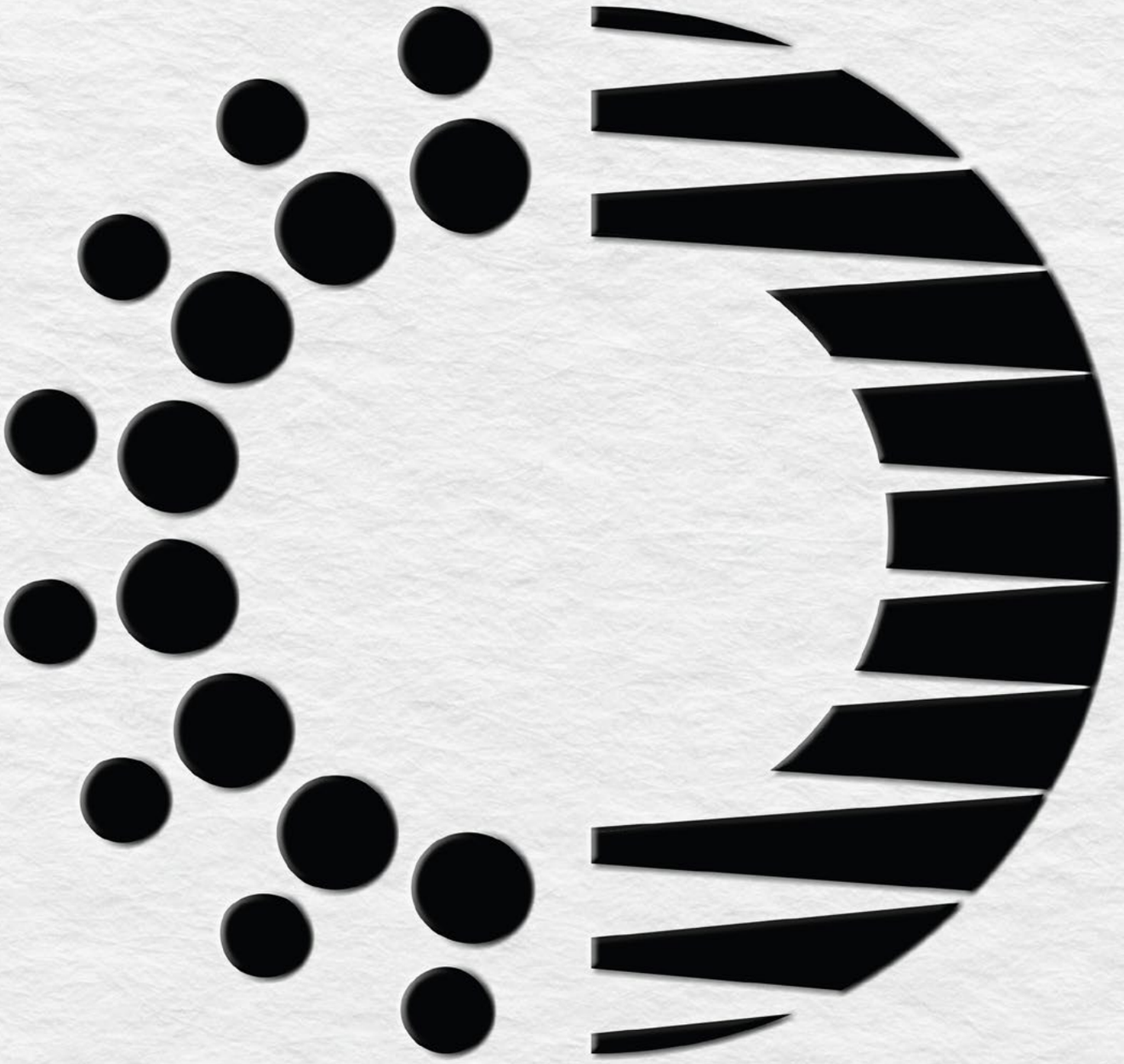
Energy. Consumer. AI.

ESG Report 2025



Content

Introduction | 4
ESG Highlights | 5
Leadership Message | 6
2PointZero Group Overview | 8
Our Sustainability Journey | 10
Robust Foundations | 16
Growing our Human Capital | 24
Managing our Influence | 31
Investing in a Sustainable Future | 37
In Focus ESG Practices of Key Subsidiaries | 40
Detailed Disclosures | 56
GRI and ADX Content Index | 98



Introduction

Two Point Zero Group PJSC (and referred to as "2PointZero", "Company", "Group" in this report) presents its Sustainability Report for the year 2025, marking the fourth year of ESG reporting for the Group, and its first following its strategic merger in 2025.
Building on the foundations established under Multiply Group, this report provides an overview of 2PointZero's sustainability approach, governance, and performance during a year defined by significant strategic structural change.

Throughout 2025, the Group's primary focus was on the successful integration of its expanded portfolio, the establishment of a new operating and governance structure, and the positioning of 2PointZero as a scalable, future-ready investment platform. As such, this report reflects a year of continuity in existing sustainability practices, alongside the setting of a renewed strategic direction to enhance ESG integration across the Group in the years ahead.

Reporting Scope and Boundary

This report covers 2PointZero's operations during the period from 1 January to 31 December 2025, both in the United Arab Emirates (UAE) and in significant portfolio-operating countries, notably Spain and Portugal.

The reporting boundary covers 2PointZero at the holding level in addition to key subsidiaries that contribute significantly to 2PointZero Group's overall revenue, together capturing over 80% of 2PointZero's revenue. These are, namely:

- Emirates Driving Company PJSC
- Tendam (Tendam Brands S.A.U. and Tendam Retail, S.A.)
- Omorfia Group LLC
- Multiply Media Group (MMG)

All four identified key subsidiaries are part of 2PointZero's Consumer vertical. The reporting scope per key subsidiary is detailed in the detailed disclosure chapter.

Other subsidiaries have been selected to be featured as case studies throughout the report, highlighting exceptional efforts in certain areas; non key subsidiaries featured are:

- Viola Communications LLC, a UAE-based group specialising in fully integrated marketing and communications solutions.
- Ghitha Holding PJSC, a holding company collectively engaged in dairy, poultry, fish, agriculture, food commodities, edible oils, trading and distribution. This includes efforts on Ghitha holding level as well as efforts of its key subsidiaries NRTC Dubai International Vegetable & Fruits (NRTC) and Al Ain Farms Group (AAFG).

Quantitative data presented in the main body of the report focuses on key data on the holding level only, with key subsidiary data and full holding data presented in the detailed disclosure at the end of the report.

Reporting Frameworks and Standards

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards. The report is also aligned with material Sustainable Development Goals (SDGs), the Abu Dhabi Securities Exchange (ADX) ESG Disclosure Guidance, and the Abu Dhabi Economic Vision 2030.

Alignment with the GRI Standards, the SDGs, and the Abu Dhabi Economic Vision 2030 is indicated at the beginning of each section. In addition, the Appendix includes the indexes indicating a more detailed alignment with the various standards and frameworks.

Board Responsibility

The Board of Directors acknowledges its responsibility for the integrity of this report and confirms that the information disclosed fairly represents 2PointZero's performance and has been prepared in accordance with the applicable standards and frameworks.

Ensuring Reporting Integrity

2PointZero is committed to transparency and accuracy in its reporting. The information disclosed in this report has been reviewed by relevant internal departments and by a reputable third-party sustainability consultancy, in line with GRI reporting standards that ensure reliability, transparency, and fair representation of ESG data and information.

Forward-Looking Statements

Forward-looking statements involve uncertainty given the many external factors that could impact the business environment in which 2PointZero operates. The Group is under 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. As a result, it is not within the scope of 2PointZero's internal audit team to form an opinion on these forward-looking statements.

Feedback

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

Name: Lama Al Bachir
Email: lama@2PointZero.com
Phone: +971 (0) 54 2172873

ESG Highlights

Introduced a formal ESG Policy
to support integration of sustainability principles

Introduced an Anti-Fraud Policy
and established a structured Fraud Prevention, Detection, and Mitigation Framework

Established a dedicated Compliance Function
with the support of an external compliance consultant, who also supported the implementation of a number of new policies

83.25%
of procurement spend was with local suppliers

Launched Innovation Labs
a new engine of digital growth and AI-driven value creation

Hosted High-Level Forum
in collaboration with The Economist "Converting Change into Opportunities: the future of investment and business in an uncertain world"

AED 317,000+
Contributed to community support initiatives

11,000+ Children in the UAE
reached through the Read to Lead community initiative

39.06%
Overall female representation, and

44.44%
female representation on the Board of Directors

Maintained a Sustainalytics ESG Risk Rating of 15.9,
placing it in the Low-Risk category

Launched Grow or Go
a Group-wide learning initiative embedding continuous development into day-to-day operations

Leadership Message



Samia Bouazza

Chief Executive Officer and Board Member
2PointZero Group

I am pleased to present the first Sustainability Report following our evolution into 2PointZero Group. The merger represents the coming together of a diversified and resilient platform built to capture the defining growth engines of our time.

In 2025, we launched our internal Innovation Labs, a central engine for digital growth that brings together data science, advanced analytics, and platform enablement to accelerate value creation across the Group.

Equally important to this transformation is the development of our people. For over 2 decades, learning has been a core part of our value system. Our teams are the ones who bring technology to life and embed innovation into everyday decision-making. In 2025, we launched Grow or Go, a Group-wide initiative designed to embed continuous learning into the fabric of our organisation; because in a world defined by rapid change, standing still is simply not an option.

Sustainability continues to evolve alongside our platform. In 2025, we introduced a formal ESG Policy to anchor our approach, providing a clear framework to guide responsible investment, governance, and portfolio stewardship in the years ahead. As we move beyond the merger phase, this framework will enable deeper focus and closer collaboration with our subsidiaries as they advance their own sustainability journeys.

We remain committed to delivering positive social impact alongside driving technological adoption. In 2025, we strengthened our community development efforts in alignment with national priorities and the UAE's Year of Community. Through partnerships with Kalimat Foundation, Book Aid International, and the UAE Red Crescent, we delivered targeted initiatives focused on education, humanitarian assistance, and social wellbeing. Through our flagship Read to Lead programme and Ramadan community campaigns, we reached more than 11,000 children in UAE schools, distributed more than 5,360 books to children in underserved and crisis-affected communities, and provided essential food support through 3,000 iftar meals and 45,000 iftar boxes during Ramadan.

For me, and for the entire team, 2PointZero is not just a name, it is a mindset. It represents an upgraded version of ourselves and our playbook for the AI era: one defined by progress, reinvention, and continuous improvement. This mindset extends across every dimension of our business, including how we approach sustainability.

> *"And with that, and as always, the best is yet to come.*

2PointZero Group Overview

About Us

Two Point Zero Group PJSC is a next-generation investment company investing and operating in energy and consumer - two multi-trillion-dollar industries that serve everyday life and underpin the evolving global economy. Its AI-enabled, diversified portfolio is designed to drive efficiency, build synergy, and deliver compounding returns.

Anchored by market-leading businesses, 2PointZero drives sustainable growth through disciplined capital allocation, operational excellence, and digital integration. This approach creates a resilient investment platform capable of generating sustained performance and long-term value for its shareholders.

Philosophy

2PointZero identifies and capitalises on growth opportunities within the markets it operates in.

The Group establishes verticals aligned with these opportunities and leverages capital, technology, and its trusted network of industry experts to unlock maximum potential of its businesses.

Leadership

2PointZero's leaders are seasoned professionals with track records in building world-class companies across diverse industries and countries.

They bring extensive strategic insight and commercial acumen to the table and drive growth by securing access to capital and embedding AI, and advanced technology tools that drive value and efficiencies.

Culture

2PointZero fosters a culture based on trust and shared growth-focused values.

The Group is dedicated to harnessing top talent and unleashing the potential of its people to drive sustainable value creation for all stakeholders.

Our Sustainability Journey

In 2025, 2PointZero's primary focus was on completing the significant merger. While ESG initiatives largely continued along existing policies, this year was critical in setting the strategic direction for 2PointZero and its subsidiaries.

Building on the ESG Integration Framework established in 2024, which embedded ESG factors into investment analysis, due diligence, operational decision-making, and stewardship activities, 2PointZero has continued to maintain its sustainability agenda in 2025. Subsidiaries were encouraged to initiate greenhouse gas inventories and ensure that ESG considerations remained active even amid the significant merger and organisational restructuring.

Looking ahead to 2026, 2PointZero is positioned to streamline ESG initiatives across its expanded portfolio. Efforts will focus on expanding social impact initiatives, and enrooting sustainability across all operations and subsidiaries. The merger has created a strategic platform for enhancing ESG integration, reflecting 2PointZero's commitment to responsible growth and long-term value creation.

This section outlines 2PointZero's ongoing commitment to sustainable value creation, while recognising that 2025 has been a pivotal year of structural consolidation and preparation for a future-focused sustainability agenda.

Our Sustainability Framework

Originally developed in 2022 under Multiply Group, the Sustainability Framework continues to serve as the foundation of 2PointZero's sustainability approach following the Group's strategic merger and transformation.

The framework was designed as a high-level, action-oriented structure to support the effective management of material ESG risks and opportunities across the Group. Built around four strategic pillars, it provides a consistent roadmap to guide decision-making and promote long-term, sustainable value creation across 2PointZero's diversified portfolio.

The Sustainability Framework remains aligned with the Group's core values, as well as relevant local and international sustainability standards and strategic initiatives.

The table below outlines each of the four pillars.

1

Pillar 1: Robust Foundations

2PointZero is committed to maintaining strong governance structures, in line with global standards, and integrating ESG considerations into the Group's risk management approach.

2PointZero builds stakeholder trust by fostering a culture of ethical business conduct and integrity and respect for human rights.

2

Pillar 2: Growing our Human Capital

2PointZero invests in the development of its people, recognising their critical role in driving sustainable growth, innovation, and delivering on the Group's strategic goals.

The Group aims to position itself as an employer of choice, one that prioritises diversity and inclusion, health & safety, and well-being in the workplace.

3

Pillar 3: Investing in a Sustainable Future

2PointZero is a responsible investor and asset owner that integrates material ESG factors into the investment decision-making process and engages with portfolio companies to ensure they align with the Group's approach to ESG.

2PointZero invests in technology and innovation to enhance its sustainability journey.

4

Pillar 4: Managing our Influence

2PointZero strives to generate positive environmental and social impacts in line with local and global initiatives to address the world's most pressing challenges, including climate change.

The Group looks to manage these impacts through its own operations as well as those of its supply chain.

Materiality Assessment & Stakeholder Engagement

2PointZero initiated its first materiality assessment in 2022 under Multiply Group, as the pivotal first step towards the development of a focused Sustainability Strategy. A rigorous evaluation process was implemented to identify and prioritise the ESG factors most relevant to the Group's operations, while addressing stakeholder concerns.

This assessment involved engagement with key stakeholders to understand the issues that are most material to them. Aligning these with the business strategy ensures that sustainability efforts are focused on addressing the issues that are most impactful and relevant to the Group's operations.

In 2023, this process was taken a step further, streamlining the Group's sustainability priorities into 11 key topics, keeping the Sustainability Strategy both comprehensive and strongly focused on the issues most critical to stakeholders. These have remained the same as the Group has integrated into 2PointZero.

Stakeholder Group	Engagement Method
Shareholders	• Company website • Investor relations • Public reports • Annual General Meetings (AGM) • Press releases
Employees	• Performance appraisals • Employee satisfaction surveys • Company events • Town halls • Public reports • ESG awareness-raising sessions
Community	• Company website • Community events • Public reports
Government and Regulators	• Public reports • High level meetings • Compliance with laws and regulations
Portfolio Companies	• Participation in Board meetings • Regular reporting • Business-related support • Public reports • Guidance on data and reporting requirements
Financial Partners	• Public reports • Periodic financial reporting requirements • High level meetings
Business Partners	• Public reports • Tendering process • Supplier relations • Company website

Insights gathered through the stakeholder engagement provided essential input into the materiality assessment process. This resulted in the identification and prioritisation of eleven topics that are most material to 2PointZero's business operations. The table below shows the topics that remain unchanged from last year's report.

Environmental

- Climate Change
- Managing Environmental Impacts

Social

- Diversity, Inclusion & Talent Management
- Employee Engagement & Wellbeing
- Community Support & Development
- Responsible Supply Chain

Governance

- Responsible Ownership & Investing
- Robust Governance
- Innovation & Technology
- Privacy & Information Security
- Financial & Economic Performance

ESG Strategy and Roadmap

Each material topic is aligned with one of the four pillars of 2PointZero's Sustainability Framework. Strategic objectives have been established under each of the pillars, as well as a series of related initiatives, supported by targets and KPIs designed to drive progress on priority ESG topics over the coming years. These form an overarching ESG Strategy and Roadmap that guides decision-making and will strengthen the integration of ESG considerations into 2PointZero's business model, leading the way for responsible investment.

2PointZero is committed to continuously assessing and refining its approach to ESG integration to support positive social and environmental impact, while generating long-term value for all stakeholders. The table below shows the alignment between the ESG pillars, strategic objectives, and material topics, as well as how 2PointZero's approach to sustainability aligns with 12 of the Sustainable Development Goals (SDGs).

1 Robust Foundations

Strategic Objectives

Enhance governance structures to promote sustainable and ethical performance while integrating ESG risks into organisational risk management.

Strengthen a culture of integrity, ethics, and human rights as foundational values, ensuring data security and resilience against corruption.

Material Topic

Robust Governance

Privacy & Information Security

SDG Alignment

SDG 8. Decent Work and Economic Growth

SDG 16. Peace, Justice, and Strong Institutions

Initiatives

Engaged a compliance consultant to support the establishment of a dedicated Compliance Function.

Reviewed existing policies and procedures to identify gaps, assess emerging risks, and recommend appropriate mitigation measures.

Developed additional policies to strengthen the compliance and governance framework.

The Board of Directors was refreshed following the merger, with the Board increasing to nine members. The Board now has 44% female representation.

2 Growing our Human Capital

Strategic Objectives

Position 2PointZero Group as an employer of choice, emphasising workplace diversity, safety, and well-being.

Material Topic

Diversity, Inclusion & Talent Management

Employee Engagement & Wellbeing

SDG Alignment

SDG 3: Good Health and Well-being

SDG 4. Quality Education

SDG 5. Gender Equality

SDG 8. Decent Work and Economic Growth

SDG 10. Reduced Inequalities

Initiatives

Launched the Grow or Go initiative, which focuses on individual growth, capability building, and clear ownership of personal and professional development.

Strengthened employee wellbeing through access to counselling services, confidential one-to-one psychological support via the Ma'ak programme, and a series of wellbeing webinars addressing mental health, stress management,

3 Investing in a Sustainable Future

Strategic Objectives

To integrate ESG-centric criteria into investment decisions and elevate portfolio companies' ESG standards.

Balance fiscal growth with ESG commitments, fostering technological solutions for sustainability challenges where appropriate.

Material Topic

Responsible Ownership & Investing

Financial & Economic

Performance Innovation and Technology

SDG Alignment

SDG 7. Affordable and Clean Energy

SDG 8. Decent Work and Economic Growth

SDG 9. Industry, Innovation and Infrastructure

Initiatives

Launched Innovation Labs, supporting the Group's digital transformation journey, serving as a central engine for AI-driven growth, innovation, and value creation.

4 Managing our Influence

Strategic Objectives

Drive alignment with UAE climate and environmental initiatives.

Encourage community development, ensuring an ethical and resilient supply chain.

Material Topic

Climate Change

Managing Environmental Impacts

Community Support and Development

Responsible Supply Chain

SDG Alignment

SDG 11. Sustainable Cities and Communities

SDG 12. Responsible Consumption and Production

SDG 13. Climate Action

SDG 17. Partnerships for the Goals

Initiatives

Actively engaged subsidiaries in conversations about enhancing their approach to sustainability and engaged in awareness sessions on sustainability reporting.

Reached more than 11,000 children across the UAE through the Read to Lead initiative.

Contributed over AED 317,000 to local community initiatives throughout the year.

ESG Integration Framework

2PointZero's ESG Integration Framework defines how ESG considerations are systematically embedded across the Group's investment lifecycle, including investment analysis, due diligence, operational decision-making, and ongoing stewardship activities. The Framework provides a structured and consistent approach to identifying, managing, and monitoring ESG risks and opportunities across the portfolio.

The Group believes that adopting this integrated approach delivers tangible benefits, including:

- Strengthening risk management by mitigating potential ESG-related risks and liabilities
- Preserving and enhancing enterprise value by identifying ESG-related opportunities
- Addressing environmental and social challenges while supporting the delivery of competitive, risk-adjusted returns
- Reinforcing corporate reputation through the promotion of responsible and transparent business practices.

The ESG Integration Framework comprises two core components. The first focuses on strengthening 2PointZero's ESG governance model, establishing a robust foundation that embeds ESG considerations within the Group's governance structures and oversight mechanisms. The second component centres on integrating ESG priorities into key policies and processes that guide both investment decision-making and the management of existing portfolio assets through active stewardship.

As part of this process, 2PointZero further reinforced and enhanced its governance with Responsible Investment and Responsible Ownership Policies, to ensure ESG is included in decision-making at the highest level of the organisation, while supporting the overall impact of the ESG Integration Framework.

Introduction of the Environmental, Social, and Governance (ESG) Policy

In 2025, 2PointZero introduced a formal ESG Policy, marking an important step in strengthening the Group's ESG Strategy and Governance. The policy sets out the Group's commitment to integrating ESG principles into its investment strategies, operations, and broader business activities, supporting a consistent and structured approach to responsible investment across the portfolio.

The ESG Policy is designed to promote responsible investment practices, mitigate ESG-related risks, and identify opportunities to generate positive environmental and social outcomes alongside long-term financial value. It aligns with internationally recognised standards and frameworks, including the United Nations Principles for Responsible Investment (PRI), the UN Sustainable Development Goals (SDGs).

Our Approach to Managing Sustainability-Related Risks

Sustainability considerations are embedded into our Enterprise Risk Management process by assessing material ESG factors, including:

- Climate-related impacts
- Emerging carbon requirements
- Culture and people risks
- Financial and operational exposures

These themes are reviewed through structured risk assessments and integrated into monthly and quarterly portfolio oversight, enabling early visibility of issues that may affect cash flows, compliance, or long-term value creation. ESG insights, climate observations, and organizational indicators feed directly into mitigation planning and investment decisions, ensuring sustainability principles are consistently applied across the Group. For more information on our broader risk management approach, please refer to section 6.3 Risk Management.

Transforming 2PointZero's ESG Governance Model

Since 2021, the Group has progressively strengthened its sustainability agenda, expanding both the scope and maturity of its ESG-related activities. Senior managers from key functions, including finance, strategy, and legal, have played a central role in shaping the Sustainability Framework and developing ESG-related policies for Board approval. These efforts have helped embed sustainability considerations more consistently into how the Group operates as 2PointZero.

In parallel, the Group assigned clear functional responsibilities for the execution of sustainability-related activities as part of a three-year strategic development plan. Today, 2PointZero's management plays an active, hands-on role in engaging with portfolio companies, supporting ESG awareness-building, capability development, and reporting readiness. This includes providing ESG onboarding sessions for newly acquired subsidiaries, focused on key ESG risks, opportunities, and reporting expectations, as well as delivering annual refresher ESG awareness sessions across the portfolio.

Based on the introduction of the ESG Integration Framework, governance practices were further strengthened in 2025 to ensure ESG considerations are included in decision-making at the highest levels of the organisation. This enhanced governance approach provides clearer oversight, accountability, and alignment between sustainability objectives and strategic priorities.

Accordingly, 2PointZero adopted a three-step approach to integrating ESG into its governance framework:

1	Establishing new policies
2	Developing position statements on critical ESG factors
3	Delegating ESG duties and responsibilities among executive committees

The Board of Directors has delegated oversight of specific ESG-related activities to the existing executive-level Portfolio Monitoring Committee. This committee oversees the ESG performance and progress of majority, controlling, and significant minority investments across subsidiary companies, in addition to other core responsibilities.

On the board level, the Board Audit Committee monitors compliance, risk management, and disclosures. In addition, at the end of 2025, the board approved the reformation of the Investment Committee from a management committee to a board committee. This committee, in its new reformation, continuous to oversee the implementation of the ESG Integration Framework in the investment process.

Transforming 2PointZero's ESG Priorities in Investments and Stewardship

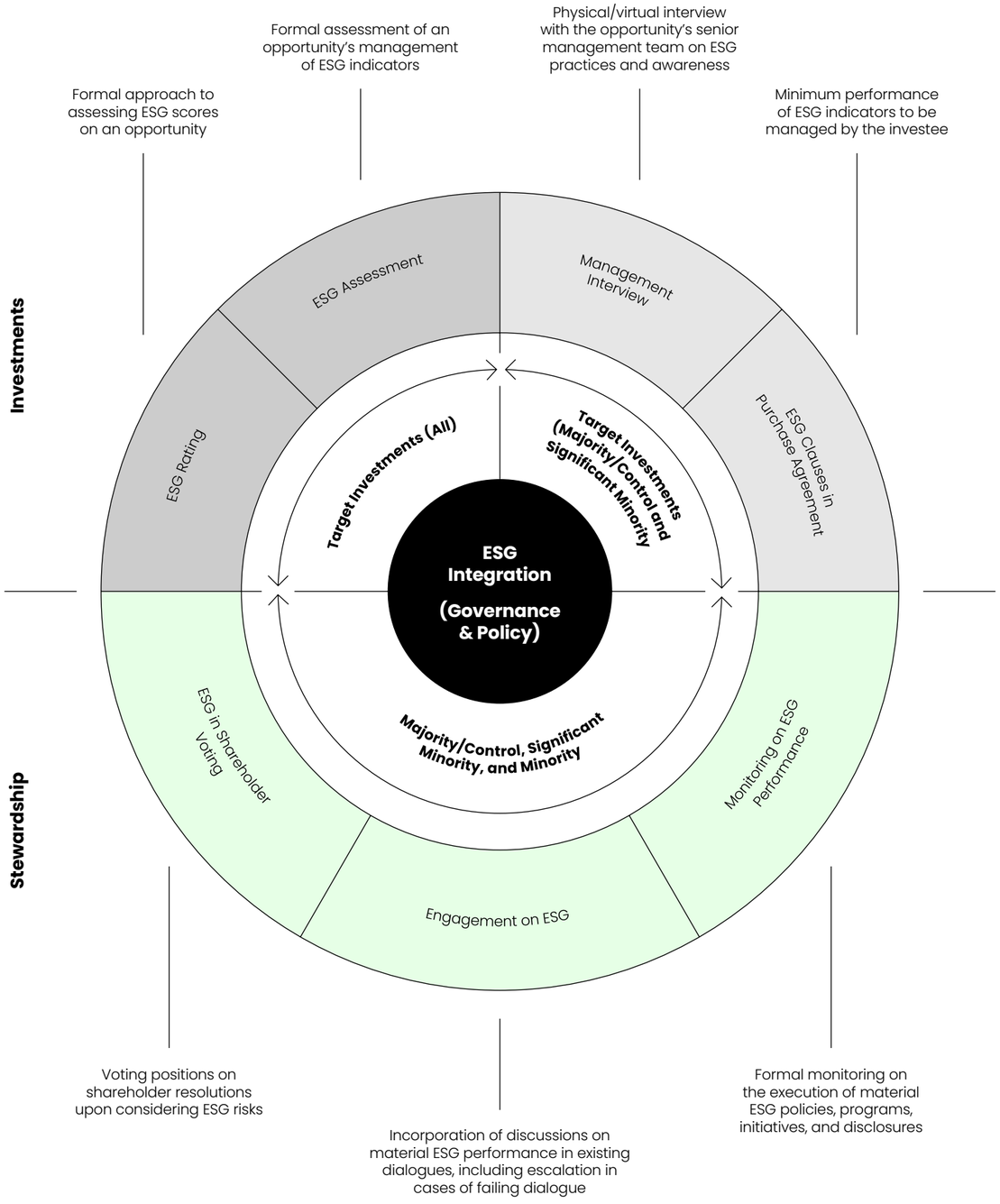
2PointZero's ESG Integration Framework provides a formal and structured approach and considers ESG integration from two perspectives:

Investments

How ESG is integrated into investment decisions

Stewardship

How ESG is integrated into existing portfolio assets



While compliance with the framework entails conducting the steps outlined below, they may be adjusted on a case-by-case basis, considering material factors at the time. In addition, any decisions resulting from the implementation of the framework are subject to approval by the relevant management committees and the Board of Directors, where applicable.

Investment

2PointZero employs a multi-step process to integrate ESG considerations into the assessment of new prospective investments. When conducting third-party due diligence on new investments, ESG considerations are incorporated as a standard element of the review. Where ESG factors are material, a dedicated slide outlining ESG-related risks is provided, ensuring a holistic and thorough assessment of potential opportunities.

This approach reinforces the integration of sustainability factors alongside financial and operational considerations in investment decision-making.

The four steps are as follows:

Step 1 – Initial Screening:
Using publicly available ESG ratings (where available) to determine if an opportunity's rating score meets framework thresholds.

Step 2 – ESG Assessment:
If thresholds are not met in Step 1 or if publicly available ratings are not available, a combination of sector-specific and sector-agnostic questionnaires are used to evaluate a target investment's management of material ESG factors.

Step 3 – Management Interview:
If thresholds are not met in Step 2, 2PointZero engages with the target company's executive management to better understand the target's ESG management gaps and existing or committed plans to address these gaps.

Step 4 – Embed ESG Clauses in Agreements:
2PointZero aims to mitigate risk by engaging with the target to ensure that they maintain or improve their ESG performance through agreement clauses that are subject to continual monitoring.

The application of these steps varies depending on the size of the potential acquisition, as steps 3 and 4 are not applicable to opportunities being considered for minority investments.

Following the management interview, the information gathered from the ESG assessment and management discussions is carefully considered to evaluate the target's ESG performance and potential risks.

When ESG management gaps are identified, 2PointZero has the discretion to incorporate these findings into investment analysis. This may include adjusting the valuation of poorly performing targets as one of several options available. Such adjustments are not mandatory, and the Group retains flexibility in how ESG-related insights are applied within investment decision-making.

PIVOT: Predictive Investment Validation & Opportunity Tool

At the core of 2PointZero's evolving investment capabilities is PIVOT, a proprietary AI-driven platform that sits at the heart of the newly launched Innovation Labs. PIVOT is designed to integrate real-time data, predictive analytics, and end-to-end lifecycle intelligence, supporting informed decisions from deal origination and due diligence through to value creation and exit. By embedding advanced analytics and AI-enabled insights into investment and portfolio management processes, the platform is expected to enhance investment discipline, strengthen risk and opportunity assessment, and support the more systematic integration of ESG considerations across the investment lifecycle. For more information on our broader technology and innovation efforts, including a more detailed insight into the launch of Innovation Labs, please refer to section 9.3 Innovation and Technology.

Stewardship

2PointZero exercises responsible ownership through active stewardship of its portfolio companies.

In prior years, this approach has included monitoring the ESG performance of portfolio companies, engaging directly with investee entities to promote awareness of and adherence to appropriate ESG practices, and, where applicable, exercising the Group's investor rights to encourage the integration of ESG considerations into strategic decision-making and governance processes. The scope and depth of these activities are tailored to the Group's ownership position, reflecting the differing levels of influence associated with majority, significant minority, and minority investments.

During 2025, stewardship activities were undertaken within the context of a transformational merger and extensive organisational restructuring. Despite these dynamics, 2PointZero continued to support ESG awareness and capability-building across its portfolio. ESG orientation sessions were delivered to first-time reporting entities, with a focus on strengthening understanding of core ESG principles, reporting expectations, and the relevance of sustainability to long-term value creation.

In addition, the Group typically provides a portfolio-wide overview of materially important ESG topics as part of its annual strategy days, supporting alignment and shared understanding across the portfolio. Owing to the timing of the merger, the 2025 session was deferred and subsequently held in January 2026.

Hosted High-Level Forum in Collaboration with the Economist "Converting Change into Opportunities: The Future of Investment and Business in an Uncertain World"

As part of its broader stewardship approach, 2PointZero also plays an active role in convening dialogue on the future of investment, business resilience, and long-term value creation.

In 2025, 2PointZero brought together senior public- and private-sector leaders in Abu Dhabi for a high-level forum titled "Converting change into opportunities: the future of investment and business in an uncertain world," in collaboration with The Economist. The event brought together global stakeholders to explore the economic, technological, and geopolitical forces shaping the future of investment and business. Opening the forum, Group CEO Samia Bouazza outlined the Group's disciplined, opportunity-led investment strategy, describing the Group as "antifragile" - able to grow stronger through volatility by building a resilient, diversified portfolio aligned with long-term global shifts.

The agenda featured keynote interviews, panels, and fireside discussions addressing themes such as the evolving role of the GCC in a complex global economy, opportunities across public and private markets, geopolitical realignment, consumer sector transformation, and the role of artificial intelligence in reshaping industries and investment strategies. Speakers and participants included representatives from the World Bank, international development and policy institutions, global technology companies, financial services firms, and regional investment leaders. The forum reinforced 2PointZero's role as a convener of dialogue at the intersection of capital, innovation, and long-term value creation.

Robust Foundations

Sustainability Pillars

Robust
Foundation

Material Topics:

Robust
Governance

Privacy &
Information Security

Abu Dhabi Economic Vision 2030:

Develop a Sufficient and Resilient Infrastructure Capable of Supporting the Anticipated Economic Growth

GRI Standards

GRI 203 -
Indirect Economic Performance

GRI 204 –
Procurement Practices

GRI 302 -
Energy

SDGs

8 DECENT WORK AND ECONOMIC GROWTH

16 PEACE, JUSTICE AND STRONG INSTITUTIONS



Responsible Governance

Strong and effective governance is fundamental to 2PointZero's ability to create long-term value across a diverse and expanding portfolio. During a period of significant transformation and integration, responsible governance provides a foundation for sound decision-making and accountability, in line with international standards and regulatory expectations.

Governance at 2PointZero is anchored in four core principles that have guided the Group since inception and continues to shape how the Board and management oversee strategy, performance, and sustainability across the organisation.

Principles of Corporate Governance

Principles of Corporate Governance

Accountability

Ensuring that management is accountable to the Board and the Board is accountable to the shareholders.

Integrity & Fairness

Consistent application of moral and ethical standards to protect stakeholder interest.

Transparency

Ensuring timely and accurate disclosure on all material issues, including information relating to financial, non-financial and operational matters.

Responsibility

Demonstrating behaviours that set, promote and implement right culture, value, and tone.

Corporate Governance Overview

Governance principles are embedded within 2PointZero's Corporate Governance Manual and its broader suite of business policies, which together support compliance with applicable regulatory requirements, including those set by the UAE Securities and Commodities Authority (SCA), Federal laws on commercial companies, the Abu Dhabi Securities Exchange (ADX), and other relevant regulations.

During 2025, 2PointZero prioritised continuity and consistency in governance practices as it integrated an expanded portfolio following the strategic merger. In this context, the Group continued to review and strengthen its governance framework to promote responsible and ethical business conduct, enhance transparency and accountability, and safeguard the long-term interests of the Group and its key stakeholders.

Under the oversight of the Board of Directors and Senior Management, the governance framework is designed to support effective oversight, sound risk management, and compliance with all applicable laws and regulations. The framework is periodically reviewed and updated to ensure it remains fit for purpose as the Group continues to evolve post-merger.

Key Governance Documents

The Corporate Governance Manual defines the structures, policies, procedures, and oversight mechanisms that collectively form 2PointZero's governance framework. Building on the foundations established under Multiply Group, the Manual continues to guide governance practices across the Group following the strategic merger and transformation.

In 2025, an external compliance consultant was engaged to support the establishment of a dedicated Compliance Function. As part of this process, existing policies and procedures were reviewed to identify gaps, assess emerging risks, and recommend appropriate mitigation measures. Based on these findings, additional policies were developed and adopted to strengthen the compliance and governance framework.

Below is the list of policies and key documents supporting governance efforts currently in effect following the review:

Access and Network Security Policy	Anti-Bribery Anti-Corruption Policy	Anti-Fraud Policy	Anti-Harassment and POSH Policy
Anti-Money Laundering Policy	Anti-Trust Policy	Artificial Intelligence Policy	Audit Committee Charter
Code of Conduct	Compliance Management Policy	Conflict of Interest Policy	Corporate Social Responsibility Policy
Corporate Governance Manual	Data Integrity and Management Policy	Delegation of Authority Policy Framework	Delegation of Authority Matrix
Disclosure and Transparency Policy	Dividend Policy	Employee Handbook	Employment Law Compliance Policy
End of Service Benefit (EOSB) Compliance Procedure Note	Enterprise Risk Management Policy	Environment, Social & Governance Policy	Equal Opportunity and Anti-Discrimination Policy
Expense Reimbursement Policy	Gift Policy	Health and Safety Compliance Policy	Information Security Policy
Insider Trading Supervision Committee Charter	Investor Relation Policy	Logging and Monitoring Policy	Nomination and Remuneration Committee Charter
Procurement Policy	Records Management Policy	Risk Management Committee Charter	Securities Trading Policy
Whistleblower Policy			

In addition to the above, 2PointZero has developed key Position Statements to further strengthen its governance framework.

All new Group subsidiaries follow a 100-day onboarding programme, which includes awareness training on all 2PointZero Group policies.

Board Structure

The Board of Directors of 2PointZero is responsible for overseeing the Group's financial performance, setting and guiding its strategic direction, and providing oversight and guidance to management on the execution of the Group's strategy.

The Group is committed to maintaining a Board composition that reflects independence, diversity, and a balanced mix of skills, experience, and expertise, in line with applicable UAE laws and Securities and Commodities Authority (SCA) regulations. This includes a continued focus on gender diversity and ensuring that, collectively, Board members bring the knowledge, competencies, and independent judgment required to support effective governance and long-term value creation.

The composition of the Board evolved during 2025 to reflect the Group's strategic merger and expanded portfolio. The size of the Board increased to nine members, with a 44.44% female representation, including the CEO and Managing Director. The majority of Board members are non-executive directors.

The refreshed Board structure supports effective oversight of the Group's diversified operations and aligns with regulatory requirements and governance best practices.

During 2025, the Board convened six times, with an overall attendance rate of 98%.

The roles of Board Chairperson and Chief Executive Officer remain separate, as per 2PointZero's policy, reinforcing appropriate checks and balances and supporting effective governance oversight.

Our Board of Directors



H.H. Sheikh Zayed bin Hamdan bin Zayed Al Nahyan

Chairman of the Board



H.E. Mariam AlMheiri

Vice Chair,
Managing Director of 2PointZero



H.E. Mohamed Hassan Alsuwaidi

Board Member, UAE Minister of Investment, Managing Director & Group CEO of Abu Dhabi Development Holding Company



H.E. Maryam Eid AlMheiri

Board Member,
Chairperson of the Abu Dhabi Media Office



Mohammed Somar Ajalyaqin

Board Member,
Vice Chairman of International Holding Company



Ms. Sofia Abdellatif Lasky

Board Member,
Board Member of International Holding Company



Syed Basar Shueb

Board Member,
CEO & Managing Director of International Holding Company



Richard Gerson

Board Member,
CEO of Alpha Wave Global



Samia Bouazza

Board Member,
CEO of 2PointZero

	Board of Directors by Gender			
	Female	Male	Female %	Male %
2023	1	4	20.00%	80.00%
2024	1	4	20.00%	80.00%
2025[1]	4	5	44.44%	55.56%

1. Due to the merger 2PointZero's Board of Directors underwent several changes in composition in 2025. This data represents year end board composition.

	Board of Directors by Age Group					
	Below 30 years old	Between 30-50 years old	Over 50 years old	Below 30 years old %	Between 30-50 years old %	Over 50 years old %
2024	0	4	1	0.00%	80.00%	20.00%
2025[1]	0	7	2	0.00%	77.78%	22.22%

1. Due to the merger 2PointZero's Board of Directors underwent several changes in composition in 2025. This data represents year end board composition.

Board Training & Development

In 2025, the Board of Directors participated in its annual governance training programme, which included dedicated coverage of ESG topics to support informed oversight and effective decision-making. Board members who attended the session formally acknowledged completion of the training through signed confirmation letters. At the reporting date, governance and ESG training sessions had not yet been delivered to newly appointed Board members; these are expected to be addressed as part of the ongoing Board induction and development process.

Board Committees

The Board of Directors is supported by dedicated committees that assist in discharging its oversight responsibilities and ensuring effective governance across the Group. Each committee operates under formal terms of reference and reports regularly to the Board. At the end of 2025, the board approved the reformation of the Investment Committee, previously operating as a management committee, and the formation of the Insider Trading committee.

Audit Committee	The Audit Committee supports the Board in overseeing the integrity of financial reporting and the effectiveness of the Group's internal control and risk management framework. Its responsibilities include oversight of internal and external audit processes, monitoring compliance with applicable laws and regulations, and supporting the maintenance of sound corporate governance practices.
Nomination and Remuneration Committee	The Nomination and Remuneration Committee oversees matters related to Board and senior management composition, succession planning, remuneration, performance evaluation, and training and development. The Committee plays a key role in supporting effective leadership, accountability, and long-term value creation across the Group.
Investment Committee	The Investment Committee supports the Board in evaluating and overseeing the Group's investment strategy and key investment decisions. Its responsibilities include reviewing and recommending investment opportunities, monitoring portfolio performance, and ensuring that investment activities are aligned with the Group's objectives, risk appetite, and applicable governance requirements.
Insider Trading Committee	The Insider Trading Committee supports the Board in overseeing compliance with insider trading regulations and market conduct requirements. Its responsibilities include maintaining and updating the insider list, monitoring trading restrictions and blackout periods, supporting disclosure controls, and promoting awareness and compliance with the Group's insider trading policies and applicable SCA and ADX regulations.

For further details on the composition, roles, and responsibilities of the Board of Directors and its Committees, readers are referred to the Group's Corporate Governance Report.

Business Integrity

2PointZero upholds high standards of business integrity and ethical conduct across its operations and portfolio. The Group's Code of Conduct and Business Ethics, which applies across portfolio companies, provides a consistent foundation for ethical behaviour and sets out clear expectations for employees when navigating a wide range of professional situations.

2PointZero maintains policies, processes, and procedures designed to prevent, detect, and address improper, unethical, or unlawful conduct. These measures define roles and responsibilities, establish channels for raising concerns, and outline the principles governing ethical engagement with external stakeholders. During 2025, 2PointZero continued to promote awareness of these requirements across the Group and, where appropriate, supported their implementation through targeted guidance and training as part of ongoing integration efforts.

No critical concerns were communicated to the Board in 2025.

	Total number of significant instances of non-compliance with laws and regulations	
	Instances for which fines were incurred	Instances for which non-monetary sanctions were incurred
2023	0	0
2024	0	0
2025[1]	0	0

Note: Total number and the monetary value of fines for instances of non-compliance with laws and regulations that were paid during the reporting period, is reported as zero for 2025.

Human Rights

2PointZero respects human rights in line with applicable UAE laws and recognises the relevance of internationally accepted human rights standards, including the United Nations Global Compact, the International Labour Organization Declaration on Fundamental Principles and Rights at Work, the International Bill of Human Rights, and the UN Guiding Principles on Business and Human Rights.

The Group maintains a zero-tolerance approach to human trafficking, forced labour, and child labour, and respects freedom of association and the right to collective bargaining in jurisdictions where these practices are legally recognised. These principles are upheld across operations and inform engagement with third parties, including suppliers and business partners.

2PointZero does not tolerate discrimination, harassment, or abusive behaviour of any kind, whether against individuals or groups, based on gender, race, colour, sex, religion, national or social origin, physical capability, or any other characteristic protected by applicable law. During 2025, 2PointZero continued to promote awareness of human rights expectations across its portfolio, including through relevant training and guidance provided to key personnel at the subsidiary level.

Anti-fraud, Corruption, and Bribery

2PointZero maintains a zero-tolerance approach to fraud, bribery, corruption, and other unethical practices, including anticompetitive behaviour and conflicts of interest. The Group complies with applicable anti-money laundering requirements and insider trading regulations across its operations.

Employees and any parties acting on behalf of the Group are prohibited from offering or accepting improper payments or inducements in dealings with public officials or private entities. Clear guidelines are in place governing gifts, honoraria, meals, entertainment, and other forms of hospitality, ensuring that business interactions are conducted transparently and in line with applicable laws and Group policies.

2PointZero also applies strict controls to political and charitable contributions to ensure such activities are lawful, transparent, and aligned with the Group's policies, and that they do not serve as a conduit for unethical practices. Approval processes are in place to support appropriate oversight and accountability for such contributions.

In addition, the Group does not tolerate the solicitation or acceptance of payments by prospective employees, or by any individuals acting on its behalf, in connection with recruitment or employment decisions.

Introducing: Anti-Fraud Policy

In 2025, 2PointZero's approach to fraud risk management was enhanced through the formal adoption of an Anti-Fraud Policy and the establishment of a structured Fraud Prevention, Detection, and Mitigation Framework. This work was undertaken as part of broader efforts to reinforce governance and compliance foundations during a year of organisational transition.

The Anti-Fraud Policy defines fraud-related risks, clarifies roles and responsibilities across the Board, Audit Committee, senior management, and employees, and outlines our approach to fraud risk assessment, preventive and detective controls, reporting mechanisms, and investigation procedures. The framework emphasises awareness, periodic fraud risk assessments, strengthened internal controls, and ongoing monitoring and follow-up processes.

	Anti-Corruption			
	Total number of confirmed incidents of corruption	Total number of confirmed incidents in which employees were dismissed or disciplined for corruption	Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption	Number of legal actions pending or completed regarding Anti-Competitive Behavior and Violations of Anti-Trust and Monopoly Legislation cases
2023	0	0	0	0
2024	0	0	0	0
2025	0	0	0	0

	Number of Governance body members that 2PointZero Group's anti-corruption policies and procedures have been communicated to and that have received training on
2024	5
2025	3

	Number of employees that 2PointZero Group's anti-corruption policies and procedures have been communicated to and that have received training on		
	Entry-level	Mid-level	Senior manager
2024	13	18	12
2025	17	31	16

Note: 100% of employees are formally Compliance certified with2PointZero's Ethics and/or Prevention of Corruption Policy; all new employees are provided with an onboarding pack that includes 2PointZero's Code of Conduct, which covers anti-corruption and ethical conduct standards, and are required to sign an acknowledgement confirming that they have read, understood, and will comply with the policy.

Whistleblowing

2PointZero maintains a Whistleblowing Policy that encourages employees and other stakeholders to report actual or suspected unethical conduct, malpractice, fraud, corruption, or breaches of our policies, procedures, or applicable laws and regulations in relation to 2PointZero and subsidiaries.

Reports may be submitted through a dedicated whistleblowing channel available on our website, either openly or anonymously, without fear of retaliation or harassment, provided that reports are made in good faith. Access to reports is restricted to authorised legal and compliance director, and all reasonable measures are taken to protect the confidentiality and identity of whistleblowers, in accordance with applicable UAE laws.

During 2025, the whistleblowing mechanism continued to operate across the Group. Reports received were reviewed and addressed in line with established procedures, with due regard for confidentiality and the timely resolution of matters raised.

Supplier Code of Conduct

2PointZero expects its suppliers and all third parties engaged to uphold the ethical, legal, and sustainability standards set out in the Group Code of Conduct and related business policies. These expectations cover, among other areas, human rights and labour practices, fraud prevention, anti-bribery and anti-corruption, and environmental responsibility, and apply across our portfolio.

In 2025, as part of broader efforts to strengthen governance and compliance following the Group's strategic transformation, an updated Code of Conduct was adopted that is applicable to suppliers, contractors, consultants, and other third-party service providers. Under this Code, relevant third parties are required to acknowledge that they have read, understood, and agreed to comply with the standards set out therein.

The Code reinforces commitments to lawful and ethical business conduct, transparent record-keeping, responsible procurement practices, and robust anti-fraud and anti-corruption controls. It also emphasises the importance of effective speak-up mechanisms, including the ability to report concerns anonymously and without fear of retaliation.

Risk Management

2PointZero recognises effective risk management as a critical enabler of long-term value creation and resilience. The Board of Directors is responsible for overseeing the Group's risk management framework and setting the risk appetite, supported by the Audit Committee. In 2025, steps were also taken to establish a dedicated Risk Management Committee, which will report to the Audit Committee. The composition of this Committee is in the process of being finalised.

Following the Group's strategic merger, 2PointZero's portfolio is organised across three core business verticals: Energy & Infrastructure, Consumer, and Investments. Risk accountability is assigned at the vertical management level, ensuring that risks are identified, assessed, and managed in line with the Group's defined risk appetite. Risks are reviewed periodically and, where appropriate, are also considered in the context of potential opportunities to support informed decision-making and competitive positioning.

2PointZero maintains an enterprise risk management framework designed to promote a consistent and structured approach to risk identification, assessment, and mitigation across the Group. Key elements of the framework include risk identification processes, ERM workshops, and the use of risk management tools to support alignment, transparency, and a strong risk culture across the organisation.

The Board has also established an internal control framework to support effective governance and operational integrity. This framework is embedded within the Group's operations and is designed to ensure appropriate documentation, adherence to policies and procedures, and compliance with applicable laws and regulations. Through ongoing review and refinement, the Group aims to continuously strengthen controls and risk management practices in line with the Group's strategic objectives.

Privacy and Information Security

2PointZero is committed to the responsible management of data and to complying with applicable UAE data protection laws governing the collection, use, sharing, retention, and transfer of data, including data shared with third parties.

In accordance with the Group's policies, including the Information Security Policy and, newly introduced in 2025 - the Data Integrity and Management Policy, data is collected and processed solely for defined and legitimate purposes, and in a lawful and transparent manner. Where required, appropriate consent is obtained, and third parties handling data on behalf of the Group are contractually required to comply with agreed data protection and privacy requirements.

The Group maintains processes and procedures designed to manage data security incidents. In line with applicable legal requirements, mechanisms are in place to notify affected data subjects and relevant authorities, where required, in the event of material policy changes or data breaches. Investigation and disciplinary procedures are applied where incidents involve employee conduct, and formal incident response and escalation protocols are maintained to support timely and effective response.

During 2025, 2PointZero continued to promote an information security–conscious culture across the organisation, encouraging employee awareness and accountability in relation to data protection practices. Targeted training and awareness programmes are provided to relevant employees annually to support compliance with Group policies and procedures.

Building on measures introduced in prior years to align with GDPR principles, the Group continues to manage and secure data through its internal IT and cybersecurity capabilities. In addition, during 2025, 2PointZero initiated the process to obtain ISO/IEC 27001 certification, reinforcing its commitment to strengthening information security management practices and aligning with recognised international standards as the Group integrates following the strategic merger and scales its operations.

	Privacy, Confidentiality, and Information Security		
	Total number of complaints received from outside parties and substantiated by the organisation	Total number of complaints from regulatory bodies	Total number of identified leaks, thefts, or losses of customer data
2023	0	0	0
2024	0	0	0
2025	0	0	0

	Data Security Training		
	Type of training provided	Number of employees that completed the training	Number of total equivalent training hours
2023	Data security/Cybersecurity	43	50
2024		43	43
2025		60	90

Growing our Human Capital

Sustainability Pillars

Growing our Human Capital

Material Topics:

Diversity, Inclusion & Talent Management

Employee Engagement & Wellbeing

Abu Dhabi Economic Vision 2030:

Drive Significant Improvement in the Efficiency of the Labor Market

Develop a Highly Skilled, Highly Productive Workforce

GRI Standards

GRI 2 – General Disclosures

GRI 205 – Anti-Corruption

GRI 206 – Anti-competitive Behavior

GRI 418 – Customer Privacy

SDGs

3 GOOD HEALTH AND WELL-BEING

4 QUALITY EDUCATION

5 GENDER EQUALITY

8 DECENT WORK AND ECONOMIC GROWTH

10 REDUCED INEQUALITIES

Our Workplace Culture and Values

2PointZero recognises that its people are central to the growth, resilience, and long-term success of the Group. A strong, values-driven workplace culture underpins the ability to execute strategy effectively and adapt to change.

A dynamic, inclusive, and high-performing environment is cultivated where talent can thrive. Employees at all levels are empowered to take initiative, encouraged to demonstrate accountability, and are provided with access to the skills and resources required to succeed in a fast-paced and evolving operating environment.

	Total Employees
2023	43
2024	43
2025	64

Note: All employees are permanent employees (i.e full time permanent employees engaged under renewable fixed term contracts).

	Total Workers who are not employees but whose work is controlled by the organisation	
	Female	Male
2023	1	4
2024	1	4
2025	0	4

This includes consultants on a consultancy contract working non-project based as well as one secondee in 2025. Workers who are not employees, but whose work is controlled by 2PointZero are not part of the overall workforce disclosure. As per the ADX S5 disclosure, data on project-based contractors and consultants is not available.

	Total Employees by Gender			
	Female	Male	Female %	Male %
2023	17	26	39.53%	60.47%
2024	17	26	39.53%	60.47%
2025	25	39	39.06%	60.94%

Launch of the Grow or Go Initiative

At 2PointZero, continuous learning and growth are fundamental to sustaining performance in a rapidly evolving operating environment. Remaining competitive requires ongoing reinvention of skills, ways of working, and leadership practices.

Launched in 2025, Grow or Go is a Group-wide initiative designed to embed a culture of continuous learning and development into the core of day-to-day operations. The initiative translates this cultural ambition into structured, practical action, ensuring that learning remains an integral part of how the organisation functions.

Grow or Go adopts a strategic and inclusive approach to personal and professional development, requiring a dedicated 2.5% time commitment from all employees. The programme is structured around three key engagement touchpoints that support regular learning, reflection, and knowledge-sharing:

Weekly
20-minute Grow Circles

Bi-Monthly
2-Hour Fuel Sessions

Quarterly
30-Minute 'Top Learner' Spotlights

The initiative blends formal and informal learning methods, creating opportunities for structured training, collaborative discussion, and experiential learning aligned with business priorities.

Books

Podcasts

Apps

Courses

Grow Circles

Grow Circles are the first of the three main engagement touchpoints to be launched. These peer-led, departmental learning sessions are designed to embed continuous learning and adaptability into day-to-day work. Each department meets weekly to engage in structured discussions guided by rotating prompts that encourage reflection open dialogue. Prompts range from challenging assumptions and surfacing lessons learned to identifying emerging trends, risks taken, and small wins.

The initiative is designed to accelerate collective learning, particularly in the context of increasing experimentation with AI and technology. By creating space for curiosity and honest reflection, Grow Circles empower employees at all levels to take ownership of ideas and surface local insights that may not otherwise reach leadership. Early outcomes indicate stronger cross-team engagement and a culture that looks beyond surface issues to identify how work can be done better.

Building on this momentum, additional formats, including monthly case studies and quarterly cross-departmental spotlights, are planned for rollout in 2026 to further strengthen shared learning across the organisation.

Policies to Support Human Capital

2PointZero's approach to people-related governance is underpinned by a clear set of policies and procedures designed to promote fair treatment and respect across the workplace. These policies support an inclusive, safe, and supportive working environment, providing mechanisms to address inappropriate behaviour.

- Anti-Harassment and POSH Policy
- Equal Opportunity and Anti-Discrimination Policy
- Health and Safety Compliance Policy
- Employee Handbook
- Employment Law Compliance Policy
- End of Service Benefit Compliance Procedure Note

Talent Management & Retention

In 2025, 2PointZero focused on retaining key talent while selectively attracting skilled professionals to support the Group's expansion and evolving strategic priorities. During the year, the Group successfully recruited 25 highly qualified professionals, with key hires strengthening capabilities across AI and innovation labs, portfolio management, and compliance, areas critical to supporting disciplined growth, effective governance, and the integration of advanced technologies across the organisation.

Looking ahead, the Group's priority is to continue attracting best-in-class talent while fostering an environment that supports continuous learning, long-term career development, and strong employee retention. As 2PointZero continues to scale, a deliberate approach has been taken to maintaining an agile organisational structure, enabling efficient decision-making, responsiveness, and operational flexibility.

2PointZero offers competitive remuneration packages designed to attract, motivate, and retain high-calibre talent. These packages include base salary, statutory entitlements, and a comprehensive range of benefits, with access to the highest available healthcare provided to all employees.

Based on employee grade, additional benefits may include housing and schooling allowances, reflecting the scope and responsibilities of leadership roles. Performance-related bonuses may also be awarded, subject to individual and business performance, employee grades and the discretion of management.

	Total New Hires (Gender)			
	Female	Male	Female %	Male %
2023	6	14	35.29%	53.85%
2024	4	1	23.53%	3.85%
2025	9	16	36.00%	41.03%

	Total New Hires (Age Group)					
	Below 30 years old	Between 30-50 years old	Over 50 years old	Below 30 years old %	Between 30-50 years old %	Over 50 years old %
2023	4	15	1	100.00%	40.54%	50.00%
2024	2	3	0	33.33%	8.82%	0.00%
2025	4	20	1	50.00%	38.46%	25.00%

	Total Employees that Left (Gender)			
	Female	Male	Female %	Male %
2023	3	6	17.65%	23.08%
2024	4	1	23.53%	3.85%
2025	3	1	12.00%	2.56%

	Total Employees that Left (Age Group)					
	Below 30 years old	Between 30-50 years old	Over 50 years old	Below 30 years old %	Between 30-50 years old %	Over 50 years old %
2023	3	5	1	75.00%	13.51%	50.00%
2024	1	4	0	16.67%	11.76%	0.00%
2025	2	2	0	25.00%	3.85%	0.00%

	Employee Turnover and Hire Rate	
	Employee Turnover %	Employee Hire %
2023	20.93%	46.51%
2024	11.63%	11.63%
2025[1]	6.25%	39.06%

Note: As all 2PointZero Group's employees are full-time employees, employee hire rate shows percentage year-over-year change of full-time employees. Year-over-year change of part-time employees is not applicable to 2PointZero Group as there are none part-time employees. Data for ADX S3 year-over-year change of contractors and consultants is not available.

Workforce Equity & Inclusion

2PointZero is committed to fostering a fair, respectful, and inclusive workplace where all employees are treated with dignity and equity. The Group's Code of Conduct and supporting policies, as outlined in this section, reinforce a zero-tolerance approach to discrimination, harassment, or abusive behaviour of any kind, including sexual harassment, and set clear expectations for professional conduct across the organisation.

2PointZero recognises the value that diverse perspectives and experiences bring to the organisation and actively promotes an inclusive workforce. The Group employs professionals representing 23 nationalities, reflecting the diversity of the communities in which it operates. In addition, the Group remains committed to strengthening gender diversity, with women accounting for 39.06% of the workforce as of 2025.

	Total Employees that Left (Age Group)					
	Entry-Level		Mid-Level		Senior Management	
	Male	Female	Male	Female	Male	Female
2023	57.14%	42.86%	60.00%	40.00%	64.29%	35.71%
2024	61.54%	38.46%	55.56%	44.44%	66.67%	33.33%
2025	58.82%	41.18%	54.84%	45.16%	75.00%	25.00%

	Total Employees that Left (Age Group)								
	Entry-Level %			Mid-Level %			Senior Management %		
	Below 30 years old	Between 30-50 years old	Over 50 years old	Below 30 years old	Between 30-50 years old	Over 50 years old	Below 30 years old	Between 30-50 years old	Over 50 years old
2023	21.43%	78.57%	0.00%	6.67%	80.00%	13.33%	0.00%	100.00%	0.00%
2024	30.77%	69.23%	0.00%	11.11%	77.78%	11.11%	0.00%	91.67%	8.33%
2025	23.53%	76.47%	0.00%	12.90%	80.65%	6.45%	0.00%	87.50%	12.5%

Strengthening People-Related Governance: New Equal Opportunities and Anti-Discrimination Policy

As part of its broader organisational transformation, 2PointZero strengthened its people-related governance in 2025 through the introduction of an Equal Opportunities and Anti-Discrimination Policy. The policy formalises the Group's commitment to fostering a fair, respectful, and inclusive workplace and sets out clear principles relating to non-discrimination, equal opportunity, and diversity and inclusion.

The policy defines unacceptable and prohibited conduct, including discrimination, harassment, and retaliation, and establishes expectations for behaviour across the organisation. It also outlines the processes for raising concerns and the mechanisms in place to ensure that all reports are addressed in a consistent, impartial, and timely manner.

Reported incidents are assessed and investigated by appropriately trained professionals, with actions taken in accordance with established procedures. Where required, this may include disciplinary measures or other corrective actions, ensuring accountability and integrity in how matters are handled. In 2025, there were no reported incidents of discrimination across the Group.

	Total Number of Incidents of Discrimination
2023	0
2024	0
2025	0

Health, Safety, and Wellbeing

2PointZero is committed to protecting the health, safety, and overall wellbeing of all employees. As part of efforts to strengthen people-related governance during the year, the Group formalised a Health and Safety Compliance Policy in 2025. The policy sets out the Group's guiding health and safety principles and defines key focus areas to support a safe and supportive working environment, which include:

- Physical workplace safety
- Psychological health
- Occupational health
- Contractor and third-party safety
- Travel and remote work safety

Training and awareness form a core component of the Group's approach. All employees complete mandatory health and safety induction training upon joining the organisation, while specialised training is provided for roles exposed to specific risks, such as working at heights or handling hazardous materials. In addition, ongoing awareness campaigns are conducted to promote safe behaviours and raise awareness of key topics, including mental health and ergonomics.

2PointZero ensures compliance with all applicable health, safety, and environmental laws and regulations in the jurisdictions in which it operates. This includes adherence to the UAE Labour Law (Federal Decree-Law No. 33 of 2021). Where appropriate, the Group also aligns its practices with recognised international standards, including ISO 45001 for occupational health and safety management systems.

The OHS management framework is regularly reviewed and supported by clear action plans and measurable objectives. In collaboration with employees, 2PointZero implements and promotes OHS initiatives across its operations to foster a safe, healthy, and supportive working environment.

Employee Wellbeing

To complement its health and safety efforts and support broader employee wellbeing, the Group offers a range of initiatives, including:

Ma'ak Programme
Confidential monthly one-to-one virtual sessions with licensed psychologists available to Group-level employees. The programme integrates positive psychology, counselling, and coaching approaches. Ma'ak means "with you" in Arabic.

Wellbeing Webinars
Educational sessions covering mental health, stress management, financial wellbeing, biohacking, longevity, and holistic wellbeing.

Ergonomic Workstations
Continued investment in adjustable desks, monitor stands, and ergonomic tools to reduce physical strain and enhance workplace comfort.

Nutritional Support
Provision of healthy breakfast and snacks are available in common areas for all employees.

MyBenefits Partnership
Access to a wide range of exclusive offers and discounts across food and beverage, grooming, childcare, and other services.

	Work-related injuries of employees									
	Number of Fatalities	Rate of Fatalities	Number of lost-time injury	Rate of lost-time injury	Number of high-consequence work-related injury	Rate of high-consequence work-related injury	Number of recordable work-related injury	Rate of recordable work-related injury	Main types of work-related injury	Number of Hours Worked
2023	0	0.00	0	0.00	0	0.00	0	0.00	Not Applicable	Not Applicable
2024	0	0.00	0	0.00	0	0.00	0	0.00	Not Applicable	Not Applicable
2025	0	0.00	0	0.00	0	0.00	0	0.00	Not Applicable	Not Applicable

	Work-related ill health of employee		
	Number of Fatalities as a Result of Work-Related Ill Health	Number of Cases of Recordable Work-Related Ill Health	Main types of work-related ill health
2023	0	0	Not Applicable
2024	0	0	Not Applicable
2025	0	0	Not Applicable

Training and Development

2PointZero fosters a culture of continuous learning and professional development, encouraging employees to take ownership of their growth in alignment with both individual career aspirations and the Group's evolving priorities.

The Group also promotes collaboration and knowledge sharing across teams and functions to support a more integrated and holistic understanding of its operations. Building on practices introduced in prior years, including informal job rotations, employees across investment and portfolio management functions continue to benefit from exposure to different stages of the business lifecycle.

Employees are invited to propose training courses they believe will add value to their roles and to the organisation, reinforcing a proactive and engaged approach to capability building. Training needs are defined in collaboration with line managers, approved by the CEO, and formalised through a training cost agreement, ensuring alignment between development objectives and business requirements. To support long-term learning, employees are entitled to a structured training allowance, scaled according to tenure, enabling sustained investment in skills development over time.

Engagement and open dialogue remain central to the Group's learning culture. 2PointZero engages directly with employees through regular macro-level sessions, providing insights into the broader business environment, macroeconomic trends, and geopolitical developments that may influence strategy and operations. These forums support shared understanding, critical thinking, and informed decision-making across the organisation.

Complementing this, the Group delivers targeted refresher workshops to strengthen core capabilities within key functions. In 2025, this included specialised training delivered by external experts to enhance transaction execution, financial analysis, and investment decision-making skills. These programmes supported teams in deepening their understanding of deal structuring, valuation, and risk assessment, reinforcing technical excellence and consistency across finance and investment activities.

Subsidiary Spotlight: Viola Communications LLC

Inclusive Employment in Action

In 2025, Viola Communications launched a dedicated internship programme for Emirati People of Determination, reinforcing its commitment to inclusive employment and skills development. The programme provided participants with hands-on workplace experience, digital skills training, mentorship, and confidence-building opportunities within a professional environment. Beyond delivering meaningful outcomes for participants, the initiative established a scalable model that can inform future inclusive hiring and development programmes across the portfolio.

Viola Communications also continued to prioritise general employee wellbeing and engagement throughout the year. In 2025, the company achieved an overall employee satisfaction and engagement score of 80%, reflecting a positive workplace culture and strong levels of employee connection, inclusion, and support.

	Total Training Hours by Gender		
	Female	Male	Total
2023	1,520	2,000	3,520
2024	1,610	2,150	3,760
2025	1,895	2,768	4,663

	Average Training Hours per Employee by Gender		
	Female	Male	Total
2023	89.41	76.92	81.86
2024	94.71	82.69	87.44
2025	75.80	70.97	72.86

	Total Training Hours by Job Category		
	Entry Level	Mid-Level	Senior Manager
2023	367	1,450	1,703
2024	405	1,530	1,825
2025	750	3,508	405

	Average Training Hours by Job Category		
	Entry Level	Mid-Level	Senior Manager
2023	26.21	96.67	121.64
2024	31.15	85.00	152.08
2025	44.12	113.16	25.31

	Percentage of Employees Receiving Annual Performance Review	
	Female %	Male %
2023	100.00%	100.00%
2024	100.00%	100.00%
2025[1]	96.00%	100.00%

Note: One female employee was on maternity leave during performance review cycle in 2025. This also represents 100% across all job categories except for 96.77% in mid-level in 2025 as per previous note.

Managing our Influence

Sustainability Pillars

Managing our Influence

Material Topics:

Climate Change

Managing Environmental Impacts

Abu Dhabi Economic Vision 2030:

Develop a Sufficient and Resilient Infrastructure Capable of Supporting the Anticipated Economic Growth

Community Support and Development

Responsible Supply Chain

GRI Standards

GRI 102 – Climate Change

GRI 103 – Energy

GRI 204 – Procurement Practices

GRI 413 – Local Community

SDGs



Preserving Natural Resources and Addressing Climate Change

2PointZero ensures compliance with applicable environmental laws and regulations, and pursues continuous improvement in environmental performance across the Group.

The Group maintains environmental management practices focused on mitigating climate-related impacts, managing resources responsibly, and avoiding adverse environmental outcomes, including deforestation. As outlined in the Group ESG Policy, its environmental commitments include:

- Monitoring adherence to local environmental regulations
- Encouraging subsidiaries to track greenhouse gas emissions, waste, and water consumption
- Promoting responsible resource management to minimise environmental footprints

As part of its evolving sustainability journey, 2PointZero continues to strengthen its approach to environmental performance management. This includes:

- Progressing the development of targets and objectives to reduce the Group's environmental footprint in alignment with local environmental commitments
- Raising environmental awareness among stakeholders
- Providing relevant training to employees
- Reporting on environmental performance in line with recognised global sustainability reporting standards

2PointZero tracks and reports key environmental metrics, including energy consumption and Scope 1 and Scope 2 GHG emissions, to build a holistic understanding of its environmental impact. Based on this information, strategies, initiatives, and performance indicators are being developed to support more effective management of environmental risks and climate impacts over time.

A Climate-Considerate Investment Approach

Environmental considerations are integrated into investment and stewardship activities through the ESG Integration Framework, which ensures that environmental risks and opportunities, including climate change, are assessed as part of investment decision-making and ongoing oversight of portfolio companies. Through this framework, 2PointZero engages with subsidiaries to support the effective management of climate-related risks and the environmental impacts of their operations.

This engagement includes collaboration with portfolio companies to develop and refine GHG inventories, providing a foundation for the strategic management and reduction of environmental footprints across the Group. In parallel, 2PointZero continues to invest in digital technologies and artificial intelligence to enhance operational efficiency and support more environmentally responsible use of resources, contributing to the reduction of associated GHG emissions.

Promoting Environmental Sustainability Among Subsidiaries: Outlook for 2026

Following the Group's merger and organisational restructuring, 2PointZero intends to strengthen its approach to environmental sustainability across its portfolio in 2026. Building on foundational work undertaken at the Group level, the focus will be on supporting subsidiaries in developing baseline GHG inventories.

In alignment with the updated corporate structure and reporting approach, environmental data, including emissions, is expected to be increasingly segmented and managed by business vertical. A more refined and consistent approach to environmental disclosures is planned for future reporting cycles as data quality and coverage continue to mature.

Note: (1) As of 2024, the Group has been unable to directly track electricity and water consumption at the head office level due to relocation to a leased building where utilities are included in rental arrangements without access to detailed consumption data. (2) In accordance with GRI 2: General Disclosures 2021, Disclosure 2-4, 2PointZero Group is providing the following restatement of information: Some previously reported Managing our Influence figures have been revised due to changes in measurement methodologies and data management practices.

	Total Emissions MT CO2 E		
	2023	2024	2025
Scope 1	12.19	32.24[2]	28.82
Scope 2	14.59	Not Available[1]	Not Available[1]
Total Emissions	26.76	32.24[2]	28.82

	Total Emissions (MT Co2e/Employee)		
	2023	2024	2025
Scope 1 Intensity	0.28	0.75[2]	0.45
Scope 2 Intensity	0.34	Not Available[1]	Not Available[1]
Total Emissions Intensity	0.62	0.75[2]	0.45

		Energy Consumption (GJ)		
		2023	2024	2025
Fuel Consumption	Petrol	174.23	479.87	429.41
Electricity Consumption		132.67	Not Available[1]	Not Available[1]
Total Direct Energy Consumption		174.23	479.87	429.41
Total Indirect Energy Consumption		132.67	Not Available[1]	Not Available[1]
Total Energy Consumption		**306.90**	**479.87[1]**	**429.41**

Note: All non-renewable energy sources

	Energy Intensity (GJ/Employee)		
	2023	2024	2025
Direct Energy Intensity	4.05	11.16	6.71
Indirect Energy Intensity	3.09	Not Available[1]	Not Available[1]
Total Energy Intensity	7.14	11.16[1]	6.71

Community Support & Development

During 2025, 2PointZero continued to advance its community support agenda through the strengthening of strategic partnerships with organisations focused on education, humanitarian assistance, and social wellbeing. These included collaborations with Kalimat Foundation, Book Aid International, and the UAE Red Crescent, enabling the delivery of initiatives that address immediate needs while contributing to longer-term social impact.

Community Support Impact Highlights

11,000+
Children reached in UAE schools through the Read to Lead programme

5,360+
Books delivered across Lebanon and Palestine

3,000+
Meals served through the Ramadan Iftar tent

45,000+
Iftar boxes distributed

New for 2025: Group CSR Policy & Approach

In 2025, 2PointZero introduced a Group-wide Corporate Social Responsibility (CSR) Policy to strengthen existing efforts and establish a clear, consistent foundation for post-merger initiatives. The policy articulates the Group's approach to embedding sustainability, ethical responsibility, and community engagement into its business strategy, investment decisions, and stakeholder relationships.

The CSR Policy reflects 2PointZero's commitment to creating shared value by delivering positive social and environmental outcomes alongside long-term business performance. It provides a unifying framework to guide CSR activities across the Group, ensuring alignment with broader impact priorities and national and international expectations.

The Group's corporate social responsibility approach is anchored in four core objectives, which collectively define the focus areas for CSR activities and guide the design, implementation, and evaluation of initiatives:

Community Development	Support programs that promote education, skill development, healthcare, and social well-being
Environmental Sustainability	Implement sustainable business practices, reduce carbon footprint, and support eco-friendly initiatives
Employee Well-being	Foster a positive work environment, encourage diversity and inclusion, and support employee volunteering programs
Ethical Governance	Uphold the highest standards of corporate governance, transparency, and compliance with regulations

Read to Lead

Read to Lead is 2PointZero's flagship education-focused CSR initiative, launched in 2024 and expanded in 2025 as part of the Group's commitment to community development and long-term social impact. Aligned with the UAE's Year of Community, the initiative focuses on improving access to books and learning resources for children and young people in underserved and crisis-affected communities.

During 2025, Read to Lead was delivered through a series of partnerships across the UAE and internationally:

- In collaboration with Kalimat Foundation, 2PointZero supported the distribution of portable libraries containing 2,000 Arabic-language books to 15 charity schools across the UAE, reaching more than 11,000 students and strengthening access to culturally relevant educational materials.
- Through a second partnership with Kalimat Foundation, compact libraries were sponsored for Palestinian children at the Emirates Humanitarian City in February 2025. The initiative reinforced access to learning for displaced communities and was marked by an official visit attended by H.E. Sheikha Lubna Bint Khalid Al Qasimi.
- At an international level, 2PointZero continued its education support through Book Aid International, enabling the shipment of 5,360 books to NGO partners in Lebanon and Palestine. Notably, this included the first shipment of books to Palestine in two years, following the most recent conflict. The books were distributed through eight NGO partners to schools, libraries, universities, community centres, and refugee and war-affected programmes.



Ramadan & Zayed Humanitarian Day Campaign

As part of its ongoing commitment to community support and social solidarity, 2PointZero delivered a Ramadan & Zayed Humanitarian Day Campaign in 2025 in partnership with the UAE Red Crescent. The initiative reflected the values of compassion, generosity, and shared responsibility that underpin the holy month of Ramadan and the legacy of Zayed Humanitarian Day.

Throughout Ramadan, the campaign focused on providing essential food support to individuals and families in need, ensuring dignified access to daily iftar meals:

- **Ramadan Iftar Tent:** An iftar tent was supported over a 30-day period, serving 100 fasting individuals per day, resulting in a total of 3,000 meals provided during the month.
- **Daily Iftar Box Distribution (March 2025):** In parallel, 1,500 iftar boxes were distributed daily over 30 days, delivering a total of 45,000 iftar boxes to beneficiaries across the community.



Community Support Contributions 2025

Total approximate contribution:

AED 317,000

Donated to initiatives ran by:

مؤسسة كلمات Kalimat Foundation | الهلال الأحمر الإماراتي Emirates Red Crescent | Book Aid International

Future Outlook: Community Support

Looking ahead, the Group's evolving community development strategy will continue to prioritise education as a cornerstone of social progress. Building on the success of existing programmes, 2PointZero intends to expand its Read to Lead initiative regionally, increase access to Arabic- and English-language educational resources, and extend support to refugee and disaster-affected communities. In parallel, the Group aims to place greater emphasis on youth development and future skills, with a focus on digital education, access to learning resources, and community-based education programmes that enhance employability and resilience.

Over the medium to long term, 2PointZero seeks to deepen its engagement through long-term partnerships with global and regional organisations, focusing on scalable and sustainable impact models. Strengthening collaboration within the UAE's community and humanitarian ecosystem will remain a priority, ensuring that the Group's community initiatives are aligned with national priorities and contribute meaningfully to social development in the years ahead.

Subsidiary Spotlight: Viola Communications LLC
Empowering Inclusion, Creativity, and Community Wellbeing

In 2025, Viola Communications delivered a series of community-focused initiatives that reflect a strong commitment to social impact in the community. Through the strategic use of its creative expertise and partnerships with recognised humanitarian and community organisations, Viola Communications supported a number of people from the community throughout the year, including People of Determination and children in need.

Supporting the Community

A key initiative included the delivery of a fully pro bono professional video for an Independent Living Centre, supporting Emirati People of Determination. The video amplified the centre's mission, showcased its programmes, and strengthened its ability to engage authorities and stakeholders, supporting its journey towards official centre accreditation.

Viola Communications also partnered with the Emirates Red Crescent to deliver the Hearts of Hope donation programme, mobilising employees to contribute clothing, educational materials, toys, and comfort items for children in need.

Subsidiary Spotlight: Ghitha Holding – NRTC Dubai International Vegetable & Fruits (NRTC)
Driving Impact through Food Security and Sustainability

NRTC is an impact-driven organisation advancing the UAE's food security and sustainability agenda. Through responsible sourcing, digital traceability, and food loss and waste reduction initiatives, NRTC is helping to build more efficient and community-focused food systems.

Laying the Foundation for NRTC's National Household Food Loss & Waste Campaign

Household food waste remains the single largest contributor to food loss and waste across the UAE, representing both an environmental challenge and a missed opportunity to strengthen national food security. Recognising this, NRTC initiated the design and strategic development of a nationwide household food loss and waste campaign, scheduled for full rollout in 2026.

During 2025, NRTC successfully secured internal approval to proceed with the campaign's full launch in 2026. A structured and scalable programme model was developed, designed to support national rollout and long-term replication. The groundwork established this year is expected to enable indirect engagement with more than 1,000 households through awareness, communications, and community outreach once the campaign is live.

Looking Ahead: 2026 Rollout

In 2026, the initiative will move into full implementation. Planned next steps include nationwide rollout, school onboarding programmes, deployment of educational toolkits, community awareness events, and the introduction of impact measurement mechanisms to track behavioural change and waste reduction outcomes over time.

"This campaign has the potential to become one of the UAE's most influential household sustainability initiatives, and 2025 has been about building the right foundation."

- Mohammed Al Refaee, Group CEO, NRTC

Responsible Procurement

At 2PointZero, procurement is viewed as a strategic function that contributes to long-term value creation, going beyond cost efficiency to encompass sustainability, risk management, and regulatory compliance.

To reinforce governance efforts in this area, in 2025, the Group introduced a Procurement Policy. The policy is designed to provide a consistent and transparent framework for procurement, ensuring that all purchases of goods, services, and works are undertaken in a manner that preserves shareholder value, upholds market confidence, and aligns with governance and compliance obligations.

As outlined in the Supplier Code of Conduct, 2PointZero expects suppliers and any third party it does business with to adhere to similar ESG standards, including but not limited to, respect for human rights, labour standards, health & safety practices, and addressing their environmental footprint. For more information, please refer to section 6.1 Responsible Governance, Supplier Code of Conduct.

Furthermore, 2PointZero expects third parties to adopt anti-fraud, corruption, and bribery standards, to ensure compliance with all applicable laws and regulations, and to provide channels for whistleblowers to report violations anonymously and free from fear of retaliation.

The Group believes it has a responsibility to nurture the local business community and contribute to economic and social development by prioritising local suppliers whenever possible. It evaluates all potential suppliers through a thorough, fair, and transparent bidding and tendering process.

	Procurement spending on local suppliers		
	2023	2024	2025
Total number of suppliers engaged	79	87	109
Total number of local suppliers engaged	67	69	87
Percentage of local suppliers hired	84.81%	79.31%	79.82%
Total procurement spending (AED m)	30.17	31.71	46.46
Procurement spending on local suppliers (AED m)	25.93	26.40	38.68
Percentage of spending on local suppliers (%)	85.95%	83.25%	83.25%

Subsidiary Spotlight: Ghitha Holding - Al Ain Farms Group (AAFG)
Strengthening Food Security Through Sustainable Logistics

In 2025, AAFG signed a strategic agreement with Food Tech Valley to develop a 260,000 sq. ft. state-of-the-art logistics hub in Dubai, marking a significant investment in the UAE's food security and sustainable supply-chain infrastructure. The project was publicly announced at the 2025 Future Food Forum, underscoring its national and regional importance.

Designed to enhance the efficiency of fresh-food distribution across the UAE, the logistics hub will enable faster delivery times, reduce transport distances, and optimise fleet utilisation. These improvements are expected to deliver meaningful environmental benefits, including an estimated reduction of approximately 2,500 tonnes of CO_2 emissions annually and a reduction in fleet-related emissions of up to 35%. In addition to its environmental impact, the hub is projected to create over 100 jobs across logistics and operations, supporting local employment and contributing to economic resilience. Together, the initiative reflects AAFG's role in advancing sustainable, efficient, and future-ready food systems aligned with national priorities.



Investing in a Sustainable Future

Sustainability Pillars **Material Topics:**

- Investing in a Sustainable Future
- Responsible Ownership & Investing
- Financial & Economic Performance
- Innovation & Technology

Abu Dhabi Economic Vision 2030:

- Develop a Sufficient and Resilient Infrastructure Capable of Supporting the Anticipated Economic Growth
- Building an open, efficient, effective, and globally integrated business environment

GRI Standards

GRI 201 – Economic Performance

GRI 203 – Indirect Economic Performance

SDGs

7 AFFORDABLE AND CLEAN ENERGY

8 DECENT WORK AND ECONOMIC GROWTH

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

Economic Value Creation

In July 2025, 2PointZero Group completed the acquisition of a majority stake in Tendam, one of Europe's leading omnichannel fashion retailers, marking its first major investment in the retail and apparel sector. The transaction, valued at AED 5.6 billion (EUR 1.3 billion) in enterprise value, provides 2PointZero Group with a 67.91% controlling interest in Castellano Investments S.À R.L., the owner of Tendam Brands. Through this investment, 2PointZero Group will lead Tendam's next phase of growth, anchored in international expansion and the deeper integration of artificial intelligence across the value chain. Embedding AI across sourcing, operations, and customer engagement will build on Tendam's existing digital infrastructure and support scalable, data-driven growth.

In October 2025, 2PointZero Group announced its intention to acquire a majority position in ISEM, a leading European packaging group, subject to regulatory approvals. Upon completion, 2PointZero Group will hold a 60.8% stake, with Peninsula Capital and minority investors retaining the remaining 39.2%. The partnership will support ISEM's global expansion while preserving its long-standing values of craftsmanship, design excellence, and trusted client relationships, reinforcing its leadership position in premium packaging solutions.

During the same period, Emirates Driving Company (EDC), a subsidiary of 2PointZero Group, completed the acquisition of a 22.5% stake in Abu Dhabi-based Mwasalat Holding, with an option to increase its shareholding to 50.6%. This strategic investment marks EDC's formal entry into the broader mobility sector and strengthens its role as a UAE mobility champion, advancing innovation, safety, and sustainability across transport systems in the UAE and the wider region.

In parallel, 2PointZero Group completed the divestment of its 100% stake in PAL Cooling Holding for AED 3.871 billion to a consortium formed by Tabreed and CVC DIF. This transaction reflects a deliberate portfolio optimization and capital reallocation strategy, enabling the Group to sharpen its focus on core consumer and energy verticals with stronger long-term value creation potential.

Significantly, during the year, Multiply Group acquired 2PointZero Holding RSC Limited and Ghitha Holding PJSC through a share swap transaction. This strategic merger brought together complementary platforms with long-term growth potential moving forward under the name 2PointZero Group.

Subsidiary Spotlight: Ghitha Holding
Strengthening Food Security in the UAE

Ghitha Holding PJSC (Ghitha) plays a strategic role in advancing the UAE's food security agenda as a diversified agri-food platform with impact across the full food value chain. Through its portfolio companies, Ghitha integrates technology, local production, and responsible, traceable supply-chain practices to deliver sustainable value, strengthen national food resilience, and support long-term self-sufficiency. Technology and digitalisation underpin Ghitha's sustainability approach. Across key subsidiaries, advanced analytics, automation, and AI-enabled systems are being deployed to improve operational efficiency, strengthening governance and reducing environmental impact.

Through partnerships with organizations such as ne'ma, FoodIQ, Khalifa University Enterprise Company, and ADNOC Distribution, Ghitha and its subsidiaries continue to modernize the UAE food ecosystem, reduce food loss and waste, and strengthen local production capacity in line with national priorities.

Highlights from the Portfolio

Notable initiatives with Ghitha's portfolio include the development of Mazraati, a digital farm-to-fork traceability blueprint led by NRTC, designed to enhance ESG readiness, transparency, and data integrity across local agricultural supply chains. By the end of 2025, Mazraati had reached approximately 70% system readiness, with early analysis indicating the potential to reduce manual processing by up to 25%.

Within Al Ain Farms Group, Ghitha is supporting a unified national food-production platform, consolidating major UAE dairy, poultry, egg, and juice producers under a single integrated structure.

Responsible Investment and Stewardship

2PointZero's ESG Integration Framework guides the Group in its role as both a responsible investor and a responsible asset owner, ensuring that ESG considerations are embedded throughout the investment lifecycle. This includes the assessment of ESG risks and opportunities during pre-investment analysis, as well as their integration into post-acquisition oversight and portfolio management processes.

The Group considers this approach fundamental to long-term value creation, supporting more effective risk management while enabling positive environmental and social outcomes across its portfolio.

Further details on 2PointZero's approach to ESG integration are provided in Section 5.4. ESG Integration Framework.

Innovation & Technology

As the Group integrates an expanded portfolio following the strategic merger, 2PointZeros remains committed to nurturing innovation and advancing digitalisation across its operations and subsidiaries.

The Group's portfolio management function continues to play an active role in identifying opportunities within the evolving digital and technology landscape. Dedicated digital expertise supports portfolio companies in strengthening their technology strategies, while targeted engagement with external specialists enables ongoing capability building and awareness of emerging technology trends across the organisation.

Accelerating AI-Driven Growth and Value Creation with the Launch of Innovation Labs

In 2025, 2PointZero launched its Innovation Labs, supporting the Group's digital transformation journey. The Innovation Labs serve as a central engine for AI-driven growth, innovation, and value creation, supporting both holding-company functions and portfolio companies.

The Innovation Labs were established to advance a range of AI and digital capabilities, including data science, model engineering, and platform enablement. Through these activities, the Labs are designed to support operational efficiency, innovation, and the development of new revenue streams, while strengthening the Group's ability to scale technology-led solutions across diverse sectors.

At launch, the Innovation Labs welcomed a number of world-class technology partners to support their development and execution. The Labs are powered by Aleria, whose agentic AI platform enables the unified and accelerated adoption of AI across the Group's portfolio. Through this collaboration, 2PointZero gains priority access to advanced AI infrastructure, including NVIDIA's GPUs, frameworks, and ecosystem, enabling portfolio companies to design, train, and deploy high-performance AI solutions more efficiently and at scale.

At the core of the Innovation Labs is PIVOT (Predictive Investment Validation & Opportunity Tool), 2PointZero's proprietary AI-driven investment and portfolio management platform. PIVOT integrates real-time data, predictive analytics, and end-to-end lifecycle intelligence, supporting informed decision-making from deal origination through to value creation and exit. Please refer to section 5.4.2 Transforming 2PointZero's ESG Priorities in Investments and Stewardship, feature PIVOT: Predictive Investment Validation & Opportunity Tool for more information on this initiative.



In Focus ESG Practices of Key Subsidiaries

Emirates Driving Company PJSC (EDC)



Established in 2000, EDC is the sole provider of pre-licensing driving education in the Emirate of Abu Dhabi and a trusted government partner in advancing road safety, mobility, and public wellbeing. EDC has expanded its operational footprint and service offerings through the acquisition of Excellence Premier Investment (EPI), marking a significant milestone in its evolution. This expansion strengthens its position as a diversified mobility and services group, extending its reach across driver education, courier delivery, limousine services, and auto repair.

This section provides a high-level overview of EDC's approach to sustainability as well as a snapshot of progress in the key areas of Climate Impact and Responsible Procurement. For a more in-depth exploration of the company's comprehensive sustainability efforts across a larger number of material topics, readers may refer to EDC's Integrated Report 2025.

In 2025, EDC refined its strategic framework refreshing its six strategic priorities, supported by clearly articulated objectives, focused initiatives, and performance indicators. This strengthened framework provides a clear line of sight between strategy, execution, and outcomes, enabling more effective decision-making and consistent tracking of progress across the organisation. The six strategic priorities are as follows:

Priority 1: Deliver Exceptional, Customer-Centric Experiences
Priority 2: Drive Digital Transformation and AI Integration for Operational Efficiency
Priority 3: Diversify Through Advisory Services in Road Safety
Priority 4: Lead Through Innovation
Priority 5: Market Expansion For Sustainable Growth
Priority 6: Advancing Towards ESG Leadership

Recognition of Governance and ESG Leadership

The strength and consistency of EDC's strategy and execution were reflected in a number of external recognitions during the year.

In 2025, EDC's commitment to high standards of governance was independently recognised through the Global Good Governance Championship Award in Corporate Governance Reporting, presented by Cambridge IFA. A recognition that underscores the effectiveness of the company's governance framework and its commitment to ethical conduct and social responsibility.

EDC also achieved an AAA (Leader) MSCI ESG Rating for the second consecutive year, with improvements recorded across the environmental, social, and governance pillars, resulting in an overall score of 9.7 out of 10. Additionally, EDC received the Gold Seal Impact Award from Marja in recognition of excellence in CSR and ESG.

Further strengthening its ESG credentials, EDC successfully became the first company in the Middle East to receive ESG1000 Certification in 2025. The official certification ceremony, held in October 2025, was attended by senior representatives from the International Group for Sustainable Finance and COFICERT. This milestone followed a comprehensive and rigorous assessment process, encompassing holistic data collection across more than ten departments and the consolidation of over fifty sustainability and governance records into a centralised CSR management system.



ESG1000 Certification



A Credible Net-Zero Pathway

In 2024, EDC's emissions reduction targets were formally validated by the Science Based Targets initiative (SBTi), confirming alignment with the latest climate science. Following the acquisition of Excellence Premier Investment (EPI) and the subsequent rebaselining of its greenhouse gas inventory, EDC adopted a prudent and responsible approach by reassessing these targets to ensure continued compliance with SBTi ambition thresholds and boundary requirements.

As part of this process, EDC updated both its near-term and long-term emissions reduction targets to reflect the revised base year and expanded organisational structure. The updated targets have been validated by the SBTi. This reassessment reflects the Board's commitment to maintaining credible, science-based climate targets that accurately capture the full scope of operations and support long-term resilience.

A Formalised Decarbonisation Plan

EDC's climate transition is guided by a structured three-stage pathway; Taking Action, Accelerating Change, and achieving Net Zero by 2050. Central to this pathway is EDC's formalised Decarbonisation Plan, which sets out targeted emissions-reduction measures across Scope 1, Scope 2, and relevant Scope 3 emissions, covering both direct operations and the wider value chain.

The Decarbonisation Plan brings together a suite of complementary measures spanning energy, fleet management, procurement, employee mobility, and infrastructure. These include transitioning to lower-carbon fuels, accelerating the shift toward hybrid and electric vehicles, reducing reliance on high-global-warming-potential refrigerants, optimising energy use across facilities, and increasing access to clean electricity through both on-site solar generation and the purchase of Clean Energy Certificates (CECs). In parallel, EDC is embedding climate considerations into procurement efforts, reinforcing circularity principles and encouraging suppliers to align with low-carbon practices.

Responsible Procurement and Local Economic Contribution

Responsible and sustainable procurement remains a core pillar of EDC's sustainability approach, reflecting the company's commitment to ethical sourcing and local economic development. In 2025, EDC further strengthened its procurement practices through the launch of a Sustainable Engagement Program, a strategic initiative designed to embed ESG considerations more systematically across its supply chain.

Developed in line with the Group's Sustainable Procurement Procedure, the program enhances EDC's ability to assess, monitor, and influence sustainability performance across its Tier-1 supplier base. Implementation followed a phased, risk-based approach, beginning with the identification of priority Tier-1 suppliers based on strategic importance, risk exposure, and quality considerations. Participating suppliers were required to complete a Supplier Self-Assessment Questionnaire, covering key ESG topics aligned with EDC's sustainability priorities.

To ensure consistency, transparency, and comparability, supplier responses were evaluated using a standardised scoring methodology. This approach enables EDC to benchmark supplier performance across industries and track progress over time, while also providing a structured basis for engagement and improvement. During its initial phase, the program engaged approximately 20% of EDC's supplier base, laying a strong foundation for expanded coverage in future years.

Alongside its focus on responsible procurement, EDC demonstrated a strong commitment to supporting the local economy. In 2025, the company achieved 96.15%% local procurement spend, equivalent to AED 83,426,280.73 million, reinforcing its contribution to the UAE economy and supporting the resilience and development of local supply chains.



Sustainable Verification Stamp for Sustainable Procurement

Digital Transformation and Technology Enablement

Digital transformation remains a strategic priority for EDC, underpinning efforts to enhance customer experience, improve operational efficiency, and support sustainable growth.

In 2025, EDC introduced a number of new digital procedures, including enhanced protocols governing online refunds, digital wallet usage, and customer escalation processes.

Alongside these updates, EDC finalised its Digital and AI Roadmap for 2026–2030, establishing a clear, forward-looking plan to embed advanced technologies across training delivery, operational processes, and customer engagement. While implementation of the roadmap is scheduled to commence in 2026, early investments in digital systems during 2025 have already delivered measurable benefits.

Key outcomes from digital transformation efforts in 2025 include:

- **95%** of students registering through online channels
- **108-minute reduction** in average customer wait times (from 120 minutes to 12 minutes)
- **30% year-on-year growth** in student volumes
- **28% year-on-year EBITDA (operational) growth**

In Focus ESG Practices of Key Subsidiaries

Tendam (Tendam Brands S.A.U. and Tendam Retail, S.A.)



Tendam is a leading omnichannel, vertically integrated apparel retailer, built on a fully integrated, data-driven, and customer-centric ecosystem. The company manages a diversified portfolio of 12 own brands; Women'secret, Springfield, Cortefiel, Pedro del Hierro, Hoss Intropia, Slowlove, High Spirits, and Dash and Stars, OOTO, Hi&Bye, Springfield Kids, and Milano, alongside more than 200 curated third-party brands.

Through its multi-brand strategy, Tendam serves a wide range of customer segments, spanning mass market to affordable luxury, multiple product categories, and diverse lifestyles and age groups. This breadth enables Tendam to respond effectively to evolving consumer preferences while maintaining scale, resilience, and operational efficiency across markets.

Strategic Sustainability Governance

Sustainability is embedded within Tendam's core business strategy and decision-making processes through internal policies, procedures, and a dedicated Strategic Sustainability Plan, which serves as the roadmap for managing environmental and social impacts across the value chain.

The company approved its first Strategic Sustainability Plan for 2019–2021 and subsequently updated this framework through the 2022–2025 ESG Plan, reflecting both regulatory developments and structural changes within the fashion sector. The Plan is currently being reviewed to inform the next phase of Tendam's sustainability journey, with a new ESG Plan for FY2026–2030 under development.

The Sustainability Department, operating under Corporate Management, is responsible for designing and implementing the strategy with input from relevant business functions. Oversight is provided by the Sustainability and Human Risks Committee at management level and the Sustainability Committee at Board level, ensuring accountability and alignment with corporate governance structures.

In parallel, Tendam demonstrates a strong commitment to transparency and accountability through its standalone sustainability reporting. Readers seeking a more comprehensive and in-depth overview of Tendam's sustainability performance, initiatives, and outcomes throughout the year are encouraged to refer to Tendam's 2025 ESG Report.

Climate Action and Decarbonisation

In line with its commitment to climate action and the objectives of the Paris Agreement, Tendam has established a dedicated climate roadmap within its Sustainability Plan for the period 2022–2025. This roadmap provides a structured and integrated approach to managing climate-related impacts across the business and value chain. The strategy is organised around five key pillars: corporate governance and climate strategy, emissions reduction, circular economy, stakeholder engagement, and transparent reporting.

A strong emphasis is placed on robust measurement, accountability, and continuous improvement. Tendam has set science-based emissions reduction targets, which were validated by the Science Based Targets initiative (SBTi) in FY2021, using FY2019 as the baseline year. These targets underpin the company's transition toward a lower-carbon business model and guide operational and value-chain interventions.

Tendam has further strengthened the credibility and reliability of its climate data through independent external assurance conducted by SGS Tecnos S.A.U.. The Group has obtained a GHG Verification Opinion in accordance with ISO 14064-3:2019. This external verification reinforces confidence in the accuracy of Tendam's greenhouse gas emissions data and supports transparent disclosure aligned with international best practice. In addition, Tendam Illescas Logistics Centre achieved LEED Platinum certification, reflecting best-in-class performance in energy efficiency, water stewardship, and sustainable building design.

Additionally, Tendam demonstrates a strong integration of sustainability into financial and operational management. The company has secured a sustainability-linked loan from leading Spanish banks, with financing conditions tied to performance against key ESG indicators, including carbon footprint reduction and the procurement of products with sustainable attributes.

Furthermore, Tendam achieved a CDP score of B, reflecting solid environmental management, and revalidated its EcoVadis Platinum medal, confirming its position among the world's leading companies for sustainability performance.

Recognising that meaningful climate action requires collaboration, Tendam actively engages with industry initiatives and partners, including Fashion Pact, Zero Discharge of Hazardous Chemicals (ZDHC), and Cascale. In Spain, Tendam is a co-founder of RE-viste, alongside Decathlon, H&M, Inditex, IKEA, Kiabi, and Mango. RE-viste is a pioneering collective initiative designed to organise and finance the collection, sorting, and recycling of post-consumer textile waste, promoting a culture of circularity and waste reduction.

Looking ahead, Tendam is developing a Decarbonisation Plan to define concrete actions aimed at improving energy efficiency, reducing operating costs, and mitigating climate-related risks. Climate change will remain a central pillar of the forthcoming ESG Plan for FY2026–2030.



Pedro del Hierro campaign image

Community Development and Social Impact

Tendam is committed to acting for the benefit of society through sustained investment in community development and social inclusion initiatives. The Group delivers positive social impact through a combination of financial contributions, in-kind donations, corporate volunteering, and long-term partnerships, reinforcing its role as an active and responsible participant in the communities in which it operates.

Community support initiatives are coordinated by the Sustainability Department under Corporate Management, in close collaboration with brand communication teams and the Lealtad Foundation, which provides independent oversight and guidance. Tendam utilises the Lealtad Foundation's certification framework to select charities and social projects, ensuring that partner organisations meet robust standards of governance, transparency, and financial management.

A cornerstone of Tendam's social engagement is Proyecto Involucrados, the Group's flagship social action programme, which celebrated its 20th anniversary in 2025. Each year, four national and international social projects are selected by a jury of external experts and brand representatives. Funding is generated through two annual charity markets featuring sample products from Tendam's brands. Since its inception, Proyecto Involucrados has raised more than €2 million for social causes, with 2025 marking a record year for funds raised.

In parallel, Tendam's brands lead brand-specific social initiatives aligned with their individual identities and values. These initiatives are developed with guidance from the Lealtad Foundation and implemented by brand communication and CSR teams, allowing each brand to support causes that resonate authentically with its customers and communities.

Tendam also maintains strategic partnerships to advance social inclusion and employability. In 2025, highlights included:

- Signing an addendum to its collaboration agreement with Foro Inserta, an initiative of Fundación ONCE, strengthening its commitment to the inclusion of people with disabilities.
- Renewing its partnership with Fundación Quiero Trabajo, supporting women's employability through employee volunteering and clothing donations across centres in Madrid, Málaga, and Barcelona.
- Donating approximately €350,000 through its social action programmes
- Distributed more than 16,000 garments to over 65 social organisations, supporting vulnerable groups and reaching more than 2,500 direct and indirect beneficiaries during the year
- Maintains a global framework with International Trade Unions, ensuring compliance with the principles and conventions of the International Labour Organization (ILO).



Community Development and Social Impact at Tendam

Tendam Sustainability Lab

Tendam continues to advance sustainability through innovation and research. The Tendam Sustainability Lab (TSL) plays a central role in this effort, contributing to evidence-based insights and industry knowledge. TSL focuses its activities on eco-design, traceability and circularity, with an approach based on applied research and the development of concrete solutions to transform the production and consumption model in the textile industry.

In 2025, a scientific article based on research conducted by the Lab "Consumer Carbon Footprint of Fashion E-Commerce: A Comparative Analysis Between Omnichannel and Pure-Player Models in Spain" was published in the peer-reviewed journal Sustainability, reinforcing Tendam's leadership in applied sustainability research. The findings demonstrate that the average per-service carbon footprint of the omnichannel model is significantly lower than that of pure-player models.

The company's overall approach has been recognised through multiple awards and partnerships, including recognition by Red Cross Spain for supporting employment initiatives, awards for promoting equal opportunities, and industry recognition for sustainability innovation. Tendam was also recognised following 2PointZero's investment in the company, reflecting the strategic and financial significance of the transaction.



Tendam Sustainability Lab

In Focus ESG Practices of Key Subsidiaries

Omorfia Group LLC



Omorfia Group LLC (Omorfia) represents a portfolio of UAE-based beauty and wellness brands and is positioned as a strong regional player within the sector, with the potential for broader international growth. Its portfolio includes established brands such as Tips & Toes, Bedashing Beauty Lounge, Jazz Lounge Spa, Fisio, and Juice Beauty, N.BAR, 1847, Sisters Beauty Lounge, Jetset and Creative Beauty Source as their distribution company. 2025 saw Bedashing's expansion into KSA with two new locations opening.

Operating in a highly people-centric and customer-facing industry, Omorfia's sustainability approach champions human capital development, inclusive employment, and community engagement, recognising that long-term business success is intrinsically connected to the wellbeing of the people it serves.

People and Inclusion as a Strategic Priority

In 2025, Omorfia continued to invest in its people as a strategic priority. Across its brands, subsidiaries, and support functions, the Group strengthened its approach to talent development, wellbeing, and inclusion, supporting sustainable business growth and the delivery of an exceptional customer experience.

A strong emphasis was placed on employee health and mental wellbeing. During the year, Omorfia launched its first cohort of Certified Mental Health First Aiders, with team members trained across departments, functions, and brands. . This cross-functional approach ensures broad accessibility and reinforces a culture of care and shared responsibility.

Mental Health First Aiders now serve as a trusted first point of contact for colleagues, helping to foster a psychologically safe working environment and encouraging early intervention, open dialogue, and greater awareness around mental health. Specifically, Mental Health First Aiders are trained to provide a confidential and non-judgemental listening ear, support colleagues during periods of stress, challenge, or emotional difficulty and guide individuals toward appropriate professional resources when required.

Since the programme's launch, approximately a dozen employees have already benefited from this support. Uptake continues to grow as awareness increases and employees gain confidence in the confidentiality, accessibility, and value of the service.

Additionally, Omorfia launched its first Employee Appreciation Week across all subsidiaries, celebrating creativity, teamwork, and community spirit. Activities included gratitude & mindfulness, wellness sessions, and competitions and rewards, encouraging a culture of recognition and belonging. The initiative received overwhelmingly positive feedback and will be repeated annually.



Certification of the first batch of Mental Health First Aiders (MHFA)

Inclusive Employment in 2025

Omorfia continued to expand inclusive hiring practices, with a particular focus on the employment and development of People of Determination. The Group reached several important milestones in 2025, reflecting its commitment to building an accessible and inclusive workplace:

- The Group strengthened partnerships with the Atmah Programme and ImInclusive, supporting the recruitment, onboarding, and ongoing development of People of Determination across multiple subsidiaries.
- Awareness and capability-building sessions were delivered to managers and frontline teams, focusing on respectful communication, accessibility principles, and reasonable workplace adjustments.
- Omorfia received the GOLD Award for Best Inclusion Strategy for People of Determination at the Employee Happiness Awards UAE 2025, recognising its structured and sustained approach to disability inclusion.

During the year, three People of Determination were successfully recruited into operational support roles across the organisation, including client relations and front-of-house support, branch operations coordination, and operational handling and administrative support function. The roles were thoughtfully matched to each individual's capabilities, ensuring meaningful participation in day-to-day operations while supporting long-term integration and contribution.

Outcomes and Impact:

- Sustained employment rather than short-term placements, with clear role ownership and defined performance expectations
- A positive cultural impact, strengthening empathy, inclusion, and leadership accountability across teams
- Increased confidence among hiring managers to consider People of Determination for future operational and support roles

In addition, and despite operating within a traditionally female-oriented sector, Omorfia made deliberate efforts to prioritise the hiring of male stylists, where legislation and cultural norms permitted. This approach reflects both evolving customer demand and the Group's broader commitment to inclusivity in service delivery and employment practices.

Community Impact

Omorfia continued to strengthen its long-standing partnership with SOS Children's Villages, expanding initiatives aimed at supporting youth employment and social mobility. Building on the success of the Shaping Futures hair-training programme, delivered in partnership with Schwarzkopf, the Group launched the Omorfia Rise Nail-Training Programme in 2025.

The programme provides young people from vulnerable backgrounds across the UAE via SOS villages with technical training, career guidance, and pathways to employment across Omorfia's brands. By offering access to qualifications and meaningful work opportunities, the initiative supports the transition of SOS youth into sustainable employment and long-term independence. The ongoing Hair Training Programme has already resulted in over 40 successful hires across Ormorfia's brands, with participants now thriving in their roles. Building on this momentum, the Nails Training Programme was launched in December 2025, with candidate placements set to begin in the first quarter of 2026.

Community Engagement Across the Portfolio

Omorfia brands continued their commitment to raising awareness and supporting social causes throughout 2025, building on both new and established partnerships. Across the portfolio, brands actively participated in awareness-raising and fundraising initiatives, reflecting a shared objective to positively impact local communities through purposeful action.

Subsidiary Highlight | Tips & Toes

Tips & Toes delivered a series of community and CSR initiatives across all four quarters of 2025, demonstrating how brand-level engagement contributes to Omorfia's broader social impact:

- **Support for Students with Special Needs:** Styling students from the Dubai Center for Special Needs for their annual concert, contributing to a meaningful and inclusive community celebration.
- **"A Pop of Colour, A Drop of Hope" Campaign:** Sale of hand-painted jars created by DCSN students across Dubai branches, raising AED 18,000, with all proceeds donated directly to support the Centre's programmes.
- **Education and Youth Engagement:** Collaboration with the American School to provide graduation glam-up vouchers for students, celebration at a key life milestone.
- **Women's Empowerment and Health Awareness:** Partnerships marking Emirati Women's Day, education support initiatives with Ma'an, and women's wellness collaborations with Mediclinic Al Ain.
- **Breast Cancer Awareness and Early Detection:** Participation in multiple awareness campaigns and events, including the Pink Run, mall activations, the "Check It" campaign with DHO, and the distribution of pink TITO nail polishes paired with educational QR codes, reaching more than 6,000 women directly.
- **Environmental Awareness:** A Sustainable Christmas Tree Project across all 44 branches, replacing plastic trees with bespoke installations created from recycled and sustainable materials sourced in-branch, reinforcing waste reduction and environmental responsibility.



Support for Students with Special Needs at Tips & Toes.



Breast Cancer Awareness and Early Detection at Tips & Toes.

Community Impact

In 2025, Omorfia focused on integrating ESG principles into its supplier relationships, recognising the critical role of responsible sourcing in maintaining service quality, operational resilience, and long-term sustainability across the Group's value chain.

Building on the supplier screening framework introduced in 2024, Omorfia formalised and embedded its Supplier Pre-Qualification Process into the vendor onboarding lifecycle. This enhanced framework incorporates structured environmental and social assessments specifically aligned with GRI 308-1 (Environmental Practices) and GRI 414-1 (Social Criteria), ensuring that ESG considerations are consistently evaluated, documented, and validated prior to supplier approval. The strengthened process reinforces accountability across supplier engagements.

Beyond compliance, Omorfia has taken a collaborative approach to advancing sustainability within its supply chain. In partnership with strategic suppliers, the Group has supported initiatives that reduce environmental impact while maintaining high service standards. Highlights included a collaboration with L'Oréal that led to the introduction of refillable shampoo do-packs, contributing to packaging reduction and more responsible consumption across select brands.

In Focus ESG Practices of Key Subsidiaries

Multiply Media Group



Multiply Media Group (MMG) was launched in 2025 as a newly consolidated out-of-home (OOH) media platform within the 2PointZero portfolio, bringing together BackLite Media, Viola Outdoor, and Media 247 under a single operating structure. While the formation of MMG represents a strategic consolidation of media assets, the Group's ESG focus during the year centred on embedding innovation, improving environmental performance, and strengthening people and talent practices across the combined entities.

At an operating level, MMG's leadership team is responsible for driving innovation in products, data capabilities, and OOH formats across the portfolio. MMG's stated strategy is to "catalyse growth with innovation", consolidating high-potential OOH assets and applying data, technology, and scale to build a more connected and intelligent media network across the UAE and international markets.

People, Talent Development and Inclusion

MMG's approach to diversity, inclusion, and talent management is led by the Human Resources function, with strong backing from senior leadership and input from the Group's Sustainability Working Group. These teams are focused on building a workplace where diverse perspectives are valued and where employees have equitable opportunities to develop and succeed.

Hiring practices are designed to reduce bias and promote equal opportunity, supported by the use of external recruitment partners and AI-enabled screening tools. Employee wellbeing is also recognised as an important contributor to performance and retention, with access provided to mental health support, wellness initiatives, and flexible working arrangements where operationally feasible.

In 2025, these efforts were independently recognised by MMG's becoming Great Place to Work certified, reflecting positive employee feedback across trust, inclusion, and workplace culture. The certification provides external validation of MMG's people-centric practices during a year of organisational integration and growth.

MMG maintains regular engagement with employees through surveys, open discussions, and team sessions, enabling feedback on workplace experience and helping to identify areas for further improvement. Early outcomes include stronger gender representation in leadership roles, higher levels of employee engagement, and increased participation in training and development activities. A number of formal policies are planned for rollout in 2026 as part of the Group's broader sustainability agenda.

MMG is developing a structured corporate social responsibility programme for rollout in 2026, supported by an annual calendar of community initiatives and employee engagement activities. The programme is intended to provide a more coordinated approach to social impact and ensure alignment with Group-level community priorities.

MMG's "A Day for Sustainability"

In November 2025, MMG hosted A Day for Sustainability, an immersive ESG awareness and engagement programme delivered in collaboration with SEE&G Advisory. The initiative was designed to build a shared understanding of sustainability across the organisation, strengthen employee engagement with MMG's ESG commitments, and encourage practical, behaviour-led action aligned with Group-level priorities.

The programme brought together employees from across MMG's operations for a full-day experience combining learning, site visits, and interactive workshops. Participants explored real-world applications of environmental, social, and economic sustainability through a guided visit to The Sustainable City in Dubai, followed by engagement at Sanad Village, highlighting inclusive community development and social impact. These experiences were complemented by a tailored workshop focused on sustainability in the out-of-home media sector, covering global industry trends, MMG's sustainability ambitions, and the role of innovation and technology, such as AI-enabled smart billboards, in driving more responsible media solutions.

Interactive elements, including sustainability quizzes, impact-led billboard design exercises, and a behavioural session linking workplace practices to everyday sustainability choices, helped translate ESG concepts into practical actions. Insights from the day are being used to inform the development of ongoing ESG initiatives and employee engagement activities as the Group continues to strengthen its sustainability journey.



"A Day for Sustainability" at MMG



"A Day for Sustainability" at MMG



Subsidiary Spotlight | Environmental Responsibility at BackLite Media

Environmental responsibility is an emerging focus area for MMG. In the portfolio, BackLite Media has taken a leading role in advancing climate-related practices. This has included conducting a comprehensive annual carbon footprint assessment, covering Scope 1, Scope 2, and relevant Scope 3 emissions, as well as longer-term decarbonisation planning.

In 2024, BackLite Media completed its baseline carbon footprint and developed an entity-level decarbonisation roadmap, prioritising direct emissions reductions within operations and the value chain. Market-based instruments are used only to address residual emissions, complementing operational reductions. Emissions data, assumptions, and reduction opportunities are reviewed annually to ensure continuous improvement and alignment with evolving Group-level governance.

During the reporting period, BackLite Media retrofitted a number of premium billboards in Dubai with high-efficiency LED technology, achieving a substantial reduction in energy consumption and associated carbon emissions on key Sheikh Zayed Road sites.

Both BackLite Media and Viola Outdoor operate programmatic digital OOH buying, enabling real-time, data-driven optimisation of campaigns. This approach supports more efficient use of media inventory, improved targeting, and reduced operational waste, while delivering greater value to clients through responsive and measurable campaigns.

Insights from BackLite Media’s Environmental Efforts in 2025:

- 19.57% reduction in materials received, driven by fewer campaigns and shorter display cycles
- 7 tonnes of materials repurposed
- Equivalent of 530.68KgCO2e emissions prevented through material recovery and repurpose
- 40% reduction in shipments due to improved logistics consolidation and smarter transport planning
- 66.7% reduction in material streams as a result of strategic rationalization to streamline operations

Strengthening Responsible Supply Chain Practices

MMG is currently developing a vendor and supply chain responsibility programme that will apply across all suppliers. This will include the introduction of a Vendor Code of Conduct and enhanced safety requirements, establishing clear expectations around ethical behaviour, environmental responsibility, and workplace safety. The programme is designed to support greater alignment between MMG’s operations and its ESG standards, while promoting responsible practices across the value chain.

Detailed Disclosures

The disclosure tables below present data for 2PointZero at the holding level in addition to key subsidiaries that contribute significantly to 2PointZero Group's overall revenue, together capturing over 80% of 2PointZero's revenue. These are, namely:

- Emirates Driving Company PJSC
- Tendam (Tendam Brands S.A.U. and Tendam Retail, S.A.)
- Omorfia Group LLC
- Multiply Media Group (MMG)

All four identified key subsidiaries are part of 2PointZero's Consumer vertical. For data pertaining to individual subsidiaries, the reported figures represent a consolidation of all sub-subsidiaries under each respective subsidiary, in alignment with their consolidation within 2PointZero Group's financial report.

The reporting scope per key subsidiary is as follows:

- **Emirates Driving Company PJSC's** reporting scope covers the consolidated operations of Emirates Driving Company PJSC, including its 2024 acquisition of Excellence Premier Investment (EPI). EDC reports on a calendar-year basis (January–December) and its strategic operations are focused within the UAE. Due to the consolidation of EPI effective June 2024, previously disclosed figures have been restated across all Detailed Disclosures, where relevant.
- **Tendam** (Tendam Brands S.A.U. and Tendam Retail, S.A.). Tendam was acquired in July 2025 by 2PointZero. Tendam reports on a non-calendar fiscal year running from March to February. Accordingly, data disclosed for 2023 and 2024 correspond to Tendam's fiscal years (March–February); i.e. 2023 represents data from 1 March 2023 to 29 February 2024 and 2024 from 1 March 2024 to 28 February 2025. Data for 2025 is reported on a calendar-year basis (January–December), unless stated otherwise. Where data includes all subsidiaries in global scope (as Tendam's financial statements) scope is referred to as global (Group). Where data focusses on the material operations in Spain and Portugal only, this is indicated respectively. The applicable scope is indicated in the respective table footnotes.
- **Omorfia Group LLC** includes the consolidated scope of Tips and Toes, BeDashing Beauty Lounge, Jazz Lounge Spa, Creative Beauty Source, Fisio (launched in 2023), Juice Beauty (acquired in 2023), and The Grooming Company Holding (N.Bar, 1847, Sisters Beauty, and Jet Set; acquired in 2024). Where data include all the above entities, this is referred to as Omorfia Group. Omorfia refers to consolidated data from Tips and Toes, BeDashing Beauty Lounge, Jazz Lounge Spa, Creative Beauty Source, Fisio, and Juice Beauty, excluding The Grooming Company Holding. The applicable scope is indicated in the respective table footnotes.
- **Multiply Media Group (MMG)** was launched in 2025 as a newly consolidated out-of-home (OOH) media platform within the 2PointZero portfolio, bringing together BackLite Media, Viola Outdoor, and 24 7 Media Holding LLC under a single operating structure. Given the recent launch and consolidation limitation, quantitative data is only disclosed for 2025 and disclosed in two separate streams: One for 24 7 Media Holding LLC consolidating data from 24-7 Media LLC, Media 20-4 Seven DMCC and 24-7 Media SP LLC and one for the consolidated data of BackLite Media LLC and Viola Outdoor.

Further details on the reporting scope, notes per specific data points, or deviations from this standard scope are clearly detailed in the respective table footnotes.

Community Disclosures

Local Community Investment and Engagement Breakdown

	Total Amount Invested in AED	Main contribution
	2PointZero Group PJSC	
	Holding incl. subsidiaries in reporting scope	
2025	~1,763,043.00	
	Holding level only	
2024	64,595.00	• Read to Lead Program • Beach clean-up activity
2025	317,000.00	• Kalimat Foundation (Read to Lead) • Red Crescent (Ramadan campaign) • Book Aid International (Read to Lead)
	Omorfia Group LLC[1]	
2024	76,239.00	• Dubai Center For Special Needs • Donation % of services Breast Cancer Nail Art Designs • Hair Donor vouchers for special needs future development centre
2025	209,814.00	• Donations for Breast cancer awareness and people of determination • Breast Cancer Awareness Campaign Through Pink TITO Polishes (Major)
	Emirates Driving Company PJSC	
2023	232,660.00	• Grace Preservation • MAAN (Abu Dhabi Moments) • Student scholarship to support education and skill development within the local community
2024	385,000.00	• Emirates Red Crescent Authority • DriftX • Winter Football Sponsorship • Grace Preservation Sponsorship • Student scholarship to support education, along with community engagement activities including organiser support, tools, refreshments, giveaways, and Ghaf tree plantation drive
2025	49,905.00[3]	• Red Crescent for the Ramadan Iftar • Student scholarship and community development initiatives including road safety awareness, Ramadan food distribution, Free helmet distribution and beach cleanup
	Tendam[2]	
2023	~1,110.032.00	The largest financial contribution made by Tendam is through the Involucrados project, which consists of funding charitable initiatives selected annually. It engages employees and customers to support causes in education, health, and social inclusion. The winning projects receive the highest donation, reinforcing Tendam's commitment to sustainability and social impact.
2024	~ 1,397,535.68.00	
2025	~ 1,186,324.00	

1. 2024 Scope Omorfia Group excluding Jet Set, 2025 Scope Omorfia Group; 2.Tendam's contributions were originally reported in Euros (€277,508.00 for 2023, €349,383.92 for 2024 and €296,581.00 for 2025). These figures have been converted to AED using an exchange rate of 1 EUR = 4 AED for consistency and comparative purposes within this report. Scope: Global (Group).; 3. The decrease reflects a shift in the Company's CSR approach in 2025, with greater emphasis on non-financial forms of community support alongside targeted monetary contributions.

Procurement Disclosures

Responsible Procurement

	Responsible Procurement Breakdown															
	2023	2024	2025	2023[1]	2024[2]	2025[2]	2023	2024	2025	2023	2024	2025	2025	
	2PointZero Group PJSC			Omorfia Group LLC			Emirates Driving Company PJSC[4]			Tendam[3]			Multiply Media Group (MMG)	
													BackLite Media LLC and Viola Outdoor	24 7 Media Holding LLC
Total number of suppliers engaged	79	87	109	625	914	507	2,218	2,725	2,792	3,977	3,980	3,245	32	23
Total number of local suppliers engaged	67	69	87	543	833	441	2,212	2,718	2,752	2,263	2,389	1,918	32	23
Percentage of local suppliers hired	84.81%	79.31%	79.82%	86.88%	91.14%	86.98%	100.00%	100.00%	98.28%	56.90%	60.03%	59.11%	100.00%	100.00%
Total procurement spending (AED m)	30.17	31.71	46.46	79.36	89.57	82.49	64.09	111.97	156.19	3,167	3,375	3,565	17.51	13.06
Procurement spending on local suppliers (AED m)	25.93	26.40	38.68	68.07	81.23	61.25	62.72	111.42	152.85	1,298	1,400	1,519	17.51	13.06
Percentage of spending on local suppliers (%)	85.95%	83.25%	83.25%	85.77%	90.69%	74.25	97.87%	100.00%	97.87%	41.00%	41.50%	42.62%	100.00%	100.00%
Percentage of suppliers assessed against sourcing code of conduct (%)	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	9.92%	15.01%	86.68%	100.00%	100.00%	100.00%	0.00%	0.00%

1.Scope Omorfia Group excluding Jet Set; 2. Scope Omorfia Group; 3. Data include sourcing and procurement suppliers. Tendam's figures were originally reported in Euros. These figures have been converted to AED using an exchange rate of 1 EUR = 4 AED for consistency and comparative purposes within this report. The scope applied is as follows: (i) Total number of suppliers engaged. Scope: Global (Group). (ii) Total number of local suppliers engaged. Scope: Spain and Portugal. (iii) Total Procurement Spending. Scope: Global (Group). (iv) Procurement spending on local suppliers AED million. Scope: Spain and Portugal.; 4. Total procurement spending (AED) for EPI for the year 2024 reflects the period from the company's inception on 9 June 2024.

Supplier Environmental and Social Assessment

	New Suppliers screened using Environmental and Social Criteria							
	2024	2025	2023	2024	2025	2023	2024	2025
	Omorfia Group LLC[1]		Emirates Driving Company PJSC			Tendam[2]		
Total Number of New Suppliers in specified year	28	70	367	269	221	36	41	45
Total Number of New Suppliers in specified year that were screened using environmental criteria	5	12	225	114	114	0	0	0
Total Percentage of New Suppliers in specified year that were screened using environmental criteria	17.86%	17.14%	61.31%	42.38%	51.68%	0.00%	0.00%	0.00%
Total Number of New Suppliers in specified year that were screened using social criteria	5	12	367	269	221	36	41	45
Total Percentage of New Suppliers in specified year that were screened using social criteria	17.86%	17.14%	100%	100%	100%	100%	100%	100%

1.2024 Scope Omorfia, 2025 Scope Omorfia Group; 2. 2023, 2024 and 2025 data are reported on a calendar-year basis (January–December), data includes new sourcing suppliers, Scope: Global (Group).

	Suppliers assessed for Social and Environmental impact		
	2023	2024	2025
	Tendam[1]		
Number of suppliers assessed for environmental impacts	192	195	228
Number of suppliers identified as having significant actual and potential negative environmental impacts	25	31	12
Number suppliers identified as having significant actual and potential negative environmental impacts with which improvements were agreed upon as a result of assessment	9	5	6
Number suppliers identified as having significant actual and potential negative environmental impacts with which relationships were terminated as a result of assessment, (and why)	2	3	1
Percentage of suppliers identified as having significant actual and potential negative environmental impacts with which improvements were agreed upon as a result of assessment (%)	36.00%	16.13%	50.00%
Percentage of suppliers identified as having significant actual and potential negative environmental impacts with which relationships were terminated as a result of assessment (%)	8.00%	9.68%	8.33%

1. 2023, 2024 and 2025 data are reported on a calendar-year basis (January–December). Data are based on number of factories to adapt the information to the textile sector. The relationship with the factories identified as having significant negative environmental impacts was terminated because, despite receiving a corrective action plan, the factory failed to implement the required measures. Scope: Global (Group)

	Suppliers assessed for Social and Environmental impact			
	2025	2023	2024	2025
	Omorfia Group LLC[2]	Tendam[1]		
Number of suppliers assessed for social impacts	6	344	364	374
Number of suppliers identified as having significant actual and potential negative social impacts	6	1	0	2
Number suppliers identified as having significant actual and potential negative social impacts with which improvements were agreed upon as a result of assessment	4	1	0	2
Number suppliers identified as having significant actual and potential negative social impacts with which relationships were terminated as a result of assessment, (and why)	2	0	0	0
Percentage of suppliers identified as having significant actual and potential negative social impacts with which improvements were agreed upon as a result of assessment (%)	66.67%	100.00%	0.00%	100.00%
Percentage of suppliers identified as having significant actual and potential negative social impacts with which relationships were terminated as a result of assessment (%)	33.33%	0.00%	0.00%	0.00%

1. 2023, 2024 and 2025 data are reported on a calendar-year basis (January–December). Data are based on number of factories to adapt the information to the textile sector. The relationship with the factories identified as having significant negative social impacts was terminated because, despite receiving a corrective action plan, the factory failed to implement the required measures. Scope: Global (Group); 2. Scope Omorfia Group

Data Security and Privacy Disclosures

Complaints received concerning breaches of customer privacy

	The total Number of substantiated Complaints received concerning Breaches of Customer Privacy																	
	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025	2025					
	2PointZero Group PJSC			Omorfia Group LLC[1]			Emirates Driving Company PJSC			Tendam[2]			Multiply Media Group (MMG)					
													BackLite Media LLC and Viola Outdoor			24 7 Media Holding LLC		
Total number of complaints received from outside parties and substantiated by the organization	0	0	0	0	0	0	0	0	0	22	21	14	0			0		
Total number of complaints from regulatory bodies	0	0	0	0	0	0	0	0	0	2	6	3	0			0		
Total number of identified leaks, thefts, or losses of customer data	0	0	0	0	0	0	0	0	0	0	1	2	0			0		

1. 2023 and 2024 Scope Omorfia, 2025 Scope Omorfia Group; 2. 2023 and 2024 data are reported on a calendar-year basis (January–December); 2025 data include data up until 30th November 2025; outside parties include all clients privacy complaints (no authority) substantiated in the relevant period; regulatory bodies include any authority (no clients). Scope: Global (Group).

Data security training

	Breakdown of Employee Training on Data Security	
	Number of employees that completed the training	Number of total equivalent training hours
2PointZero Group PJSC		
2023	43	50
2024	43	43
2025	60	90
Omorfia Group LLC[1]		
2023	0	0
2024	0[3]	0[3]
2025	700	1,400
Tendam[2]		
2023	5,863	11,043
2024	6,100	3,776
2025	6,189	5,792

1. 2023 and 2024 Scope Omorfia, 2025 Scope Omorfia Group; 2. 100% of employees have been trained on Data Security in at least one training per year. Scope: Spain; 3. restatement of figure to correct previously incorrect disclosure.

Human Resources disclosures

Employee Breakdown

	Total Employees (Gender)				
	Female	Male	Total	Female %	Male %
2PointZero Group PJSC[2,4,6]					
2023	17	26	43	39.53%	60.47%
2024	17	26	43	39.53%	60.47%
2025	25	39	64	39.06%	60.94%
Omorfia Group LLC[1,5]					
2023	2,614	209	2,823	92.60%	7.40%
2024[9]	3,597	374	3,971	90.58%	9.42%
2025	3,561	376	3,937	90.42%	9.58%
Emirates Driving Company PJSC[3,4,7]					
2023	201	1,404	1,605	12.52%	87.48%
2024	215	1,542	1,757	12.24%	87.76%
2025	228	2,013	2,241	10.17%	89.83%
Multiply Media Group (MMG)					
BackLite Media LLC and Viola Outdoor[2,4,8]					
2025	22	146	168	13.10%	86.90%
24 7 Media Holding LLC[2,4]					
2025	21	36	57	36.84%	63.16%

1. 2023 Scope Omorfia, 2024 and 2025 Scope Omorfia Group; 2. All employees are permanent employees; For 2PointZero Group this is categorised as full-time permanent employees engaged under renewable fixed term contracts; 3. Emirates Driving Company: the total number of employees for EDC data specifically represents permanent employees. Temporary or contract-based staff are excluded from this specific disclosure. In 2023 there were 2 temporary employees (both female), in 2024 there was 1 temporary employee (female), and in 2025 there were 4 temporary employees (1 female, 3 male).; 4. All employees are full-time employees; 5. Omorfia Group LLC: in 2023 one employee (female) was a part-time employee and three employees were temporary employees (2 female, 1 male). For 2024 all employees are permanent employees and full-time employees, for 2025 all employees are permanent employees and 10 employees are part time employees (female) 6. 2PointZero employed contractors/consultants who are not part of the overall workforce. This table excludes consultants on a consultancy contract working non-project based, in 2023 and 2024, a total of 5 contractors/consultants were engaged (1 female and 4 male). In 2025, 2PointZero employed 3 male contractors/consultants as well as one male secondee. Workers who are not employees, but whose work is controlled by 2PointZero are not part of the overall workforce disclosure. As per the ADX S5 data on project-based contractors and consultants is not available. 7. Emirates Driving Company: The company also engaged external contractors/consultants, who are not part of the permanent workforce. In 2023, there were 153 (13 female, 140 male), in 2024 there were 151 (13 female, 138 male), and in 2025 there were 153 (14 female, 139 male). 8. In 2025, BackLite Media LLC and Viola Outdoor engaged 1 female contractor/consultant, included in the employee headcount.; 9. Restatement due to changes in measurement methodologies and data management practices.

	Total Employees (Tendam Global)[1]					
	Total Employees by Gender					
	2023		2024		2025	
	Total	%	Total	%	Total	%
Female	6,846	84.77%	7,097	85.07%	7,263	85.24%
Male	1,230	15.23%	1,246	14.93%	1,258	14.76%
Total	8,075	100%	8,343	100.00%	8,520	100.00%
	Total Employees by Contract type					
Permanent	7,000	86.69%	7,168	85.92%	7,293	85.60%
Temporary	1,075	13.31%	1,175	14.08%	1,227	14.40%
Total	8,075	100.00%	8,343	100%	8,520	100.00%
	Total Employees by Working time					
Full-time	4,106	50.85%	4,228	50.68%	4,287	50.31%
Part-time	3,969	49.15%	4,115	49.32%	4,233	49.69%
Total	8,075	100.00%	8,343	100.00%	8,520	100.00%

1. Scope: Global (Group)

	Total Employees (Tendam Spain)[1]					
	Total Employees by Gender					
	2023		2024		2025	
	Total	%	Total	%	Total	%
Female	4,942	84.29%	5,167	84.71%	5,255	84.92%
Male	921	15.71%	933	15.29%	933	15.08%
Total	5,863	100.00%	6,100	100.00%	6,189	100.00%
	Total Employees by Contract type					
Permanent	5,410	92.27%	5,573	91.35%	5,601	90.50%
Temporary	453	7.73%	527	8.65%	588	9.50%
Total	5,863	100.00%	6,100	100.00%	6,189	100.00%
	Total Employees by Working time					
Full-time	2,703	46.10%	2,834	46.45%	2,858	46.19%
Part-time	3,161	53.90%	3,266	53.55%	3,330	53.81%
Total	5,863	100.00%	6,100	100.00%	6,189	100.00%

1. Scope: Spain.

New Hire Breakdown

	Total New Hires (Gender)			
	Female	Male	Female %	Male %
	2PointZero Group PJSC			
2023	6	14	35.29%	53.85%
2024	4	1	23.53%	3.85%
2025	9	16	36.00%	41.03%
	Omorfia Group LLC[2]			
2023	559	57	21.38%	27.27%
2024	758	100	21.07%[3]	26.74%[3]
2025	579	52	16.26%	13.79%
	Emirates Driving Company PJSC			
2023	64	168	31.84%	11.97%
2024	47	338	21.86%	21.92%
2025	61	718	26.75%	35.67%
	Tendam[1]			
2023	884	124	17.89%	13.49%
2024	976	132	18.89%	14.13%
2025	901	125	17.15%	13.43%
	Multiply Media Group (MMG)			
	BackLite Media LLC and Viola Outdoor			
2025	9	54	40.91%	36.99%
	24 7 Media Holding LLC			
2025	6	10	28.57%	27.78%

1. Scope: Spain; 2. 2023 Scope Omorfia, 2024 and 2025 Scope Omorfia Group; 3. Restatement due to changes in measurement methodologies and data management practices.

	Total New Hires (Age Group)					
	Below 30 years old	Between 30-50 years old	Over 50 years old	Below 30 years old %	Between 30-50 years old %	Over 50 years old %
2PointZero Group PJSC						
2023	4	15	1	100.00%	40.54%	50.00%
2024	2	3	0	33.33%	8.82%	0.00%
2025	4	20	1	50.00%	38.46%	25.00%
Omorfia Group LLC[2]						
2023	310	306	0	31.79%	16.82%	0.00%
2024	428	423	7	40.68%[3]	15.20%[3]	5.11%[3]
2025	304	323	4	28.36%	11.81%	3.10%
Emirates Driving Company PJSC						
2023	99	130	3	25.85%	11.55%	3.19%
2024	162	216	7	55.10%	16.24%	5.38%
2025	265	502	8	56.03%	30.91%	5.67%
Tendam[1]						
2023	672	330	6	39.52%	8.97%	1.24%
2024	750	348	11	41.66%	9.24%	1.99%
2025	677	324	25	37.77%	8.57%	4.07%
Multiply Media Group (MMG)						
BackLite Media LLC and Viola Outdoor						
2025	27	35	1	55.10%	31.82%	11.11%
24 7 Media Holding LLC						
2025	9	6	1	56.25%	16.22%	25.00%

1. Scope: Spain.; 2. 2023 Scope Omorfia, 2024 and 2025 Scope Omorfia Group; 3. Restatement due to changes in measurement methodologies and data management practices.

New Hire Breakdown

	Total Employees that Left (Gender)			
	Female	Male	Female %	Male %
2PointZero Group PJSC				
2023	3	6	17.65%	23.08%
2024	4	1	23.53%	3.85%
2025	3	1	12.00%	2.56%
Omorfia Group LLC[2]				
2023	675	94	25.82%	44.98%
2024	791	96	21.99%[3]	25.67%[3]
2025	772	78	15.90%	13.53%
Emirates Driving Company PJSC				
2023	41	158	20.40%	11.25%
2024	32	155	14.88%	10.05%
2025	48	259	21.05%	12.87%
Tendam[1]				
2023	1,096	150	22.18%	16.24%
2024	1,126	141	21.79%	15.14%
2025	951	139	18.10%	14.87%
Multiply Media Group (MMG)				
BackLite Media LLC and Viola Outdoor				
2025	3	12	13.64%	8.22%
24 7 Media Holding LLC				
2025	5	5	23.81%	13.89%

1. Includes voluntary and involuntary attrition; Scope: Spain; 2. 2023 Scope Omorfia, 2024 and 2025 Scope Omorfia Group; 3. Restatement due to changes in measurement methodologies and data management practices.

	Total employees that Left (Age group)					
	Below 30 years old	Between 30-50 years old	Over 50 years old	Below 30 years old %	Between 30-50 years old %	Over 50 years old %
2PointZero Group PJSC						
2023	3	5	1	75.00%	13.51%	50.00%
2024	1	4	0	16.67%	11.76%	0.00%
2025	2	2	0	25.00%	3.85%	0.00%
Omorfia Group LLC[2]						
2023	270	474	25	27.69%	26.06%	86.21%
2024	251	622	14	23.86%[3]	22.36%[3]	10.22%[3]
2025	194	637	19	17.44%	15.10%	13.18%
Emirates Driving Company PJSC						
2023	61	131	7	15.93%	11.63%	7.45%
2024	54	128	5	18.37%	9.62%	3.85%
2025	74	225	9	15.64%	13.85%	6.38%
Tendam[1]						
2023	713	511	22	41.90%	13.90%	4.54%
2024	728	507	33	40.43%	13.46%	6.13%
2025	630	426	33	35.15%	11.27%	5.47%
Multiply Media Group (MMG)						
BackLite Media LLC and Viola Outdoor						
2025	6	7	2	12.24%	6.36%	22.22%
24 7 Media Holding LLC						
2025	6	4	0	37.50%	10.81%	0.00%

1. Includes voluntary and involuntary attrition; Scope: Spain; 2. 2023 Scope Omorfia, 2024 and 2025 Scope Omorfia Group; 3. Restatement due to changes in measurement methodologies and data management practices.

	Employee Turnover and Hire Rate (%)	
	Employee Turnover %	Employee Hire %
2PointZero Group PJSC[1]		
2023	20.93%	46.51%
2024	11.63%	11.63%
2025	6.25%	39.06%
Omorfia Group LLC[3]		
2023	27.24%	21.82%
2024	22.34%[4]	21.61%[4]
2025	15.67%	16.03%
Emirates Driving Company PJSC		
2023	12.40%	14.45%
2024	10.64%	21.91%
2025	13.70%	34.76%
Tendam[2]		
2023	21.25%	17.20%
2024	20.77%	18.16%
2025	17.62%	16.59%
Multiply Media Group (MMG)		
BackLite Media LLC and Viola Outdoor		
2025	8.93%	37.50%
24 7 Media Holding LLC		
2025	17.54%	28.07%

1. As all 2PointZero Group's employees are full-time employees, employee hire rate shows percentage year-over-year change of full-time employees. Year-over-year change of part-time employees is not applicable to 2PointZero Group as there are none part-time employees. Data for ADX S3 year-over-year change of contractors and consultants is not available.; 2. Scope: Spain. includes voluntary and involuntary attrition; 3. 2023 Scope Omorfia, 2024 and 2025 Scope Omorfia Group; 4. Restatement due to changes in measurement methodologies and data management practices.

New Hire Breakdown

	Total Training Hours per Gender		
	Female	**Male**	**Total**
2PointZero Group PJSC			
2023	1,520	2,000	3,520
2024	1,610	2,150	3,760
2025	1,895	2,768	4,663
Omorfia Group LLC[2]			
2023	46,296	1,040	47,336
2024	78,576	2,396	80,972
2025	242,614	14,473	257,087
Emirates Driving Company PJSC			
2023	5,195	20,937	26,132
2024	2,392	8,918	11,310
2025	2,422	13,944	16,367
Tendam[1]			
2023	69,471	11,232	80,703
2024	75,274	13,469	88,743
2025	74,532	11,825	86,357
Multiply Media Group (MMG)			
24 7 Media Holding LLC			
2025	504	864	1,368

1. Scope: Spain.; 2023 Scope Omorfia, 2024 and 2025 Scope Omorfia Group

	Average Training Hours per Employee per Gender		
	Female	**Male**	**Total**
2PointZero Group PJSC			
2023	89.41	76.92	81.86
2024	94.71	82.69	87.44
2025	75.80	70.97	72.86
Omorfia Group LLC[2]			
2023	17.71	4.98	16.77
2024	21.84[3]	6.41[3]	20.39[3]
2025	68.15	38.39	65.30
Emirates Driving Company PJSC			
2023	25.85	14.91	16.28
2024	11.12	5.78	6.44
2025	10.63	6.93	7.30
Tendam[1]			
2023	14.06	12.20	13.76
2024	14.57	14.44	14.55
2025	14.18	12.67	13.95
Multiply Media Group (MMG)			
24 7 Media Holding LLC			
2025	24.00	24.00	24.00

1. Scope: Spain.; 2. 2023 Scope Omorfia, 2024 and 2025 Scope Omorfia Group; 3. Restatement due to changes in measurement methodologies and data management practices.

	Total Training Hours per Job Category			
	Labour	**Entry Level**	**Mid Level**	**Senior Manager**
2PointZero Group PJSC				
2023	Not Applicable	367	1,450	1,703
2024	Not Applicable	405	1,530	1,825
2025	Not Applicable	750	3,508	405
Omorfia Group LLC[2]				
2023	0	0	0	0
2024	0	20,045	1,586	0
2025	0	251,027	4,847	1,213
Emirates Driving Company PJSC				
2023	18,795	6,212	1,118	7
2024	7,320	3,116	859	14
2025	8,623	6,385	1,335	23
Tendam[1]				
2023	66,929	Not Applicable	13,387	387
2024	71,541	Not Applicable	16,328	874
2025	72,390	Not Applicable	13,345	622
Multiply Media Group (MMG)				
24 7 Media Holding LLC				
2025	Not Applicable	312	936	120

1. Scope: Spain.; 2. 2023 Scope Omorfia, 2024 and 2025 Scope Omorfia Group. 2024 excluding Omorfia

	Average Training Hours per Employee per Job Category			
	Labour	**Entry Level**	**Mid Level**	**Senior Manager**
2PointZero Group PJSC				
2023	Not Applicable	26.21	96.67	121.64
2024	Not Applicable	31.15	85.00	152.08
2025	Not Applicable	44.12	113.16	25.31
Omorfia Group LLC[2]				
2023	0.00	0.00	0.00	0.00
2024	0.00	5.503	5.583	0.00
2025	0.00	67.88	23.76	34.66
Emirates Driving Company PJSC				
2023	13.46	26.43	6.46	0.08
2024	4.82	12.03	4.38	0.14
2025	4.44	20.33	5.19	0.20
Tendam[1]				
2023	14.29	Not Applicable	12.20	4.66
2024	14.46	Not Applicable	15.22	10.74
2025	14.28	Not Applicable	12.84	7.91
Multiply Media Group (MMG)				
24 7 Media Holding LLC				
2025	Not Applicable	24.00	24.00	24.00

1. Scope: Spain.; 2. 2023 Scope Omorfia, 2024 and 2025 Scope Omorfia Group. 2024 excluding Omorfia; 3. Restatement due to changes in measurement methodologies and data management practices.

Breakdown of Performance Review

	Performance Review per Job Category (%)			
	Labour	**Entry Level**	**Mid Level**	**Senior Manager**
2PointZero Group PJSC				
2023	Not Applicable	100%	100%	100%
2024	Not Applicable	100%	100%	100%
2025	Not Applicable	100%	96.77%[2]	100%
Omorfia Group LLC[2]				
2025	Not Applicable	35.91%	45.59%	77.14%
Emirates Driving Company PJSC				
2023	39.91%	69.94%	84.00%	66.67%
2024	39.21%	60.20%	67.86%	33.33%
2025	32.42%	41.63%	79.41%	20.00%
Tendam[1]				
2023	29.77%	Not Applicable	77.72%	69.78%
2024	25.33%	Not Applicable	71.50%	90.95%
2025	23.78%	Not Applicable	68.69%	78.85%
Multiply Media Group (MMG)				
24 7 Media Holding LLC				
2025	Not Applicable	53.85%	92.31%	80.00%

1. Scope: Spain.; 2. One mid-level employee was on maternity leave during performance review cycle in 2025.; 2. Scope Omorfia Group.

	Performance review by Gender (%)		
	Female	**Male**	**Total**
2PointZero Group PJSC			
2023	100.00%	100.00%	100.00%
2024	100.00%	100.00%	100.00%
2025	96.00%[2]	100.00%	98.44%[2]
Omorfia Group LLC[2]			
2025	35.93%	44.83%	36.78%
Emirates Driving Company PJSC			
2023	66.67%	40.46%	43.74%
2024	59.07%	39.56%	41.95%
2025	50.88%	33.13%	34.98%
Tendam[1]			
2023	36.60%	53.86%	39.31%
2024	30.96%	52.95%	34.33%
2025	28.96%	49.28%	32.02%
Multiply Media Group (MMG)			
24 7 Media Holding LLC			
2025	76.19%	86.11%	82.46%

1. Scope: Spain.; 2. One female employee was on maternity leave during performance review cycle in 2025.; 2. Scope Omorfia Group.

Breakdown of Performance Review

	Percentage of Employees by Job Category and by Gender							
	Labour		**Entry Level**		**Mid Level**		**Senior Manager**	
	Male	Female	Male	Female	Male	Female	Male	Female
	2PointZero Group PJSC							
2023	Not Applicable	Not Applicable	57.14%	42.86%	60.00%	40.00%	64.29%	35.71%
2024	Not Applicable	Not Applicable	61.54%	38.46%	55.56%	44.44%	66.67%	33.33%
2025	Not Applicable	Not Applicable	58.82%	41.18%	54.84%	45.16%	75.00%	25.00%
	Omorfia Group LLC[2]							
2023	Not Applicable	Not Applicable	7.42%	92.58%	6.29%	93.71%	11.24%	88.76%
2024[3]	Not Applicable	Not Applicable	7.93%	92.07%	26.06%	73.94%	25.58%	74.42%
2025	Not Applicable	Not Applicable	8.41%	91.59%	24.51%	75.49%	34.29%	65.71%
	Emirates Driving Company PJSC							
2023	90.70%	9.30%	60.69%	39.31%	96.00%	4.00%	77.78%	22.22%
2024	90.99%	9.01%	62.24%	37.76%	92.86%	7.14%	83.33%	16.67%
2025	92.78%	7.22%	67.70%	32.30%	91.18%	8.82%	80.00%	20.00%
	Tendam[1]							
2023	13.97%	86.03%	Not Applicable	Not Applicable	20.35%	79.65%	47.70%	52.30%
2024	13.55%	86.45%	Not Applicable	Not Applicable	20.67%	79.33%	50.59%	49.41%
2025	13.38%	86.62%	Not Applicable	Not Applicable	20.65%	79.35%	50.99%	49.01%
	Multiply Media Group (MMG)							
	BackLite Media LLC and Viola Outdoor							
2025	100.00%	0.00%	75.81%	24.19%	83.33%	16.67%	75.00%	25.00%
	24 7 Media Holding LLC							
2025	Not Applicable	Not Applicable	69.23%	30.77%	61.54%	38.46%	60.00%	40.00%

1. Scope: Spain.; 2. 2023 Scope Omorfia, 2024 and 2025 Scope Omorfia Group; 3. Restatement due to changes in measurement methodologies and data management practices

	Percentage of Employees by Job Category and by Age Group											
	Labour			**Entry-Level**			**Mid-Level**			**Senior Management**		
	Below 30 years old	Between 30-50 years old	Over 50 years old	Below 30 years old %	Between 30-50 years old %	Over 50 years old %	Below 30 years old	Between 30-50 years old	Over 50 years old	Below 30 years old %	Between 30-50 years old %	Over 50 years old %
	2PointZero Group PJSC											
2023	Not Applicable	Not Applicable	Not Applicable	21.43%	78.57%	0.00%	6.67%	80.00%	13.33%	0.00%	100.00%	0.00%
2024	Not Applicable	Not Applicable	Not Applicable	30.77%	69.23%	0.00%	11.11%	77.78%	11.11%	0.00%	91.67%	8.33%
2025	Not Applicable	Not Applicable	Not Applicable	23.53%	76.47%	0.00%	12.90%	80.65%	6.45%	0.00%	87.50%	12.50%
	Omorfia Group LLC[2]											
2023[3]	Not Applicable	Not Applicable	Not Applicable	35.03%	63.92%	1.00%	37.13%	62.28%	0.90%	12.36%	86.52%	2.25%
2024[3]	Not Applicable	Not Applicable	Not Applicable	27.63%	69.07%	3.29%	15.49%	81.34%	3.17%	2.33%	79.07%	18.60%
2025	Not Applicable	Not Applicable	Not Applicable	28.37%	68.47%	3.16%	10.78%	86.27%	2.94%	2.86%	80.00%	17.14%
	Emirates Driving Company PJSC											
2023	26.11%	68.24%	5.65%	11.56%	81.50%	6.94%	0.00%	96.00%	4.00%	0.00%	77.78%	22.22%
2024	18.03%	75.20%	6.78%	11.73%	77.04%	11.22%	0.00%	85.71%	14.29%	0.00%	91.67%	8.33%
2025	21.96%	72.16%	5.88%	20.62%	70.82%	8,56%	0.00%	88.24%	11.76%	0.00%	90.00%	10.00%
	Tendam[1]											
2023	34.01%	58.66%	7.33%	Not Applicable	Not Applicable	Not Applicable	9.83%	80.25%	9.92%	1.20%	58.33%	40.47%
2024	34.60%	57.68%	7.72%	Not Applicable	Not Applicable	Not Applicable	8.21%	80.34%	11.45%	0.31%	59.34%	40.35%
2025	34.19%	57.40%	8.41%	Not Applicable	Not Applicable	Not Applicable	5.80%	80.25%	13.95%	0.00%	51.04%	48.96%
	Multiply Media Group (MMG)											
	BackLite Media LLC and Viola Outdoor											
2025	43.94%	53.03%	3.03%	27.42%	64.52%	8.06%	8.33%	86.11%	5.56%	0.00%	100.00%	0.00%
	24 7 Media Holding LLC											
2025	Not Applicable	Not Applicable	Not Applicable	53.85%	38.46%	7.69%	23.08%	71.79%	5.13%	0.00%	80.00%	20.00%

1. Scope: Spain; 2. 2023 Scope Omorfia, 2024 and 2025 Scope Omorfia Group; 3. Restatement due to changes in measurement methodologies and data management practices.

Additional HR Information

	Total Number of Incidents of Discrimination
2PointZero Group PJSC	
2023	0
2024	0
2025	0
Omorfia Group LLC[1]	
2023	0
2024	0
2025	0
Emirates Driving Company PJSC	
2023	0
2024	0
2025	0
Tendam[2]	
2023	41
2024	69
2025	32
Multiply Media Group (MMG)	
BackLite Media LLC and Viola Outdoor	
2025	0
24 7 Media Holding LLC	
2025	0

1.2023 Scope Omorfia, 2024 and 2025 Scope Omorfia Group.; 2. Data on complaints received by the Ethics Line. Data includes both harassment and discrimination. It is not possible to split discrimination incidents only as the report in the Ethics Line comes consolidated and does not allow to obtain the data individualized per situation; Scope: Spain. Data for 2025 (Jan-Dec), available until December 4th.

Emiratisation Breakdown

	Emiratization Rate
2PointZero Group PJSC	
2023	0.00%
2024	0.00%
2025	3.13%
Omorfia Group LLC[1]	
2023	0.53%
2024	1.36%[2]
2025	1.79%
Emirates Driving Company PJSC	
2023	3.9%
2024	3.8%
2025	3.4%
Multiply Media Group (MMG)	
BackLite Media LLC and Viola Outdoor	
2025	0.00%
24 7 Media Holding LLC	
2025	3.51%

1.2023 Scope Omorfia, 2024 and 2025 Scope Omorfia Group.;2. Restatement due to changes in measurement methodologies and data management practices.

	Percentage of Emirati employees per Employment Category			
	Labour	**Entry Level**	**Mid Level**	**Senior Manager**
2PointZero Group PJSC				
2023	0.00%	0.00%	0.00%	0.00%
2024	0.00%	0.00%	0.00%	0.00%
2025	0.00%	5.88%	0.00%	6.25%
Omorfia Group LLC[2]				
2023	Not Applicable	0.54%	0.30%	1.12%
2024	Not Applicable	1.40%	0.71%	2.33%
2025	Not Applicable	1.88%	0.00%	2.86%
Emirates Driving Company PJSC				
2024	2.37%	12.76%	14.29%	16.67%
2025	1.03%	19.07%	11.76%	20.00%
Multiply Media Group (MMG)				
BackLite Media LLC and Viola Outdoor				
2025	0.00%	0.00%	0.00%	0.00%
24 7 Media Holding LLC				
2025	Not Applicable	15.38%	0.00%	0.00%

1.2023 Scope Omorfia, 2024 and 2025 Scope Omorfia Group.; Not applicable for Tendam as no operations in the UAE.

Health & Safety breakdown

	Work-related Ill-Health - Employees		
	Number of Fatalities as a Result of Work-Related Ill Health	Number of Cases of Recordable Work-Related Ill Health	Main types of work-related ill-health
2PointZero Group PJSC			
2023	0	0	Not Applicable
2024	0	0	Not Applicable
2025	0	0	Not Applicable
Omorfia Group LLC[2]			
2023	0	0	Not Applicable
2024	0	0	Not Applicable
2025	0	0	Not Applicable
Emirates Driving Company PJSC			
2023	0	0	
2024	0	0	Dizziness, Musculoskeletal Disorders, Repetitive Strain Injuries
2025	0	0	Dizziness, Respiratory issues, biological exposure, Health Issues.
Tendam[1]			
2023	0	2	Musculoskeletal
2024	0	1	Musculoskeletal
2025	0	1	Musculoskeletal
Multiply Media Group (MMG)			
BackLite Media LLC and Viola Outdoor			
2025	0	0	0
24 7 Media Holding LLC			
2025	0	0	0

1.2023 Scope Omorfia, 2024 and 2025 Scope Omorfia Group,;. 2. Scope: Spain. ; Not applicable for Tendam as no operations in the UAE.

	Work-related injuries - Employees									
	Number of Fatalities	Rate of Fatalities	Number of high-consequence work-related injury	Rate of high-consequence work-related injury	Number of lost-time injury	Rate of lost-time injury	Number of recordable work-related injury	Rate of recordable work-related injury	Main types of work-related injury	Number of Hours Worked
2PointZero Group PJSC										
2023	0	0.00	0	0.00	0	0.00	0	0.00	Not Applicable	Not Applicable
2024	0	0.00	0	0.00	0	0.00	0	0.00	Not Applicable	Not Applicable
2025	0	0.00	00	0.00	0	0.00	0	0.00	Not Applicable	Not Applicable
Omorfia Group LLC[1]										
2023	0	0.00	0	0.00	0	0.00	0	0.00	Not Applicable	Not Applicable
2024	0	0.00	0	0.00	0	0.00	0	0.00	Not Applicable	Not Applicable
2025	0	0.00	00	0.00	0	0.00	0	0.00	Not Applicable	Not Applicable
Emirates Driving Company PJSC										
2023	0	0.00	0	0.00	0	0.00	0	0.00	Not Applicable	Not Applicable
2024	0	0.00	0	0.00	0	0.00	0	0.00	Not Applicable	Not Applicable
2025	0	0.00	00	0.00	0	0.00	0	0.00	Not Applicable	Not Applicable
Tendam[2]										
2023	0	0.00	0	0.00	159	16.49	288	29.87	Dislocations / Sprains / Strains	9,642,177
2024	0	0.00	0	0.00	142	14.43	253	25.71	Dislocations / Sprains / Strains	9,842,015
2025	0	0.00	1	0.1	137	13.51	223	22.00	Dislocations / Sprains / Strains	10,137,037
Multiply Media Group (MMG)										
BackLite Media LLC and Viola Outdoor										
2025	0	0	0	0	0	0	0	0	0	0
24 7 Media Holding LLC										
2025	0	0	0	0	0	0	0	0	0	0

1.2023 Scope Omorfia, 2024 and 2025 Scope Omorfia Group.; 2. Scope: Spain. Rate of recordable work-related injury and rate of lost-time work-related injury calculated by multiplied by 1.000.000 as per GRI 403-9

Environmental Disclosures

Emission Data breakdown

	Scope MT CO2e		
	2023	**2024**	**2025**
	2PointZero Group PJSC		
Scope 1	12.19	32.24[2]	28.82
Scope 2	14.59	Not Available[1]	Not Available[1]
Scope 3	Not Available	Not Available	Not Available[1]
Total Emissions (MT CO2e)	26.76	32.24[2]	28.82
	Tendam[7]		
Scope 1	2,112.00	2,180.15	1,891.11
Scope 2	5,898.27[4]	3,978.48[4]	4,057.76[4]
Scope 3	1,036,394.14	1,123,486.40	Not Available[5]
Total Emissions (MT CO2e)	1,044,404.41	1,129,645.02	5,948.87[6]
	Emirates Driving Company PJSC		
Scope 1	10,707.07	13,448.61	24,289.03
Scope 2	5,017.03	7,916.78	6,162.08
Scope 3	9,957.33	10,581.35	14,044.90
Total Emissions (MT CO2e)	25,681.42	31,946.74	44,496.01
	2025		
	Multiply Media Group (MMG)		
	BackLite Media LLC and Viola Outdoor		
Scope 1	1,487.35		
Scope 2	855.50[3]		
Scope 3	1,289.72		
Total Emissions (MT CO2e)	3,632.57		

1. As of 2024 2PointZero Group PJSC is unable to track its electricity consumption due to a move to a new building in which electivity consumption is part of the rent with no transparency on usage.; 2. 2PointZero Group PJSC restatement of figures due to changes in measurement methodologies and data management practices.; 3. Location-based;4. Market based. Location based (2023=21,124.20; 2024=22,013.80); 5. Not yet available due to Tendam's fiscal year reporting.; 6. Excluding scope 3; 7. Scope: Global (Group) When complete data are not available, consolidated values and estimates are used for yearly figures.

	Scope Intensity		
	2023	**2024**	**2025**
	2PointZero Group PJSC		
Scope 1	0.28	0.75[2]	0.45
Scope 2	0.34	Not Available[1]	0.00[1]
Scope 3	Not Available	Not Available	0.00
Total Emissions Intensity (MT Co2e/employee)	0.62	0.75[2]	0.45
	Tendam[6]		
Scope 1	0.26	0.26	0.22
Scope 2	0.73[7]	0.48[7]	0.48[7]
Scope 3	128.34	134.66	Not Available[4]
Total Emissions Intensity (MT Co2e/employee)	129.33	135.40	0.69[5]
	Emirates Driving Company PJSC		
Scope 1	6.67	7.65	10.84
Scope 2	3.13	4.51	2.75
Scope 3	6.20	6.02	6.27
Total Emissions Intensity (MT Co2e/employee)	16.00	18.18	19.86
	2025		
	Multiply Media Group (MMG)		
	BackLite Media LLC and Viola Outdoor		
Scope 1	8.85		
Scope 2	5.09[3]		
Scope 3	7.68		
Total Emissions Intensity (MT Co2e/employee)	21.62		

1. As of 2024 2PointZero Group PJSC is unable to track its electricity consumption due to a move to a new building in which electivity consumption is part of the rent with no transparency on usage.2. 2PointZero Group PJSC restatement of figures due to changes in measurement methodologies and data management practices.; 3. Location-based; 4. Not yet available due to Tendam's fiscal year reporting.; 5. Excluding scope 3; 6. Scope: Global (Group) When complete data are not available, consolidated values and estimates are used for yearly figures; 7. Based on Market based scope 2 emissions

	Scope 3 Emission Breakdown						
	Tendam[3]			Multiply Media Group (MMG) BackLite Media LLC and Viola Outdoor	Emirates Driving Company PJSC		
	2023	2024	2025[2]	2025	2023	2024	2025
Category 1 - Purchased Goods and Services (tCO2e)	477,958.21	523,736.41	Not Available	Not Applicable	1,780.14	1,178.15	1,723.80
Category 2 - Capital Goods (tCO2e)	25,040.75	13,006.41	Not Available	1,122.00[1]	1,414.36	2,067.50	2,891.43
Category 3 - Fuel- and Energy-related Activities (tCO2e)	1,446.49	1,580.04	Not Available	33.00	3,431.02	3,492.02	5,323.72
Category 4 - Upstream Transportation and Distribution (tCO2e)	10,749.18	10,985.62	Not Available	8.40[1]	136.32	285.58	241.21
Category 5 - Waste Generated in Operations (tCO2e)	54.13	51.34	Not Available	0.23[1]	217.47	212.44	86.97
Category 6 - Business Travel (tCO2e)	1,598.10	1,722.75	Not Available	59.30	31.57	32.79	20.27
Category 7 - Employee Commuting (tCO2e)	11,666.74	9,507.35	Not Available	66.79	2,310.74	2,561.63	3,041.50
Category 8 - Upstream Leased Assets (tCO2e)	187.46	170.87	Not Available	Not Applicable	17.11	34.03	0.00
Category 9 - Downstream Transportation and Distribution (tCO2e)	8,574.67	12,714.94	Not Available	Not Applicable	Not Applicable	Not Applicable	Not Applicable
Category 10 - Processing of Sold Products	Not Applicable	Not Applicable	Not Available	Not Applicable	Not Applicable	Not Applicable	Not Applicable
Category 11 - Use of Sold Products (tCO2e)	483,482.03	533,772.99	Not Available	Not Applicable	Not Applicable	Not Applicable	Not Applicable
Category 12 - End-of-life Treatment of Sold Products (tCO2e)	11,164.24	12,236.90	Not Available	Not Applicable	0.19	1.60	0.00
Category 13 - Leased Assets (tCO2e)	Not Applicable	Not Applicable	Not Available	Not Applicable	618.00	716.00	716.00
Category 14 - Franchises (tCO2e)	4,472.14	4,000.78	Not Available	Not Applicable	Not Applicable	Not Applicable	Not Applicable
Category 15 - Investments (tCO2e)	Not Applicable	Not Applicable	Not Available	Not Applicable	Not Applicable	Not Applicable	Not Applicable
Total Scope 3 (tCO2e)	**1,036,394.14**	**1,123,486.40**	**Not Available**	**1,289.72**	**9,956.93**	**10,581.75**	**14,044.90**

1. Ratio in CAPEX spent projects applied from 2024 to 2025; 2. Not yet available due to Tendam's fiscal year reporting,; 3. Scope: Global (Group)
When complete data are not available, consolidated values and estimates are used for yearly figures.

Energy Consumption Breakdown

		Energy Consumption Breakdown			
		Unit	2023	2024	2025
2PointZero Group PJSC					
Fuel Consumption	Petrol	GJ	174.23	479.87	429.41
	Diesel	GJ	Not Applicable	Not Applicable	0.00
Electricity Consumption Non-Renewable		GJ	132.67	Not Available[2]	Not Available[2]
Electricity Consumption Renewable		GJ	Not Applicable	Not Applicable	Not Applicable
Chilled Water		GJ	Not Applicable	Not Applicable	Not Applicable
Total Direct Energy Consumption			**174.23**	**479.87**	**429.41**
Total Indirect Energy Consumption			**132.67**	**Not Available[2]**	**0.00**
Total Energy Consumption			**306.90**	**479.87[2]**	**429.41**
Omorfia Group LLC[1]					
Fuel Consumption	Petrol	GJ	136.64	1,718.67	4,898.49
	Diesel	GJ	856.83	284.72	0.00
Electricity Consumption Non-Renewable		GJ	6,764,458.81	6,317144.72	5,655,560.00
Electricity Consumption Renewable		GJ	Not Applicable	Not Applicable	0.00
Chilled Water		GJ	Not Applicable	Not Applicable	0.00
Total Direct Energy Consumption			**993.47**	**2,003.39**	**4,898.49**
Total Indirect Energy Consumption			**6,764,458.81**	**6,317,144.72**	**5,655,560.00**
Total Energy Consumption			**6,765,452.28**	**6,319,148.11**	**5,660,458.49**
Emirates Driving Company PJSC					
Fuel Consumption	Petrol	GJ	103,605.45	104,934.53	111,289.79
	Diesel	GJ	17,708.54	26,131.62	26,674.23
Electricity Consumption Non-Renewable		GJ	44,321.82	70,622.83	58,577.77
Electricity Consumption Renewable		GJ	0.00	0.00	1,411.75
Chilled Water		GJ	0.00	0.00	0.00
Total Direct Energy Consumption			**121,313.99**	**131,066.15**	**137,964.02**
Total Indirect Energy Consumption			**44,321.82**	**72,014.66**	**59,989.52**
Total Energy Consumption			**165,635.81**	**203,080.81**	**197,953.54**

Energy Consumption Breakdown (continued)

		Energy Consumption Breakdown			
		Unit	2023	2024	2025
Tendam[3]					
Fuel Consumption	Petrol	GJ	0.00	0.00	0.00
	Diesel	GJ	0.00	4,038.84[4]	0.00
Electricity Consumption Non-Renewable		GJ	68,058.46	36,127.31	34,362.63
Electricity Consumption Renewable		GJ	220,018.37	250,765.22	259,997.37
Chilled Water		GJ	Not Applicable	Not Applicable	Not Applicable
Total Direct Energy Consumption			**0.00**	**4,038.84**	**0.00**
Total Indirect Energy Consumption			**288,076.83**	**286,892.53**	**294,360.00**
Total Energy Consumption			**288,076.83**	**290,931.37**	**294,360.00**

		Unit	2025
Multiply Media Group (MMG)			
BackLite Media LLC and Viola Outdoor			
Fuel Consumption	Petrol	GJ	714.58
	Diesel	GJ	18,987.00
Electricity Consumption Non-Renewable		GJ	7,982.21
Electricity Consumption Renewable		GJ	Not Applicable
Chilled Water		GJ	Not Applicable
Total Direct Energy Consumption			**19,692.58**
Total Indirect Energy Consumption			**7,982.21**
Total Energy Consumption			**27,674.80**
24 7 Media Holding LLC			
Fuel Consumption	Petrol	GJ	1,562.84
	Diesel	GJ	17,777.80
Electricity Consumption Non-Renewable		GJ	1,793.26
Electricity Consumption Renewable		GJ	Not Applicable
Chilled Water		GJ	Not Applicable
Total Direct Energy Consumption			**19,340.64**
Total Indirect Energy Consumption			**1,793.26**
Total Energy Consumption			**21,133.90**

Across all direct energy is non-renewable only

1. Scope Omorfia. 2023 and 2024 include own car consumption of petrol and diesel while 2025 scope also includes rental car consumption; 2. As of 2024 2PointZero Group PJSC is unable to track its electricity consumption due to a move to a new building in which electivity consumption is part of the rent with no transparency on usage.; 3. Scope: Global (Group) When complete data are not available, consolidated values and estimates are used for yearly figures;4. Tendam occasionally used energy generators due to the change of locations of one of the logistics centers;

	Energy Intensity (GJ/Employee)		
	2023	**2024**	**2025**
		2PointZero Group PJSC	
Direct Energy Intensity	4.05	11.16	6.71
Indirect Energy Intensity	3.09	Not Available[1]	0.00[1]
Total Energy Intensity	**7.14**	**11.16[1]**	**6.71[1]**
		Omorfia Group LLC[2]	
Direct Energy Intensity	0.35	0.64	1.61
Indirect Energy Intensity	2,396.20	2,2024.08	1,859.77
Total Energy Intensity	**2,396.55**	**2,024.72**	**1,861.38**
		Emirates Driving Company PJSC	
Direct Energy Intensity	75.59	74.60	61.56
Indirect Energy Intensity	27.61	40.99	26.77
Total Energy Intensity	**103.20**	**115.58**	**88.33**
		Tendam[3]	
Direct Energy Intensity	0.00	0.48	0.00
Indirect Energy Intensity	35.67	34.39	34.55
Total Energy Intensity	**35.67**	**34.87**	**34.55**
		2025	
		Multiply Media Group (MMG)	
		BackLite Media LLC and Viola Outdoor	
Direct Energy Intensity		117.22	
Indirect Energy Intensity		47.51	
Total Energy Intensity		**164.73**	
		24 7 Media Holding LLC	
Direct Energy Intensity		339.31	
Indirect Energy Intensity		31.46	
Total Energy Intensity		**370.77**	

Across all direct energy is non-renewable only

1. As of 2024 2PointZero Group PJSC is unable to track its electricity consumption due to a move to a new building in which electivity consumption is part of the rent with no transparency on usage 2. Scope Omorfia; 3. Scope: Global (Group) When complete data are not available, consolidated values and estimates are used for yearly figures; 4. Tendam occasionally used energy generators due to the change of locations of one of the logistics centers

Total Waste Generated

	Total Weight of Waste Generated in MT		
	Non-Hazardous Weight	**Hazardous Weight**	**Total**
		Emirates Driving Company PJSC	
2023	284.56	8.95	293.51
2024	341.19	17.85	359.04
2025	323.81	10.74	334.55
		Tendam[2]	
2023	1,589.32	1.64	1,590.96
2024	2,133.69	0.89	2,134.58
2025	1,673.07	1.88	1,674.95
		Multiply Media Group (MMG)	
		BackLite Media LLC and Viola Outdoor[1]	
2025	61.54	0.00	61.54

1. Based on GHG Protocol Waste estimation guidelines; Concrete Rubble based on 2024 data assumptions; Other waste includes PVC plastic waste and any other dry mixes office waste not covered in other categories.; 2. Scope: Spain. When complete data are not available, consolidated values and estimates are used for yearly figures.

Waste Management breakdown

	Total Weight of Waste Generated by Category in MT				
	Paper/Cardboard	**Food/Inert Street Garbage**	**Concrete Rubble**	**Hazardous Chemicals**	**Other**
			Emirates Driving Company PJSC[4]		
2023	2.92	24.00	Not Applicable	8.95	257.64
2024	9.31	71.26	Not Applicable	17.85	260.62
2025	3.59	11.54	Not Applicable	10.74	308.68
			Tendam[2,3]		
2023	1,244.37	43.99	0.00	1.64	300.96
2024	1,271.23	71.47	0.00	0.90	790.99
2025	1,312.91	64.71	0.00	1.88	295.46
			Multiply Media Group (MMG)		
			BackLite Media LLC and Viola Outdoor[1]		
2025	10.86	5.34	36.10	0.00	9.25

1. Based on GHG Protocol Waste estimation guidelines; Concrete Rubble based on 2024 data assumptions; Other waste includes PVC plastic waste and any other dry mixes office waste not covered in other categories.; 2. Scope: Spain. When complete data are not available, consolidated values and estimates are used for yearly figures.; 3. Other waste includes plastics and packaging, iron and steel, wood, bulky waste, textiles, toner and ink cartridges, batteries, and various WEEE streams; 4. For Emirates Driving Company, the EDC related data category other waste includes aggregates, metal, woods, tire, genral and plastic waste, for EPI related data category other waste includes General Waste (food waste, paper and carboard, plastic, tissues, office waste), metal and tires given that not segregated data is available. For Hazardous chemicals category EPI related data also includes e-waste and old batteries to reflect reporting categories for 2PointZero.

Total Waste Recycled

	Total Weight of Waste Recycled in MT			
	Non-Hazardous Weight	**Hazardous Weight**	**Total Waste Recycled**	**Recycle Rate**
Emirates Driving Company PJSC				
2023	42.36	8.60	50.96	17.36%
2024	85.78	17.85	103.63	29.86%
2025	57.92	10.74	68.66	20.52%
Tendam[2]				
2023	1,336.53	0.66	1,337.19	84.05%
2024	1.400.80	0.00	1,400.80	65.62%
2025	1,394.07	1.25	1,395.33	83.31%
Multiply Media Group (MMG)				
BackLite Media LLC and Viola Outdoor[1]				
2025	7.04	0.00	7.04	11.44%

1. Based on GHG Protocol Waste estimation guidelines; Concrete Rubble based on 2024 data assumptions; Other waste includes PVC plastic waste and any other dry mixes office waste not covered in other categories.; 2. Scope: Spain. When complete data are not available, consolidated values and estimates are used for yearly figures.

Waste Recycled

	Total Weight of Waste Recycled in MT					
	Paper/ Cardboard	**Aluminium/ Metal Scrap**	**Used Filters and Oily Waste**	**Wood/Broken furniture**	**Agricultural Waste**	**Other**
Emirates Driving Company PJSC[3]						
2023	2.92	1.44	7.85	14.00	24.00	0.75
2024	9.31	0.09	16.70	5.12	71.26	1.15
2025	3.59	0.20	10.14	33.55	11.54	9.64
Tendam[2,4]						
2023	1,244.37	0.00	0.00	62.34	0.00	30.48
2024	1,271.23	0.00	0.00	105.75	0.00	23.83
2025	1,312.91	3.41	0.00	64.76	1.18	13.07
Multiply Media Group (MMG)						
BackLite Media LLC and Viola Outdoor[1]						
2025	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	7.04

1. Based on GHG Protocol Waste estimation guidelines; Concrete Rubble based on 2024 data assumptions; Other waste includes PVC plastic waste and any other dry mixes office waste not covered in other categories.; 2. Scope: Spain. When complete data are not available, consolidated values and estimates are used for yearly figures.; 3. For Emirates Driving Company, the EDC related data category other waste includes general waste and plastic waste and tires, for EPI related data category other waste includes e-waste and old batteries.; 4. Other waste includes plastics and packaging, iron and steel, wood, bulky waste, textiles, toner and ink cartridges, batteries, and various WEEE streams.

Water Consumption

	Water Consumption		
	2023	**2024**	**2025**
Emirates Driving Company PJSC			
Water Withdrawal (in M3)	50,135.00	Not Available[1]	Not Available[1]
Withdrawal Intensity (M3/Employee)	1,165.93[2]	Not Available[1]	Not Available[1]
Omorfia Group LLC[4]			
Water Withdrawal (in M3)	59,490.22	70,499.310	63,189.74
Withdrawal Intensity (M3/Employee)	Not Available	Not Available	20.78
Emirates Driving Company PJSC			
Water Withdrawal (in M3)	1,935,109.00	2,209,439.00	2,648,280.50
Withdrawal Intensity (M3/Employee)	1,205.68	1,257.51	1,181.74
			2025
Multiply Media Group (MMG)			
BackLite Media LLC and Viola Outdoor			
Water Withdrawal (in M3)			2,509.92[3]
Withdrawal Intensity (M3/Employee)			14.94

1. As of 2024 2PointZero Group PJSC is unable to track its water consumption due to a move to a new building in which water consumption is part of the rent with no transparency on usage; 2. Restatement of figure to correct previously incorrect disclosure; 3. Assumption based on DEWA guidelines of 60l/Day/Capita in offices; 4. 2023 Scope Omorfia, 2024 Scope Omofria and The Grooming Company only Sisters Beauty Lounge, N.Bar and 1847, 2025 Scope Omorfia.

GRI and ADX Content Index

Index - GRI
GRI 1: FOUNDATION 2021

Statement of Use

2PointZero Group has reported the information cited in this GRI content index for the period 1 January - 31 December 2025 in accordance with the GRI Standards.

GRI 2: GENERAL DISCLOSURES

GRI Disclosure	Content	Reference Section	Notes
The Organization and its Reporting Practice			
2-1	Organizational details	1. About this Report 4. 2PointZero Group Overview	
2-2	Entities included in the organization's sustainability reporting	1. About this Report 4. 2PointZero Group Overview 11. Detailed Disclosures	
2-3	Reporting period, frequency and contact point	1. About this Report	
2-4	Restatements of information		If figures differ from those published in previous reports, this is due to updates made to reflect enhanced data accuracy or methodological refinements. Please consider the figures presented here as the most up-to-date and reliable. Statements are added in applicable sections.
2-5	External assurance	1. About this Report	
Activities and workers			
2-6	Activities, value chain and other business relationships	4. 2PointZero Group Overview	
2-7	Employees	7. Growing our Human Capital 11. Detailed Disclosures	
2-8	Workers who are not employees	7. Growing our Human Capital 11. Detailed Disclosures	
Governance			
2-9	Governance structure and composition	5.4. ESG Integration Framework 6. Robust Foundations Corporate Governance Report	
2-10	Nomination and selection of the highest governance body	6. Robust Foundations Corporate Governance Report	
2-11	Chair of the highest governance body	6. Robust Foundations Corporate Governance Report	
2-12	Role of the highest governance body in overseeing the management of impacts	5.4. ESG Integration Framework 6. Robust Foundations Corporate Governance Report	
2-13	Delegation of responsibility for managing impacts	5.4. ESG Integration Framework 6. Robust Foundations Corporate Governance Report	
2-14	Role of the highest governance body in sustainability reporting	5.4. ESG Integration Framework 6. Robust Foundations Corporate Governance Report	
2-15	Conflicts of interest	6. Robust Foundations Corporate Governance Report	
2-16	Communication of critical concerns	6. Robust Foundations Corporate Governance Report	

GRI 2: GENERAL DISCLOSURES (continued)

GRI Disclosure	Content	Reference Section	Notes
Governance			
2-17	Collective knowledge of the highest governance body	6. Robust Foundations Corporate Governance Report	
2-18	Evaluation of the performance of the highest governance body	Corporate Governance Report	
2-19	Remuneration policies	Corporate Governance Report	
2-20	Process to determine remuneration	Corporate Governance Report	
2-21	Annual total compensation ratio		Currently not disclosed
Strategy, policies and practices			
2-22	Statement on sustainable development strategy	5. Our Sustainability Journey	
2-23	Policy commitments	5. Our Sustainability Journey 6. Robust Foundations Throughout the report where policies are applicable.	
2-24	Embedding policy commitments	5. Our Sustainability Journey 6. Robust Foundations Throughout the report where policies are applicable.	
2-25	Processes to remediate negative impacts	5. Our Sustainability Journey 6. Robust Foundations	
2-26	Mechanisms for seeking advice and raising concerns	6. Robust Foundations Corporate Governance Report	
2-27	Compliance with laws and regulations	6. Robust Foundations Corporate Governance Report	
2-28	Membership associations		Currently not disclosed
Stakeholder engagement			
2-29	Approach to stakeholder engagement	5. Our Sustainability Journey	
2-30	Collective bargaining agreements		Not applicable for companies operating in the UAE

GRI 3: MATERIAL TOPICS

GRI Disclosure	Content	Reference Section	Notes
3-1	Process to determine material topics	5. Our Sustainability Journey	
3-2	List of material topics	5. Our Sustainability Journey	
3-3	Management of material topics	5. Our Sustainability Journey	
GRI 102: Climate Change 2025			
GRI 102 Topic Specific			
3-3	Management Approach	8. Managing our Influence 10. In Focus ESG Practices of Key Subsidiaries (where applicable)	
102-5a	Scope 1 GHG emissions	8. Managing our Influence 11. Detailed Disclosures	
102-6a	Scope 2 GHG emissions	8. Managing our Influence 11. Detailed Disclosures	
102-7a	Scope 3 GHG emissions	11. Detailed Disclosures	
102-8a	GHG emissions intensity	8. Managing our Influence 11. Detailed Disclosures	

GRI 3: MATERIAL TOPICS (continued)

GRI Disclosure	Content	Reference Section	Notes
GRI 103: Energy 2025			
GRI 103 Topic Specific			
3-3	Management Approach	8. Managing our Influence 10. In Focus ESG Practices of Key Subsidiaries (where applicable)	
103-1	Energy policies and commitments	8. Managing our Influence 10. In Focus ESG Practices of Key Subsidiaries (where applicable)	
103-2	Energy consumption and self-generation within the organization	8. Managing our Influence 11. Detailed Disclosures	
103-4	Energy intensity	8. Managing our Influence 11. Detailed Disclosures	
GRI 201: Economic Performance 2016			
GRI 201 Topic Specific			
3-3	Management Approach	9. Investing in a Sustainable Future 10. In Focus ESG Practices of Key Subsidiaries (where applicable)	
201-1	Direct economic value generated and distributed	9. Investing in a Sustainable Future Financial Statements	
GRI 202: Market Presence 2016			
GRI 202 Topic Specific			
3-3	Management Approach	10. In Focus ESG Practices of Key Subsidiaries (where applicable)	
202-2	Proportion of senior management hired from the local community	11. Detailed Disclosures	
GRI 203: Indirect Economic Impacts 2016			
GRI 203 Topic Specific			
3-3	Management Approach	9. Investing in a Sustainable Future 10. In Focus ESG Practices of Key Subsidiaries (where applicable)	
203-2	Significant indirect economic impacts	9. Investing in a Sustainable Future	
GRI 204: Procurement Practices 2016			
GRI 204 Topic Specific			
3-3	Management Approach	8.3. Responsible Procurement 10. In Focus ESG Practices of Key Subsidiaries (where applicable)	
204-1	Proportion of spending on local suppliers	8.3. Responsible Procurement 11. Detailed Disclosures	
GRI 205: Anti-Corruption 2016			
GRI 205 Topic Specific			
3-3	Management Approach	6. Robust Foundations Corporate Governance Report	
205-2	Communication and training about anti-corruption policies and procedures	6. Robust Foundations	
205-3	Confirmed incidents of corruption and actions taken	6. Robust Foundations	
GRI 206: Anti-competitive Behavior 2016			
GRI 206 Topic Specific			
3-3	Management Approach	6. Robust Foundations Corporate Governance Report	
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	6. Robust Foundations	

GRI 3: MATERIAL TOPICS (continued)

GRI Disclosure	Content	Reference Section	Notes
GRI 303: Water and Effluents 2018			
GRI 303 Topic Specific			
3-3	Management Approach		
303-3	Water Withdrawal	11. Detailed Disclosures	
GRI 306: Waste 2020			
GRI 306 Topic Specific			
3-3	Management Approach	10. In Focus ESG Practices of Key Subsidiaries (where applicable)	
306-3	Waste generated	11. Detailed Disclosures	
306 - 4	Waste diverted from disposal	11. Detailed Disclosures	
GRI 308: Supplier Environmental Assessment			
GRI 308 Topic Specific			
3-3	Management Approach	10. In Focus ESG Practices of Key Subsidiaries (where applicable)	
308-1	New suppliers that were screened using environmental criteria	11. Detailed Disclosures	Where applicable
308-2	Negative environmental impacts in the supply chain and actions take	11. Detailed Disclosures	Where applicable
GRI 401: Employment 2016			
GRI 401 Topic Specific			
3-3	Management Approach	7. Growing our Human Capital 10. In Focus ESG Practices of Key Subsidiaries (where applicable)	
401-1	New employee hires and employee turnover	7. Growing our Human Capital 11. Detailed Disclosures	
401-2	Benefits provided to full-time employees that are not provided to part-time employees	7. Growing our Human Capital	
GRI 403: Occupational Health & Safety 2018			
GRI 403 Topic Management Disclosures			
3-3	Management Approach	7. Growing our Human Capital 10. In Focus ESG Practices of Key Subsidiaries (where applicable)	
403-1	Occupational health and safety management system	7. Growing our Human Capital	
403-2	Hazard identification, risk assessment, and incident investigation	7. Growing our Human Capital	
403-3	Occupational health services	7. Growing our Human Capital 10. In Focus ESG Practices of Key Subsidiaries (where applicable)	
403-4	Worker participation, consultation, and communication on Occupational health and safety	7. Growing our Human Capital	
403-5	Worker training on occupational health and safety	7. Growing our Human Capital 10. In Focus ESG Practices of Key Subsidiaries (where applicable)	
403-6	Promotion of worker health	7. Growing our Human Capital 10. In Focus ESG Practices of Key Subsidiaries (where applicable)	
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	7. Growing our Human Capital	

GRI 3: MATERIAL TOPICS (continued)

GRI Disclosure	Content	Reference Section	Notes
GRI 403 Topic Specific			
403-8	Workers covered by an occupational health and safety management system	7. Growing our Human Capital	
403-9	Work-related injuries	7. Growing our Human Capital 11. Detailed Disclosures	
403-10	Work-related ill-health	7. Growing our Human Capital 11. Detailed Disclosures	
GRI 404: Training & Education 2016			
GRI 404 Topic Specific			
3-3	Management Approach	7. Growing our Human Capital 10. In Focus ESG Practices of Key Subsidiaries (where applicable)	
404-1	Average hours of training per year per employee	7. Growing our Human Capital 11. Detailed Disclosures	
404-2	Programs for upgrading employee skills and transition assistance programs	7. Growing our Human Capital 10. In Focus ESG Practices of Key Subsidiaries (where applicable)	
404-3	Percentage of employees receiving regular performance and career development reviews	7. Growing our Human Capital 11. Detailed Disclosures	
GRI 405: Diversity and Equal Opportunity 2016			
GRI 405 Topic Specific			
3-3	Management Approach	7. Growing our Human Capital 6. Robust Foundations	
405-1	Diversity of governance bodies and employees	7. Growing our Human Capital 6. Robust Foundations 11. Detailed Disclosures	
GRI 406: Non-Discrimination 2016			
GRI 406 Topic Specific			
3-3	Management Approach	7. Growing our Human Capital	
406-1	Incidents of discrimination and corrective actions taken	7. Growing our Human Capital 11. Detailed Disclosures	
GRI 406: Non-Discrimination 2016			
GRI 406 Topic Specific			
3-3	Management Approach	8.2. Community Support & Development 10. In Focus ESG Practices of Key Subsidiaries (where applicable)	
GRI 414: Supplier Social Assessment			
GRI 414 Topic Specific			
3-3	Management Approach	10. In Focus ESG Practices of Key Subsidiaries (where applicable)	
414-1	New suppliers that were screened using social criteria	11. Detailed Disclosures	Where applicable
414-2	Negative social impacts in the supply chain and actions taken	11. Detailed Disclosures	Where applicable
GRI 418: Customer Privacy			
GRI 418 Topic Specific			
3-3	Management Approach	6.3. Privacy and Information Security	
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	6.3. Privacy and Information Security 11. Detailed Disclosures	Where applicable

Index - Abu Dhabi Securities Exchange (ADX) Environmental, Social and Governance (ESG) Disclosure Guidance for Listed Companies

The below index is prepared in accordance with the Abu Dhabi Securities Exchange (ADX) Environmental, Social and Governance (ESG) Disclosure Guidance for Listed Companies updated June 2025.

ADX ESG Disclosure Guidance			
Metric	**Calculation**	**Reference Page or Section**	**Note**
Environmental			
E1. Environmental Operations	E1.1) Does your company follow a formal Environmental Policy? Yes/No. E1.2) Does your company follow specific waste, water, energy, and/or recycling policies? Yes/No. E1.3) Does your company use a recognised energy management system? Yes/No.	6. Robust Foundations 8.1. Preserving Natural Resources and Addressing Climate Change	
E2. Water Usage	E2.1) Total amount of water consumed. E2.2) Total amount of water reclaimed.	11. Detailed Disclosures	
E3. Waste Generation	E3.1) Total waste generated, per waste type. E3.2) Percentage of waste recycled, per waste type.	11. Detailed Disclosures	
E4. Energy Usage	E4.1) Total amount of energy directly consumed. E4.2) Total amount of energy indirectly consumed.	8.1. Preserving Natural Resources and Addressing Climate Change 11. Detailed Disclosures	
E5. Energy Intensity	E5.1) Total direct energy usage per output scaling factor.	8.1. Preserving Natural Resources and Addressing Climate Change 11. Detailed Disclosures	
E6. Energy Mix	E6.1) Percentage: Energy usage by generation type.	8.1. Preserving Natural Resources and Addressing Climate Change 11. Detailed Disclosures	
E7. GHG Emissions	E7.1) Total amount in CO_2e for Scope 1. E7.2) Total amount in CO_2e for Scope 2 (if applicable). E7.3) Total amount in CO_2e for Scope 3 (if applicable).	8.1. Preserving Natural Resources and Addressing Climate Change 11. Detailed Disclosures	
E8. Emissions Intensity	E8.1) Total GHG emissions per output scaling factor. E8.2) Total non GHG emissions per output scaling factor.	8.1. Preserving Natural Resources and Addressing Climate Change 11. Detailed Disclosures	
E9. Climate Strategy	E9.1) Describe the climate-related risks and opportunities that could reasonably be expected to affect the organisation's prospects. For each identified climate-related risk, explain whether it is classified as a physical risk or a transition risk. E9.2) Describe the current and anticipated impacts of climate-related risks and opportunities on the organisation's business model and value chain. E9.3) Describe how the organisation has responded to, and plans to respond to, climate-related risks and opportunities in its strategy and decision-making, including plans to achieve any climate-related targets it has set and any targets required by law or regulation. E9.4) Describe the current effects (during the reporting period) of climate-related risks and opportunities on the organisation's financial position, financial performance, and cash flows (current financial effects).	10. In Focus ESG Practices of Key Subsidiaries (where applicable)	
E10. Climate related Risks and Opportunities	E10.1) Describe the processes and policies the organisation uses to identify, assess, prioritise, and monitor climate-related risks, and the inputs and parameters used in these processes. E10.2) Whether and how the organisation uses climate-related scenario analysis to inform the identification of climate-related risks.		
E11. Climate Governance	E11.1) Which governance body(s) (which can include a board, committee or equivalent body charged with governance) or individual(s) is responsible for oversight of climate-related risks and opportunities? E11.2) How does the governance body or individual considers climate-related risks and opportunities when overseeing the organisation's strategy. E11.3) Are performance metrics related to climate targets are included in remuneration policies and, if so, how. E11.4) Has the organisation has delegated responsibility for overseeing climate-related risks and opportunities to a specific management-level position or committee, and how oversight of this role or committee is exercised.	5.4. ESG Integration Framework 6. Robust Foundations Corporate Governance Report	
E12. Climate Targets	E12.1) Disclose any quantitative and qualitative climate-related targets to monitor progress towards strategic goals, incl. any GHG emissions targets. Specify the metric used to set the target.	10. In Focus ESG Practices of Key Subsidiaries (where applicable)	

Index - Abu Dhabi Securities Exchange (ADX) Environmental, Social and Governance (ESG) Disclosure Guidance for Listed Companies (continued)

The below index is prepared in accordance with the Abu Dhabi Securities Exchange (ADX) Environmental, Social and Governance (ESG) Disclosure Guidance for Listed Companies updated June 2025. (continued)

ADX ESG Disclosure Guidance			
Metric	**Calculation**	**Reference Page or Section**	**Note**
Social			
S1. CEO Pay Ratio	S1.1) Ratio: CEO total compensation to median Full Time Equivalent (FTE) total compensation S1.2) Does your company report this metric in regulatory filings? Yes/No	-	Currently not disclosed
S2. Gender Pay Ratio	S2.1) Ratio: Median male compensation to median female compensation	-	Currently not disclosed
S3. Employee Turnover	S3.1) Percentage: Year-over-year change for full-time employees. S3.2) Percentage: Year-over-year change for part-time employees. S3.3) Percentage: Year-over-year change for contractors/consultants.	7. Growing our Human Capital 11. Detailed Disclosures	
S4. Gender Diversity	S4.1) Percentage: Total enterprise headcount held by men and women. S4.2) Percentage: Entry- and mid-level positions held by men and women. S4.3) Percentage: Senior- and executive-level positions held by men and women.	7. Growing our Human Capital 11. Detailed Disclosures	
S5. Temporary Worker Ratio	S5.1) Percentage: Total enterprise headcount held by part-time employees. S5.2 Percentage: Total enterprise headcount held by contractors and/or consultants.	7. Growing our Human Capital 11. Detailed Disclosures	
S6. Nationalisation	S6.1) Percentage of national employees, per employment category.	-	11. Detailed Disclosures
S7. Non-Discrimination	S7.1) Does the company follow a non-discrimination policy? Yes/No.	6. Robust Foundations 7. Growing our Human Capital	
S8. Health, Safety and Wellbeing	S8.1) Does the company follow an occupational health and/or health and safety policy? Yes/No.	6. Robust Foundations 7. Growing our Human Capital	
S9. Injury Rate	S9.1) Percentage: Frequency of injury events relative to total workforce time.	7. Growing our Human Capital 11. Detailed Disclosures	
S10. Child and Forced Labor	S10.1) Does the company follow a child and/or forced labour policy? Yes/No. S10.2) If yes, does the policy also cover suppliers and vendors? Yes/No.	6. Robust Foundations	
S11. Human Rights	S11.1) Does the company follow a human rights policy? Yes/No. S11.2) If yes, does the policy also cover suppliers and vendors? Yes/No.	6. Robust Foundations	
S12. Community Investment	S12.1) Amount invested in the community, as a percentage of company revenues.	8. Managing Our Influence 11. Detailed Disclosures	Disclosed as total number
Governance			
G1. Board Independence	G1.1) Does the company prohibit the CEO from serving as board chair? Yes/No. G1.2) Percentage: Total board seats occupied by independent board members.	6. Robust Foundations Corporate Governance Report	
G2. Board Diversity	G2.1) Percentage: Total board seats occupied by men and women. G2.2) Percentage: Committee chairs occupied by men and women.	6. Robust Foundations Corporate Governance Report	
G3. Supplier Code of Conduct	G3.1) Are vendors or suppliers required to follow a Code of Conduct? Yes/No. G3.2) If yes, what percentage of suppliers have formally certified compliance with the code?	8.3. Responsible Procurement 10. In Focus ESG Practices of Key Subsidiaries (where applicable) 11. Detailed Disclosures	
G4. Ethics and Prevention of Corruption	G4.1) Does the company follow an Ethics and/or Prevention of Corruption policy? Yes/No. G4.2) If yes, what percentage of the workforce has formally certified compliance with the policy?	6. Robust Foundations	

Index - Abu Dhabi Securities Exchange (ADX) Environmental, Social and Governance (ESG) Disclosure Guidance for Listed Companies (continued)

The below index is prepared in accordance with the Abu Dhabi Securities Exchange (ADX) Environmental, Social and Governance (ESG) Disclosure Guidance for Listed Companies updated June 2025. (continued)

ADX ESG Disclosure Guidance			
Metric	**Calculation**	**Reference Page or Section**	**Note**
Governance			
G5. Data Privacy	G5.1) Does the company follow a Data Privacy policy? Yes/No. G5.2) Has the company taken steps to comply with GDPR rules? Yes/No.	6.3. Privacy and Information Security	
G6. Sustainability Strategy	G6.1) Describe sustainability-related risks and opportunities that could reasonably be expected to affect the organisation's prospects. G6.2) Describe current and anticipated impacts on the organisation's business model and value chain. G6.3) Describe how the organisation has responded to, and plans to respond to, sustainability-related risks and opportunities in its strategy and decision-making. G6.4) Describe current and anticipated effects on the business model, financial position, performance, and cash flows, and how these risks are considered in financial planning.	5. Our Sustainability Journey Throughout the report where applicable 10. In Focus ESG Practices of Key Subsidiaries (where applicable)	
G7. Sustainability Risk Management	G7.1) Describe processes and policies used to identify, assess, prioritise, and monitor sustainability-related risks, including inputs and parameters. G7.2) How are the processes for identifying, assessing, prioritising and monitoring sustainability-related risks and opportunities integrated into and informing your organisation's overall enterprise risk management process?	5.4. ESG Integration Framework 6. Robust Foundations	
G8. Sustainability Governance	G8.1) Which governance body(s) (which can include a board, committee or equivalent body charged with governance) or individual(s) is responsible for oversight of sustainability-related risks and opportunities? G8.2) How does the body or individual consider sustainability related risks and opportunities when overseeing your organisation's strategy? G8.3) Are performance metrics related to these targets included in remuneration policies? If so, how? G8.4) Has your organisation delegated the role of overseeing sustainability-related risks and opportunities to a specific management-level position or committee, and how is oversight over this role or committee exercised?	5.4. ESG Integration Framework 6. Robust Foundations Corporate Governance Report 10. In Focus ESG Practices of Key Subsidiaries (where applicable)	
G9. Sustainability Targets	G9.1) What metrics are used to measure and monitor each identified sustainability-related risk or opportunity?	5. Our Sustainability Journey Throughout the report where applicable 10. In Focus ESG Practices of Key Subsidiaries (where applicable)	
G10. Disclosure Practices	G10.1) Does the company publish a sustainability report? Yes/No. G10.2) Does the company publish a report aligned with GRI, IFRS, CDP, SASB, IIRC, or UNGC?	1. About this Report 10. In Focus ESG Practices of Key Subsidiaries (where applicable)	
G11. External Assurance	G11.1) Are sustainability disclosures assured or verified by a third-party audit firm? Yes/No.	1. About this Report	
Integrated KPIs			
I1. Sustainability Reporting	I1.1) Does the company publish a sustainability report? Yes/No.	1. About this Report 10. In Focus ESG Practices of Key Subsidiaries (where applicable)	
I2. ESG Ratings	I2.1) Has the company received an ESG rating (solicited or unsolicited)? Yes/No. I2.2) If yes, provide the latest overall ESG score.	2. ESG Highlights 10. In Focus ESG Practices of Key Subsidiaries (where applicable)	
I3. Stakeholder Engagement	I3.1) Does the company engage with stakeholders on ESG/sustainability topics? Yes/No. I3.2) If yes, describe the frequency and effectiveness of engagement.	5. Our Sustainability Journey 10. In Focus ESG Practices of Key Subsidiaries (where applicable)	