by the Strategy & Sustainability Board Committee across all business functions. This ensures alignment and consistency in our sustainability efforts company-wide. To reinforce accountability, sustainability KPIs are incorporated into management performance appraisals.

Chaired by the Chief Executive Officer (CEO), the Committee includes senior leaders and key managers from across the organization, including the Chief Corporate Service Officer (CCSO), Business Development & Partnership Manager, Strategy & Performance Office Manager and the Strategic Planning & Growth Specialist.

The Committee reports directly to the Board and has responsibility for the following climate-related issues:

- Managing annual budgets for climate mitigation activities
- Assessing climate-related company-wide incentives
- Overseeing development and implementation of a climate transition plan
- Integrating climate-related issues into the strategy
- Managing climate-related risks and opportunities

The committee convenes monthly to discuss the advancement of ongoing sustainability initiatives and to prepare for upcoming ones. It provides periodic progress reports directly to the board, ensuring that the board is informed as needed.

Stakeholder Engagement and Materiality Assessment

Stakeholder Engagement

Regular engagement with key stakeholders provides valuable insights into the ESG topics that matter most to them and are most material to our business. This process ensures we can effectively address priorities and manage associated risks and opportunities.

Our approach is guided by the Integrated Reporting Framework, GRI Standards, and the AA1000 Stakeholder Engagement Standard, adhering to the principles of inclusivity, materiality, and responsiveness. These engagements have been instrumental in shaping our sustainability strategy, embedding it into our business model, and driving sustainable value creation for all stakeholders.

Key Stakeholder Groups	Methods of Engagement
Customers	• Internal Regular customer satisfaction surveys • Regular interactions with trainees • Website • Marketing material & social media • Online customer reviews • Mystery Shopper • Independent Customer Satisfaction Survey (Analog and Digital)
Employees	• Regular employee engagement surveys • Yearly appraisals • Internal announcements • Company events • Exit interview
Board of Directors & Senior Executives	• Regular meetings • BOD and related committee meetings • Regular executive meetings • Company events
Shareholders	• Annual General Meeting • Regular update & strategic meetings • Corporate regulatory disclosures • Investor presentations • Earning calls
Government	• Direct engagement on public policy development • Direct engagement on road safety, driving education, and related awareness campaigns • Direct engagement through the on-site licensing department • Local forums
Community	• Local initiatives and volunteering • Community related activities (schools, universities, public spaces, etc.) • Website • Social Media
Main Suppliers	• Code of conduct of suppliers • Regular supplier audits • Regular meetings • In-Country Value Certification • Supplier evaluation
Strategic Partners	• Workshops and Seminars • Business Meetings • Industry Conferences • Collaborative Platforms • Co-Development Projects

Material Topics

Drawing on feedback received from our stakeholders, we identified ten topics determined most important to our business. These material topics are closely aligned with the UAE's sustainability priorities, GRI Standards, and ADX ESG indicators, ensuring relevance and transparency in our reporting. The resulting topics are as follows:

Economic Performance	**Equal Opportunity, Diversity & Inclusion**
Business Ethics	**Gainful Employment**
Occupational Health & Safety	**Procurement Practices**
Customer Wellbeing	**Training & Development**
Community Welfare	**Environmental Impact & Sustainability Practices**

Sustainability Through Our Capitals

Our Model for Creating Value

Input

FINANCIAL CAPITAL

- Liquidity (cash & cash equivalent): AED 723.01mn
- Retained Earnings: AED 550.80 mn
- Investments (property & listed equity portfolio): AED 249.41mn

HUMAN CAPITAL

- 565 Total Employees:
- 25 new hires
- 32 Nationalities
- 5,000+ hours of Training & Development in 2024

INTELLECTUAL CAPITAL

- Our curricula has been developed with Sweroad (a company governed by the Swedish Transport Administration from 1983 to 2018) and follow global standards
- “Future Mobility Where To” - led a session on the future of mobility with external stakeholders including Abu Dhabi Police and ITC.

INFRASTRUCTURE & NATURAL CAPITAL

- Diversified Fleet: Total of 399 vehicles including cars (33 are hybrid), light vehicles, trucks and buses
- Two main large branches & four Satellite branches covering Abu Dhabi emirate
- Large branch in Madinat Zayed (in 2023)

SOCIAL & RELATIONSHIP CAPITAL

- Strategic global relationships, memberships and alliances
- Providing expertise to the government for safer roads
- Multiple involvement in sponsorship opportunities
- Continuous engagement with our customers through surveys and mystery shopper initiatives
- Local Community focused

Our Business Model

Our Vision

To be the leader in promoting and contributing towards safer roads in the region.

Our Mission

To work efficiently and effectively towards promoting and contributing to safer roads through innovation,collaboration, investment in new technologies and smarter operating and delivery models.

Our Values

- Socially responsible
- Act with Integrity
- Results-Driven
- Stakeholder-Inclusive
- Innovative

SUSTAINABILITY PILLARS

- Manage Climate-Related Risks
- Create Innovative Growth Channels Across the Mobility Sector
- Establish Female Diversity, Inclusion and Equality as Key Corporate Values
- Build an Integrated CSR Approach and Align with Material SDGs

Our Offering

We offer a full range of training courses covering all driving competencies for a variety of vehicle types to ensure road safety as well as coverage of all customer needs.

These fall under:

- Pre-lisencing Courses
- Post-liscencing Course
- Specialized and tailor-made courses

144,118 New Students in 2024

We are committed to creating sustainable value by effectively managing and leveraging our resources across five core Capital areas. Our integrated value creation model highlights the key inputs and outputs that drive our performance and showcases our alignment with the United Nations SDGs. By focusing on these Capitals, we enable our business to contribute meaningfully to economic growth, environmental stewardship, and societal well-being.

Output & Outcome

SDG ALIGNMENT

FINANCIAL CAPITAL

- Revenue from Customers: AED 512.93 mn & Net Income at AED 282.36 mn
- Dividends: AED AED 183.16mn
- Gross Profit Margins have increased to 70%
- EBITDA amounts to at AED 348.65 mn, an increase of 20.65%

HUMAN CAPITAL

- 8.1% overall turnover rate
- Latest engagement survey at 87% (favorable)
- 18% overall female presence
- 41 Emiratis in our workforce, out of which 73.13% are women)

INTELLECTUAL CAPITAL

- We continued to be Abu Dhabi’s strategic and exclusive partner in ensuring road safety

ISO certified in:

- ISO 9001:2015 - Quality Management System
- ISO 45001:2018 - Occupational Health and Safety Management System
- ISO 14001:2015 - Environmental Management System
- ISO 31000:2018 - Risk Management
- ISO 39001:2012 - Road Traffic Safety (RTS) Management System

INFRASTRUCTURE & NATURAL CAPITAL

- Able to serve a large customer base: 144,118 new students in total in 2024
- Able to diversify service offering without the need to build new infrastructure or purchase additional assets
- A leading innovator in the driving education sector
- One of first in the Mobility Industry to set SBTi-aligned Net Zero targets.
- Procured Clean Energy Certificates at auction, securing a one-year supply of carbon-free electricity (50:50 blend of solar and nuclear power)

SOCIAL & RELATIONSHIP CAPITAL

- We contribute annually to the awareness campaigns launched by Abu Dhabi Police as well as the Integrated Transport Centre
- We provide expertise and are the main contributor to Abu Dhabi’s road safety education committee
- AED 77.7 mn spent through local suppliers (99.29% of total procurement)
- AED 355,000 in donations to the local community

Financial Capital

(GRI 201-1)

Our Commitment	
Strategic Pillar	• Market Expansion • Sustainability
Sustainability Priority	• Create Innovative Growth Channels Across the Mobility Sector
Material Topics	• Economic Performance
Some of our Relevant Policies	• Organizational Excellence Policy • Sales Policy • Financial Management Policy • Enterprise-wide Risk Management Policy • Benchmarking Policy
Our Alignment	
Abu Dhabi Vision 2030	• The creation of a sustainable knowledge-based economy • A continuation of strong and diverse international relationships • Premium education, healthcare and infrastructure • A significant and ongoing contribution to the federation of the UAE
GRI Standards	GRI 201: Economic Performance
SDGs	8 DECENT WORK AND ECONOMIC GROWTH; 9 INDUSTRY INNOVATION AND INFRASTRUCTURE; 11 SUSTAINABLE CITIES AND COMMUNITIES

At EDC, we are committed to delivering a solid financial performance, reflecting the resilience of the UAE's economy and its dynamic growth opportunities. The ongoing diversification of Abu Dhabi's economy, coupled with the UAE's position as a global hub for talent and innovation, continues to support our healthy financial position. This foundation enables us to create value for a wide range of stakeholders, including investors, employees, suppliers, and the wider community.

Financial Initiative Highlights 2024

- Acquired a 51% stake in Excellence Dubai
- Issued the coverage report from EFG Hermes
- Conducted our first-ever earnings call, marking a significant milestone in Investor Relations (IR)
- Successfully launched the new Enterprise Resource Planning (ERP) system, Dynamics 365
- Introduced the Student Wallet initiative, aimed at reducing the volume of refunds and significantly enhancing the customer experience
- Joined the Middle East Investor Relations Association (MEIRA) to accelerate IR activities and participate in the MEIRA Annual Conference & Awards
- Initiated a comprehensive asset tagging project to label all assets, improving tracking and control over asset movements
- Launched the ICFR project to strengthen our internal controls over financial reporting, ensuring greater accuracy and compliance
- Appointed Q Market Maker LLC (QMM) as the liquidity provider to enhance market efficiency and liquidity

Highlight: EDC Joins the Middle East Investor Relations Association (MEIRA)

In 2024, we became a proud member of MEIRA, a leading regional organization dedicated to advancing IR standards and practices in the Middle East. As part of the MEIRA community, we gain access to valuable insights, training, and best practices that enhance our ability to engage transparently with investors and stakeholders.

We participated in MEIRA's Abu Dhabi Chapter Meeting 2024 with the aim of gaining insights into effective strategies for attracting investments and learning about the latest trends for integrating AI technologies into investor relations functions.

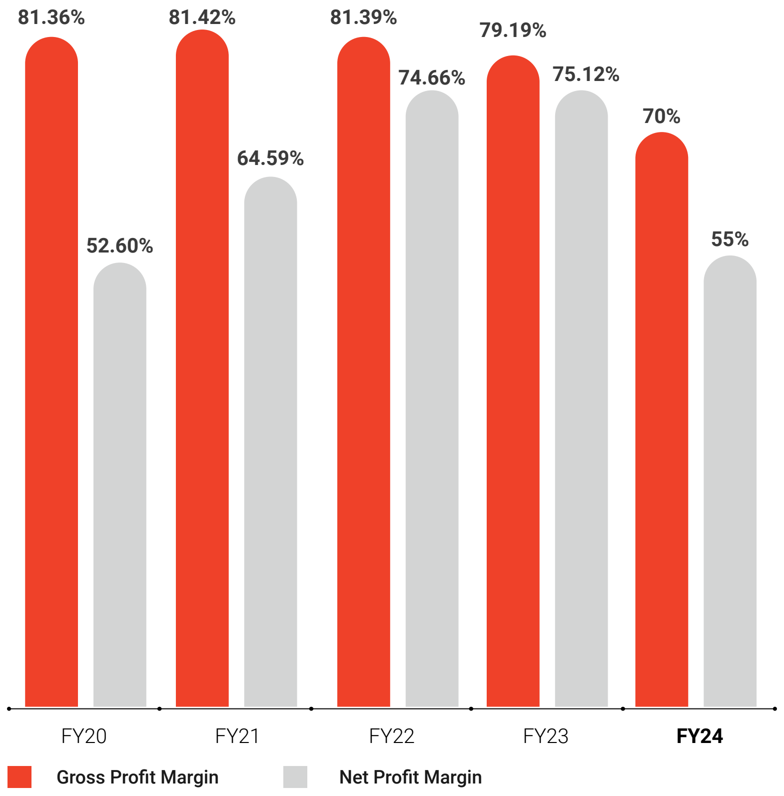
Dynamics 365: Our New ERP System

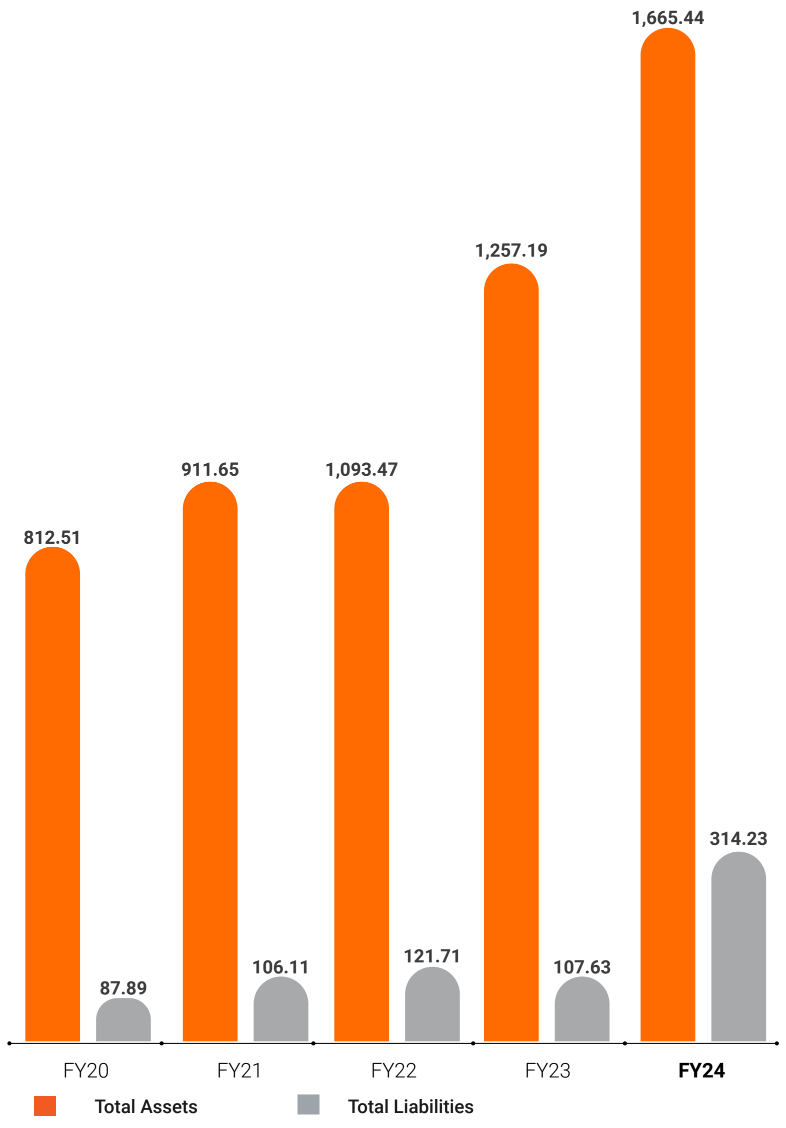
We implemented Microsoft Dynamics 365 to enhance our financial operations by leveraging AI-powered features with Microsoft Copilot. This advanced ERP system connects data from hundreds of sources, offering a comprehensive view of our business and enabling real-time insights. With the power of AI, we can better understand our customers, personalize experiences, and drive more sales. Additionally, automation and AI help streamline financial and accounting tasks, improving efficiency. Integrated with Microsoft Teams and Microsoft 365, it facilitates seamless collaboration, while low-code tools from the Microsoft Power Platform allow us to quickly adapt and innovate in response to changing business needs.

Our Financial Performance

A Five-Year View

Here we present an overview of our financial performance, demonstrating our continued ability to invest in infrastructure and support sustainable growth. For detailed information, please refer to our latest financial statement.





Spotlight on Excellence Driving Centre

New Subsidiary Under Excellence Premier Investment

Excellence Driving Centre is a subsidiary of Excellence Premier Investment, of which EDC acquired a 51% stake in 2024. The company was established with a mission to empower communities by equipping individuals with driving skills in a seamless, efficient, and customer-centric manner, guided by its core principle of "Human First." By prioritizing a human-focused approach, Excellence Driving transforms the learning process into an enjoyable and engaging experience for its customers.

With 25 branches across Dubai, including three state-of-the-art testing centers, and a dedicated workforce of over 700 employees, Excellence Driving Centre has established itself as a regional leader in driving education. The Centre's innovative approach and commitment to accessibility have positioned it to lead the mobility sector, ensuring its services meet the evolving needs of diverse communities.

The 2024 acquisition represents a pivotal step forward, enabling the development of advanced training curricula and personalized programs tailored to address the unique needs of drivers across the UAE.

Excellence Driving Centre's Focus on ESG performance

Excellence Driving Centre has outlined ambitious plans and initiatives to enhance its Environmental, Social, and Governance (ESG) performance, driving its progression as a sustainable and responsible business. Collaborating with partners to meet its revised compressed natural gas (CNG) vehicle targets for 2025, the Centre is also advancing its efforts to introduce electric vehicles (EVs) into its operations by 2030. In 2024, the company took a significant step forward by installing solar panels at its main center, enabling 40% of its energy requirements to be sourced from renewables in the month of February. Excellence Driving efforts in this area earned Excellence Driving the prestigious GC Mark Green and GC Mark Blue Planet certifications.

The Centre is equally dedicated to the well-being and professional development of its workforce. Monthly wellbeing events promote physical and mental health, fostering a supportive and productive environment. In 2024 alone, employees completed over 4,000 hours of training, and plans are underway to implement personalized training programs tailored to individual professional goals. These will include specialized sessions on customer service excellence and energy management, further equipping the team to thrive in a rapidly evolving industry.

Governance remains a cornerstone of Excellence Driving Centre's ESG strategy. To safeguard data privacy and enhance cybersecurity, the Centre has implemented quarterly awareness campaigns and is on track to achieve ISO 27001 certification by 2025. Furthermore, physical cybersecurity training programs are scheduled for deployment by the end of 2025, ensuring a holistic approach to both digital and operational security.

In addition to these efforts, Excellence Driving Centre has reinforced its zero-tolerance approach to bribery and corruption. Updates to its Ethics Policy and the integration of anti-corruption risk assessments into its business framework reflect the Centre's commitment to transparency, accountability, and ethical practices. These initiatives position Excellence Driving Centre as a leader in responsible governance within the mobility sector, setting a benchmark for sustainable and ethical business practices.

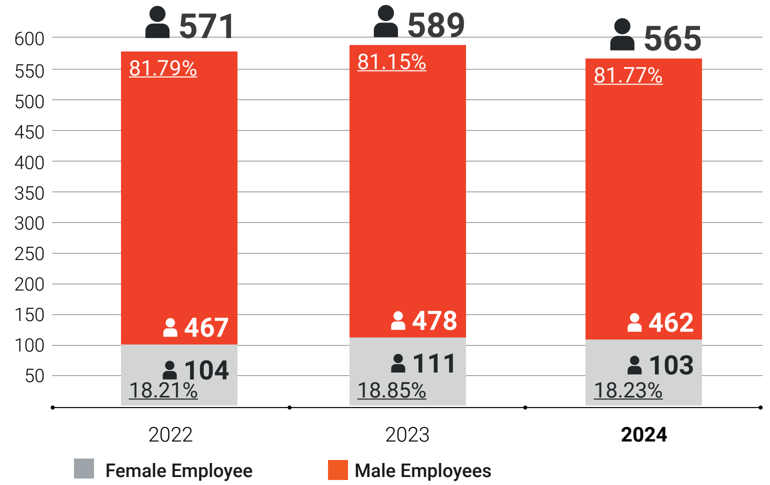
Human Capital

Our Commitment	
Strategic Pillar	Business Excellence Sustainability
Sustainability Priority	Establish Female Diversity, Inclusion and Equality as Key Corporate Value
Material Topics	Occupational Health & Safety Gainful Employment Equal Opportunity, Diversity & Inclusion Training & Development
Some of our Relevant Policies	Emiratization Policy Human Resources Policy
Our Alignment	
Abu Dhabi Vision 2030	The creation of a sustainable knowledge-based economy Emirate resource optimization Premium education, healthcare and infrastructure A significant and ongoing contribution to the federation of the UAE
GRI Standards	GRI 401: Employment GRI 403: Occupational Health & Safety GRI 405: Diversity & Equal Opportunity GRI 406: Non-Discrimination
SDGs	3 GOOD HEALTH AND WELL-BEING; 5 GENDER EQUALITY; 8 DECENT WORK AND ECONOMIC GROWTH

At EDC, we take pride in building a talented and diverse team that drives our success and delivers exceptional service to our customers. As the employer of choice in our sector, we are dedicated to attracting top talent and fostering a supportive, inclusive, and innovative work-place.

Our people are essential to maintain our status as a dynamic, high-performance organization. By nurturing a culture of innovation, collaboration, and continuous learning, we empower our employees to thrive and contribute to our mission of shaping the future of driving excellence in the UAE.

Total Employees (by Gender)



In 2022, all of our employees were permanent and full time.

In 2023, all of our employees were full time and we had 2 temporary employees.

In 2024, all of our employees were full time and we had 1 temporary employee.

Employee Distribution by Branch

	Abu Dhabi Branch	Al Ain Branch	Madinat Zayed City Branch	Four Satellite Branches in the Western Region	TOTAL
2022	418	143	4	6	**571**
2023	415	143	24	7	**589**
2024	395	138	25	7	**565**

Enhancing Our Workplace Culture

By prioritizing a culture that aligns with our values and the needs of our workforce, we create both organizational success and employee satisfaction. Our efforts this year have been focused on the governance aspect, introducing six new policies to support our HR efforts. In addition, we conducted a workplace culture assessment to give us deeper insights into our culture.

Organizational Culture Assessment

To gain deeper insights into our culture, we conducted a comprehensive assessment using the Organizational Culture Assessment Instrument (OCAI). This tool allowed us to identify the dominant cultural attributes and pinpoint areas for potential improvement, enabling us to make informed decisions to enhance the work environment and overall organizational performance.

In addition to the survey, we facilitated several focus groups to gather in-depth insights directly from employees. These sessions helped uncover trends, strengths, and areas for growth, ensuring that our decisions are tailored to meet the unique needs and perspectives of our workforce.

The results of the assessment revealed that the current and preferred organizational cultures are well-balanced, indicating that no immediate changes are necessary.

New Policies to Support our HR Efforts

We recognize the importance of clear policies and procedures to set expectations, ensure compliance, and foster a supportive and inclusive workplace. In 2024, we introduced several new policies designed to address key aspects of employee engagement, workplace flexibility, and safety. These new policies reflect our commitment to creating a dynamic, inclusive, and employee-focused organization while aligning with global best practices. These include:

Pre-Employment Checks: Strengthening recruitment processes with robust verification measures.

Handover Policy: Establishing clear guidelines for seamless role transitions.

Volunteering Policy: Encouraging community engagement through structured volunteering opportunities.

People of Determination Policy: Supporting inclusivity and accessibility for employees with special needs.

Part-Time Work Policy: Providing options for flexible employment arrangements.

Remote and Flexible Working Policies: Promoting work-life balance and adaptability through remote work and flexible hours.

Safety and Protection Policy: Addressing violence, harassment, and discrimination to ensure a secure and respectful workplace environment.

Employee Attraction, Retention and Engagement

At Emirates Driving Company, we are dedicated to attracting and retaining top talent by offering industry-leading packages that accelerate career development and prioritize employee well-being. Our comprehensive approach ensures that every team member feels valued, supported, and empowered to thrive in their roles.

Career Development Opportunities

We provide a range of programs designed to enhance professional growth and leadership potential:

- **Training & Development Programs:** Equipping employees with the skills to excel in a dynamic industry.
- **Leadership Development Programs:** Preparing future leaders with advanced training.
- **Professional & Occupational Certification Programs:** Supporting employees in achieving recognized qualifications.
- **Salary Benchmarking:** Conducted every three years to ensure competitive compensation.
- **Annual Bonus:** Rewarding performance and commitment.

Employee Benefits

We offer a comprehensive benefits package to support a work environment that prioritizes employee well-being and work-life balance. Our full-time employees enjoy industry-leading benefits, including life insurance, health care, disability and invalidity coverage, parental leave, and retirement provision. These offerings are complemented by a fair and competitive salary scale that ensures equitable remuneration for all employees while providing opportunities for professional growth through leadership development programs and training initiatives.

Building on these benefits, we have implemented family-friendly policies as part of our transformation program to enhance flexibility and support for our workforce. These measures, now standard, include increased annual leave, emergency leave, flexible and remote work options, part-time work allowances, and short leave to accommodate diverse employee needs. Additionally, overseas joining support ensures smooth transitions for team members relocating to join us. By investing in our employees' development and well-being, we have cultivated a culture that empowers individuals to thrive both personally and professionally, driving our shared success.

Employee Wellbeing

In 2024, the Human Capital department introduced a series of initiatives aimed at enhancing employee well-being through workshops, expanded benefits, health-focused programs, and inclusivity. These efforts reflect our commitment to fostering a supportive and healthy workplace environment. Key initiatives include:

- **Wellness Campaign** conducted in partnership with Watania Takaful Family (PJSC)
- **Movember Campaign** highlighting men's health and wellness, through a collaboration with Al Ahalia Hospital
- **Seasonal Influenza Vaccination Campaign** delivered by Seha to safeguard employee health
- **Enhanced Insurance Benefits** life insurance and improved health insurance packages with a new service provider offering better options for employees
- **Breast Cancer Awareness** Month, which included "Pink Day"
- **Hosted Men's Health Day**, consisting of engaging sessions and a motivating group workout.
- **Awareness Sessions** focused on breast cancer and men's health, conducted by Burjeel Hospital
- Celebrated **International Women's Day**
- **Chronic Care Program** launched in partnership with NextCare to support employees with chronic conditions
- **Al Ahalia Wellness Workshop** organized by Al Ahalia Hospital
- **Deployment of LVL Platform** a new tool to support employee engagement and well-being
- **Blood Donation Campaign Facilitated by Seha to promote community giving**
- Collaboration with Burjeel Hospital formalized through an **MOU to enhance healthcare access**
- **Emirati Women's Day** to celebrate the achievements and contributions of Emirati women.
- **Gold Privilege Card** introduced in collaboration with Al Ahalia, providing exclusive benefits
- **Safety in Heat Campaign** raising awareness about heat-related safety

Employee Engagement

Our range of employee engagement initiatives continues to evolve, offering meaningful opportunities for recognition, feedback, and participation. Building momentum in this area, initiatives we introduced in 2023, including HR Business Partner and Voice of the People, have now become integral to how we operate.

Reward & Recognition Program

Our Reward & Recognition Program continues to be central to our employee engagement efforts, celebrating outstanding contributions and fostering a culture of excellence and collaboration. This program acknowledges top-performing employees across several categories, inspiring excellence and reinforcing our core values.

In 2024, the program was updated to include new recognition categories designed to celebrate achievements across diverse areas of the organization:

- Star of Teamwork and Collaboration: Recognizing administrative employees who exemplify teamwork and collaboration. This peer-nominated award is presented in Q2 and Q4, with 10 employees selected from across administrative departments.
- Customer Happiness Superstar: Honoring employees in Customer Happiness roles who consistently deliver exceptional customer service. Based on line manager nominations, this award recognizes 3 employees each quarter from Q1 through Q4.
- Learning Champion: Celebrating employees from across EDC who demonstrate a commitment to professional growth by completing the highest number of training sessions each quarter. 2 employees are recognized quarterly from Q1 through Q4.
- Training Superstar: Highlighting employees within the Training Operations who go above and beyond in delivering customer-facing services. Based on line manager nominations, this award recognizes 9 employees quarterly from Q1 through Q4.

Succession Planning

In 2024, we formalized our succession planning process, aligning it with our long-term strategic goals. The process is designed to safeguard continuity and develop leadership talent within the company and has been approved by the HR Committee.

To ensure its effectiveness, we provided orientation sessions for department managers and heads, introducing them to the Critical Position Assessment framework. This helped to familiarize key stakeholders with the process and its objectives. Following the orientation, an assessment was conducted across all departments to evaluate and identify critical positions within the organization.

As a result of the assessment, a total of 16 critical positions were identified and categorized based on their impact on business continuity and success. We are now in the process of selecting suitable candidates for these positions, with a focus on identifying capable successors to maintain organizational stability and foster leadership development for the future.

HR Business Partner

The HR Business Partner model assigns dedicated HR professionals to each department, ensuring tailored support for hiring, departure, grievance resolution, and other department-specific needs. This personalized approach has strengthened relationships across teams, aligning HR support more closely with operational goals.

Voice of the People

Our Voice of the People initiative has created a formal channel for employees to share ideas and raise concerns directly with management. By encouraging suggestions on everything from service enhancements to process efficiencies, this program empowers employees to shape our future. Proposals are reviewed by the Executive Committee for potential implementation, demonstrating our commitment to listening and acting on employee input.

Engagement Surveys

We conducted two engagement surveys in 2024 (March and September) to evaluate employee satisfaction, identify organizational strengths, and pinpoint areas for improvement. These surveys also served as a platform for employees to provide valuable feedback, helping to shape initiatives aimed at enhancing retention and boosting productivity.

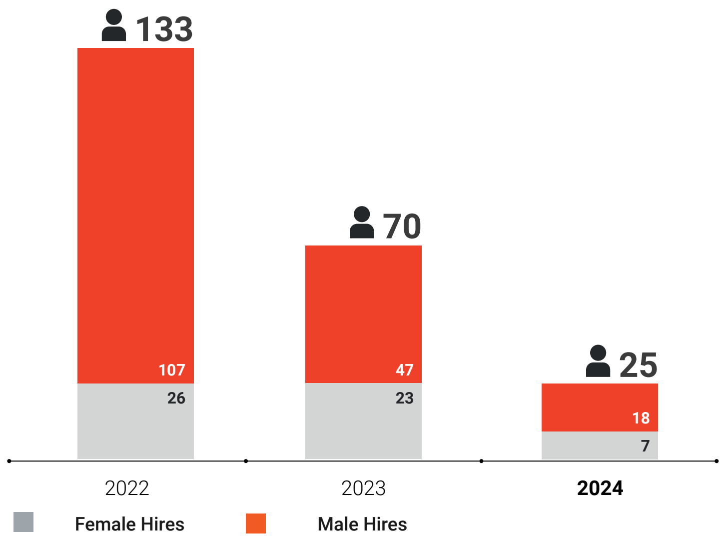
The results demonstrated an overall satisfaction rate of 87% in both surveys, reflecting our commitment to fostering a positive and engaging workplace culture.

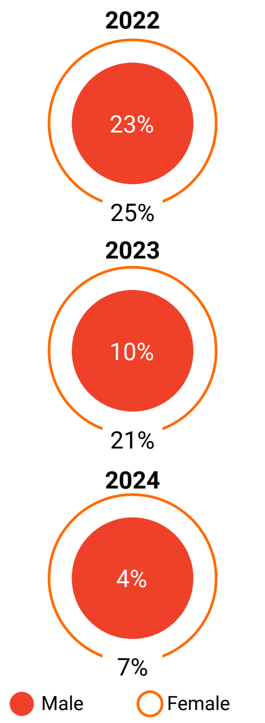
Workforce Dynamics

Our workforce continues to evolve, reflecting our commitment to attracting top talent and fostering a supportive environment for career growth. By carefully monitoring employee turnover and new hires, we ensure a balanced approach to retaining experienced staff while welcoming fresh perspectives that drive innovation and growth.

Below, we provide an overview of key metrics for employee movement, with a three-year perspective for comparison.

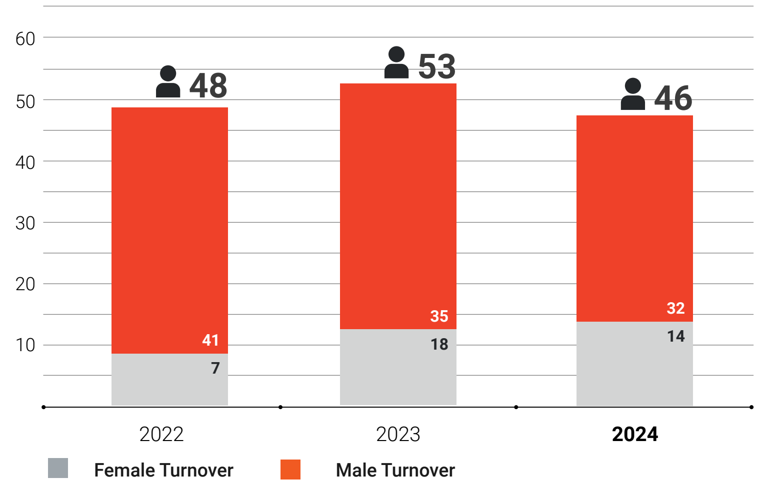
New Hires

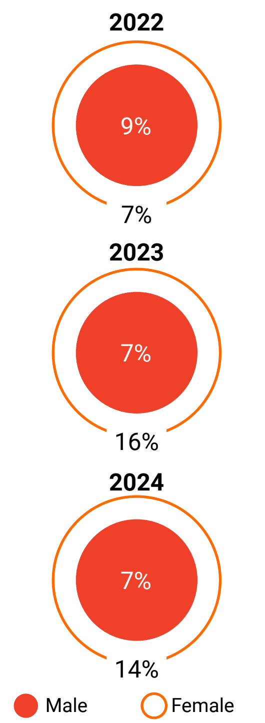




Total New Hires by Age Group						
	Below 30 y/o	Between 30-50 y/o	Over 50 y/o	Below 30 y/o	Between 30-50 y/o	Over 50 y/o
2022	13	102	18	38.24%	21.89%	25.35%
2023	22	48	0	52.38%	10.06%	0.00%
2024	3	21	1	15.00%	4.73%	0.99%

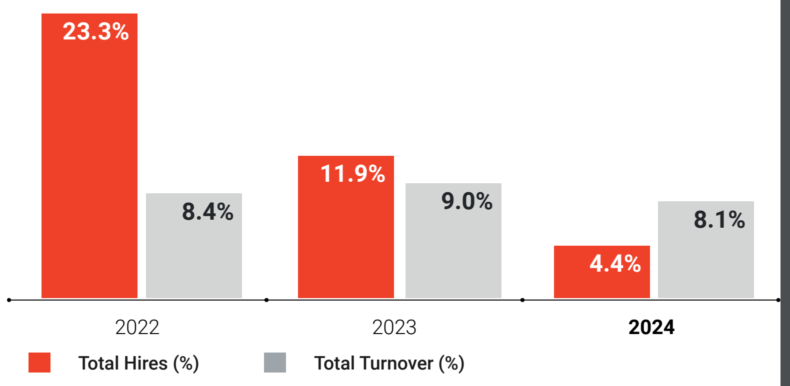
Turnover Rate





Turnover Rate (Age Group)						
	Below 30 y/o	Between 30-50 y/o	Over 50 y/o	Below 30 y/o	Between 30-50 y/o	Over 50 y/o
2022	5	39	4	14.71%	8.37%	5.63%
2023	14	37	2	33.33%	7.76%	2.86%
2024	7	35	4	35.00%	7.88%	3.96%

Workforce Dynamics Overview



New Joiner Induction and Onboarding Program

At EDC, we have designed an induction and onboarding experience for all new joiners on their first day of joining. The program is designed to provide a strong foundation and enable seamless integration into our workplace.

Key components of the induction program include:

- **Introduction to Policies:** An overview of our key policies is provided, ensuring new employees understand the guidelines and expectations that govern workplace behavior and performance.
- **Vision, Mission, and Values:** A detailed overview of our vision, mission, and core values to align new employees with our purpose and cultural principles.
- **Code of Ethics:** A session on our commitment to ethical practices and professional integrity, highlighting the importance of ethical decision-making.
- **Organizational Structure:** An overview of our overall structure, key departments, and leadership, providing clarity on how different functions collaborate.
- **Dress Code:** A briefing on the company's dress code policy to ensure employees adhere to professional attire standards.
- **Employee Coaching:** Introduction to the company's coaching culture, emphasizing growth, feedback, and continuous professional development opportunities.
- **Cultural Awareness:** Insights into the diverse cultural environment of the organization, fostering mutual respect and understanding among colleagues from different backgrounds.

New Joiners Satisfaction Survey

We recognize the importance of delivering exceptional service to all employees, especially during their initial journey with the organization. To support this, we introduced a New Joiners Satisfaction Survey aimed at evaluating the onboarding experience. This survey gathers valuable feedback from new employees, helping us identify areas for improvement and create a smooth and positive transition into their roles.

Training & Development

While our employees bring the skills needed to excel in their roles, continuous growth and development are essential for maintaining excellence and driving career progression. Our commitment to training and development extends to employees at every level of the organization, from entry-level roles to senior management.

Our culture of continuous learning is supported by structured training programs and informal learning opportunities. Annual performance assessments are conducted for all employees, enabling us to identify strengths, areas for improvement, and opportunities for growth. Based on these reviews, employees are provided with tailored training plans to develop their skills and support their professional journey throughout the year.

Through these initiatives, we ensure that every team member is empowered to reach their full potential, contributing to both their personal success and our ongoing growth.

Key Training & Development Programs

Train the Trainer (New in 2024)

In 2024, we successfully implemented the Train the Trainer course, designed for both private and EDC trainers. This program equips trainers with standardized, high-quality teaching methodologies, ensuring consistent content delivery to improve learner outcomes. This program supports our position as a leader in professional development and quality assurance in the driving training sector.

Implementation of Competency Oriented Inhouse training Programs

We implement a range of in-house training programs designed to enhance employee competencies and align with the company's strategic objectives. These programs, such as Effective Budgeting and Cost Control and Enterprise Risk Management, are tailored to develop key skills, foster professional growth, and ensure our workforce is equipped to meet evolving business demands.

Skill Oriented Capability Improvement Programs

We offer specialized programs tailored to specific employee groups to enhance their skills and capabilities. Examples from 2024 included seven Training Operations Management Supervisors completing a Supervisory Management Skills course and nine employees from the Training Operations Department in Abu Dhabi and the Al Dhafra Region attending a two-day course on Planning and Organizing Skills.

Professional & Occupational Certifications

Many employees have completed professional qualifications such as CMA, CIPS, and CIPD, enhancing their expertise in fields like finance, procurement, and human resources. Additionally, employees have undertaken certifications related to occupational safety, including NEBOSH and Highfield, ensuring compliance with international safety standards.

Test Gorilla Candidate Assessment

Test Gorilla is a tool for assessing candidates during the interview process. This platform provides detailed insights into the skills and competencies of potential hires, helping to identify any skill gaps among new joiners.

E-learning Platform Implementation

We leverage a variety of leading e-learning platforms, including Coursera, AIHR, and Harvard Online, to facilitate skill development through digital learning.

Knowledge Management Awareness Sessions

To foster a culture of knowledge sharing and peer-to-peer learning, we organize Knowledge Management Awareness Sessions led by employees with expertise in specific areas. These sessions cover a range of topics, including HSE Inductions, ISO Awareness, and Financial Literacy, among others. In 2024, fifty three male and female trainers participated in ISO awareness training sessions, which were conducted in three batches throughout the year.

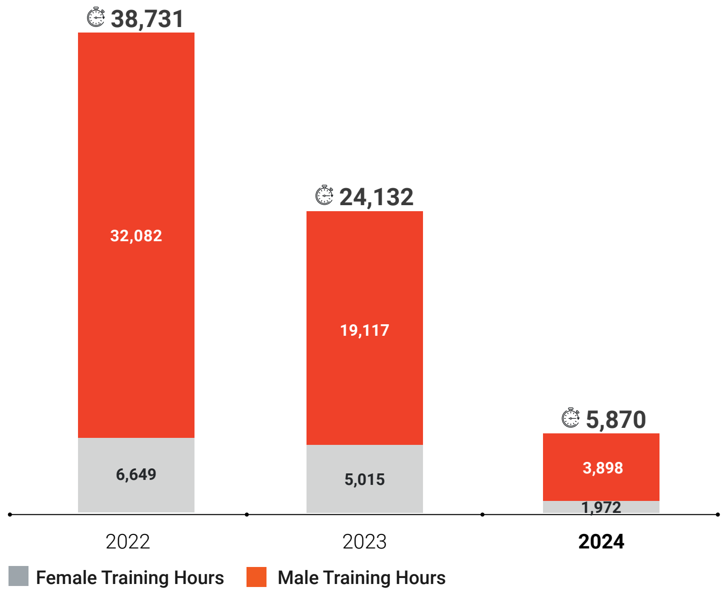
Leadership Development Program

To cultivate strong leadership across all levels of management, all managers participate in advanced Leadership Development Programs offered through Harvard University's online platform.

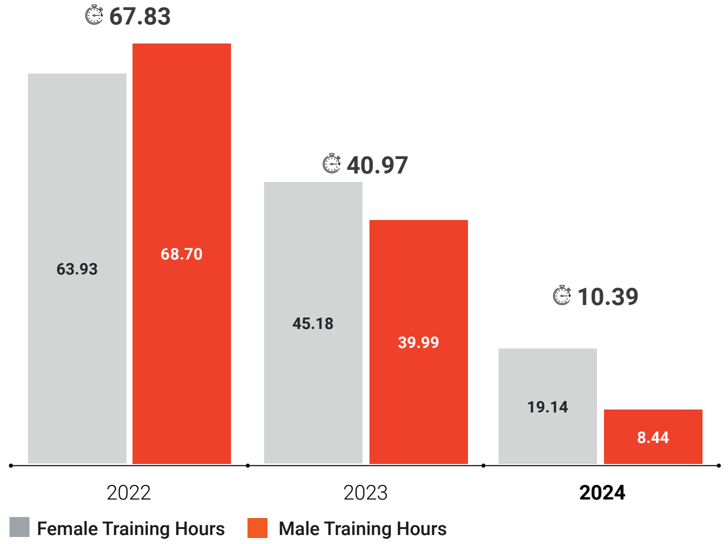
Internal Training: 2024 Overview

In 2024, our training budget amounted to AED 604,800 supporting a total of 5,372 training hours involving 468 distinct employees. 87.8% of employees successfully completed training programs, recording an average satisfaction rating of 4.4 out of 5. The average number of training hours per employee for year was 9.51.

Total Training Hours (by Gender)



Average Training Hours Per Employee (by Gender)



Total Training Hours (by Employment Type)

	Entry-Level	Admin-Level	Mid-Level	Senior-to-Executive Level
2022	31,205	7,124	394	8
2023	17,200	6,052	878	2
2024	2,669	2,846	345	9

Average Training Hours Per Employee (by Employment Type)

	Entry-Level	Admin-Level	Mid-Level	Senior-to-Executive Level
2022	4.71	33.74	26.57	2.13
2023	35.32	71.20	58.53	1
2024	5.75	33.89	26.57	2.13

Internship Program

Our Internship Program is designed to equip participants with valuable skills, explore potential career opportunities, and gain hands-on experience that bridges the gap between academic learning and professional development.

In 2024, the Human Capital department successfully implemented the program, completing three batches of interns with a total of 20 participants, including both UAE nationals and expatriates.

As part of our efforts to expand this program, we signed an MOU with Al Ain University in 2024, providing students with enhanced exposure to workplace environments. This partnership further solidifies our role in supporting educational institutions and empowering the next generation of professionals.

Driving Excellence through Instructor Training

As a leading driving institute committed to road safety in Abu Dhabi, we place an emphasis on ensuring that our driving instructors are among the best in the industry. A significant portion of our training budget is dedicated to specialized programs designed to equip these employees with the skills and knowledge needed to uphold our high standards.

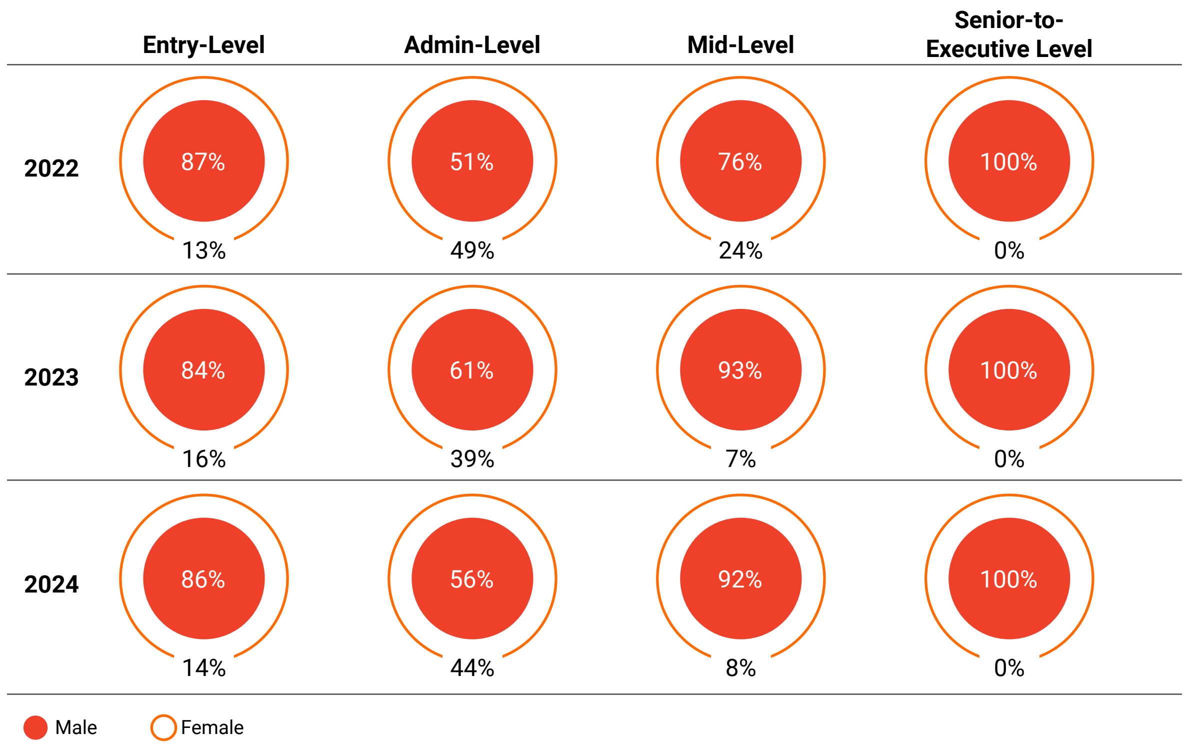
Diversity, Equity, and Inclusion (DEI)

We are proud to champion DEI as fundamental principles embedded in our Human Resource Policy and Code of Ethics. With a multicultural workforce that reflects the vibrant diversity of Abu Dhabi, with employees from 32 different countries, we are committed to fostering an environment where all individuals, regardless of gender, race, nationality, age, religion, or other characteristics, are treated with respect and afforded equal opportunities to thrive.

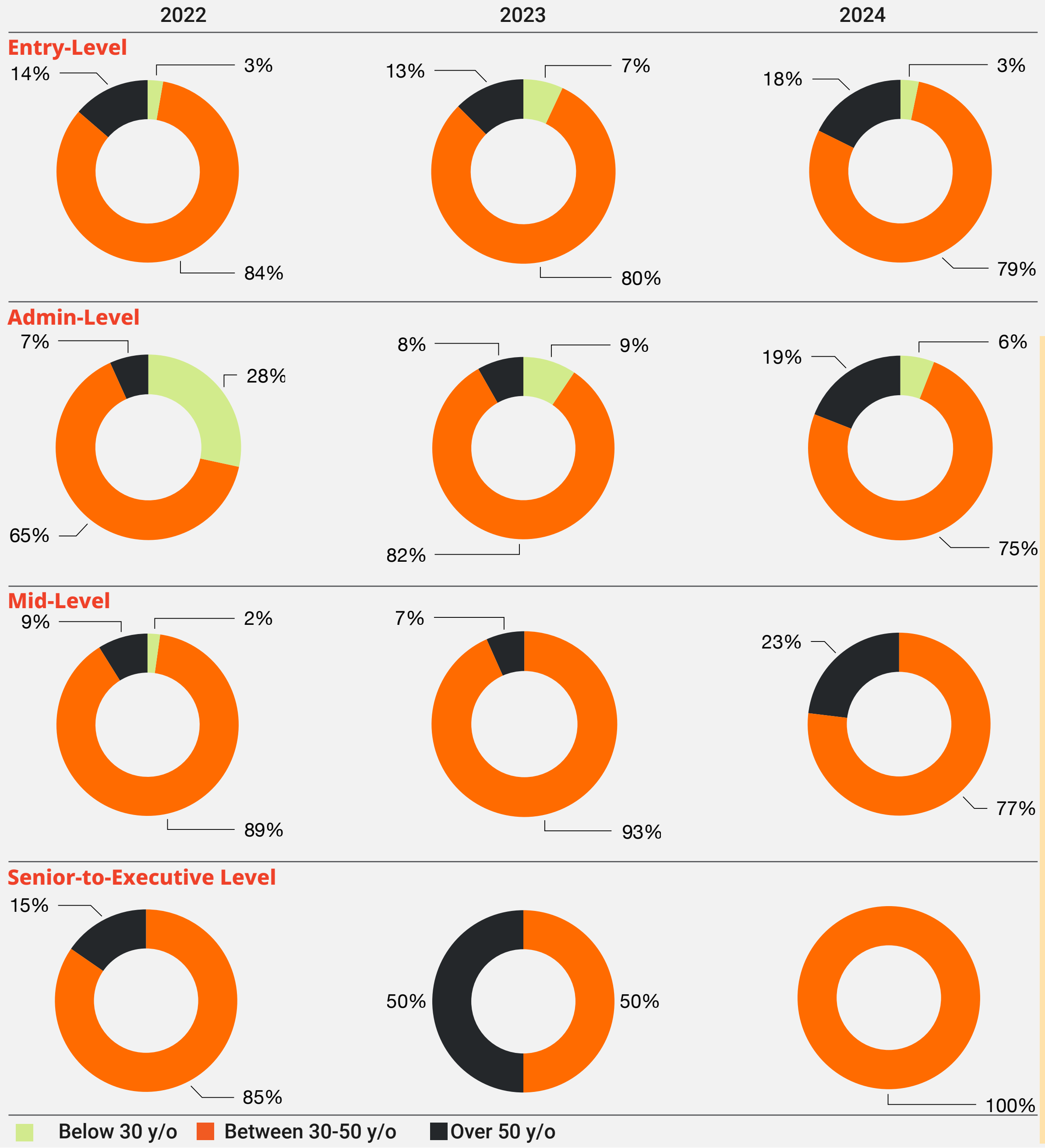
Two key focus areas of our DEI efforts are the empowerment of female talent and the advancement of Emiratization. This year, we achieved approximately a 6% increase in the representation of women in admin positions, highlighting our commitment to hiring more women.

Additionally, 73% of our Emirati workforce is made up of women, reflecting our dedication to fostering an environment where Emirati women are empowered to thrive and excel in their careers.

TOTAL EMPLOYEES BY JOB CATEGORY AND BY GENDER



TOTAL EMPLOYEES BY JOB CATEGORY AND BY AGE GROUP



Incidents of Discrimination	
2024	0
2023	0
2022	0

Total Number of Nationalities

2022	2023	2024
32	32	32

Female Empowerment

Empowering women is a key area of focus in our sustainability strategy, therefore we are initiating tailored efforts to build and maintain an equitable workplace. While progress has been made in achieving gender equality in recruitment, we recognize that women in the mobility sector still face unique challenges that may limit their ability to pursue or retain jobs, advance their careers, and access leadership opportunities.

We are one of 130 UAE companies that have signed up to the Women's Empowerment Principles (WEPs), a joint initiative by UN Women and the UN Global Compact. The seven Principles are informed by international labor and human rights standards and recognize that businesses have a stake in, and a responsibility for, promoting gender equality and women's empowerment.

As part of our sustainability strategy, we have launched targeted initiatives to attract more women to our workforce and address the barriers faced by our existing female employees. Here we highlight some of our key efforts:

Policy Enhancements to Support Female Employees

Upon joining the WEP, we introduced policy enhancements to support female employees. This includes a commitment to providing equal training and development opportunities, fair and equitable compensation, and measures to ensure safety and protection from violence, harassment, and discrimination. By offering benefits that go beyond our obligations under UAE Labor Law, we are established as a progressive employer in the UAE, committed to fostering a truly inclusive and supportive environment.

Female Empowerment Initiatives

Last year, we developed a female representation plan. This initiative was designed to address gender disparities, empower women at all levels of the organization, and foster a diverse and supportive working environment. The plan, developed through a three-stage process, included a Gender Diversity Audit to assess current representation, a Gap Analysis to identify areas for improvement, and the creation of targeted strategies and programs. In 2024, policy changes were made with the needs of our female colleagues in mind.

Introduction of the Female Committee

As part of the implementation of our female representation plan, and to commemorate Emirati Women's Day, the Human Capital department established the Female Committee to serve as the voice of all female employees within the organization. This is in place to elevate perspectives, overall representation and to oversee the implementation of inclusive policies to support diversity and equity.

The committee's efforts have already led to meaningful policy changes that promote an inclusive workplace culture for female employees. Additionally, the committee has organized several impactful events and initiatives focused on health, safety, and empowerment, including breast cancer awareness month and Emirati Women's Day.

The core responsibilities of the committee include:

- Acting as a voice for female employees by understanding their needs and concerns.
- Collaborating with the Human Resources department to foster a supportive and inclusive work culture that values diversity and supports the well-being of female employees, ensuring their sense of security and care.
- Representing the company at governmental events and civil society groups.

Empowering People of Determination

We are dedicated to creating an inclusive and empowering workplace that supports the unique needs of individuals with determination. Guided by our People of Determination Policy, we actively address the challenges faced by underrepresented groups, fostering a culture of accessibility, equity, and opportunity for all.

In line with this commitment, this year sixteen trainers participated in a Sign Language Training Course, enhancing their ability to communicate inclusively. These efforts highlight our ongoing mission to build a supportive environment where everyone can thrive and contribute meaningfully.

Providing Support to Parents

Building on the significant updates made in 2023 to our maternity and family-focused leave policies, we continue to provide a comprehensive range of benefits to support women with children. We offer 90 calendar days of fully paid maternity leave to all permanent, fulltime employees, with additional provisions for cases where the health of the mother or child is impacted. For mothers with a child of determination, an additional 15 days of fully paid leave is granted, along with the option for 30 days of unpaid leave. Our dedication to fostering a supportive work environment is reflected in our retention rate - over the past three years, 100% of employees who took parental leave returned to work and were still employed 12 months after their leave ended.

Additional benefits for family care:

- Reduced working hours for nursing
- Protection of maternity rights
- Child institutional events short leave
- Antenatal sick leave
- Medical short leave for pregnant employees
- Additional support and leave entitlement are also provided in special circumstances such as stillbirth or miscarriage.

Overview of Parental Leave

	2022		2023		2024	
	Female	**Male**	**Female**	**Male**	**Female**	**Male**
# of employees that took parental leave	0	25	2	28	1	22
# of employees that returned to work after parental leave ended	0	25	2	28	1	22
# of employees that returned to work after parental leave ended in previous year and were still employed 12 months after their return to work.	1	19	0	25	2	28

Emiratization

As an Emirati company, we embrace our responsibility to nurture local talent and contribute to the Federal Government's long-term goal of increasing the proportion of UAE nationals employed in the private sector. Our Emiratization initiatives aim to attract, develop, and retain Emirati talent, ensuring that our workforce reflects the nation's ambition and diversity.

Emiratization Policy

We have a dedicated Emiratization Policy in place to prioritize the recruitment of UAE nationals. This policy includes targeted incentives, such as a special allowance for Emirati employees, to attract top local talent in a competitive market.

Opportunities for Emirati Graduates

To further support local talent development, we offer a paid internship program designed to provide valuable work experience for Emirati graduates. In 2024, we welcomed 20 interns into the program, offering them the opportunity to build critical skills and gain hands-on experience in a professional environment. This initiative opens pathways to potential full-time opportunities with us in the future.

Emirati Employees Overview

	Female	Male	Female	Male	Total Emirati Employees	Emiratization Rate
2022	31	15	67.39%	32.61%	46	8.1%
2023	32	16	66.67%	33.33%	48	8.1%
2024	30	11	73.17%	26.83%	41	7.3%

Emirati Employees By Employment Type

	Entry-Level		Mid-Level		Senior-to-Executive Level	
2022	31	67.39%	8	17.39%	7	15.22%
2023	41	85.42%	5	10.42%	2	4.17%
2024	35	85.37%	5	12.20%	1	2.44%

Occupational Health and Safety

We prioritize a safety-first mindset. Just as we train drivers to navigate the roads safely, we take our responsibility to prioritize the health and safety of our employees just as seriously, striving to maintain exemplary standards in workplace wellbeing.

Our safety policies and procedures are designed to minimize the risk of work-related injuries, supported by our certification in the ISO 45001:2018 Health & Safety Management System. This framework ensures that our practices meet the highest international standards.

In addition to maintaining physical safety, we place a strong emphasis on enhancing the overall wellbeing of our workforce through targeted programs and initiatives, including:

- Stress and Anger Management sessions
- Awareness programs, such as HSE inductions for all staff
- Access to the HealthierU mobile application, promoting healthy lifestyle choices
- Annual Breast Cancer Awareness campaigns

Enhancing Workforce Safety Through Training

In 2024, significant strides were made to strengthen health and safety awareness across the workforce through targeted training programs. Eight trainers successfully completed the ISO 45001:2018 Occupational Health & Safety Awareness Training, enhancing their understanding of internationally recognized standards for workplace safety management systems. Earlier in the year, ten trainers participated in a Basic First Aid Course, acquiring critical lifesaving skills to address emergencies effectively.

Compliance and Proactive Risk Management

To uphold the highest standards of occupational health and safety, we conduct regular site inspections to identify potential risks and maintain compliance. Before any maintenance activities are undertaken, the site is thoroughly assessed, and consultations are held with the maintenance team to address potential hazards. Suppliers are also required to provide risk assessments for their activities and submit evidence of employee training, such as certificates and records, when tasks involve medium or high levels of risk.

Onsite accident rate (accidents/new students)	
2022	0.06%
2023	0.07%
2024	0.07%

Promoting a Culture of Safety Through Training & Awareness

We recognize that our commitment to health and safety extends beyond the workplace. Promoting a culture of safety is a priority, and we offer a range of specialized safety training courses to equip our employees with essential knowledge and skills. These courses include First Aid Training, ISO Awareness Sessions (covering ISO 14001, ISO 39001, and ISO 45001), Road Safety Awareness Sessions, Eco-Driving Sessions, and Safety in Heat Training, among others.

As part of our initiatives, we also conducted a Safe Driving in Hot Weather Awareness Session for six administrative employees at our Abu Dhabi branch, addressing the unique challenges posed by extreme temperatures and reinforcing best practices for safe vehicle operation in such conditions.

In 2024, a total of 1,223 safety training hours were delivered, further enhancing our employees' understanding of key safety practices. This commitment to safety education ensures that our team is well-prepared to uphold the highest standards of safety both within the organization and across Abu Dhabi's roads.

Safety Courses - Total Training Hours	2022	2023	2024
First Aid Training	220	300	80
ISO Awareness Training	798	526	630
Other	315	112	513
Total	1,333	938	1,223

Work-related injuries of employees	2022	2023	2024
Number of Fatalities	0	0	0
Rate of Fatalities	0	0	0
Number of lost-time injury	0	0	0
Rate of lost-time injury	0	0	0
Number of high-consequence work-related injury	0	0	0
Rate of high-consequence work-related injury	0	0	0
Number of recordable work-related injury	0	0	0
Rate of recordable work-related injury	0	0	0
Main types of work-related injury	N/A	N/A	N/A
Number of Hours Worked	N/A	N/A	N/A

Awareness Courses Conducted Beyond Company Headquarters in 2024

Extending our impact beyond our own headquarters, we conducted a number of initiatives in partnership with local firms to promote safe driving practices and road safety awareness in the wider community. Highlights of these efforts are as follows:

- Arab Taxi Company: Two awareness sessions on safe driving were conducted for 57 drivers on October 23 and December 15, 2024.
- Abu Dhabi University: An awareness course on safe driving was delivered to 10 drivers on December 19, 2024.
- Tawasul Taxi Company: Two sessions covering safe driving practices, including driving in hot weather, were held for 69 drivers on July 8 and September 28, 2024.
- Abu Dhabi Health Center: A traffic awareness course was conducted for 23 participants, enhancing their understanding of road safety practices.
- Suppliers: An awareness course on safe driving was held for our suppliers on November 26, 2024, emphasizing the importance of safety within the supply chain.

In addition to these awareness efforts, we successfully completed the required recruitment of 20 trainers for the "Training of National Service Recruits for the Profession of a Driver" project, affiliated with the Ministry of Defense.

Enhancing Safety Standards with the Conformity Program

In 2024, a total of 635 theoretical and practical tests were conducted in partnership with Union Assessment and Certification (UAC) as part of the "Conformity Program," an initiative by the Abu Dhabi Quality and Conformity Council in collaboration with the Integrated Transport Center. These tests covered various categories, including hazardous materials transport drivers, gas cylinder transport assistant drivers, public and tourist bus drivers, and delivery motorcycle drivers.

Participation in Awareness Raising Events

01	Participated in the activities of the "Gulf Traffic Week 2024" at the East Gate Mall under the slogan “no phone while driving”
02	Took part in the Traffic Awareness Event at the Integrated Transport Center
03	All company employees had the opportunity to participate in the Ministry of Interior's initiative "A Day Without Accidents" and receive a discount of 4 black points from the black points balance
04	The Al-Ain branch participated in ‘Ebtekar-Week’, a week of innovation in coordination with the Residence and Foreigners Affairs Department Al Ain - Federal Authority for Identity, Citizenship, Customs and Ports Security
05	Contributed to the traffic awareness campaign for Talabat drivers with our Delivering Excellence Workshop
06	Took part in the "Electric Vehicles Summit - Egypt - 2024" conference EVs Electrify Summit, Egypt
07	Participated in the Ajman Transport Technology Exhibition and Conference
08	Child Safety Day conducted at a school in Abu Dhabi to educate children on safe practices in cars and buses and how to respond in emergencies.

Infrastructure & Natural Capital

Our Commitment	
Strategic Pillar	• Business Excellence • Sustainability
Sustainability Priority	Manage Climate-Related Risks
Material Topics	Environmental Impact & Sustainability Practices
Some of our Relevant Policies	• Environmental Policy • Water Policy • Waste Policy • Facilities Management Policy
Our Alignment	
Abu Dhabi Vision 2030	• The creation of a sustainable knowledge-based economy • Emirate resource optimization • Premium education, healthcare and infrastructure • A significant and ongoing contribution to the federation of the UAE
GRI Standards	GRI 302: Energy GRI 303: Water and Effluents GRI 305: Emissions GRI 306: Waste GRI 307: Environmental Compliance
SDGs	7 Affordable and Clean Energy; 11 Sustainable Cities and Communities; 13 Climate Action

Our commitment to minimizing our environmental impact drives strategic initiatives that align growth with sustainability, ensuring that we contribute positively to the communities and ecosystems we serve.

Our approach to climate action is strategically divided into three phases:

Taking Action

Accelerating Change

Achieving Net-Zero by 2050

As we moved through 2024, we continued to drive forward initiatives that guide our efforts to minimize environmental impact, demonstrating our commitment to responsible growth and environmental stewardship.

Our efforts were recognized, as we received an Honorary doctorate from Council of Arab Economic Unity for the service provided to the community and preserving the climate and environment of Egypt and the Arab world.

Highlight: SBTi Verification of Net-Zero Targets

In 2022, we established a baseline for our emissions, setting the foundation for our climate action journey. Building on this, we launched an ambitious Net-Zero Plan in 2023, aligned with the Science Based Targets initiative (SBTi), with the goal of eliminating all in-scope emissions by 2050. This plan ensures our environmental commitments evolve alongside our business growth.

In 2024, our targets received official verification from the SBTi, marking a significant milestone. We are now moving forward with the formal adoption and integration of these verified targets into our sustainability strategy.

Supporting the UAE's Net Zero Ambitions

The UAE continues to lead the region in climate action, with its Net Zero by 2050 Strategic Initiative aiming to progressively decarbonize the economy and align with the Paris Agreement's global warming limits. In 2024, we reaffirmed our commitment to supporting these national ambitions and advancing climate leadership within the mobility sector.

We are signatories of the Climate Responsible Companies Pledge, signed in 2023 during the 11th National Dialogue for Climate Ambition. Additionally, we are an active member of the Climate Action Task Force, launched by the Global Compact Network UAE. This initiative focuses on accelerating business readiness to set, implement, and achieve credible emissions targets aligned with the 1.5°C pathway. We have formally committed to achieving Net Zero in our operations, with science-based targets verified by the Science Based Targets initiative (SBTi) and adopting the GHG Protocol standard for our GHG emissions calculations.

Climate-Related Governance

To oversee the effective and efficient delivery of our sustainability transformation roadmap, we have a sustainability governance framework in place which includes the management of climate-related risks and opportunities.

Climate-related issues are integrated into the following governance mechanisms:

- Reviewing and guiding annual budgets
- Overseeing major capital expenditures
- Reviewing and guiding strategy
- Overseeing and guiding the development of a transition plan
- Monitoring the implementation of a transition plan

Management of Climate-Related Risks

Key mechanisms within the framework ensure that sustainability is prioritized at the Board level, with the Strategy & Sustainability Board Committee playing a central role, as outlined in the "Sustainability Governance" Section.

The Sustainability Management Committee facilitates strategic oversight and supports informed decision-making on critical sustainability topics, including those related to climate. It is composed of key company leaders whose roles are pivotal in sustainability decision-making, such as the CEO, CCSO, BD, and Strategy & Sustainable Growth Office.

The committee meets monthly to assess the progress of ongoing sustainability initiatives and prepare for upcoming projects. It provides periodic progress reports directly to the board, ensuring the board remains well-informed.

Climate-related issues are of particular importance to the committee, addressing vital matters such as setting net-zero targets, developing decarbonization strategies, reporting on climate performance, and more.

For more information regarding our overall sustainability governance efforts and structure, please refer to the "Sustainability Governance" section.

Climate-Related Strategy

Managing climate-related risks forms a core pillar of our overarching sustainability strategy. This pillar is supported by five clear objectives, each accompanied by targeted initiatives designed to drive meaningful progress in mitigating risks and seizing opportunities in the face of climate challenges.

These objectives and initiatives are as follows:

Objective 1: Commit to Net-Zero by 2050

Action Point

- Build and validate GHG inventory (Scope 1, 2, and 3)
- Develop an SBTi-based Net-Zero Plan

2024 Progress

In 2023, we successfully built and validated our comprehensive GHG inventory using 2022 baselines and set science-based targets. These targets were officially validated in 2024, reinforcing our commitment to measurable and credible climate action.

We continued to maintain our GHG platform, keeping accurate and up-to-date data on GHG emissions enabling us to identify areas for improvement, set reduction targets and track progress towards sustainability goals.

Objective 2: Decarbonize highest emitting infrastructure

Action Point

- Decarbonize fleet in line with Net-Zero commitment
- Decarbonize buildings in line with Net-Zero commitment

2024 Progress

We have a fleet management system in place to track and optimize the use of company vehicles, including monitoring fuel consumption and maintenance schedules to help us improve fuel efficiency and extend the lifespan of vehicles. We have started adding electric vehicles to our fleet and establishing charging stations to encourage the use of clean energy.

We also have a centralized building management system in place that controls and monitors various building systems such as heating, ventilation, air conditioning, lighting, security and energy. This helps us to optimize energy usage and improve the energy efficiency of our buildings.

Our Light Control System automates and manages the lighting within our buildings, adjusting light levels based on occupancy and time of day. The reduces unnecessary lighting, optimizing usage, lowering operational costs and decreasing environmental impact. Additionally, we are converting to LED lighting, replacing traditional bulbs with energy-efficient LED technology.

Objective 3: Develop a Renewable Energy Sourcing Plan

Action Point

- Purchase clean energy certificates

2024 Progress

EDC successfully procured Clean Energy Certificate in 2023 through an auction by Federal utility Emirates Water and Electricity Company (EWEC). We secured a one-year supply of electricity generated by a 50:50 blend of solar and nuclear energy sources.

Objective 4: Enhance decision-useful climate-related corporate data

Action Point

- Commitment to annual reporting on our climate-related data

2024 Progress

In 2024, we continued to evolve our climate reporting efforts. We reported on our climate-related performance and data in alignment with the IFRS S2 Sustainability Disclosure Standards

Objective 5: Instill sustainability in procurement processes

Action Point

- Develop sustainable procurement practices with a focus on supplier engagement, selection, and sustainable sourcing

2024 Progress

We have embedded sustainability and climate-specific criteria across procurement practices to collaborate with suppliers on achieving Net-Zero.

We have a Sustainable Procurement Policy in place and underlying procedures which together establish clear guidelines to ensure procurement practices are carried out consistently and in alignment with sustainability and corporate objectives.

We have continued to carry out sustainable procurement training to ensure staff can apply the procedures effectively.

Engagement with our tier 1 suppliers on sustainable procurement procedures is part of our 2025 implementation program. Please refer to “Our Sustainability Strategy” In Progress: 2025 Implementation Program for more information.

Looking Ahead: Rewarding Climate Conscious Behaviour

As part of our sustainability transformation journey, we are planning to implement initiatives over the next two years to support the management of climate-related issues and inspire meaningful action.

As part of this effort, we will launch targeted environmental and climate-related campaigns designed to inspire action and encourage sustainable behaviors. These campaigns will focus on practical measures such as reducing electricity consumption, carpooling to minimize travel-related emissions, and adopting eco-friendly practices in the workplace.

For customers, we plan to introduce programs that allow them to offset their emissions, providing tools to better understand their carbon footprint and empowering them to play an active role in climate action. To support this, in 2024 we signed an MoU with CarbonSifr in order to conduct a first of its kind initiative in the region. Through this partnership, we will be able to calculate the carbon emissions of each driving license package through an AI-enabled emissions calculation engine. This will enable our customers to receive environmentally friendly packages during their online and offline purchases through the integration of carbon removal solutions to customer touch points. This will turn every purchase into an opportunity for climate awareness and further meaningful engagement opportunities with customers.

Getting to Net-Zero: Our Emissions Reduction Pathway

Building on our 2022 baseline, we are committed to taking action to reduce emissions across our operations and supply chain, guided by our three-stage transition plan; Taking Action, Accelerating Change, and achieving Net Zero by 2050.

The key elements of our Net-Zero strategy includes:

Electrifying Mobility:

Transitioning our vehicle fleet to hybrid and electric vehicles (HEVs and EVs).

Optimizing Building Infrastructure:

Enhancing energy efficiency through solar PV integration and advanced HVAC systems.

Integrating Solar Energy:

Reducing reliance on non-renewable energy sources.

Eco-Optimizing Investment Portfolios:

Aligning financial activities with sustainability goals.

Promoting Green Commuting:

Encouraging sustainable transportation options.

Implementing Sustainable Sourcing:

Ensuring environmentally responsible procurement.

Our near-term focus through 2030 is on mitigating scope 1 and 2 emissions while initiating efforts to address significant scope 3 emissions, such as purchased goods and services, capital goods, employee commuting, and investments. Central to this phase are comprehensive fleet and building decarbonization plans, targeting the largest sources of emissions and delivering meaningful reductions.

From 2030 to 2050, we will accelerate efforts to achieve full fleet and building decarbonization. Collaboration with employees, suppliers, and stakeholders will play a key role in reducing emissions across the value chain, addressing scope 1, 2, and 3 emissions.

The following chart presents a visual representation of our overarching Net-Zero roadmap:

TAKING ACTION

TRANSITIONING OUR FLEET

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

BUILDINGS EFFICIENCY

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

ACTION ACROSS OUR VALUE CHAIN

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

EMPLOYEE COMMUTING

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

ACCELERATING CHANGE

OPTIMIZED FLEET MANAGEMENT & EFFICIENCY

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

RENEWABLE ENERGY & GREENER BUILDINGS

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

ONGOING SUPPLIER ASSESSMENT & COLLABORATION

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

NET-ZERO BY 2050

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

- Government
- Employees
- Customers
- Suppliers
- Other

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

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

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

OUR GUIDING PRINCIPLES

- ACCOUNTABILITY AND TRANSPARENCY
- INNOVATION AND CONTINUOUS IMPROVEMENT
- COLLABORATION AND PARTNERSHIP
- ADAPTABILITY AND RESILIENCE

Near-Term Targets by 2030:

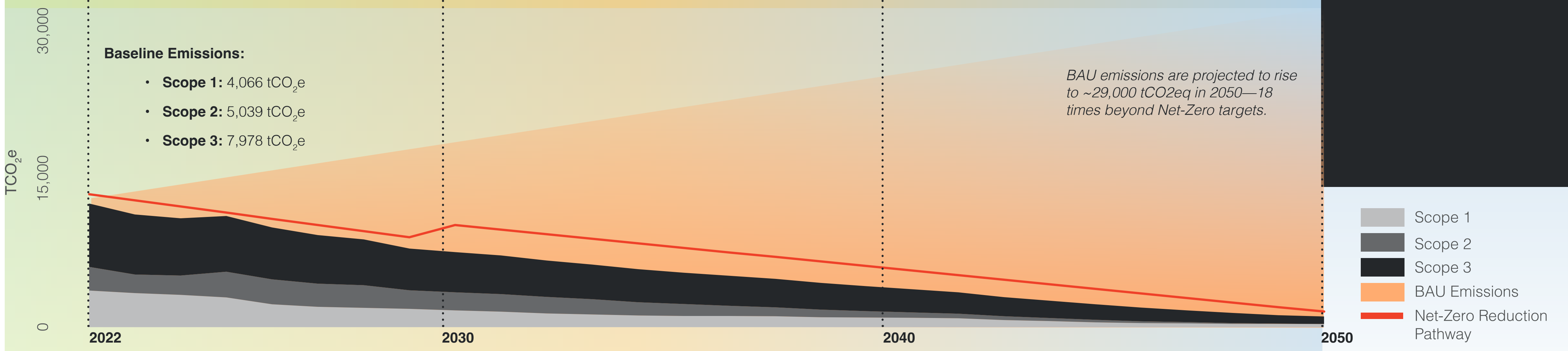
- 42% Emission Reduction in Scope 1 and
- 25% Emission Reduction in Scope 3

By 2040:

- 70% Emission Reduction across all Scopes

Long-Term Targets by 2050:

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



Memorandum of Understanding (MOU) Signed with VinFast to Advance Electric Vehicle Training

In 2024, we signed a MoU In partnership with VinFast, Vietnam's leading electric vehicle manufacturer. Through this partnership, we are advancing electric vehicle training and road safety initiatives. This collaboration supports our commitment to sustainable mobility and solidifies our role as a pioneer in delivering smart, eco-friendly transportation solutions across the Middle East.

MoU Signed with the Integrated Transport Centre (ITC) to Enhance Sustainable Transport in Abu Dhabi

In addition, we signed an MoU with the ITC, which has a brand-new identity as Abu Dhabi Mobility. The centre is dedicated to enhancing the lives of citizens and residents in the Emirate, leveraging state of the art technology, innovative ideas, and sustainability initiatives to adapt to an evolving population and address evolving transportation needs. Among the key objectives established in the MoU include the establishment of collaborative initiatives for sustainable transport, as well as research and innovation projects, such as smart vehicles and electric mobility systems.

Strategic Climate Scenario Analysis

We have developed three climate scenarios; baseline, medium, and ambitious, based on varying emissions mitigation levels, all aligned with our science-based targets and commitments. These scenarios assess the financial and technical impacts of different mitigation strategies, helping us identify the most suitable pathway that supports both our business strategy and sustainability goals.

Each scenario is compared to a Business As Usual (BAU) scenario, which assumes no mitigation actions until 2050. This baseline allows us to understand the potential impact of each scenario relative to the current business trajectory.

The BAU scenario assumes the following emissions sources:

Scope 1 Emissions:

- **Mobile Combustion:** Emissions from vehicles, linked to customer growth.
- **Stationary Combustion:** Emissions tied to projected electricity consumption.
- **Fugitive Emissions:** Emissions from HVAC systems related to fleet and building operations.

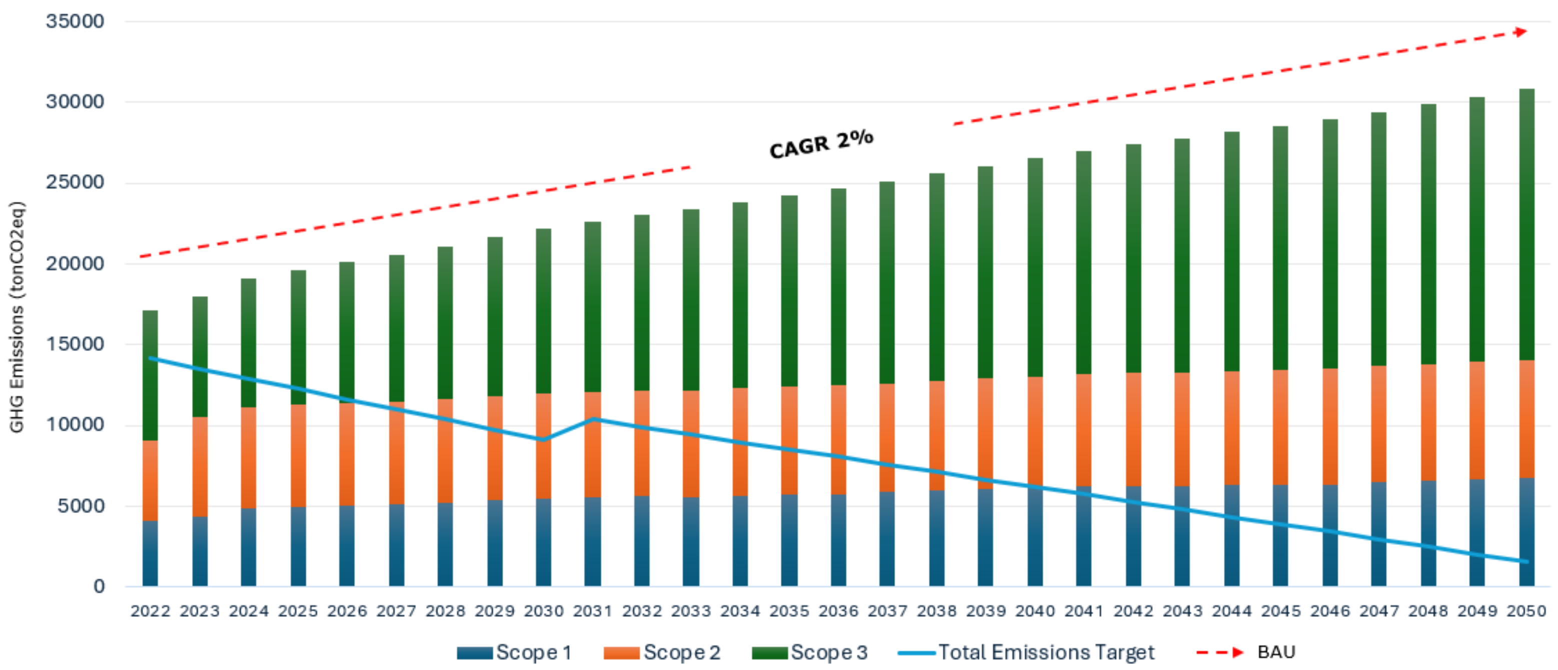
Scope 2 Emissions:

- **Purchased Electricity:** Emissions from electricity consumption, projected with customer growth.

Scope 3 Emissions:

- **PGAS (Purchased Goods and Services):** Upstream emissions from goods and services, dependent on consumer growth.
- **Capital Goods:** Constant emissions, as no new construction is assumed until 2050.
- **Fuel- and Energy-Related Activities:** Upstream emissions from fuels and electricity, tied to vehicle and electricity use.
- **Freight:** Emissions from goods transportation, linked to consumer growth.
- **Waste, Business Travel, Employee Commute, End-of-Life of Sold Products:** Tied to employee and consumer growth.
- **Investment:** Emissions from investee companies, projected through Free Cash Flow (FCF).

The BAU scenario assumes the following emissions sources:



To see a more granular breakdown and analysis of each of the emissions scenarios, please refer to our 2023 Integrated Report, page 96-99. Here, each scenario is specifically analyzed from emissions, financial, and technical perspectives to provide a comprehensive understanding of their requirements and implications.

Emissions Baseline

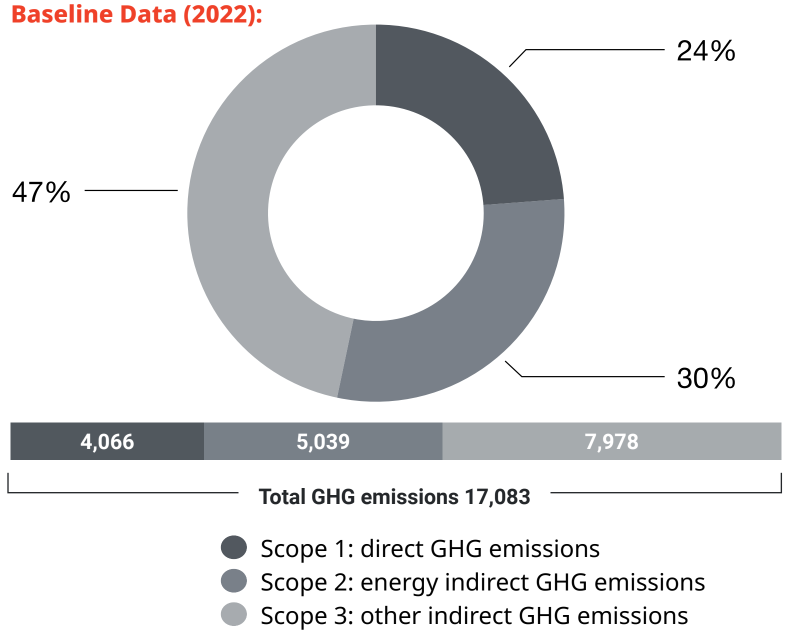
We have established our baseline emissions for reduction targets (as 2022), producing our first GHG report validated by an independent auditor. Following the GHG Protocol Standard, our emissions accounting adhered to the principles of relevance, completeness, consistency, transparency, and accuracy.

The organizational boundary was defined using the control approach, covering all entities under our operational control. This included our offices in Abu Dhabi, Al Ain, and Madinat Zayed, as well as our subsidiary, Tabieah Property Investment, which owns a residential building in Abu Dhabi.

The operational boundary was also determined by the operational control approach, encompassing all emission sources we directly own or control. Please refer to page 81 of our 2023 Integrated Report for an overview of our operational boundary.

As part of our 2025 program, this will be revised to encompass our new subsidiaries and updated methodologies.

Baseline Data (2022):



KPI(s)	Figure
Emissions intensity (tCO2e/employee)	30.23
Total premises area (m2)	745,587
Emissions intensity (tCO2e/m2)	0.023

Emissions Targets

Following the completion of our GHG accounting process, we developed both near- and long-term emissions reduction targets aligned with the latest climate science guidance from the SBTi. In 2024, these targets achieved verification from the SBTi, we are now proceeding to formally adopting and integrating them into our sustainability strategy.

Scope of our Emissions Boundary and Target Coverage:

Emission Reduction Targets

Near Term Emissions Reduction	Long Term Emissions Reduction
42% of Scope 1 and 2 emissions and 25% of Scope 3 emissions by 2030 (v.2022 baseline)	90% of Scope 1, 2 and 3 emissions by 2050 (v.2022 baseline)

Climate Risk Management

We apply the ISO 31000 ERM Framework to identify and manage risks at the entity level. The process begins with identifying risk sources, impacts, causes, and potential consequences. After analyzing risks, including assessing both positive and negative outcomes and their likelihood, we prioritize which risks require management. This includes identifying, assessing, and responding to climate-related risks and opportunities.

Climate-Related Risks and Opportunities

We initiated climate-related risk assessments as part of our sustainability strategy, beginning with a gap analysis to identify risks and opportunities linked to climate change. While this approach was initially ad hoc, we have moved towards a systematic integration of climate risks into our company-wide, multi-disciplinary risk management process. These risks are assessed across our direct operations and supply chain, focusing on short (1-2 year), medium (2-5 year), and long-term (6-10 year) horizons.

We assess a range of climate-related risks to ensure our strategies align with evolving regulations, market trends, and environmental responsibilities. These risks are categorized and managed as follows:

- Current Regulation
- Emerging Regulation
- Technology
- Market
- Reputation

Risks with the potential to have a substantive financial or strategic impact on the business

Risk 1: Emerging Regulation Mandates on and regulation of existing products and services	
Primary Potential Financial Impact	Increased capital expenditures
Time Horizon	Medium-term
Likelihood	Very Likely
Magnitude of Impact	Medium-High
Description	

As a company in the mobility sector, we recognize the risks associated with our fleet of approximately 399 vehicles, including light vehicles, trucks, motorcycles, and industrial equipment. A key transitional risk involves potential regulatory changes that could significantly impact our operations.

In response to the growing risk of regulations requiring a shift to electric (EV) and hybrid vehicles (HEVs), we have taken proactive steps. We began by developing a comprehensive greenhouse gas (GHG) inventory to assess our fleet's environmental impact. This led to the creation of a detailed Net-Zero plan, which includes a strategy for fleet decarbonization.

To understand the financial implications, we conducted a thorough scenario analysis to inform decision-making and effectively mitigate risks.

Explanation of Potential Financial Impact

Failing to address fleet-related risks, particularly the potential regulatory shift to EVs, could lead to substantial financial consequences. These may include higher operational costs from continued reliance on conventional vehicles, non-compliance penalties, and missed opportunities to leverage green technology. Moreover, our reputation as an environmentally responsible, forward-thinking company could be jeopardized, impacting customer trust and market competitiveness.

Risk 2: Emerging Regulation Mandates on and regulation of existing products and services	
Primary Potential Financial Impact	Increased capital expenditures
Time Horizon	Medium-term
Likelihood	Very Likely
Magnitude of Impact	Medium-High
Description	

As a company with extensive infrastructure, we recognize a significant transitional risk: the shift towards green building practices in the built sector. This is particularly relevant given our 25 structures, including headquarters, branches, and training facilities, which support a large customer base, including approximately 144,118 new students in 2024. These operations significantly impact our electricity consumption.

To address this challenge, we launched a critical action plan as part of our sustainability efforts. We began by developing a comprehensive GHG inventory to assess Scope 2 emissions and understand the environmental impact of our buildings. We are now working on a Net-Zero plan that evaluates our building operations and outlines strategies for decarbonization. A key component of this plan includes procuring Clean Energy Certifications to access renewable energy sources in the UAE.

Explanation of Potential Financial Impact

Neglecting the transition to green building practices could result in significant financial repercussions. Increased energy costs in non-green buildings may raise utility expenses, while non-compliance with evolving sustainability standards could lead to fines or restrict future growth. Additionally, overlooking sustainability may limit our ability to attract environmentally conscious customers, partners, and investors, potentially impacting revenue and growth opportunities.

Opportunity 1: Resource efficiency Move to more efficient buildings	
Primary Potential Financial Impact	Reduced indirect (operating) costs
Time Horizon	Medium-term
Likelihood	Very Likely
Magnitude of Impact	Medium-High
Description	
The successful implementation of our decarbonized buildings strategy presents a significant opportunity for resource efficiency. By adopting green building practices and energy-efficient solutions, we expect a substantial reduction in energy consumption and costs, improving operational efficiency. Additionally, resource-efficient buildings can enhance occupant comfort and productivity, boosting service quality. This initiative aligns with our sustainability goals while offering potential cost savings and greater customer satisfaction.	
Potential Financial Impact	
By optimizing energy consumption and incorporating green building practices, we expect a gradual reduction in electricity costs, leading to lower operational expenses. These savings could free up capital for further investments, boosting profitability, improving cash flow, and enhancing overall financial sustainability.	
Strategy to Realize Opportunity	
To capitalize on resource efficiency, we began with a comprehensive analysis, including a GHG inventory to understand our electricity usage and broader environmental impacts. Building on this foundation, we are developing a Net-Zero Building Plan to identify and implement the most effective energy reduction strategies. This plan takes a holistic approach, integrating energy-efficient technologies, renewable energy, and sustainable building practices.	

Opportunity 2: Products and services Ability to diversify business activities	
Primary Potential Financial Impact	Increased revenues
Time Horizon	Short-term
Likelihood	Virtually certain
Magnitude of Impact	Medium
Description	
In line with our sustainability goals, we see a valuable opportunity to expand our offerings with green initiatives. We are exploring services such as green licensing, EV training programs, and eco-driving courses. These initiatives respond to the rising demand for eco-friendly solutions while reinforcing our commitment to environmental responsibility. By diversifying our services, we aim to meet evolving customer preferences, unlock new revenue streams, and strengthen our position as an environmentally conscious, forward-thinking company.	
Potential Financial Impact	
Expanding our offerings with green solutions presents a significant financial opportunity. These initiatives can generate new revenue streams, broaden our market reach, and boost operational income. Additionally, offering premium-priced eco-friendly services can improve profit margins and overall financial performance.	
Strategy to Realize Opportunity	
To seize this opportunity, we are rolling out key initiatives, starting with eco-driving courses that teach fuel-efficient driving and emissions-reduction techniques. We are also exploring green licensing opportunities, enabling clients to offset their emissions and showcase their sustainability efforts. Additionally, we are developing a fleet of eco-friendly vehicles for use in our training programs, aligning with our sustainability commitment and providing hands-on experience with environmentally responsible vehicles.	

Opportunity 3: Resource efficiency Use of more efficient modes of transport	
Primary Potential Financial Impact	Reduced direct costs
Time Horizon	Long-term
Likelihood	Likely
Magnitude of Impact	Medium-high
Description	
Transitioning to EVs presents a significant opportunity for long-term resource efficiency by reducing fuel consumption. EVs, which run on electricity instead of fossil fuels, promise substantial savings in fuel costs. This shift aligns with our sustainability goals and positions us to benefit from lower operational expenses due to reduced fuel use. Over time, these savings will contribute to improved profitability, providing a strong financial incentive to adopt EV technology.	
Potential Financial Impact	
The transition to EVs offers notable financial benefits, primarily through reduced fuel costs, leading to lower operational expenses. The cumulative savings from decreased fuel consumption will enhance profitability and financial resilience. Additionally, this shift reduces exposure to fuel price fluctuations, offering more stability in operational costs and enabling potential capital expenditure investment in EV infrastructure.	
Strategy to Realize Opportunity	
To address this opportunity, we began with a GHG inventory to assess the environmental impact of our fleet, focusing on fuel use and emissions. Building on this analysis, we are developing a comprehensive Net-Zero Fleet Plan, aimed at identifying the most efficient pathways to decarbonize our fleet. This plan includes a phased transition to EVs, considering infrastructure readiness, operational efficiency, and cost-effectiveness.	

Metrics & Targets

By aligning our metrics with international standards, we ensure transparency, accuracy, and accountability in tracking our environmental impact. The data we obtain serves as a foundation for our climate strategy and guides our progress towards achieving the objectives of our Net-Zero Plan and broader climate-related goals.

1 - Emissions Data

Emissions Overview (tCO2e)

Scope		Activity Type	2022	2023	2024
Scope 1			4,066	3,632	5,516
Scope 2			5,039	4,222	7,098
Scope 3			6,221	5,515	5,186
	1	Purchased Goods and Services	1,209	1,666	1,030
	2	Capital Goods	1,415	911	1,077
	3	Fuel- and Energy-Related Activities	2,042	1,463	1,346
	4	Upstream Transportation and Distribution	5	6	57
	5	Waste Generated in Operations	45	79	62
	6	Business Travel	30	26	29.8
	7	Employee Commuting	726	745	849
	8	Upstream Leased Assets	0.41	0.41	18
	12	End-of-Life Treatment of Sold Products	32	0.19	1.6
	13	Downstream Leased Assets	717	618	716
TOTAL			**15,326**	**13,368**	**17,800**

GHG Emissions Intensity in tCO2e/Employee

Scope	2022	2023	2024
Scope 1	7.12	6.17	9.76
Scope 2	8.82	7.17	12.56
Scope 3	10.90	9.36	9.13
Total Emissions Intensity in tCO2e per Employee	**26.84**	**22.70**	**31.45**

2 - Energy Data

Energy Consumption (GJ)		2022	2023	2024
Fuel Consumption	Petrol	25,669.62	25,274.32	25,164.71
	Diesel	17,085.81	17,708.54	22,439.72
Electricity Consumption		45,809.33	38,381.05	64,526.01
Direct Energy Consumption		42,755.43	42,982.86	47,604.43
Indirect Energy Consumption		45,809.33	38,381.05	64,526.01
Total Energy Consumption		**88,564.76**	**81,363.91**	**112,130.44**

Energy Intensity in GJ/Employee	2022	2023	2024
Direct Energy Intensity	74.88	72.98	84.26
Indirect Energy Intensity	80.23	65.16	114.21
Total Energy Intensity	**155.10**	**138.14**	**198.46**

3 - Other Material Environmental Metrics

Waste Generation in MT

Category	Waste Type	2022	2023	2024
Non-Hazardous Waste	Aggregates	88.10	162.00	134.87
	Garden Waste	46.00	24.00	71.26
	Metal	0.60	1.44	0.09
	Paper and Cardboard	15.30	2.92	9.31
	Tyre	13.67	6.00	7.78
	Wood Waste	2.96	14.00	5.12
	Others*	0	0	30.06
	Total Non-Hazardous Waste	**166.63**	**210.36**	**258.48**
Hazardous	Oil Waste	3.65	5.00	10.72
	Total Hazardous Waste	**3.65**	**5.00**	**10.72**

**This data includes broken furniture and plastic waste.*

Waste Recycled

Category	Waste Type	2022	2023	2024
Recycled Waste	Garden Waste	46.00	24.00	71.26
	Metal	0.60	1.44	0.09
	Oil Waste	3.65	4.65	10.72
	Paper and Cardboard	15.30	2.92	9.31
	Wood Waste	2.96	14.00	5.12
	Total Waste Recycled in MT	**68.51**	**47.003**	**134.34**
	Waste Recycling Rate	**40.23%**	**21.83%**	**49.90%**

Water Consumption (in m3)	2022	2023	2024
Total Consumption (m^3)	167,701.90	136,329.00	159,359
Consumption Intensity (m^3/Employee)	293.70	231.46	282.05

Our Intellectual Capital

Our Commitment	
Strategic Pillar	• Customer Happiness • Business Excellence • Market Expansion • Innovation • Sustainability • Partnerships
Sustainability Priority	• Create Innovative Growth Channels Across the Mobility Sector
Material Topics	• Customer Wellbeing
Some of our Relevant Policies	• Organizational Excellence Policy • Innovation Management Policy • Knowledge Management Policy • Vehicle Quality & Safety Policy • Technology Management Policy • Information Security Management Policy
Our Alignment	
Abu Dhabi Vision 2030	• The creation of a sustainable knowledge-based economy • Emirate resource optimization • Premium education, healthcare and infrastructure • A significant and ongoing contribution to the federation of the UAE
GRI Standards	• GRI 416: Customer Health & Safety • GRI 418: Customer Privacy
SDGs	

As a driving center of excellence in Abu Dhabi and the UAE, we have built a reputation for delivering world-class training and services. This achievement is underpinned by our commitment to continuously developing and leveraging intellectual capital, which encompasses innovation, in-house expertise, strategic partnerships, employee development, and exceptional customer satisfaction.

Our areas of focus in terms of intellectual capital are as follows:

- **Building Knowledge and Expertise:** We invest in the continuous growth of in-house knowledge and skills through comprehensive employee training programs and initiatives that foster innovation.
- **Strategic Partnerships:** Collaborations with world-class organizations, such as Sweroad, play a critical role in strengthening our intellectual capital.
- **Certifications and Global Standards:** We maintain internationally recognized certifications, reinforcing our commitment to operating in line with global standards.

We hold a range of internationally recognized certifications that ensure our operations consistently adhere to the highest global standards.

ISO Certification	Year of Completion
CERTIFIED ISO 31000 – *Risk Management*	2023
CERTIFIED ISO 39001 – *Road Traffic Safety (RTS) Management System*	2022
CERTIFIED ISO 14001 – *Environment Management System*	2021
CERTIFIED ISO 45001 – *Occupational Health & Safety Management*	2010
CERTIFIED ISO 9001 – *Quality Management System*	2007

Technology & Innovation

Technology and innovation have been pivotal to our growth and evolution since our inception. Our investments in innovation and technology are focused on enhancing the overall customer experience, improving training programs, and optimizing business processes. These efforts prepare us for the transition towards smart mobility while ensuring we remain leaders in the driving and mobility sector.

EDC Innovation Labs

By fostering a culture of innovation, we are able to proactively address the risks posed by disruptive technologies that could significantly impact the business. To cultivate this mindset, we host an EDC Innovation Labs series. These sessions, featuring high-caliber speakers, are broadcast online to engage employees' company-wide. The Innovation Labs serve as a platform to generate fresh ideas and strategies to enhance all aspects of our operations.

In 2024, we were pleased to host the second innovation lab event, held under the theme “Future Mobility: Where To.” During this event, attendees from the Government and private sector came together and took part in an interactive breakout group that looked at potential challenges, solutions and opportunities that may arise in the coming year. The event comprised of 27 in-person attendees, of whom 13 were external experts.

In the breakout session, the teams were divided into specialized members for each topic; Operations, Training, and Legislation. Together, the teams came up with 46 ideas, voting subsequently took place to choose three winning ideas from each topic, which included concepts such as generating electricity from alternative sources such as movement of vehicles, creating centralized research and development among different organizations and segregation of zones and lanes for conventional vehicles.

Akrivia HR System

The implementation of the Akrivia HR System has significantly streamlined and enhanced our HR processes, improving operational efficiency and employee experience. With an average 90% module completion, the system has successfully integrated key functionalities, including:

- **HR Self-Service:** Empowering employees to manage routine tasks independently.
- **Recruitment and Onboarding:** Simplifying the hiring process and ensuring a seamless onboarding experience.
- **Offboarding and Internship Management:** Facilitating structured transitions and supporting the internship program.
- **Payroll:** In its final stages of implementation, this module will further enhance accuracy and timeliness in compensation management.
- **Disciplinary & Grievance Management:** Also in the final stages, this module aims to ensure fair and transparent handling of employee issues.

Smart Parking

In 2024, we began the implementation of our new Smart Parking initiative, a cutting-edge system that uses advanced technology to evaluate student performance during parking maneuvers in our training yards.

Equipped with cameras and sensors, the system captures and transmits data from learning vehicles to a central control room for analysis, eliminating the need for an examiner to be present in the vehicle. This reduces pressure on candidates, improving their chances of success, and provides detailed performance feedback via SMS.

The system is designed for all parking scenarios and vehicle categories, including light vehicles, motorcycles, heavy vehicles, and buses. By measuring performance more accurately than a human inspector, it minimizes complaints and re-test requests, enhancing both efficiency and customer satisfaction. This project is in process and is not yet live.

Strategic Partnerships to Advance Innovation in the Mobility Sector

In 2024, we forged key strategic partnerships through several Memoranda of Understanding to advance innovation and technology in the mobility sector. These partnerships are set to help us shape the future of mobility and training excellence.

- **du:** This strategic collaboration focuses on advancing Smart Cities Information Technology Solutions, leveraging expertise in AI algorithms, big data analytics, and enhanced customer services to drive innovation and improve operational efficiency.
- **Center of Excellence for Applied Research and Training (CERT):** Partnering with CERT, we aim to revolutionize training programs through automation and artificial intelligence techniques. This collaboration seeks to enhance training quality, assess effectiveness, and strengthen the practical and intellectual skills of trainees.

Digital Transformation

Our Technology Department is dedicated to optimizing services for internal and external partners by implementing cost-effective and innovative solutions that enhance governance, productivity, and transparency.

Our approach is guided by short-, medium-, and long-term objectives:

- **Short-Term:** Address technology gaps, update processes, and enable transparency and reporting.
- **Medium-Term:** Replace outdated platforms with innovative, efficient systems to improve business processes.
- **Long-Term:** Establish EDC as a leading technology-driven mobility and education service provider.

General Data Protection Regulation (GDPR) Compliance

Approved by our Board of Directors, the EU GDPR Policies & Procedures and a Data Protection Policy Framework governs the collection and use of personal and sensitive data and is supported by our newly implemented GDPR Policy.

This robust governance system ensures compliance with the GDPR while advancing alignment with the UAE's Protection of Personal Data Federal Decree-Law No. 45. It protects individuals' rights and privacy across applicable geographies and adheres to the highest standards of data security.

The framework is periodically reviewed and updated to align with the UAE's evolving Personal Data Protection Law, ensuring continued compliance with new privacy regulations and requirements.

In 2024, we continued our efforts to advance the digital transformation initiatives implemented in 2023, further enhancing the efficiency and effectiveness of our operations:

Fleet Management System:

Continued to leverage advanced software to maintain and improve the safety and performance management of our vehicle fleets, including activating the "I Button" along with practical training supervisors following up on the daily cleanliness of vehicles and providing all trainers with car fresheners for enhanced customer satisfaction.

Building Management System:

Our centralized building management system controls and monitors various building systems such as heating, ventilation, air conditioning, lighting, security and energy, helping us to optimize the energy efficiency of our buildings.

Booking System:

Upgraded our booking system, enabling clients to complete their transactions online.

Enterprise Resource Planning (ERP) Implementation:

Deployed solutions to boost performance, reliability, and agility, delivering a superior customer experience.

Enterprise Architecture:

Maintained standardized processes for asset documentation across governance, IT service management, IT service operations, and information security management.

Technology Governance:

Maintained policies and procedures aligned with ITIL, COBIT, and ISO standards to ensure data protection, identity management, and alignment with governance frameworks.

Key Outcomes from Digital Transformation Efforts in 2024

Reduction of

+29,000

printed pages

in 2024

%80

of services moved online in 2024,

improving efficiency and cost savings

Reduced customer waiting time

from

01:45

to

00:15

due to the addition of online booking services

Looking ahead, we are committed to advancing our digital transformation by integrating AI into key aspects of our operations. This includes implementing an AI-powered chatbot to provide 24/7 support for routine inquiries, reducing the workload on customer service teams and enhancing overall efficiency. By leveraging AI-driven tools, we aim to optimize the accuracy and development of financial reports while also enhancing customer engagement. Advanced capabilities such as trend identification, tailored responses, and sentiment analysis will allow us to proactively measure and address customer satisfaction, creating a dynamic feedback loop to better serve diverse segments, including VIP and corporate clients.

Data Security

As part of our digital transformation, we have implemented robust measures to strengthen cybersecurity and protect customer privacy. A suite of governance policies and procedures underpins our approach, including:

- Data Protection Policy Framework
- Identity Governance Policies & Procedures
- Information Management Policy
- Information Security Management Policy
- Technology Management Policy

Further supporting our efforts, in 2024 we approved and implemented two new policies:

- GDPR Policy
- IT Technology Governance Policy

To complement these policies, we have deployed advanced Identity and Access Management and Identity Governance and Administration systems. These technologies mitigate identity-related access risks, enhance control over digital identities and access privileges, and ensure compliance with information security regulations.

Our proactive approach to data security has resulted in zero complaints related to breaches of customer privacy over the past three years, reflecting our commitment to safeguarding sensitive information and maintaining trust.

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	2022	2023	2024
Total number of complaints received from outside parties and substantiated by the organization	0	0	0
Total number of complaints from regulatory bodies	0	0	0
Total number of identified leaks, thefts, or losses of customer data	0	0	0

Our Social & Relationship Capital

Our Commitment	
Strategic Pillar	• Customer Happiness • Business Excellence • Sustainability • Partnerships
Sustainability Priority	Build an Integrated CSR Approach and Align with Material SDGs
Material Topics	• Customer Wellbeing • Community Welfare • Procurement Practices
Some of our Relevant Policies	• Corporate Social Responsibility Policy • Business Development Policy • Customer Relationship Management Policy • Procurement Policy
Our Alignment	
Abu Dhabi Vision 2030	• A continuation of strong and diverse international relationships • Premium education, healthcare and infrastructure • Maintaining Abu Dhabi's value, culture and heritage • A significant and ongoing contribution to the federation of the UAE
GRI Standards	• GRI 203: Indirect Economic Impacts • GRI 204: Procurement Practices • GRI 308: Supplier Environmental Assessment • GRI 413: Local Communities • GRI 414: Supplier Social Assessment
SDGs	

Our success is tied to the relationships we build with our customers, employees, and the communities we serve. As a leader in the mobility sector, we are committed to fostering trust, delivering exceptional service, and continuously innovating to meet the evolving needs of our stakeholders. Beyond transactions, we aim to create meaningful connections that drive positive change, both within our organization and across broader society.

Delivering Customer Excellence

We take pride in delivering unparalleled customer excellence, guiding individuals seamlessly from registration to earning their driving licenses. By leveraging digital platforms and integrating advanced technologies into our training programs, we continuously seek innovative ways to enhance our services.

As a testament to our commitment to quality, we hold ISO9001 Quality Management System certification and have implemented policies and procedures to ensure we operate at the highest standards.

We have a number of initiatives in place to enhance the customer digital experience, including:

- Ongoing Browser upgrades for a smoother user interface.
- Online and on-premises digital refund options.
- E-books, e-receipts, and e-schedules to improve accessibility.
- The 'Virtual Queue' system for pre-booking appointments at main branches.
- Chatbot integration for real-time assistance.
- Continuous enhancements to e-learning platforms

Launch of Our Online Portal

March 2024 marked the launch of our online portal, offering 80 self-service options to empower customers to manage their requests independently. The portal is integrated with the UAE Pass to enhance its functionality, ensuring compliance with national digital service standards. This integration enables secure login, verification, and digital document signing, fostering higher customer satisfaction and trust while supporting eco-friendly processes.

This initiative enhanced service delivery through:

- waiting times and improved overall efficiency.
- Eco-Friendly Operations: Digitization significantly decreased paper usage, aligning with our sustainability goals and appealing to environmentally conscious customers.
- Reduced Foot Traffic: Online options alleviated overcrowding at service centers, allowing staff to dedicate more attention to complex cases requiring personal interaction.
- 24/7 Accessibility: Customers now enjoy uninterrupted access to services, accommodating busy schedules and increasing convenience.
- Cost Efficiency: Streamlined operations lowered staffing and paperwork expenses, enabling resources to be allocated more effectively.

Elevating Driver Training: Launch of Premium Services

In collaboration with the Vehicles and Drivers Licensing Directorate of Abu Dhabi Police, we introduced a suite of premium services designed to elevate driver training to a luxurious and aspirational experience. These services provide professional, high-quality training which aim to exceed customer expectations while contributing to safer roads across the region.

Launch of International Driving Permit

Launched in 2024, an International Driving Permit opens the door to safe and hassle-free travel abroad. With this globally recognized permit, customers can drive confidently in foreign countries, ensuring a seamless and enjoyable travel experience while adhering to international road safety standards.

Enhancing Accessibility of Our Services

In 2024, we enhanced our e-learning and educational resources to better serve our diverse audience. Light vehicle educational materials were uploaded in Malayalam and Pashto, enhancing accessibility for a broader range of learners. Additionally, Urdu e-learning was activated, further expanding our language offerings. To ensure comprehensive and up-to-date training, presentation slides for heavy vehicle and heavy bus curricula were updated and made accessible on the e-learning platform. As a result of our efforts, we reported a 10.85% increase in e-learning engagement.

At the Zayed City branch, several improvements were introduced to further prioritize accessibility and customer service. Guidance boards were installed at service counters to provide clear assistance for people of determination and senior citizens, ensuring an inclusive and seamless experience for every customer. Additionally, lighting enhancements were implemented throughout the branch to improve visibility, creating a safer and more comfortable environment for trainees and staff alike.

Highlight: Recognition for Excellent Customer Services at the Silla Branch

In 2024, the Silla branch in the Al Dhafra region was honored with a prestigious certificate of recognition from the Director of Al Dhafra Municipality, presented by the Customer Happiness Department. This accolade celebrates the branch's exceptional efforts in customer service and its impactful role in the community.

Customer Satisfaction

Customer feedback is the cornerstone of our service improvement efforts. By monitoring and evaluating all aspects of the customer journey, from registration to driver training and licensing, we ensure that we meet and exceed expectations.

To assess satisfaction, we use a mix of internal surveys and independent evaluations, including mystery shopping as well as conducting monthly surveys and daily questionnaires to provide actionable insights.

In 2024, we were proud to see an 18% increase in customers rating our services as "Excellent" at the Al Ain branch. In our mystery shopper evaluation, we achieved an overall score of 92%. Our Abu Dhabi and Al Ain branches excelled, with a 97% score from the in-person visits. These scores are based on ten assessment points, including access to the destination and building and facilities. Subsequently, refresher courses were conducted across all sections (theoretical, practical, and examination) to address key points highlighted in the Mystery Shopper Report.

Moreover, our efforts culminated in an overall 4-star rating on Google Reviews, a testament to our dedication to delivering outstanding service.

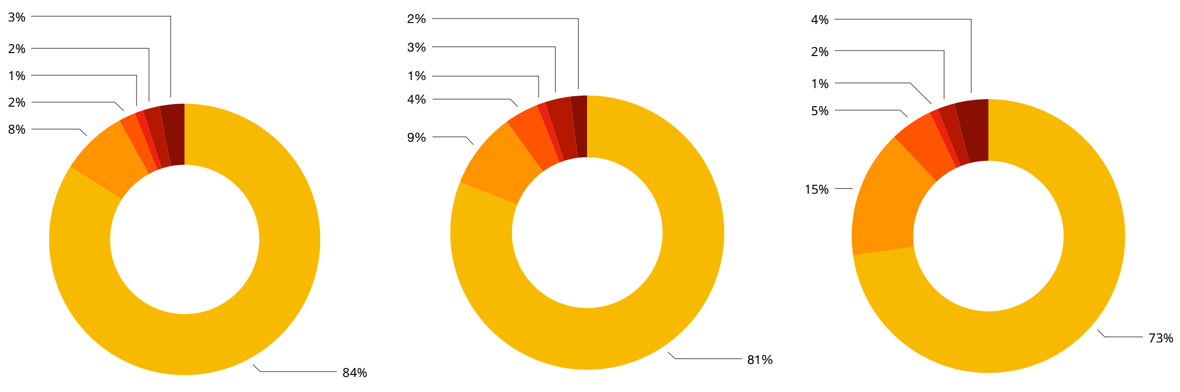
Mystery Shopping Results

	Abu Dhabi	Al-Ain
Overall Score	97%	97%
Number of Visits	5	5

Customer Satisfaction Data Overview

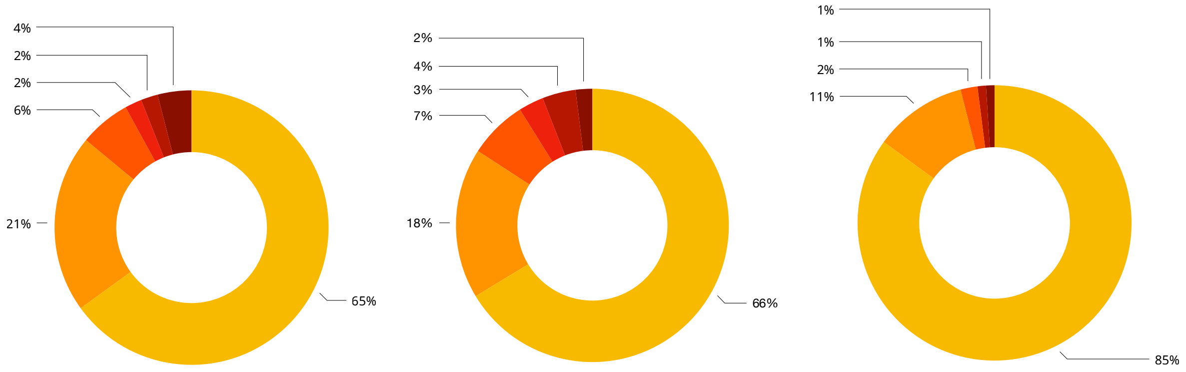
Abu Ahabi

2022	2023	2024



Al Ain

2022	2023	2024



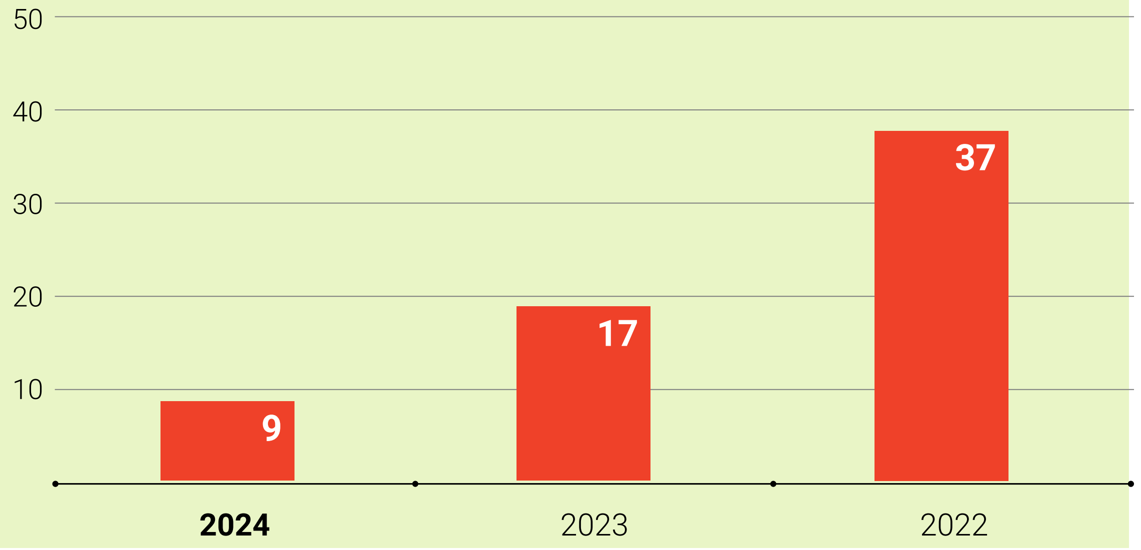
Excellent · Very Good · Good · Average · Poor · Not Answered

Addressing Customer Complaints

At EDC, we prioritize customer feedback and provide multiple channels for filing complaints, including in-branch visits, telephone, email, social media, and suggestion boxes.

Every complaint is taken seriously and addressed promptly. We also systematically analyze feedback to identify recurring themes and areas for improvement. Over the past few years, our proactive efforts to enhance customer satisfaction have yielded significant results. In 2024, we achieved an almost 50% reduction in customer complaints from 2022 and 100% of customer complaints were resolved, reflecting our ongoing commitment to continuous improvement.

Number of Complaints Received from Customers



Supporting the Local Economy and Communities

We play a vital role in meeting the demand for skilled drivers, which are essential to the local economy, providing training and licensing for operators of buses, taxis, light and heavy delivery vehicles, and construction equipment such as cranes.

A key focus is the training of school bus drivers, ensuring children travel safely and efficiently to and from school, contributing to community well-being and the overall smooth functioning of the education system.

Local Bus Drivers Trained				
	New Applications		Renewal of Certificate	
	School Bus Driver	School Bus Supervisor	School Bus Driver	School Bus Supervisor
2024	448	1,232	1,870	1,670
2023	449	921	1,237	999
2022	2,660	2,544	4,671	1,359

Trainees with Jobs Directly Linked to Obtaining a Driving License			
	Pre-Licensing	School Bus Driver & Supervisor certificates	Renewal of School Bus Driver & Supervisor certificates
2024	2,686	5,204	6,030
2023	974	1,420	2,236
2022	2,686	5,204	6,030

First-Time Pass Rate

The effectiveness of our efforts to innovate and enhance the learning experience for our students is evident in the steadily improving first-time pass rates at our driving centres. In 2024, we achieved a solid rate of 80%practical first-time pass rates and 83% theory first-time pass rates. Our average for the year was 81%, exceeding our target of 80%.

Trainees with Jobs Directly Linked to Obtaining a Driving License			
	Practical 1st time pass %	Theory 1st time pass %	Average
2021	78%	79%	79%
2022	80%	82%	81%
2023	81%	83%	82%
2024	80%	83%	81%

Community Engagement:

Our Corporate Social Responsibility (CSR) Approach

We are committed to making a positive impact on the communities we serve by aligning our actions with societal and environmental needs. Through strategic partnerships and targeted initiatives, our CSR efforts reflect our dedication to driving meaningful change, supporting sustainable development, and fostering a better future for all.

CSR Framework

We have a CSR framework in place to guide our community engagement efforts, ensuring alignment with our organizational strategy and material sustainability priorities. This framework enhances our positive impact on the community by addressing key CSR topics through structured programs and initiatives.

These collaborations have been instrumental in shaping our approach:

- Abu Dhabi Police and ITC: Collaborations to promote road safety and participation in Abu Dhabi's Road and Safety Education Committee.
- Emirates Red Crescent: Strategic partner for donation initiatives.
- Ma'an: Key partner in CSR activities
- UN Global Compact: Active participant, reporting progress against the 10 principles.

The framework is supported by our CSR Policy and structured around three pillars and eight objectives. These pillars provide a clear roadmap for our programs, aligning our actions with material SDG topics and reinforcing our commitment to meaningful community impact.

Our CSR Framework at a Glance

VISION

Become a leading social mobility player that leverages on collaboration and innovation to create a safe and preserved environment for thriving communities.

MISSION

Empower communities by promoting responsible mobility and fostering safety, all the while managing environmental impacts.

VALUES

Social Impact | Safety | Ethical Conduct | Collaboration | Environmental Stewardship

Global Alignment

United Nations Global Compact | Science Based Targets | Sustainable Development Goals | Paris 2015

Local Alignment

Integrated Transport Centre | Authority of Social Contribution – Ma'an | Abu Dhabi Police | National Committee on Sustainable Development Goals | CSR UAE

CONSISTENT | RELIABLE | SUSTAINABLE | IMPACT ORIENTED

Pillar 1

Safe Communities

- Enhance road safety for the community, with a particular emphasis on children's safety.
- Promote employee health and well-being by creating a safe and nurturing workplace.

SDG 3 Good Health and Well-Being | SDG 11 Sustainable Cities and Communities

Pillar 2

Inclusive Communities

- Improve accessibility and improve quality of life for vulnerable populations.
- Promote accountability, transparency, ethical behavior as well as the respect of human rights.
- Champion diversity, equity and inclusion by promoting young local talent and women leadership.

SDG 4 Quality Education | SDG 5 Gender Equality | SDG 8 Decent Work and Economic Growth | SDG 9 Industry, Innovation and Infrastructure | SDG 11 Sustainable Cities and Communities

Pillar 3

Green Communities

- Enhance environmental sustainability by promoting circular economy principles.
- Promote the adoption of clean technologies to accelerate the transition towards a low-carbon future.
- Promote eco-friendly practices to encourage sustainable mobility behaviors.

SDG 7 Affordable and Clean Energy | SDG 11 Sustainable Cities and Communities | SDG 13 Climate Action

CSR 3-Year Strategy

Our -3year strategy includes programs with corresponding initiatives aligned with the pillars and objectives. To support this, we have defined an implementation plan in line with set objectives and a timeline. The CSR implementation plan showcases detailed key steps across the preparation, implementation and closing phase as well as the key deliverables, materials, venues, partners, and metrics for each initiative.

The CSR initiatives are supported by four categories of enabling activities:

- **Volunteering**
- **Donations**
- **Internal Capacity Building**
- **Public-Private Collaboration**

A robust governance structure has been defined to track our progress and measure outcomes against objectives, including a dedicated chart to highlight the various roles and responsibilities across the governance structure proposed.

Safe Communities

1. Enhance road safety for the community, with a particular emphasis on children's safety.

Be Safe

Program that promotes safety measures and incentives for the community

2. Promote employee health and well-being by creating a safe and nurturing workplace.

Be Well

Program to encourage employees to adopt healthier lifestyle

Inclusive Communities

1. Improve accessibility and improve quality of life for vulnerable populations.

Better Together

Program supporting the people affected by road accidents and the people of determination

Hadaf

Program aiming to upskill and empower blue-collar workers

1. Promote accountability, transparency, ethical behavior as well as the respect of human rights.

- Mandatory courses on Ethics
- Implement ISO 26000 standards

2. Champion diversity, equity and inclusion by promoting young local talent and women leadership.

Watan

Program to strengthen the presence of local talent in the workplace

Nissaa

Gender-based Program to promote women empowerment

Green Communities

1. Enhance environmental sustainability by promoting circular economy principles.

Nurture UAE

Afforestation/ Reforestation Program

My Green WorkPlace

Environmentally-friendly behavior in the workplace Program

2. Promote the adoption of clean technologies to accelerate the transition towards a low-carbon future.

Collaboration with key stakeholders, NGOs working with start ups on greening the mobility sector

3. Promote eco-friendly practices to encourage sustainable mobility behaviors.

Car sharing and eco-driving practices campaign to promote sustainable mobility

INTERNAL VOLUNTEERING ECOSYSTEM

PUBLIC-PRIVATE PARTNERSHIPS

CULTURE OF DONATION

BUILDING CAPACITY

An overview of our financial and voluntary contributions over the past three years:

Our Community Investments at a Glance		
	Total Amount in AED	**Cause Contributed to**
2024	• AED 50,000 • AED 300,000 • AED 5,000	• Emirates Red Crescent Authority • DriftX • Winter Football Sponsorship
2023	• AED 100,000 • AED 112,660	• Grace Preservation • MA'AN (Abu Dhabi Moments)
2022	• AED 30,000 • AED 100,000	• Abaya Rally • MA'AN

Silver Impact Seal from Majra

We are proud to have been awarded the prestigious Silver Impact Seal from Majra in 2023, a recognition that continues to stand as a testament to our commitment throughout 2024. Among 81 distinguished entities, this accolade reflects our dedication to driving meaningful, sustainable projects that contribute to economic empowerment, environmental conservation, and social well-being.

The Majra National CSR Fund, a purpose-driven federal government entity, recognizes organizations that embody these values and champion initiatives that make a lasting impact. This achievement highlights our ongoing efforts to foster positive change and uphold our commitment to corporate social responsibility.

Community Volunteering at a Glance

Our commitment to community support is reflected in the time and effort contributed by our team through volunteering initiatives. Over the course of the year, we logged 139 hours of volunteer work, dedicated to various causes that align with our values. Key highlights include planting trees during World Environment Day, which accounted for 20 hours, and delivering specialized training sessions on child passenger safety, totaling 96 hours. 23 additional hours were contributed to other meaningful community support initiatives.

Volunteering Policy: New in 2024

We are committed to promoting positive and sustainable growth within communities by fostering a culture of volunteering. Through the launch of our Volunteering Policy, we are enhancing our efforts to encourage employees to actively engage in meaningful initiatives, enhancing social connections while developing their skills and capacity for giving back.

Safe Communities

As part of our CSR Commitment and focus on safe communities, we have partnered with key stakeholders to promote safety and innovation beyond our core operations. Through strategic collaborations, we aim to raise awareness, improve safety standards, and foster a culture of responsibility that extends to all road users and the broader community.

Promoting Safer Roads: "Safe Riding for Cyclists" Campaign

In partnership with the Ministry of Interior, the "Safe Riding for Cyclists" campaign was launched as part of the ministry's inaugural unified traffic initiative for 2024. This campaign aims to enhance traffic safety by encouraging adherence to regulations and a culture of responsible cycling. By raising awareness, promoting safety guidelines, and discouraging improper behaviors, the initiative seeks to improve safety standards and reduce risks for cyclists, contributing to safer roads for everyone.

Child Awareness Event

We hosted a Child Awareness event dedicated to raising awareness about the critical issue of child safety in cars and school buses, highlighting essential precautions and steps to take in the event of being trapped inside a vehicle. Through informative sessions with hands-on demonstrations, the event aimed to empower children with the knowledge and skills necessary to protect themselves and stay safe while on the road.

Promoting Safety in School: Visiting Abdullah Bin Otaiba School

As part of our commitment to road safety and community outreach, we visited Abdullah Bin Otaiba School to educate students on essential safety practices for school buses and cars. This initiative aimed to instill responsible behaviors in young learners, ensuring safer commutes and fostering a culture of safety from an early age.

Road Safety for Motorcyclists

Abu Dhabi Mobility, in collaboration with the Abu Dhabi Quality and Conformity Council, conducted a pilot test specifically designed for delivery motorcyclists. Hosted at our premises in Abu Dhabi, this initiative was part of our efforts throughout the year to promoting safer practices and enhancing standards for one of the most vulnerable road user groups.

Future Foresight Forum

Aligned with the UAE's vision to foster a culture of innovation and creativity, we participated in the "Future Foresight Forum," organized by the Federal Authority for Identity, Citizenship, Customs, and Ports Security. Held during Innovation Month, the forum showcased groundbreaking projects, advanced capabilities, and the scientific foundations that position the UAE as a global leader in innovation and forward-thinking initiatives.

Car Seat Safety Awareness Campaign in Partnership with Ma'an

We are proud to announce the launch of a comprehensive two-year safety campaign in collaboration with Ma'an, focusing on the critical importance of using car seats to protect children on the road. This initiative aims to raise awareness, educate families, and promote safer driving practices.

Inclusive Communities

We believe in fostering a sense of connection and inclusivity through active participation in community-focused initiatives. Through a number of CSR initiatives conducted throughout the year, we have acted on our commitment to creating a positive impact that extends beyond our operations.

Participation in the 2024 Winter Mini Football Tournament

We participated in the 2024 Winter Mini Football Tournament for Insurance Companies in Dubai. This event provided an excellent opportunity to showcase our team's camaraderie, sportsmanship, and dedication, reflecting the values we uphold both on and off the field.

Gold Partner at the Grace Preservation Second Global Conference

We proudly served as a Gold Partner for the Grace Preservation Second Global Conference, held under the inspiring theme "For All of Us." This partnership supports our commitment to fostering sustainability and supporting initiatives that promote collective well-being.

Empowering Women's Health through Breast Cancer Awareness

In recognition of Breast Cancer Awareness Month, we hosted a series of initiatives organized by the Female Committee to foster awareness and provide support for women's health in the community. During this month, a weekly newsletter was shared with all employees, offering valuable insights about breast cancer symptoms, prevention, and early detection.

A highlight of the month was a collaborative event with Al Ahalia Hospital, where female employees received educational sessions on diagnosis, prevention, and symptoms, culminating in free on-site health check-ups. Additionally, a vibrant "Pink Day" event brought employees together in a spirit of collaboration and awareness through engaging team competitions.

Green Communities

We are dedicated to promoting environmental sustainability through meaningful CSR initiatives that contribute to a greener future. By actively participating in tree planting, awareness campaigns, and other such initiatives, we continue to support the UAE's vision for environmental stewardship and collective responsibility.

Tree Planting on World Environment Day

On World Environment Day, we reaffirmed our commitment to sustainability as an essential element of our values. By planting trees, we demonstrate our dedication to taking meaningful actions that protect the environment and contribute to a greener, more sustainable future for generations to come.

Sustainability in Schools

We conducted an engaging session on general sustainability awareness and "What is ESG?" for school teachers in ALRAMs, empowering educators with the knowledge and tools to inspire sustainable practices within their classrooms and communities.

Driving Sustainability: Electric Vehicles Exhibition and Conference (EVIS2024)

Emirates Driving participated in EVIS2024, highlighted our integration of cutting-edge technologies and artificial intelligence techniques in driver training and qualification programs. These efforts reflect our commitment to fostering a safe and sustainable future in line with global environmental and mobility goals.

Beach Clean Up

Our employees participated in a beach cleanup initiative, actively contributing to enhancing the local environment and surrounding areas.

Exercising Thought Leadership in 2024

We actively participate in key conferences and forums across the region, sharing thought leadership and expertise to advance the mobility ecosystem. By engaging with industry leaders, policymakers, and innovators through conferences and events, we forge meaningful dialogue, share insights on emerging trends, and contribute to shaping the future of sustainable transportation.

ROAD SAFETY & SUSTAINABILITY CONFERENCE
Innovating For Tomorrow - Riyadh 2024

Riyadh Road Safety and Sustainability Conference

We made a valuable contribution to the International Road Federation (IRF Global) at the Riyadh Road Safety and Sustainability Conference, "Innovating for Tomorrow," by presenting on the topic of "Leveraging AI for Road Safety in Developing Regions." In this session, we highlighted how artificial intelligence can support countries in adopting advanced road safety systems, demonstrating its potential to drive significant improvements in road safety in developing regions.

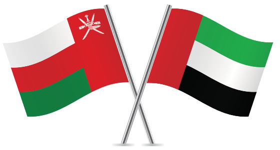
56TH CIECA CONGRESS
DUBAI 2024

Supporting the 56th CIECA Conference

As an active member of CIECA, we supported the Roads and Transport Authority in welcoming international delegates ahead of the 56th CIECA Conference, hosting colleagues from around the globe at the Emirates Driving Company (EDC).

Showcasing AI Solutions at the Inaugural Transport Technology Conference and Exhibition

We supported the Transport Authority in Ajman during the inaugural Transport Technology Conference and Exhibition.
At the event, we showcased AI-driven solutions to enhance safety systems for school buses and public transport. The booth featured presentations on our contributions to the mobility ecosystem, interactive giveaways, and an AI simulator for driver assessment and recruitment.



Promoting Sustainable Mobility at the UAE-Oman Investment Forum

We showcased our role in advancing the mobility ecosystem at the Investment Forum organized by the UAE Embassy in Oman. The event provided a strategic platform to highlight our contributions and initiatives aimed at driving innovation and sustainable solutions in the mobility sector.

DRIFTX
AIR | LAND | SEA

Supporting the launch of Driftx with Abu Dhabi Investment Office (ADIO)

In partnership with the ADIO, we supported the launch of Driftx, a premier platform for advancing mobility innovation. We helped to curate a lineup of experts for the conference program, inviting VIPs from the mobility sector, and presenting a booth for the event to highlight four innovative ideas in mobility.

Sustainable Procurement

We have formally integrated sustainability into its procurement practices, enforcing rigorous supplier assessments to ensure compliance with our Supplier Code of Conduct, which mandates respect for human rights, prohibits child labor, and rejects all forms of discrimination. Each of our suppliers is required to sign our Supplier Code of Conduct prior to registering on the system.

Committed to fostering local economic development, we prioritize local suppliers, with nearly all procurement sourced within Abu Dhabi and the UAE. In alignment with the UAE's In-Country Value (ICV) Program, which promotes Emiratization and supply chain localization, our ICV contribution stands at 99.29%.

Proportion of spending on local suppliers:

	2022	2023	2024
Total number of suppliers engaged	1,998	2,218	2,323
Total number of local suppliers engaged	1,996	2,212	2,316
Percentage of local suppliers hired	99.90%	99.73%	99.70%
Total procurement spending (AED)	54,389,622	64,086,650	77,763,242
Procurement spending on local suppliers (AED)	54,263,371	62,720,051	77,213,818.85
Percentage of spending on local suppliers (%)	99.77%	97.87%	99.29%

Suppliers Screened Using Social & Environmental Criteria

	Total Number of New Suppliers in specified year	Total Number of New Suppliers in specified year that were screened using criteria		Total Percentage of New Suppliers in specified year that were screened using criteria	
		Social	Environmental	Social	Environmental
2022	256	105	105	100%	100%
2023	220	220	220	100%	100%
2024	105	256	256	100%	100%

Integration of Sustainable Procurement Principles

Recognizing the supply chain's key role in sustainability, we have integrated sustainable procurement principles to meet stakeholder expectations, mitigate risks, ensure compliance, and align with the environmental and social priorities of Abu Dhabi and the UAE.

Our approach balances short-term goals, managing supply chain risks and enhancing stability, with long-term objectives of fostering supplier relationships and driving collaborative alignment with our sustainability commitments. These practices are essential to advancing our transition to Net Zero by reducing emissions across the supply chain.

By embedding sustainability into procurement, we cultivate meaningful supplier engagement, encouraging the adoption of sustainable practices and advancing sustainability throughout the value chain.

Objectives

- To integrate sustainability best practices into supply chains
- To identify and manage ESG risks associated with procurement practices
- To evaluate supplier sustainability performance and ensure suppliers progressively meet predefined sustainability criteria
- To reduce environmental impact through sourcing sustainable products and materials, promote resource efficiency, and reduce waste and emissions within our operations and the supply chain
- To promote respect for human rights while enhancing worker welfare across the supply chain
- To strengthen local supply chains through upskilling, the adoption of innovation & technology, and job creation
- To enhance safety, compliance, and adherence to high quality standards within our supply chains
- To provide a fair and transparent procurement process
- To improve sustainability awareness among suppliers

Supplier Engagement

Our approach to engaging suppliers in sustainable practices is rooted in collaboration and education. We work closely with our suppliers to set shared goals, provide access to valuable resources, and offer training programs that align with our sustainability objectives.

To maintain clear and consistent communication, we use a variety of channels, including meetings, workshops, email updates, and surveys. These efforts aim to enhance suppliers' understanding of our sustainability standards and support their compliance, strengthening our collective commitment to a more sustainable future.

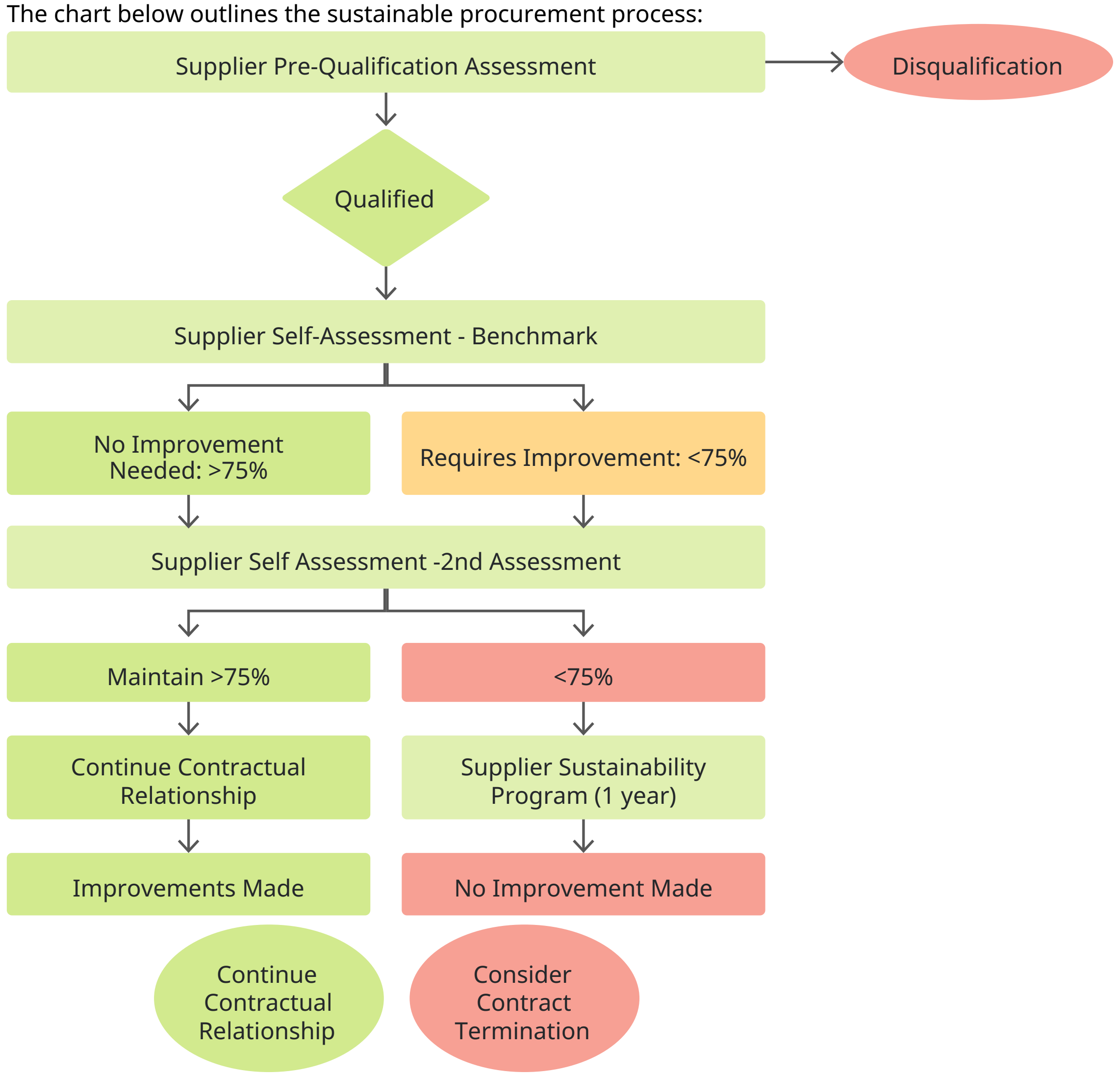
Implementation

As part of our Implementation Program (referenced in further detail in “Our Sustainability Strategy” section) which will be rolled out in 2025, we are adopting a phased approach to implementing sustainable procurement. This includes engaging high-materiality Tier 1 suppliers in the first year, followed by a gradual rollout to medium and low-materiality Tier 2 and Tier 3 suppliers. Materiality is determined by contract value and the strategic significance of transactions.

The process begins with a comprehensive pre-qualification assessment to ensure compliance with our governance and ethical standards. Suppliers are then categorized by financial and strategic impact, followed by a self-assessment of their sustainability practices. Based on these evaluations, corrective actions and improvement plans are developed to align suppliers with our sustainability goals.

This phased strategy ensures our supply chain progressively meets our environmental and social responsibility commitments.

The chart below outlines the sustainable procurement process:



Navigating with Strong Governance

Our Commitment	
Strategic Pillar	• Business Excellence • Sustainability
Sustainability Priority	• Covered Across all Sustainability Pillars
Material Topics	• Business Ethics
Some of our Relevant Policies	• Corporate Governance Policy • Ethics Policy • Sharing Best Practices Policy
Our Alignment	
Abu Dhabi Vision 2030	• A continuation of strong and diverse international relationships • A significant and ongoing contribution to the federation of the UAE
GRI Standards	• GRI 205: Anti-Corruption
SDGs	

Our Governance Structure

We have a corporate governance framework in place to ensure responsible oversight, safeguarding investor interests while delivering value to all stakeholders.

Aligned with global best practices and regulatory requirements, our framework includes a Board of Directors, leadership team, and supporting committees, policies, and internal teams that work together to uphold transparency and accountability. This section offers a summary of our governance structure. For more detailed insights regarding the policies, procedures and initiatives in place to support our efforts, please refer to our 2024 Corporate Governance Report.

Board of Directors

Our Board of Directors defines the company's strategic direction in alignment with our mission, vision, and values, while overseeing senior management's execution of business strategy and achievement of key objectives.

The Board approves and supervises the structures, policies, and procedures that form our corporate governance framework, ensuring their effective implementation.

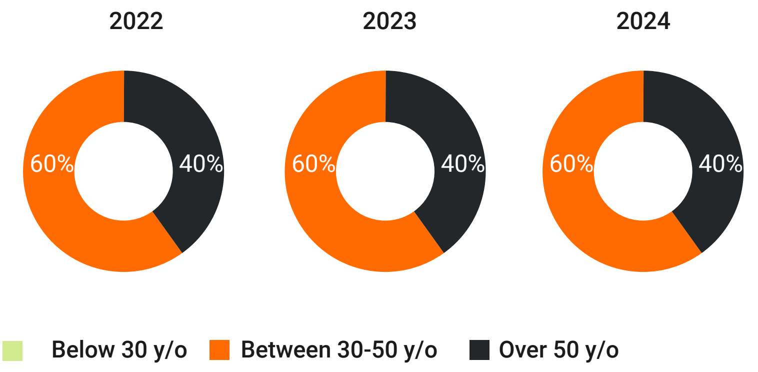
Its responsibilities encompass governance matters such as risk management, legal and compliance, internal control and audit, ethical business practices, and maintaining transparency and accountability across the organization.

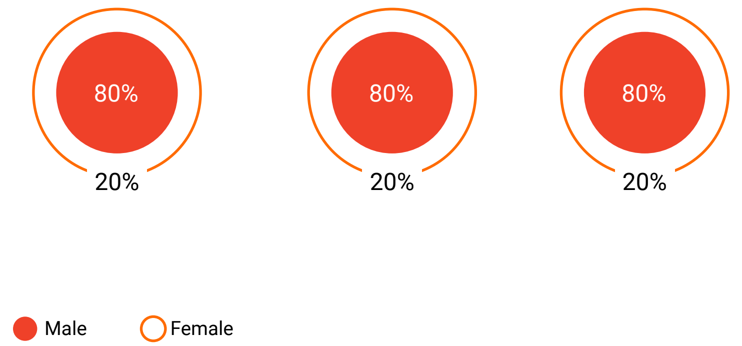
The Board also drives the integration of ESG principles into our strategy and operations, overseeing the development of a sustainability governance framework to manage material ESG risks and opportunities effectively.

Board Composition

The Board is comprised of five independent and non-executive board members, all of whom are experienced and reputable members of the business community and possess the expertise and acumen required to execute their duties to the highest standards.

1. **Chairman** Mr. Khalifa Al Romaithi
2. **Vice Chairman** Mr. Mohamed Haji Al Khoori
3. **Board Member** Ms. Samia Bouazza
4. **Board Member** Mr. Mohamed Al Ameri
5. **Board Member** Mr. Ahmed Al Romaithi





Board Committees

Four Board Committees convene regularly to discuss and set the strategic direction for key areas.

These are:

- Audit Committee
- Nomination & Remuneration Committee
- Supervision and Follow Up Committee of Insiders' Transactions (currently performed by the Audit Committee)
- Strategy & Sustainability Committee

Business Ethics and Compliance

Our proactive approach is reflected in our clean compliance record. In 2024, we experienced no incidents of non-compliance with regulations or voluntary codes concerning health and safety impacts, no incidents of non-compliance with laws and regulations.

Maintaining integrity is central to our operations. Therefore, our policies and procedures are essential to safeguarding ethical practices, ensuring compliance with regulations, and fostering a culture of accountability across all aspects of our business.

Corporate Policies

We maintain a comprehensive suite of policies and procedures to ensure consistent adherence to best practices across all areas of our business. Over the past few years, we have updated existing policies and introduced new ones to provide thorough coverage of our operations. Our key policies include:

- Human Resources Policy
- Sustainable Procurement Policy
- Business Development Policy
- Innovation Management Policy
- Technology Management Policy
- Facilities Management Policy
- Emiratization Policy
- Corporate Communication Policy
- Marketing Management Policy
- Sales Policy
- Customer Feedback Policy
- Corporate Social Responsibility Policy
- Volunteer Policy

Internal Control System

The Board oversees our internal control system, ensuring its effectiveness and proper functioning.

The Internal Audit Charter outlines the purpose, scope, and authority of internal audit activities, defining the responsibilities of the Internal Control Department. Reporting independently to the Board through the Audit Committee, the Internal Oversight Department strengthens the internal control environment by ensuring:

- Accuracy and reliability of information and data
- Compliance with policies, procedures, and legal requirements
- Alignment of operations with objectives and verification of their applicability
- Emphasis on preventive controls to mitigate risks

To minimize non-compliance risks, the Internal audit Department conducts an annual review to verify adherence to all relevant laws and regulations, with findings reported to the Board via the Audit Committee.

Each department operates under policies and procedures integrating compliance requirements, with tasks exposed to regulatory risks reviewed by department heads and supported by the Legal Department. These functions undergo an annual compliance review by the Internal audit Department.

With the enactment of the UAE Corporate Tax law in 2024, management has proactively implemented measures to ensure full compliance.

Code of Ethics

Our Code of Ethics serves as a key component supporting our overall governance framework, guiding ethical business conduct across all levels of the organization. This document outlines essential principles and practices, addressing topics such as conflicts of interest, respect and fair treatment, and the safeguarding of confidentiality. By upholding these standards, we reinforce our commitment to transparency, accountability, and fostering a culture of integrity throughout our operations. Our Code of Ethics is available to view online.

Anti-Corruption

We are committed to maintaining the highest standards of integrity by embedding robust anti-corruption measures within our control framework. Our Code of Conduct and Business Ethics clearly defines corruption, outlines acceptable practices, and provides a transparent process for reporting suspected incidents.

To facilitate reporting, we have established a dedicated email channel for confidential submissions. All reported instances are reviewed by the Internal Audit Function and escalated to the Audit Committee for further action, ensuring accountability and compliance across the organization.

Our anti-corruption policies and procedures are consistently communicated to all members of our Board of Directors. Updates are provided promptly as necessary to ensure alignment with the latest standards and best practices.

In 2024, we reaffirmed our commitment to ethical business practices by ensuring all employees annually review and sign our Code of Conduct, which includes provisions on anti-corruption. New employees also receive dedicated training upon induction, equipping them with the knowledge to uphold our values from day one.

In 2024, we upheld our exemplary compliance record, with no confirmed incidents of corruption.

	Total number of operations assessed for risks related to corruption	Percentage of total operations that is assessed for risks related to corruption
2022	89	26%
2023	89	26%
2024	89	26%

Risk Management

At EDC, we manage risks at the organizational level using the ISO 31000 Enterprise Risk Management (ERM) Framework. Our process begins by identifying sources of risk, areas of impact, causes, and potential consequences. Once risks are analyzed, evaluating both their likelihood and potential positive or negative impacts, we prioritize those requiring mitigation and determine the order of implementation.

To assess financial risk, we use sensitivity scenarios:

- **Standard Scenario:**
  Assumes a 10%-20% negative business impact.
- **Worst Scenario:**
  Assumes a 40%-60% negative impact.
- **Aggressive Scenario:**
  Projects a 10%-20% positive impact.

Strengthening Risk Management Capabilities

As part of our efforts to promote good governance and effective risk management, four employees from the Training Operations Department successfully completed a Risk Management & Risk Register Awareness Training Session. This initiative enhances their ability to identify, assess, and mitigate risks, ensuring a proactive approach to organizational resilience.

Appendix: GRI/ADX Content Index

Statement of use:	GRI 1 used	Applicable GRI Sector Standard(s):
Emirates Driving Company (EDC) has reported in accordance with the GRI Standards for the period from 1 January to 31 December 2024.	GRI 1: Foundation 2021	No applicable sector standard available.

GRI Standard / other source	Disclosure	ADX Disclosure	Location	Omission		
				Requirement(s) Omitted	Reason	Explanation
GRI 2: General Disclosures 2021						
The Organization and its Reporting Practice						
2-1	Organizational details		About This Report Page 3			
2-2	Entities included in the organization's sustainability reporting		About This Report Page 3			
2-3	Reporting period, frequency and contact point		About This Report Page 3			
2-4	Restatements of information		About This Report Page 3			
2-5	External assurance		About This Report Page 3			
Activities and workers						
2-6	Activities, value chain and other business relationships		About Us Page 8			
2-7	Employees		About Us, Our Human Capital - pages. 11, 30			
2-8	Workers who are not employees		Our Human Capital - Page 30			
Governance						
2-9	Governance structure and composition		Navigating with Strong Governance - Page 61			
2-10	Nomination and selection of the highest governance body		Navigating with Strong Governance - Page 61			
2-11	Chair of the highest governance body		Navigating with Strong Governance - Page 61			
2-12	Role of the highest governance body in overseeing the management of impacts	E.9. Environmental Oversight	Sustainability at the Core - Pages 25,41			
2-13	Delegation of responsibility for managing impacts	E.8. Environmental Oversight	Sustainability at the Core - Pages 25,41			
2-14	Role of the highest governance body in sustainability reporting		Sustainability at the Core - Pages 25,41			
2-15	Conflicts of interest		Navigating with Strong Governance - Pages 61,62			
2-16	Communication of critical concerns		Navigating with Strong Governance - Pages 61,62			
2-17	Collective knowledge of the highest governance body		Navigating with Strong Governance - Pages 61,62			

GRI Standard / other source	Disclosure	ADX Disclosure	Location	Omission		
				Requirement(s) Omitted	Reason	Explanation
2-18	Evaluation of the performance of the highest governance body		Navigating with Strong Governance - Pages 61,62			
2-19	Remuneration policies		Navigating with Strong Governance - Page 61			
2-20	Process to determine remuneration		Navigating with Strong Governance - Page 61			
2-21	Annual total compensation ratio	S1. CEO Pay Ratio	Navigating with Strong Governance - Page 61			
Strategy, policies and practices						
2-22	Statement on sustainable development strategy		Our Chairman's Review, Our CEO's Message, Sustainability at the Core - Pages 6,7			
2-23	Policy commitments		Navigating with Strong Governance - Pages 61,62			
2-24	Embedding policy commitments		Navigating with Strong Governance Pages 61,62			
2-25	Processes to remediate negative impacts		Navigating with Strong Governance Pages 61,62			
2-26	Mechanisms for seeking advice and raising concerns		Our Human Capital, Navigating Strong Governance - Pages 33,62			
2-27	Compliance with laws and regulations		Navigating with Strong Governance Pages 61,62			
2-28	Membership associations		About Us - Page 14			
Stakeholder engagement						

GRI Standard / other source	Disclosure	ADX Disclosure	Location	Omission		
				Requirement(s) Omitted	Reason	Explanation
2-29	Approach to stakeholder engagement		Sustainability at the Core - Page 25			
2-30	Collective bargaining agreements		-	2-30-a, 2-30-b	Not applicable	Collective bargaining is not permitted in the UAE
GRI 3: Material Topics 2021						
3-1	Process to determine material topics		Sustainability at the Core - Page 26			
3-2	List of material topics		Sustainability at the Core - Page 26			
Material Topic(s): Economic Performance						
GRI 3: Material Topics 2021						
GRI 201: Economic Performance 2016						
201-1	Direct economic value generated and distributed		Our Financial Capital - Pages 28,29			
Material Topic(s): Business Ethics						
GRI 3: Material Topics 2021						
3-3	Management of material topics	S9. Child & Forced Labor S.10. Human Rights G.2. Board Independence G.3. Incentivized Pay	Navigating with Strong Governance, Our Social - Page 62			
GRI 205: Anti-corruption 2016						
205-2	Communication and training about anti-corruption policies and procedures		Navigating with Strong Governance - Page 62			
205-3	Confirmed incidents of corruption and actions taken	G.5. Ethics & Prevention of Corruption	Navigating with Strong Governance - Page 62			

GRI Standard / other source	Disclosure	ADX Disclosure	Location	Omission		
				Requirement(s) Omitted	Reason	Explanation
Material Topic(s): Environmental Impact & Sustainability Practices						
GRI 3: Material Topics 2021						
3-3	Management of material topics	E.5. Energy Mix E.7. Environmental Operations	Our Infrastructure & Natural Capital - pages 41-46			
GRI 302: Energy 2016						
302-1	Energy consumption within the organization	E3. Energy Usage	Our Infrastructure & Natural Capital - pages 41-46			
302-2	Energy Consumption outside of organization		Our Infrastructure & Natural Capital - pages 41-46			
302-3	Energy intensity	E4. Energy Intensity	Our Infrastructure & Natural Capital - Page 47			
GRI 303: Water and Effluents 2016						
303-5	Water consumption	E6. Water Usage	Our Infrastructure & Natural Capital - Page 47			
GRI 305: Emissions 2016						
305-1	Direct (Scope 1) GHG emissions	E1. GHG Emissions	Our Infrastructure & Natural Capital - Page 47			
305-2	Energy indirect (Scope 2) GHG emissions	E1. GHG Emissions	Our Infrastructure & Natural Capital - Page 47			
305-3	Other indirect (Scope 3) GHG emissions	E1. GHG Emissions	Our Infrastructure & Natural Capital - Page 47			
305-4	GHG emissions intensity	E2. Emissions Intensity	Our Infrastructure & Natural Capital - Page 47			
GRI 306: Waste 2020						
306-3	Waste generated		Our Infrastructure & Natural Capital - Page 47			

GRI Standard / other source	Disclosure	ADX Disclosure	Location	Omission		
				Requirement(s) Omitted	Reason	Explanation
GRI 307: Environmental Compliance						
307-1	Non-compliance with environmental laws and regulations		Our Infrastructure & Natural Capital - Page 47			
Material Topic(s): Gainful Employment						
GRI 3: Material Topics 2021						
3-3	Management of material topics		Our Human Capital - Pages 30-36			
GRI 401: Employment						
401-1	New employee hires and employee turnover	S3. Employee Turnover S3. Employee Turnover S4. Gender Diversity S5. Temporary Worker Ratio	Our Human Capital - Pages 30-36			
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees		Our Human Capital - Pages 30-36			
403-3	Parental leave		Our Human Capital - Pages 38			
Material Topic(s): Occupational Health & Safety						
GRI 3: Material Topics 2021						
3-3	Management of material topics		Our Human Capital - Pages 40			
GRI 403: Occupational Health and Safety 2018						
403-1	Occupational health and safety management system	S8. Global Health & Safety	Our Human Capital - Pages 40			

GRI Standard / other source	Disclosure	ADX Disclosure	Location	Omission		
				Requirement(s) Omitted	Reason	Explanation
403-8	Workers covered by an occupational health and safety management system	S8. Global Health & Safety	Our Human Capital - Page 40			
403-9	Work-related injuries	S7. Injury Rate	Our Human Capital - Page 40			
Material Topic(s): Training & Education						
GRI 3: Material Topics 2021						
3-3	Management of material topics		Our Human Capital - Page 35			
GRI 404: Training and Education 2016						
404-1	Average hours of training per year per employee		Our Human Capital - Page 36			
404-2	Programs for upgrading employee skills and transition assistance programs		Our Human Capital - Page 36			
404-3	Percentage of employees receiving regular performance and career development reviews		Our Human Capital - Page 35			
Material Topic(s): Equal Opportunity, Diversity & Inclusion						
GRI 3: Material Topics 2021						
3-3	Management of material topics		Our Human Capital - Page 37			
GRI 202: Market Presence 2016						
202-2	Proportion of senior management hired from the local community	S11. Nationalization	Our Human Capital - Page 39			

GRI Standard / other source	Disclosure	ADX Disclosure	Location	Omission		
				Requirement(s) Omitted	Reason	Explanation
GRI 405: Diversity and Equal Opportunity						
405-1	Diversity of governance bodies and employees	S4. Gender Diversity G.1: Board Composition	Our Human Capital, Navigating with Strong Governance - Pages 30, 61			
GRI 406: Non-discrimination 2016						
406-1	Incidents of discrimination and corrective actions taken	S6. Non-Discrimination	Our Human Capital - Page 37			
Material Topic(s): Community Welfare						
GRI 3: Material Topics 2021						
3-3	Management of material topics		Our Social & Relationship Capital - Page 51			
GRI 203: Indirect Economic Impacts 2016						
203-2	Significant indirect economic impacts		Our Social & Relationship Capital - Page 54			
GRI 413: Local Communities 2016						
413-1	Operations with local community engagement, impact assessments, and development programs	S12. Community Investment	Our Social & Relationship Capital - Pages 55-60			
Material Topic(s): Procurement Practices						
GRI 3: Material Topics 2021						
3-3	Management of material topics		Our Social & Relationship Capital - Page 60			
GRI 204: Procurement Practices 2016						
204-1	Proportion of spending on local suppliers	G.4: Supplier Code of Conduct	Our Social & Relationship Capital - Page 60			

GRI Standard / other source	Disclosure	ADX Disclosure	Location	Omission		
				Requirement(s) Omitted	Reason	Explanation
GRI 308- Supplier Environmental Assessment						
308-1	New suppliers that were screened using environmental criteria		Our Social & Relationship Capital - Page 60			
GRI 414: Supplier Social Assessment						
414-1	New suppliers that were screened using social criteria		Our Social & Relationship Capital			
Material Topic(s): Customer Wellbeing						
GRI 3: Material Topics 2021						
3-3	Management of material topics		Our Intellectual Capital - Pages 48-53			
GRI 416: Customer Health and Safety 2016						
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services		Our Intellectual Capital - Page 62			
GRI 418: Customer Privacy 2018						
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	G.6: Data Privacy	Our Intellectual Capital - Page 50			

Corporate Governance Report 2024

BOD Report and 2024 Audited Financial Statements

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