



DRIVING THE MOMENTUM

FOR A SUSTAINABLE FUTURE

Integrated Report 2025
Emirates Driving P.J.S.C





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About This Report

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

Reporting Scope And Boundary

Emirates Driving Company (EDC) PJSC's 2025 Integrated Report outlines how EDC delivers value to its stakeholders in the short, medium, and long term. It provides an overview of the company's business strategy, along with its financial and environmental, social, and governance (ESG) performance.

The report covers the period from 1 January to 31 December 2025, unless otherwise stated. Financial data reflects the performance of EDC and its subsidiaries, collectively referred to as the "Group."

Sustainability information, however, pertains to EDC and Excellence Premier Investment LLC (EPI). Emirates Mobility Company (EMC)¹ and Tabieah Property Investment are excluded from the sustainability reporting boundary. ChargePoint, a joint venture established in 2025, is referenced in this report for contextual and strategic purposes only and is excluded from the sustainability reporting boundary.²

Reporting Frameworks And Standards

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

Additionally, the report adheres to the Abu Dhabi Securities Exchange's (ADX) ESG Disclosure Guidelines for listed companies, updated in June 2025, encompassing 38 ESG metrics. It also aligns with material Sustainable Development Goals (SDGs) and Abu Dhabi Economic Vision 2030 and UAE Net Zero 2050.

The report complies with the UAE Securities & Commodities Authority (SCA) requirements for Integrated Reports for the fiscal year 2025.

Assurance

We have employed a coordinated assurance approach to assess and assure the various elements of this report. Ernst & Young has audited the 2025 Financial Statements while the business, strategy, and sustainability components of the report have been reviewed by our internal audit function and a specialist independent consultancy.

Board Responsibility

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

Forward-Looking Statements

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

FEEDBACK

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

Email: ir@edcad.ae

Phone: +97125027209



¹ The Emirates Mobility Company (EMC) is not yet fully operational.

² Tabieah Property Investment was included within EDC's sustainability reporting boundary for the 2023 and 2024 reporting periods. In 2025, Tabieah Property Investment has been excluded following divestment, with three related transactions still in progress at year-end. Accordingly, sustainability information for Tabieah Property Investment is not included in the 2025 report. ChargePoint is excluded from the 2025 sustainability reporting boundary; accordingly, no sustainability performance data for ChargePoint is included in this report.



Financial Highlights



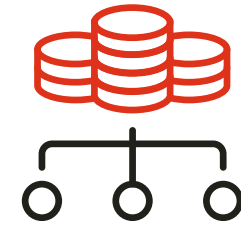
Customer Revenue
770M

▲ 50%



Net Income
346M

▲ 23%



Assets
2090 M

▲ 26%



Shareholder Equity
1,510M

▲ 12%



EBITDA
437M

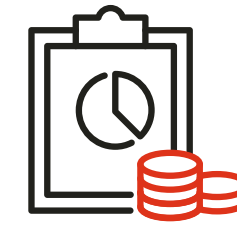
▲ 110M



Market Cap
3.42B



Earnings Per Share
0.31 AED



Total Liabilities
580M



Key ESG Highlights



Achieved a provisional “AAA” ESG Rating from MSCI³



Obtained the ESG-1000 Certification (one of the first in Middle East), an international ESG benchmarking and assurance standard.



Advanced sustainable procurement practices, launching a Sustainable Engagement Program, extending ESG oversight across 87% of procurement spend, with ESG assessments shared with priority Tier-1 suppliers



Received Global Good Governance Championship Award in Corporate Governance Reporting, presented by Cambridge IFA.



Finalized our 2026-2030 Digitalization Roadmap, set for implementation in the coming reporting year



Received the Gold Seal Impact Award from Majra, recognizing excellence in corporate social responsibility and sustainability practices



Advanced our Business Strategy with 6 Revised Strategic Priorities, with supporting objectives, initiatives and performance indicators



96.15% Local Spend, amounting to 83.43mn AED



Strengthened decarbonization efforts by recalculating the company-wide GHG inventory to include EPI and subsidiaries, identifying emission hotspots across expanded operations, and updating SBTi-aligned baselines to 2024 to support the development of an updated decarbonization plan and new targets

¹ IMPORTANT NOTICE AND DISCLAIMER:

The MSCI Provisional ESG Rating and related report and research (collectively, the “Provisional Rating”):

- (1) was prepared by MSCI ESG Research for compensation;
- (2) is not a credit rating or securities research report;
- (3) is made available only for informational purposes and without any warranty or guaranty of accuracy, quality, completeness or usefulness;
- (4) is current only as of the date first issued and is subject to modification and withdrawal without notice;
- (5) does not, and is not intended to, constitute an investment promotion, report or opinion of an expert, assurance letter, part of any offering, or any offer or recommendation to purchase or sell any securities, credit commitments or other assets or to enter into any project or business transaction in connection with the rated company or otherwise;
- (6) is based in whole or in part on information provided to MSCI ESG Research by or on behalf of the rated company, which MSCI does not validate for reliability, truthfulness, accuracy, completeness or otherwise at any time or over time;
- (7) is based in whole or in part on non-public information and may differ materially from a subsequent Provisional Rating or standard ESG Rating assigned by MSCI ESG Research to the rated company;
- (8) may not incorporate or accurately reflect actual environmental, social or governance-related risks and information relevant to the rated company;
- (9) has not been submitted to, nor received approval from, any relevant regulatory bodies; and
- (10) may not be altered or modified, further copied or redistributed, or used to create derivative works, indexes, databases, risk models, analytics, software or other works or to train artificial intelligence without the express prior written permission of MSCI ESG Research.

MSCI ESG Research shall have no liability with respect to the Provisional Rating or any use thereof, including, without limitation, with respect to any use of the Provisional Rating in connection with any investment or any other purpose. All uses of the Provisional Rating are also subject to the disclaimer located at:

[msci.com/legal/provisional-rating](https://www.msci.com/legal/provisional-rating), which may be updated by MSCI from time to time.





Our Chairman's Review



I am pleased to present this Integrated Report, which reflects a year of strong governance, disciplined execution, and continued progress toward long-term value creation. In a complex operating environment, the Board remains focused on ensuring that EDC is guided by sound oversight and a clear, strategic direction that balances performance with responsibility.

This year, our commitment to high standards of governance and effective strategy was independently recognized through the Global Good Governance Championship Award in Corporate Governance Reporting, presented by Cambridge IFA. A recognition that acknowledges the effectiveness of our governance framework, the transparency of our reporting, and our commitment to ethical conduct and social responsibility. Additionally, we were recognized for excellence in corporate social responsibility and sustainability practiced by Majra, received a Gold Seal Impact Award.

The Board continues to play a central role in embedding sustainability into our governance, strategy and decision-making. As the Group evolves, including through the acquisition of EPI, the Board has ensured that our sustainability ambitions remain credible, disciplined, and aligned with internationally recognized standards. This includes overseeing the recalibration of our climate targets to reflect the Group's expanded footprint, safeguarding alignment with science-based pathways while maintaining transparency and integrity in our disclosures.

Through this governance-led approach, the Board reinforces its commitment to long-term value creation by integrating sustainability considerations into strategic decision-making, capital allocation, and risk oversight, in the best interests of

our shareholders and wider stakeholders. Beyond climate and governance, the Board has continued to oversee the strengthening of risk management, internal controls, and compliance frameworks, ensuring that the Company remains well positioned to navigate regulatory developments, operational challenges, and market opportunities. The inclusion of EPI within the report further reinforces the importance of strong adaptable governance, consistency, and transparency as we grow and diversify our activities.

On behalf of the Board, I would like to thank our shareholders for their continued confidence, our management team for their leadership, and our employees for their dedication and professionalism. Together, we are building an organization that is resilient, well-governed, and focused on sustainable value creation for the long term.

Khalifa Al Romaihi,
Chairman



Our CEO's Message



As Emirates Driving Company continues to evolve in a rapidly changing mobility and sustainability landscape, we remain firmly committed to operating with integrity, transparency, and long-term responsibility. This year's Integrated Report reflects our performance as well as the discipline and ambition with which we are embedding sustainability across our business.

I am particularly proud that EDC achieved an AAA (Leader) MSCI ESG Rating for the second consecutive year, with improvements recorded across environmental, social, and governance pillars. This recognition affirms the strength of our governance, the resilience of our systems, and the consistency of our approach to managing ESG risks and opportunities. Alongside these efforts, the Group achieved an ESG100 Certification, becoming one of the first companies in the Middle East to be recognized under this standard. The certification followed a rigorous assessment process and required the consolidation of more than fifty sustainability and governance indicators into a single, centralized CSR management system, underscoring our maturity and excellence in sustainability.

During the year, we continued to strengthen the foundations that will support EDC's next phase of growth. We advanced our approach to responsible operations, deepened engagement across our value chain, and reinforced the systems and frameworks that underpin trust, accountability, and performance. These efforts reflect our ethos that long-term success is built through disciplined execution and a culture of continuous improvement.

We have continued to translate strategy into action throughout the year, one milestone from 2025 was the formal launch of the Supplier Engagement Program, a strategic initiative designed to integrate ESG principles more deeply into our supply chain. This initiative has already enhanced our visibility into supplier practices, supporting more informed, responsible procurement decisions.

Looking ahead, digital transformation will be a key driver of our strategy. In 2025, we finalized our 2026–2030 Digital and AI Roadmap, which sets a clear direction for modernizing service delivery, enhancing operational efficiency, and elevating customer experience. Even before full implementation begins in 2026, our investments in digital capabilities already delivered tangible outcomes, including a significant reduction in customer wait times, improving accessibility and satisfaction across our services.

Throughout the year, we have remained focused on delivering safe, reliable, and high-quality services, while strengthening our governance frameworks, investing in our people, advancing our

climate commitments, and preparing the business for future growth. Sustainability is no longer a parallel agenda at EDC; it is embedded into how we plan, operate, and make decisions.

I would like to thank our Board of Directors for their continued guidance, our employees for their commitment and professionalism, and our partners and stakeholders for their trust and collaboration. Together, we are building an organization that is resilient, responsible, and well-positioned to create long-term value for our customers, our communities, and the UAE.

Khaled Al Shemali,
Chief Executive Office



About Us

Established in 2000, we are the leading provider of driver education and the premier pre-licensing driving institute for the emirate of Abu Dhabi.

In line with our growth strategy, we have expanded our operational footprint and service offerings through the acquisition of Excellence Premier Investment (EPI), marking a significant milestone in our evolution. This expansion strengthens our position as a diversified mobility and services group, extending our reach across driver education, courier delivery, limousine services, and auto repair.

EDC has continued to build an integrated mobility ecosystem through strategic investments and partnerships, reinforcing its position as a leading provider of safe, smart, and sustainable transport solutions. Leveraging over 25 years of operational excellence and market leadership across the UAE, EDC is expanding its footprint across the mobility value chain through targeted investments in public transport and electric mobility infrastructure.

In 2025, EDC reached an agreement to acquire a 22.5% stake in Mwasalat Holding, with the option to increase its shareholding to a controlling position, subject to regulatory approvals. This strategic investment enhances EDC's public transport capabilities across bus and taxi services, creating a strong platform for operational synergies, service quality enhancement, and customer experience improvement. The partnership supports closer collaboration across fleet management, safety standards, and operational efficiency, further strengthening EDC's contribution to delivering reliable and sustainable mobility solutions aligned with the UAE's smart urban transport vision.

Complementing this expansion, EDC entered a joint venture with

Vcharge to establish ChargePoint, a dedicated national EV charging platform supporting the UAE's transition to electric mobility. Combining EDC's nationwide operational reach with Vcharge's technical expertise, ChargePoint is focused on the rapid deployment of high-quality charging infrastructure. As its anchor initiative, ChargePoint is delivering more than 1,800 public EV charging sockets in partnership with Abu Dhabi's Integrated Transport Centre, supported by Vdrive Mobility's e-Mobility Service Provider platform to enable seamless charger access, session management, and digital payment integration. This initiative directly contributes to the UAE's Net Zero 2050 ambitions by accelerating EV adoption through accessible, reliable, and technology-enabled charging solutions.

Together, these strategic moves reflect EDC's forward-looking expansion strategy, reinforcing its role across the broader mobility ecosystem, including education, mass transit, shared mobility, and electric infrastructure—while deepening its long-term contribution to safe, seamless, and sustainable transport across the UAE and the wider region.

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

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

A joint quality committee with the Integrated Transport Centre (ITC) ensures training programs and methodologies are kept up-to-date and aligned with the applicable laws.

Our Principles

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

OUR VISION

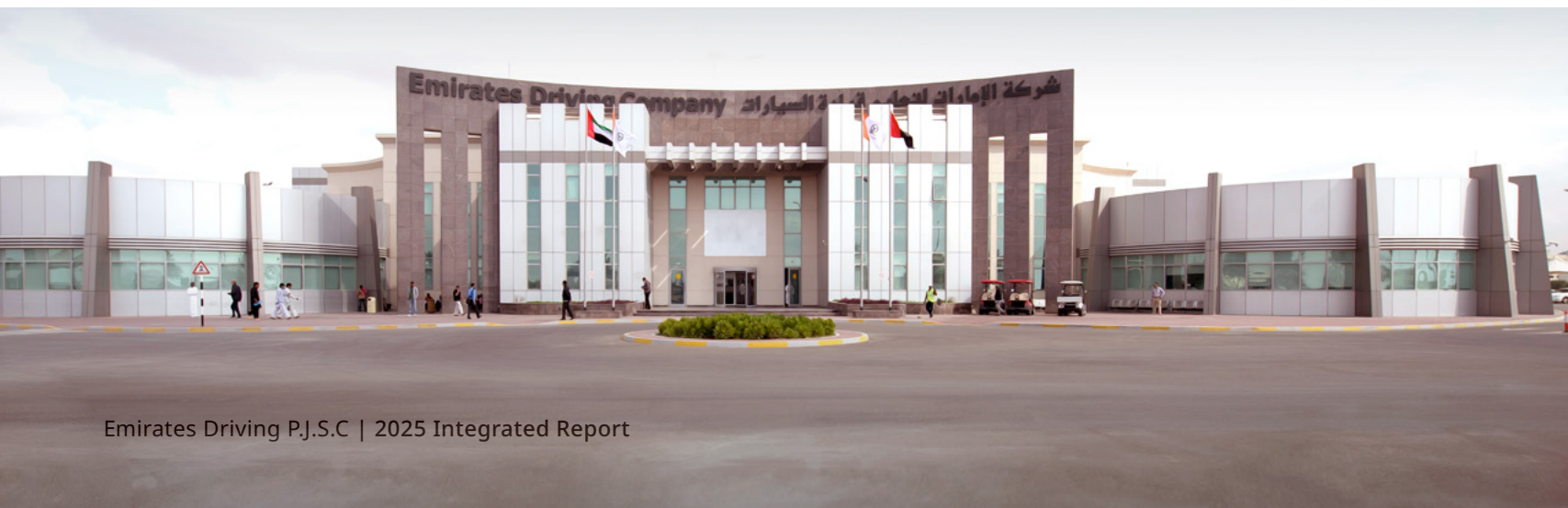
- To be the leader in promoting and contributing towards safer roads in the region.

OUR MISSION

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

OUR VALUES

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



Our Leadership Team

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

OUR BOARD OF DIRECTORS



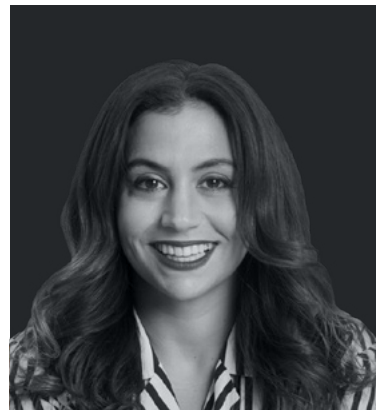
Mr. Khalifa Al Romaiti
Chairman



Mr. Mohamed Haji Al Khoori
Vice Chairman



Mr. Mohamed Al Ameri
Board Member



Ms. Samia Bouazza
Board member



Mr. Ahmed Al Romaiti
Board Member

OUR EXECUTIVE MANAGEMENT



Mr. Khaled Al Shemeili
Chief Executive Officer



Dr. Ahmad Odeh
Chief Financial Officer



Mr. Hamdan Al Hosani
Acting Chief Corporate Services Officer



Our Ownership Structure

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

MAJOR SHAREHOLDERS

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

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



Featured Subsidiary: Excellence Premier Investment

Excellence Premier Investment LLC (EPI) is a subsidiary of Emirates Driving Company (EDC), providing a diversified portfolio of services including driver training, limousine services, auto repair and maintenance, and delivery solutions across Abu Dhabi and Dubai. In July 2024, EDC acquired a 51% stake in Excellence Premier Investment LLC as part of its strategy to expand its service offerings and strengthen driver training capabilities across the UAE.

The acquisition supports EDC's long-term growth strategy by enhancing geographic reach, particularly in Dubai, and broadening its role beyond traditional driver education into integrated mobility-related services. Since the acquisition, EPI has contributed meaningfully to group performance, reflecting both its operational scale and growth potential. The integration of EPI enables EDC to leverage operational synergies, enhance customer experience, and create cross-service value, reinforcing its position as a leading provider of mobility and driver education services in the UAE.

Mission

To deliver safe, reliable, and customer-focused mobility and service solutions.

Vision

To establish EPI as one of the UAE's leading and most innovative integrated mobility groups.



Subsidiaries under EPI include:

Excellence Driving Centre

The Excellence Driving Centre was established to provide accessible, high-quality driver training services, with a strong focus on efficiency, customer experience, and community empowerment.

Excellence Courier Delivery Services

Excellence Courier Delivery Services provides solution-driven last-mile delivery and logistics services, catering to multiple business sectors that require efficient, reliable, and scalable delivery solutions.

Excellence Premium Limousine Service

Excellence Premium Limousine Service specializes in providing high-end chauffeured transportation services across the UAE, combining comfort, professionalism, and style.

Excellence Premier Auto Repairs

Excellence Premier Auto Repair is a professional, independent automotive workshop in Dubai that provides a comprehensive range of maintenance and repair services.



In addition to Excellence Premier Investment, EDC has expanded its mobility platform through strategic initiatives including its investment in Mwasalat Holding and the establishment of ChargePoint. The investment in Mwasalat Holding supports EDC's entry into public transport and shared mobility services, creating opportunities for collaboration across bus and taxi operations and strengthening its role within the wider urban mobility ecosystem. ChargePoint, established as a joint venture in 2025, further complements this platform by supporting the development of electric vehicle charging infrastructure, contributing to the transition towards cleaner, smarter mobility solutions in line with the UAE's Net Zero 2050 ambitions.



At A Glance



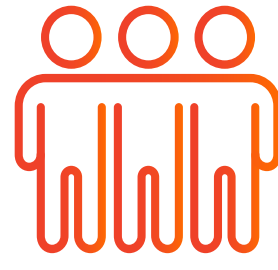
Establishment

- Established in 2000 under Amiri Decree No.1
- The leading drivers training and road safety institute in the emirate of Abu Dhabi
- Subsidiaries: Emirates Mobility Company, Excellence Premier Investment, Mwasalat Holdings and ChargePoint



Footprint

- Headquartered in Abu Dhabi
- Three main branches – Abu Dhabi City, Madinat Zayed and Al Ain
- Three satellite branches in the emirate of Abu Dhabi
- Present in 2 malls



People

- 574 total employees
- 15.85% female representation
- 35 nationalities



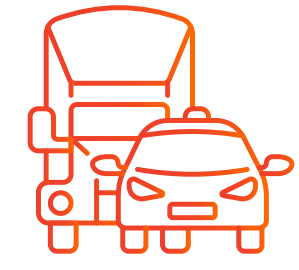
Customers

- 186,138 new students in 2025
- 178,482 graduates in 2025
- Abu Dhabi residents, with a very high expat ratio (~89%)
- Leading corporate clients



Regulator

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



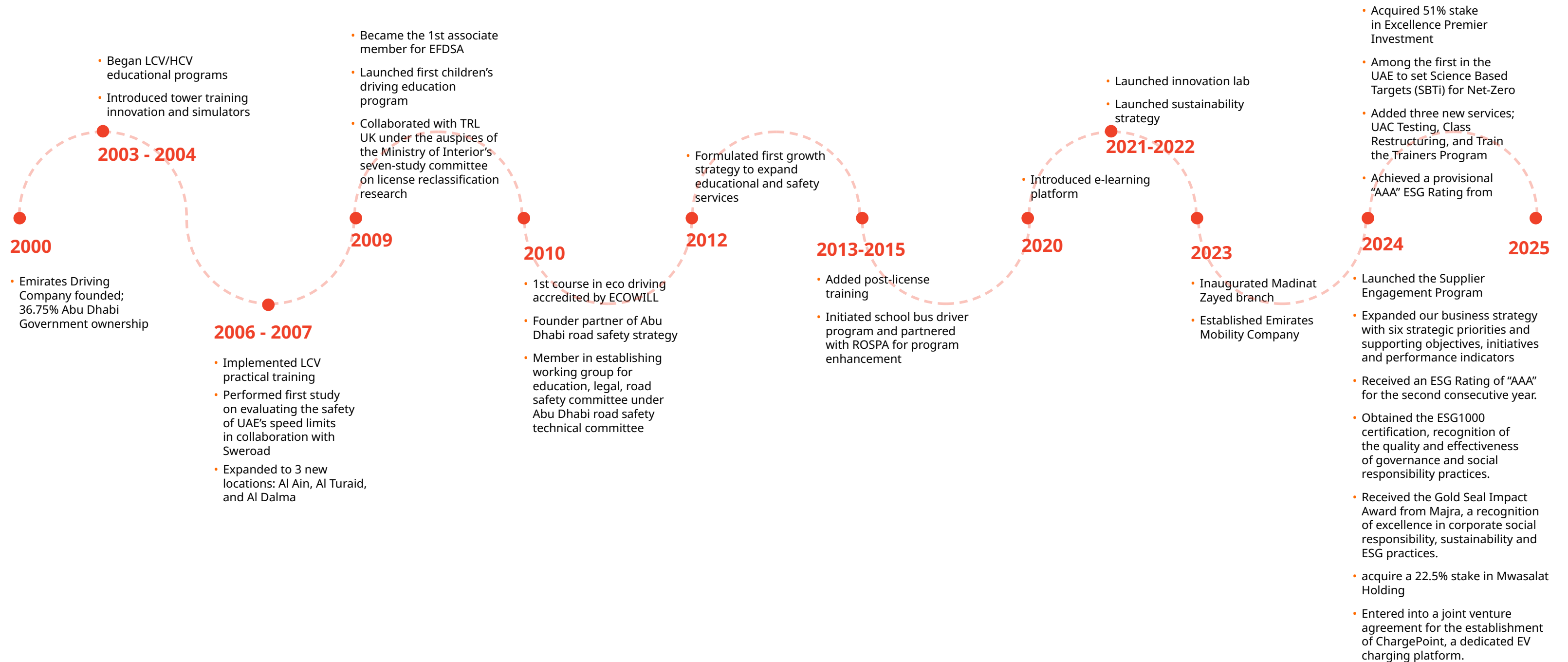
Fleet

- Total of 423 vehicles
- Breakdown:**
- 237 Cars (of which 56 are hybrid and 4 electric)
- 26 Heavy Buses
- 56 Motorcycles
- 47 Heavy Trucks
- 12 Heavy Machinery
- 9 Light Bus

Please note the figures above are EDC standalone figures.



Our Journey





Our Capabilities



Training Infrastructure

Infrastructure & Fleet

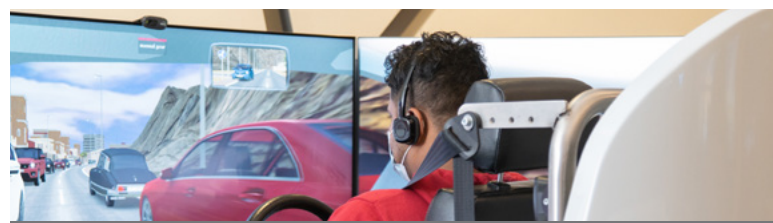
- Total of 423 vehicles including cars, light vehicles, motorcycles, trucks, and buses.
- 3 main large branches and 3 satellite branches across Abu Dhabi and presence in Dubai through Excellence Driving Company, a subsidiary of our new acquisition with Excellence Premier Investment.
- Training aids, towers and simulators used in driving education

Cutting-Edge Facilities

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

Global Standard Curriculum

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



Quality Assurance

Key ISO Certifications

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

+40 Foundational Policies, including:

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

Customer Satisfaction

- CSAT score 91.1% as of 2025
- First Time Pass Rate of 81.1 % for theory and 82% in practical



Strong Workforce

Steady Expansion

- Total of 574 employees. Major branches: Abu Dhabi (409), Al Ain (141), Madinat Zayed (19) and 5 in Satellite Branches
- 13.59% overall hire rate
- 11.85% Turnover Rate

Skilled and Engaged Workforce

- Over 8,209 training hours in 2025, with an average of 14 hours per employee
- Engagement survey results at 86%

Diversity and Inclusion

- 35 nationalities represented



Robust Governance

Steady Expansion

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

Board Committees

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

Governance & Ethics Policies

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



Memberships & Associations

Alliances



Strategic Partnerships

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



Memberships



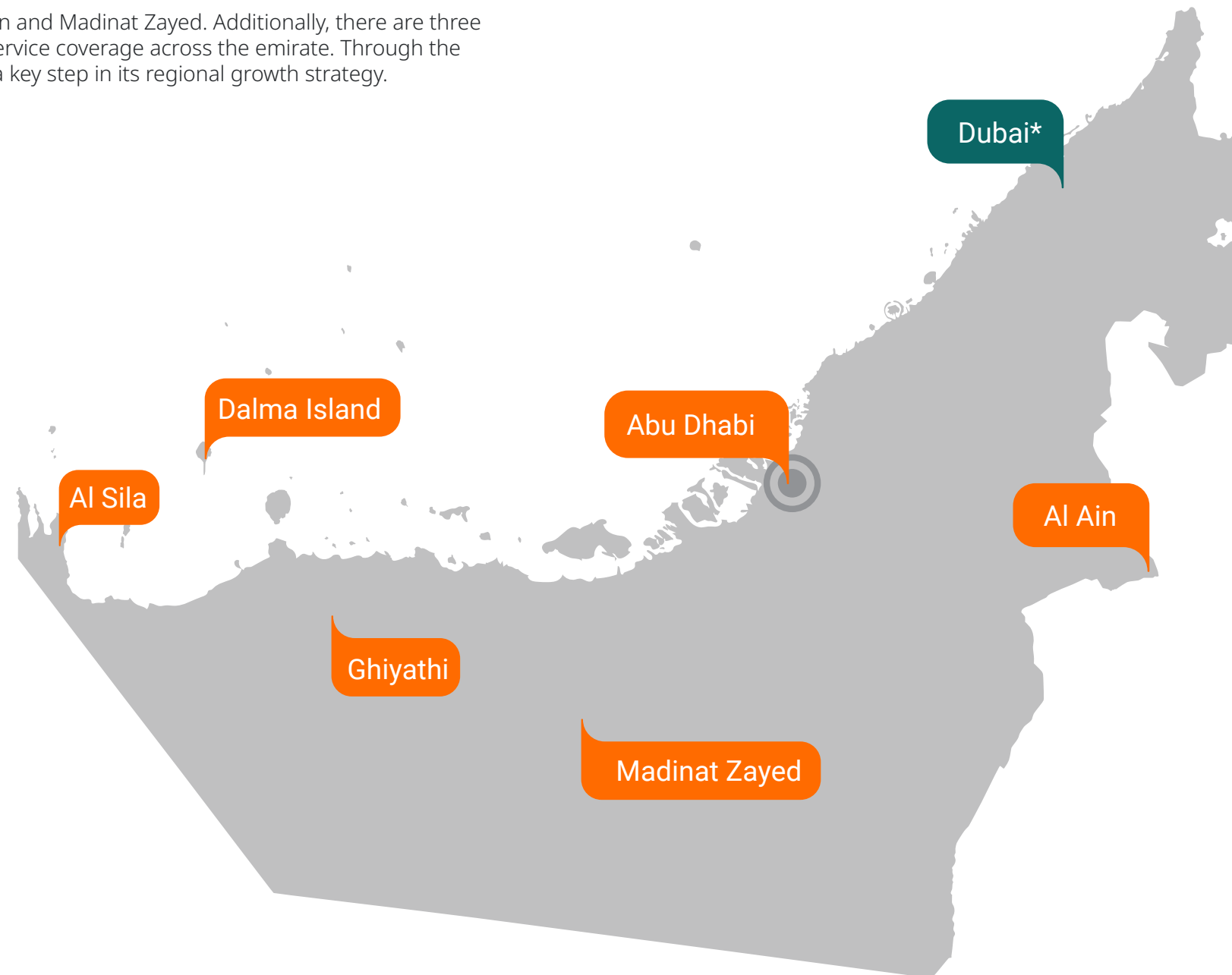
Certifications / Accreditations





Our Geographical Footprint

Our headquarters are located in Abu Dhabi, with main branches in Al Ain and Madinat Zayed. Additionally, there are three strategically positioned satellite branches that enable comprehensive service coverage across the emirate. Through the acquisition of EPI, EDC has expanded its presence into Dubai, marking a key step in its regional growth strategy.



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









What We Do

As Abu Dhabi's leading pre-licensing service provider, we support residents through the process of obtaining a driver's license, offering three licensing programs designed to meet the training needs of the emirate.

Pre-licensing Courses









Mandatory for obtaining a driver's license in Abu Dhabi, these courses combine classroom theory with practical driving lessons to prepare students for their final test and licensure.

Students must complete all theory lessons and pass a written exam before advancing to practical training at our dedicated centres. Upon successfully completing both components, students receive a Certificate of Driving Course Completion, required for license processing.

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









Post-licensing Courses

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

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

Specialized and Tailor-made Courses

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

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

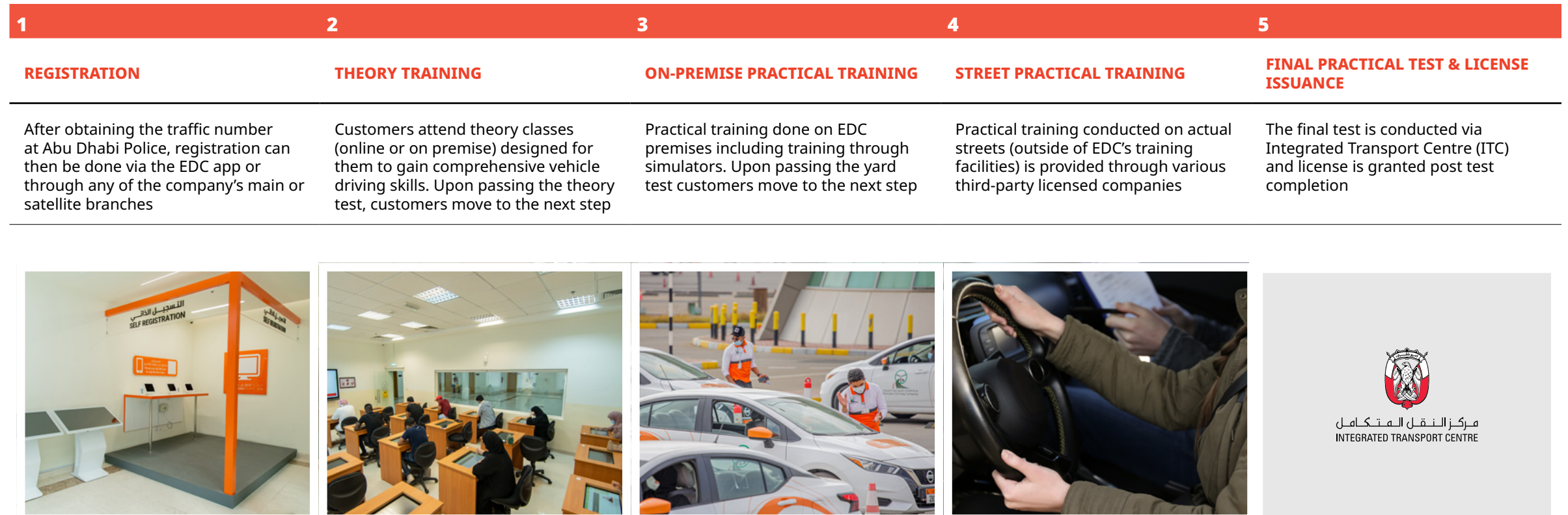


The Licensing Pathway

Our customers fall into two main groups: first-time license applicants (Category 1) and individuals holding a foreign license from a country not included in the list of 33 nations eligible for direct license exchange (Category 2).

Category 1 customers follow the full pre-licensing pathway, which includes theory classes, practical training, and examinations. Category 2 customers may be eligible for the Golden Chance track, allowing them to bypass practical training. These customers attend theory classes, pass the theory test, and complete simulator sessions before proceeding directly to the practical driving test administered by Abu Dhabi Police. If they do not pass, they must register with EDC to complete practical lessons suited to their skill level and experience.

Through theory instruction, simulator training, practical lessons, and final testing, we work closely with key stakeholders to deliver value and maintain the highest standards of road safety across the pre-licensing value chain, as shown in the chart below..





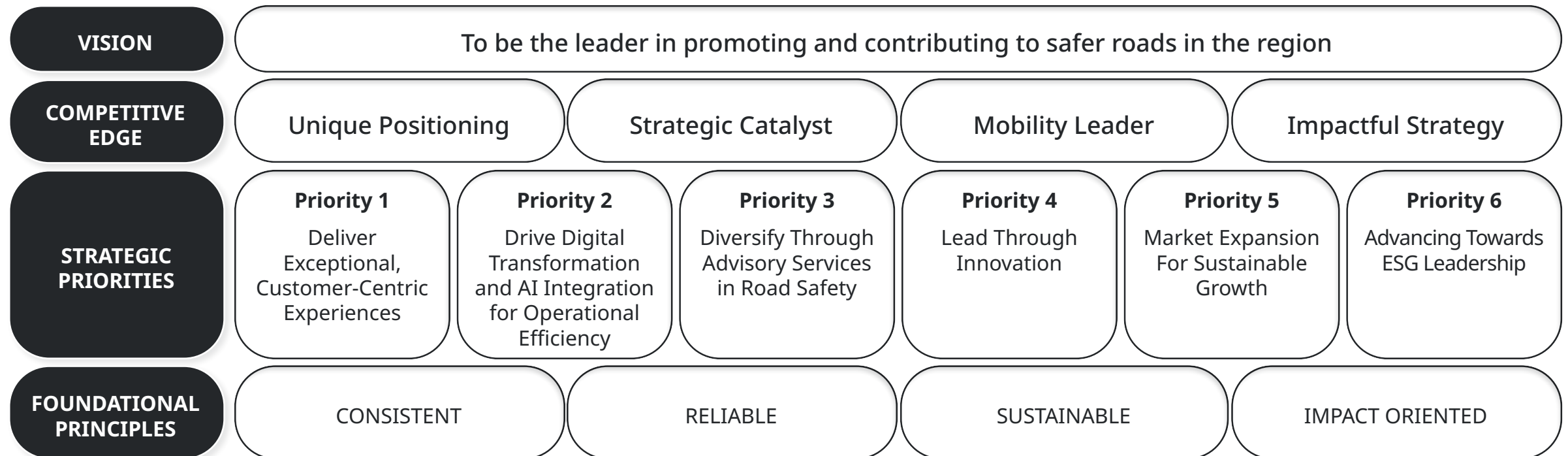
Our Strategy

With a strong foundation of proven expertise, we are well positioned to expand into new sectors and markets.

Our approach to sustainable value creation is grounded in the following principles:



Our Strategy at a Glance



Our strategic initiatives are grounded in rigorous research, thoughtful risk assessment, and close collaboration with key stakeholders. Growth is pursued through both organic development and targeted acquisitions.

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

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

Building on our long-term vision, 2025 marked an important evolution in our strategy, with refreshed priorities and sharper objectives designed to support disciplined growth and long-term value creation.

The overview below illustrates each strategic pillar and highlights how it contributes to value creation for our key stakeholder groups, while drawing on the Five Capitals framework that the content of this report is based on. Where "All Stakeholders" or "All Capitals" are referenced, this reflects initiatives that are foundational in nature, creating shared value across multiple stakeholder groups and strengthening EDC's overall value creation model.

| Strategic Pillar | Stakeholder | Link to 5 Capitals |
|---|----------------------|---|
| Priority 1: Deliver Exceptional, Customer-Centric Experiences | Customers | Social & Relationship Capital |
| Priority 2: Drive Digital Transformation | Employees, Customers | Human Capital; Infrastructure & Natural Capital |
| Priority 3: Diversify Through Advisory Services in Road Safety | All Stakeholders | All Capitals |
| Priority 4: Lead Through Innovation | All Stakeholders | Intellectual Capital |
| Priority 5: Market Expansion For Sustainable Growth | Shareholders | Financial Capital |
| Priority 6: Advancing Towards ESG Leadership | All Stakeholders | All Capitals |



Strategy Highlights in 2025

Alongside our refocused strategic priorities, a major strategic milestone in 2025 was the acquisition of a %22.5 stake in Mwasalat Holding, with the option to increase its shareholding to a controlling position, subject to regulatory approvals. This investment represents a significant step in advancing our long-term growth strategy. This partnership is a platform for future collaboration across bus and taxi operations, unlocking operational synergies, enhancing service quality, and expanding our role in delivering safe and sustainable mobility solutions. The investment also aligns with the UAE's vision for smart, technology-enabled urban transport.

From an operational perspective, two new customer-facing locations were opened at Deerfields Mall and Wahda Mall. These openings were strategically selected to improve accessibility and expand client reach across key catchment areas. Further location additions are planned from 2026 as part of our ongoing expansion strategy. In parallel, we advanced its digital and operational infrastructure, including going live with the Smart Yard system for parking examinations, improving efficiency, customer flow, and the overall testing experience.

Within the supply chain, a significant development in 2025 was the implementation of the sustainable procurement framework. This marked a shift toward more structured supplier engagement and oversight, embedding ESG considerations into procurement processes. The initiative strengthened our supplier selection criteria and laid the foundation for improved sustainability performance across the value chain.

In parallel, we finalized our 2026–2030 digital roadmap, establishing a clear pathway for the next phase of innovation and growth. Spanning AI-enabled learning, tele-operation, and autonomous vehicle testing, the roadmap is designed to modernize service delivery, enhance operational efficiency, and unlock long-term value creation. Implementation will begin in 2026. For more details, please refer to “Digital Transformation” under section “Our Intellectual Capital.”

EPI Strategy at a Glance

EPI follows a structured and forward-looking management approach to ensure strong financial performance, operational resilience and sustainable growth across all its portfolio businesses. As a holding company, EPI oversees four key business units, each contributing uniquely to the Group's overall performance.

Strategically, EPI is focused on:

| | | | |
|------------------------------|---------------------------|----------------------------|-------------------------------|
| Disciplined Expansion | Service Excellence | Technology Adoption | Operational Efficiency |
|------------------------------|---------------------------|----------------------------|-------------------------------|

Post-Acquisition Integration

Following the establishment of EPI as a holding company, the Group undertook significant integration efforts to harmonize processes and improve operational efficiency across all subsidiaries.

Key areas of alignment included finance, operations, procurement, HR, and customer service. Notable progress was achieved through the unification of financial reporting and consolidation procedures, the centralization of procurement for vehicles, equipment, and maintenance to capture scale efficiencies, and the adoption of shared ERP platforms. Operational synergies were further strengthened through cross-utilization of internal capabilities. For example, routing limousine and driving school vehicle maintenance to the newly established Auto Repair workshop, improving cost efficiency while enhancing service consistency across the Group.

EPI: Overall Outlook

EPI has a strong and optimistic outlook, supported by steady market demand and the continued expansion of its diversified service portfolio. Guided by a mission to deliver safe, reliable, and customer-focused mobility solutions and a vision to become one of the UAE's leading and most innovative mobility groups, EPI is advancing a strategy centred on growth, service excellence, technology adoption, and operational efficiency.

A major strategic priority is expanding testing capacity through new parking test facilities in Al Qusais and Jebel Ali. Land for both sites has already been secured on long-term lease, and construction planning is underway. These facilities will enable EPI to capture new market share in Dubai, reduce customer wait times, and significantly enhance the overall service experience.

EPI benefits from a robust ownership structure, 51% Emirates Driving and 49% Excellence Corporate Management LLC, providing financial stability, strong governance, and unified strategic direction. Across its subsidiaries; Excellence Driving, Excellence Courier Delivery, Excellence Limousine, and Excellence Auto Repair, the Group is strengthening market presence and accelerating growth.

Market performance across all segments remains strong. Excellence Driving Centre maintains roughly 23% market share, supported by enhanced training capacity and sustained brand visibility. The courier business continues rapid expansion, growing its rider base and deepening relationships with aggregators and e-commerce platforms. Limousine services have entered a solid growth phase, driven by an expanded luxury fleet and strengthened partnerships with major mobility and hospitality providers.

The new Auto Repair division is establishing recurring revenue streams by servicing external customers while generating internal cost efficiencies through Group vehicle maintenance. Progress toward cashless insurance partnerships is expected to further increase workshop utilization and long-term revenue stability.

Business Outlook

Our Destination

Our vision is to reinforce our position as Abu Dhabi's leading driving education and road safety institution, while evolving into a broader mobility solutions provider that supports the safe, efficient, and sustainable movement of people across the UAE and, over time, into regional markets.

Building on more than two decades of experience, a highly skilled workforce, and a strong public-sector partnership model, we are well positioned to expand our role across the mobility value chain. Our growth strategy responds to the major shifts reshaping mobility, including digitalization, artificial intelligence, the transition to Net Zero, and the emergence of connected and autonomous technologies. Through this evolution, EDC aims to play an active role in shaping the future of mobility, road safety, and public wellbeing.

The Roadmap to Success

To achieve our goals, we have outlined our areas of focus to support our efforts to drive forward education and mobility solutions, while expanding into new markets and opportunities..



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



Risks & Opportunities

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

Regulatory Landscape

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

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

Management Approach

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

Innovation

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

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

Management Approach

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

Cybersecurity

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

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

Management Approach

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

Competition

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

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

Management Approach

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



Sustainability at the Core

Sustainability is a core driver of our operations and long-term growth. By aligning our approach with national and global priorities, including the UAE Net Zero by 2050 Strategic Initiative, we aim to create meaningful impact within our business and across the broader community.

The timeline below highlights our evolution from early initiatives to the development of a comprehensive strategy that embeds ESG principles into our decision-making and daily operations.

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



WOMEN'S EMPOWERMENT PRINCIPLES





Our Sustainability Strategy

Our Sustainability Strategy, supported by an ESG Governance Framework, aligns with the UAE's sustainability ambitions and aims to address global climate challenges.

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

SUSTAINABILITY GOVERNANCE

Strategy & Sustainability Board Committee

Sustainability Management Committee

KEY MEMBERSHIPS



WOMEN'S
EMPOWERMENT
PRINCIPLES



SUSTAINABILITY PILLARS

Manage Climate-Related Risks



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

PLANET



Create Innovative Growth Channels Across The Mobility Sector



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

PROSPERITY



Establish Female Diversity, Inclusion And Equality As Key Corporate Values



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

PEOPLE



Build An Integrated CSR Approach And Align With Material SDGs



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

PROSPERITY

PEOPLE





Our Transformation Program

2025 marked a year of expansion and measurable progress across our transformation program. This year, we expanded the depth and maturity of our sustainability systems, progressed meaningfully on our Net Zero pathway as we recalculated our GHG inventory to take into account EPI acquisition, and achieved international recognition for our governance and leadership in sustainability receiving awards, including the Global Good Governance Championship Award in Corporate Governance Reporting.

This year also marked a milestone in our journey, with EDC receiving the ESG-1000 certification that recognizes the strength of our ESG systems and commitment to responsible growth. What began as a structured roadmap has now evolved into a cohesive movement for continuous improvement and long-term sustainability excellence.

Our progress during 2025 fell into three key categories; Value Chain Integration, Net Zero & Decarbonization and Sustainability Leadership, with highlights as follows:

Value Chain Integration

- Developed Tier-1 High Materiality Supplier List in alignment with EDC's procurement priorities.
- Deployed the ESG Self-Assessment Questionnaire (SAQ) to all Tier-1 suppliers and supported them through the six-month completion phase.
- Evaluated and scored all completed SAQs, issuing individual ESG Performance Scorecards and supplier classifications based on defined criteria.
- Provided suppliers with a detailed Improvement Guide, outlining tailored actions to close performance gaps ahead of the next assessment cycle.
- Ensured full alignment with EDC's Sustainable Procurement Procedure for Year 1 onboarding of Tier-1 suppliers.
- Delivered three specialized training sessions for procurement teams and departmental leads on sustainable procurement and new ESG-aligned practices.
- Conducted an ISO 20400 Gap Analysis to benchmark current practices against international guidance.
- Developed a 3+ year Strategic Roadmap for Sustainable

Procurement, outlining key recommendations and implementation milestones to institutionalize best-practice procurement standards.

Net Zero & Decarbonization

- Recalculated EDC's baseline emissions (2022-2024) in line with the Greenhouse Gas Protocol and SBTi requirements, incorporating EPI and subsidiaries following the new acquisition.
- Identified emission hotspots across the expanded operational footprint.
- Re-evaluated and updated SBTi targets and baselines to ensure continued alignment with the organization's net-zero commitments.
- Maintained ongoing engagement with the Science Based Targets initiative (SBTi) to support validation and ensure compliance.
- Identified reduction pathways, including interventions developed in collaboration with EPI's team, focusing on operational optimization and clean-tech opportunities.

Updated the Decarbonization Plan to include:

- Emission hotspots
- Business-as-usual growth projections
- Near-term (2030) reduction strategies
- Long-term (2050) net-zero pathways

Sustainability Leadership

- Our commitment to integrating ESG principles into every facet of our operations was recognized when we achieved a provisional AAA ESG rating from MSCI this year. This rating highlights our leadership in sustainability, social responsibility, and governance, as well as our ability to effectively manage risks and opportunities to deliver long term value.



Highlight: Awarded ESG1000 Certification by the International Group for Sustainable Finance (IGSF)

During the 2025 reporting year, EDC was proud to be one of the first companies globally to be officially certified with the ESG1000 Certification.

The ESG1000 Standard, governed by the IGSF (International Group for Sustainable Finance), is an internationally recognized framework for evaluating ESG systems. It measures the quality and effectiveness of governance and social responsibility practices implemented by organizations. The certification process was led by COFICERT's independent auditors, who conducted an extensive and multi-dimensional evaluation of EDC's sustainability systems.

This certification represents a validation of our internal systems and values and provides inspiration for our stakeholders and partners to advance their own sustainability journeys.

The assessment covered 11 key dimensions, including:

1. Corporate Governance
2. Management of Impacts, Risks & Opportunities
3. Stakeholder Engagement
4. Products, Services & Business Relationships
5. Environment & Biodiversity
6. Human Capital
7. Human Rights
8. Ethics & Business Conduct
9. Consumers & End Users
10. Community Development
11. Overall Performance: Financial Performance and Extra-Financial Performance

To achieve this recognition, COFICERT reviewed over 50 documents, including policies, procedures, reports, minutes and charters. The team conducted eight remote interviews and two site visits, engaging with 14 representatives across departments such as: CEO Office, Media & Communications, Female Committee, Compliance, Procurement, Customer Happiness, Internal Audit, IT, Facilities & Fleet Management, HSE, HR, Sustainability, Risk & Organizational Excellence, Legal Affairs, and Finance.

The process also included live demonstrations of EDC's innovative training programs such as Eco-Driving, People of Determination Training, Simulator Programs, Tower and BMS Systems, all contributing to a holistic view of EDC's sustainability maturity.

A Shared Success Story

This certification is the result of six months of collaboration, dedication, and teamwork across the organization. EDC's leadership, employees, and stakeholders worked collectively to strengthen governance systems, enhance reporting mechanisms and foster a culture of sustainability excellence.

The ESG1000 certificate is valid until 2028 with annual follow-up evaluations scheduled over the coming two years to ensure ongoing compliance and continuous improvement aligned with the ISO PDCA cycle (Plan-Do-Check-Act). EDC will continue to ensure that sustainability remains embedded in our organizational DNA taking into consideration the key recommendations arising from the assessment, subject to prioritisation and feasibility.

Recognition on the Global Stage

In recognition of this exceptional accomplishment, EDC has been officially invited by the President of COFICERT France to attend the formal certification ceremony at the Paris Stock Exchange in June 2026.

This honour underscores EDC's growing international reputation as a sustainability leader, setting a benchmark for excellence not only in the UAE, but globally.



Sustainability Governance

Since its establishment in 2022, our sustainability governance framework has guided the delivery of our transformation program and reinforced transparency and accountability within the organization. It also equips us to navigate changing external dynamics, including shifts in regulation and other transitional risks.

Sustainability Governance at EDC: Our Aim

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

Strategy & Sustainability Board Committee

The Strategy & Sustainability Committee oversees the implementation of EDC's sustainability transformation program. Operating under a formal Charter, the Committee's mandate clearly outlines its purpose, responsibilities, authority, and governance processes. The Committee is responsible for all ESG factors.

Its key responsibilities related to sustainability include:

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

External Disclosures

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

Stakeholder Inclusion

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

Audit and Assurance

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

Sustainability Management Committee

The Sustainability Management Committee oversees the implementation of the sustainability strategy, set by the Strategy & Sustainability Board Committee, across all business functions. This ensures consistent, organization-wide alignment in delivering our sustainability priorities. To reinforce accountability, sustainability KPIs are embedded into management performance evaluations.

Chaired by the CEO, the Committee comprises senior leaders and key managers, including CFO, the Chief Corporate Services Officer (CCSO), the Business Development & Partnership Director, the Strategy & Performance Office Manager, and the Strategic Planning & Growth Specialist.

Reporting directly to the Board, the Committee is responsible for key sustainability matters, including:

- Managing annual budgets for climate mitigation activities
- Evaluating sustainability-related incentives across the organization
- Overseeing development and implementation of a climate transition plan
- Integrating climate-related issues into the strategy
- Managing climate-related risks and opportunities

The Committee meets regularly to review progress on ongoing sustainability initiatives and plan for upcoming activities. Regular updates are provided to the Board to ensure timely oversight and decision-making.

EPI Spotlight: Overview of Sustainability Governance

EPI embeds sustainability considerations into its strategy, governance, and operational decision-making through a structured and standards-based approach. EPI's sustainability strategy focuses on managing environmental, social, and economic impacts while supporting operational efficiency, regulatory compliance, and long-term value creation.

Strategic Oversight and Governance

The CEO and Executive Director are responsible for approving sustainability-related policies, reviewing performance, and ensuring alignment with organizational objectives and regulatory requirements. Sustainability governance is embedded within EPI's Integrated Management System (IMS), aligned with ISO 9001, ISO 14001, ISO 45001, and ISO 50001.

Responsibility for coordinating sustainability initiatives and performance monitoring is formally delegated to the Senior HR Manager, who leads sustainability governance, ensures compliance with applicable standards, and reports regularly to executive leadership. Operational monitoring and implementation are supported by the HSE Engineer, with defined reporting and review processes forming part of ISO-driven management review cycles.

Sustainability-Related Risks and Opportunities

| Sustainability Risks | Sustainability Opportunities |
|---|--|
| <ul style="list-style-type: none"> • Regulatory pressures from evolving UAE requirements and ISO standards • Climate-related risks such as extreme heat, high fuel consumption and emissions • Operational inefficiencies • Health and safety risks • Potential reputational impacts associated with safety or environmental performance | <ul style="list-style-type: none"> • Improved fuel efficiency • Energy management • Conversion of vehicles to CNG • Renewable energy adoption • Digitalization of processes • Strengthened health, safety, and environmental practices |

Sustainability-related risks and opportunities are integrated into EPI's strategic planning and decision-making processes through its IMS and Enterprise Risk Management approach. During the reporting period, EPI implemented initiatives including:

- Solar energy installations
- Conversion of 102 training vehicles to CNG
- Waste recycling programs
- Water-efficient technologies
- Digital processes to reduce paper consumption

Sustainability performance and risk considerations are reviewed regularly by senior management and inform investment decisions, resource allocation, and operational planning.

Performance Monitoring and Financial Considerations

EPI tracks sustainability performance through a structured set of KPIs covering energy consumption, fuel use, emissions, water management, waste, health and safety, and overall operational efficiency. Performance data is reviewed on a monthly and quarterly basis through established reporting and management review processes, with consolidated insights regularly presented to executive leadership to inform decision-making.

Investments in sustainability initiatives have already delivered tangible benefits, including reductions in fuel, energy, and operating costs, contributing to improved efficiency and stronger cash flow performance. At the same time, these investments reinforce compliance with evolving UAE sustainability requirements. Looking ahead, planned capital investments in infrastructure upgrades and technology enhancements are expected to further drive efficiency gains, support long-term operational resilience, and underpin sustainable value creation.



Stakeholder Engagement and Materiality Assessment

Stakeholder Engagement

Regular engagement with our key stakeholders provides essential insights into the ESG issues that matter most to them and hold the greatest relevance to our business. These inputs help us identify and prioritize material topics, enabling us to manage associated risks and opportunities more effectively.

Our engagement approach is guided by the Integrated Reporting Framework, the GRI Standards, and the AA1000 Stakeholder Engagement Standard, which anchor our practices in the principles of inclusivity, materiality, and responsiveness. These engagements continue to shape our sustainability strategy, embed it within our business model, and support long-term value creation for all stakeholders.



| Key Stakeholder Groups | Methods of Engagement |
|---|---|
| Customers | <ul style="list-style-type: none"> Internal Regular customer satisfaction surveys Regular interactions with trainees Website Marketing material & social media Online customer reviews Mystery Shopper Independent Customer Satisfaction Survey (Analog and Digital) |
| Employees | <ul style="list-style-type: none"> Regular employee engagement surveys Yearly appraisals Internal announcements Company events Exit interview |
| Board of Directors & Senior Executives | <ul style="list-style-type: none"> Regular meetings BOD and related committee meetings Regular executive meetings Company events |
| Shareholders | <ul style="list-style-type: none"> Annual General Meeting Regular update & strategic meetings Corporate regulatory disclosures Investor presentations Earning calls |
| Government | <ul style="list-style-type: none"> Direct engagement on public policy development Direct engagement on road safety, driving education, and related awareness campaigns Direct engagement through the on-site licensing department Local forums |
| Community | <ul style="list-style-type: none"> Local initiatives and volunteering Community related activities (schools, universities, public spaces, etc.) Website Social Media |
| Main Suppliers | <ul style="list-style-type: none"> Code of conduct of suppliers Regular supplier audits Regular meetings In-Country Value Certification Supplier evaluation |
| Strategic Partners | <ul style="list-style-type: none"> Workshops and Seminars Business Meetings Industry Conferences Collaborative Platforms Co-Development Projects |

Material Topics

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

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



Sustainability Through Our Capitals

Our Model for Creating Value

Input

FINANCIAL CAPITAL

- Liquidity (cash & cash equivalent): AED 947Mn
- Retained Earnings: AED 634 Mn
- Investments (property & listed equity portfolio): AED 56Mn

HUMAN CAPITAL

- 574 Total Employees:
- 74 new hires
- 35 Nationalities
- 8,209 hours of Training & Development in 2025

INTELLECTUAL CAPITAL

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

INFRASTRUCTURE & NATURAL CAPITAL

- Diversified Fleet: Total of 423 vehicles including cars (56 are hybrid and 4 electric), light vehicles, trucks and buses
- Three main large branches & three satellite branches covering Abu Dhabi emirate

SOCIAL & RELATIONSHIP CAPITAL

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

Our Business Model

Our Vision

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

Our Mission

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

Our Values

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

SUSTAINABILITY PILLARS

Manage Climate-Related Risks

Create Innovative Growth Channels Across the Mobility Sector

Establish Female Diversity, Inclusion and Equality as Key Corporate Values

Build an Integrated CSR Approach and Align with Material SDGs

Our Offering

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

These fall under:

- Pre-licencing Courses
- Post-licencing Course
- Specialized and tailor-made courses

186,138

New Students in 2025

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

Output & Outcome

SDG ALIGNMENT

FINANCIAL CAPITAL

- Revenue from Customers: AED 770.49 Mn & Net Income at AED 345.86 Mn
- Dividends: AED 183Mn
- Gross Profit Margins have increased to 65.06%
- EBITDA amounts to at AED 424.56 Mn, an increase of 38.6%

HUMAN CAPITAL

- 11.85% overall turnover rate
- Latest engagement survey at 86.4% (favorable)
- 15.85% overall female presence
- 36 Emiratis in our workforce, out of which 72.22% are women)

INTELLECTUAL CAPITAL

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

ISO certified in:

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

INFRASTRUCTURE & NATURAL CAPITAL

- Able to serve a large customer base: 186,138 new students in total in 2025
- Able to diversify service offering without the need to build new infrastructure or purchase additional assets
- A leading innovator in the driving education sector
- One of first in the Mobility Industry to set SBTi-aligned Net Zero targets.
- Procured Clean Energy Certificates at auction, securing a one-year supply of carbon-free electricity (50:50 blend of solar and nuclear power)

SOCIAL & RELATIONSHIP CAPITAL

- We contribute annually to the awareness campaigns launched by Abu Dhabi Police as well as the Integrated Transport Centre.
- We provide expertise and are the main contributor to Abu Dhabi's road safety education committee
- AED 83.43 Mn spent through local suppliers (96.15% of total procurement spend)
- AED 15,000 in donations to the local community.



Financial Capital

(GRI 201-1)

| Our Commitment | |
|--------------------------------------|--|
| Strategic Pillar | <ul style="list-style-type: none"> Diversity Through Advisory Services in Road Safety Market Expansion for Sustainable Growth Advancing Towards ESG Leadership |
| Sustainability Priority | <ul style="list-style-type: none"> Create Innovative Growth Channels Across the Mobility Sector |
| Material Topics | <ul style="list-style-type: none"> Economic Performance |
| Some of our Relevant Policies | <ul style="list-style-type: none"> Organizational Excellence Policy Sales Policy Financial Management Policy Enterprise-wide Risk Management Policy Benchmarking Policy |
| Our Alignment | |
| Abu Dhabi Vision 2030 | <ul style="list-style-type: none"> The creation of a sustainable knowledge-based economy A continuation of strong and diverse international relationships Premium education, healthcare and infrastructure A significant and ongoing contribution to the federation of the UAE |
| GRI Standards | GRI 201: Economic Performance |
| SDGs | |

Operating within a dynamic and growth-oriented market, we continue to strengthen our financial position while creating long-term value for investors and the wider stakeholder ecosystem.

This year, Investor Relations recorded a step change in market engagement, with senior management participating in multiple local and international investor conferences and roadshows, engaging both regional and global institutional and high-net-worth investors. Regular quarterly earnings calls and analyst Q&A sessions were complemented by closer collaboration with brokerage houses, resulting in expanded research coverage of EDC's shares by three institutions as of year-end. These efforts, supported by the pilot deployment of the GPT for Drive AI tool, have broadened the shareholder base and reinforced our commitment to open, high-quality investor communications.

Alongside this enhanced market engagement, the Group delivered a number of strategic, operational, and financial milestones during the year, as outlined in the highlights below.

EDC Financial Initiative Highlights 2025



Acquired a 22.5% stake in Mwasalat Holding



Piloted a "GPT for Drive" AI tool to enhance the quality and responsiveness of investor communications



Received MSI 20000 Certification an international standard recognizing the financial quality of a company or institution



Implemented a RACI based Authority Matrix covering more than 370 decision points, reinforcing accountability across 15 functions



Won the tender to develop 1,800 charging stations across three areas in Abu Dhabi.



Four major Finance policies and procedures manuals updated, with over 30+ new sections added covering Financial Control, FP&A, Investment and Pricing



Hosted quarterly earnings calls and Q&A sessions for analysts and investors



Spotlight: EDC Makes Strategic Investment in Mwasalat Holding

In 2025, EDC strengthened its role in shaping the future of mobility in the UAE through a strategic investment in Mwasalat Holding, acquiring a 22.5% stake with the option to increase its shareholding to 50.6%. This investment marks a significant step in EDC's evolution from a driving education provider into a fully integrated mobility player, expanding its footprint across public transport, taxi services, and vehicle rentals.

Mwasalat operates a large, diversified transport network across the UAE, managing more than 1,000 buses, 2,500 taxis, and 5,500 rental vehicles, and employing over 5,000 people. The partnership creates strong potential for operational synergies, digital transformation, and innovation across smart mobility.

Through this investment, EDC is positioning itself as a UAE mobility champion, supporting national transport objectives, advancing intelligent and low-carbon mobility solutions, and contributing to the development of a more connected, efficient, and future-ready transport ecosystem aligned with long-term sustainability goals.

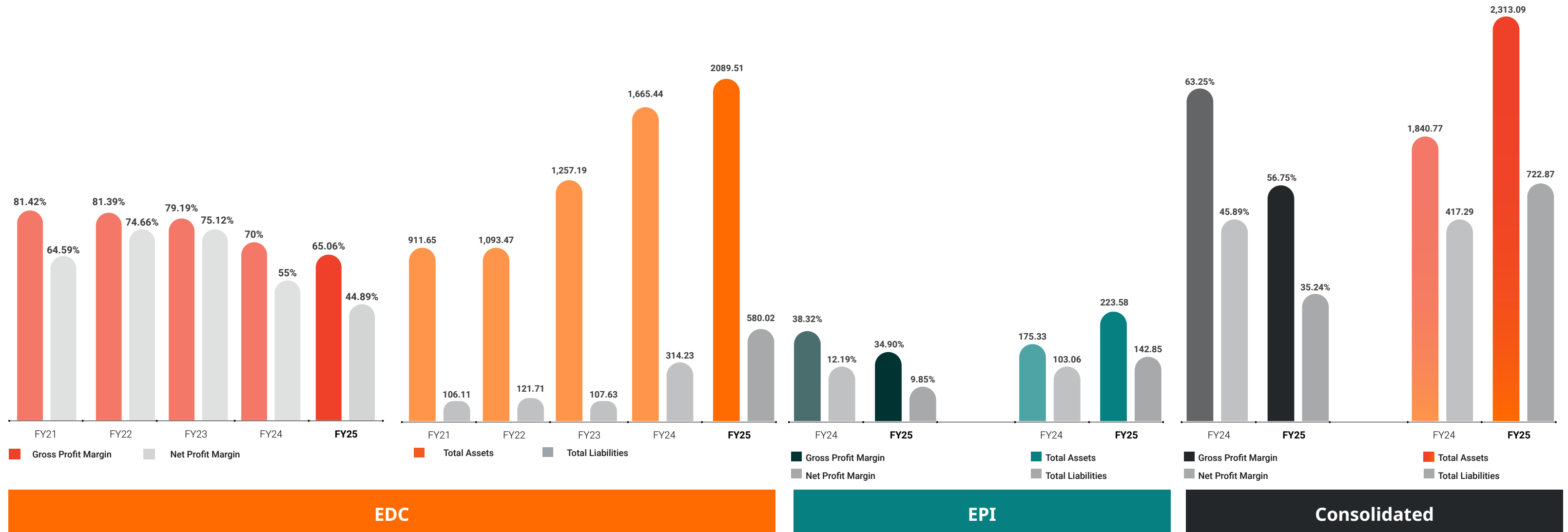




Our Financial Performance

A Five-Year View

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



Note: EPI was incorporated in June 2024; therefore, data for 2023 is not applicable



Financial Outlook

EDC's finance strategy is anchored in disciplined growth, seamless integration, and sustained excellence. Looking ahead, the Finance function will prioritize the full integration and active performance management of ChargePoint, Excellence, and the Group's investment in Mwasalat Holding, supported by clearly defined targets for returns, cash generation, and payback. This will be underpinned by optimized funding structures and the continued alignment of budgeting, reporting, and governance frameworks across the Group.

Over the medium term, Finance will play a central role in strengthening long-term value creation by sharpening capital allocation, enhancing working capital efficiency, and reinforcing balance sheet resilience across all subsidiaries, keeping EDC well positioned to fund growth, manage risk, and respond to evolving market conditions.

Excellence Premier Investment: Financial Approach and Performance

EPI applies a coordinated financial governance model underpinned by group-wide budgeting, reporting, and financial controls. Each subsidiary operates within an annual budget cycle aligned to strategic objectives, with revenue and costs monitored monthly through management reporting. Ongoing cost optimization, particularly in fleet utilization and maintenance, has supported margin improvement across the Group.

EPI Overview Financial Initiative Highlights 2025

Excellence Driving Centre



Improved customer experience through digital booking and targeted promotional campaigns such as Ramadan, Summer, Women's campaign, Referral program, Rental car promotions, and a New Year car giveaway.

Achieved highest-ever monthly training hours, reaching 1,098 in July 2025

Completed the GC Mark Blue, Green, and 5S Recertification Audit on July 1-2, 2025, with auditors expressing high satisfaction with the continuous improvements in quality, sustainability, and workplace organization.

Future Outlook

Future plans for the Excellence Driving Centre focus on scaling capacity and strengthening market leadership. The Centre aims to expand its training operations by recruiting additional instructors, optimizing scheduling, and exploring new training locations to meet growing demand. With a current market share of approximately 23% in the Dubai market, EPI is targeting continued growth while progressing plans to develop new parking test facilities in Al Qusais and Jebel Ali, where land has already been leased and project discussions are underway. Additional branches and kiosks will be opened based on feasibility assessments and emerging location needs, supported by ongoing enhancements to the Centre's digital platforms, including upgrades to the mobile app to streamline the learner experience.

Excellence Courier Delivery



Expanded fleet from ~400 to approx. 558 riders

All bikes are fully owned by the company, improving safety and maintenance control.

Continued partnerships with Corporate clients including Noon, Talabat, and Keeta.

Future Outlook

Future plans for Excellence Courier Delivery center on expanding operational capacity and strengthening partnerships in the fast-growing delivery sector. EPI aims to grow the fleet to more than 700 riders, supported by continuous recruitment and skills training to ensure service reliability and safety. The business will also deepen and expand partnerships with aggregators, leading e-commerce platforms such as Amazon, and major restaurant groups, positioning the division for sustained growth in a competitive market.

Excellence Limousine Services



Expanded fleet from 28 luxury cars to 117 cars during the year.

Strengthened aggregator partnerships with Uber, Careem, Yango, Bolt and secured new corporate clients including SLS, Uptown Dubai, Rexos, and several travel agencies.

Future Outlook

Excellence Limousine Services will continue to scale its operations to meet growing demand across the hospitality, corporate, and ride-hailing sectors. Plans include expanding the luxury fleet and driver base, supported by stronger partnerships with key aggregators such as Uber, Careem, Yango, and Bolt, while extending services further into hotel and corporate markets. The business also aims to develop customized transport solutions for corporate clients and large events, enhancing its position as a premium mobility provider.

Excellence Auto Repair



Opened in September 2025 and now services both internal Excellence Driving and Excellence Limousine fleet and external customers.

Introduced attractive service packages, generating revenue from new and repeat customers

Future Outlook

Excellence Auto Repair plans to strengthen its market position by advancing cashless insurance partnerships, ensuring consistent and recurring service volumes. The division will also expand its service packages and enhance customer offerings, supporting growth while delivering a more seamless and customer-centric repair experience.



Human Capital

Our Commitment

| | |
|--------------------------------------|---|
| Strategic Pillar | <ul style="list-style-type: none"> Deliver Exceptional, Customer-Centric Experiences Drive Digital Transformation and AI Integration for Operational Efficiency Advancing Towards ESG Leadership |
| Sustainability Priority | <ul style="list-style-type: none"> Establish Female Diversity, Inclusion and Equality as Key Corporate Value |
| Material Topics | <ul style="list-style-type: none"> Occupational Health & Safety Gainful Employment Equal Opportunity, Diversity & Inclusion Training & Development |
| Some of our Relevant Policies | <ul style="list-style-type: none"> Emiratization Policy Human Resources Policy |
| Our Alignment | |
| Abu Dhabi Vision 2030 | <ul style="list-style-type: none"> The creation of a sustainable knowledge-based economy Emirate resource optimization Premium education, healthcare and infrastructure A significant and ongoing contribution to the federation of the UAE |
| GRI Standards | <ul style="list-style-type: none"> GRI 401: Employment GRI 403: Occupational Health & Safety GRI 405: Diversity & Equal Opportunity GRI 406: Non-Discrimination |
| SDGs | |

We take pride in nurturing a talented and diverse team that drives our success and delivers exceptional service to our customers. As the employer of choice in our sector, we are dedicated to attracting top talent and fostering a supportive, inclusive, and innovative workplace.

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

Total Employees by Gender

| | Female | Male | Total | Female % | Male % |
|---------------------|--------|-------|-------|----------|--------|
| EDC | | | | | |
| 2023 | 111 | 478 | 589 | 18.85% | 81.15% |
| 2024 | 103 | 462 | 565 | 18.23% | 81.77% |
| 2025 | 91 | 483 | 574* | 15.85% | 84.15% |
| EPI | | | | | |
| 2023 | 90 | 926 | 1,016 | 8.86% | 91.14% |
| 2024 | 112 | 1,080 | 1,192 | 9.40% | 90.60% |
| 2025 | 137 | 1,530 | 1,667 | 8.22% | 91.78% |
| Consolidated | | | | | |
| 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% |

*Note: The Total number of Employees for EDC data specifically represents permanent employees. Temporary or contract-based staff are excluded from this specific disclosure.

Total Employees by Branch (EDC)

| | Abu Dhabi Branch | Al Ain Branch | Madinat Zayed City Branch | 3 satellite Branches in the Western Region | TOTAL |
|------|------------------|---------------|---------------------------|--|-------|
| 2023 | 415 | 143 | 24 | 7 | 589 |
| 2024 | 395 | 138 | 25 | 7 | 565 |
| 2025 | 409 | 141 | 19 | 5 | 574 |

Total Employees by Entity (EPI)

| | Excellence Driving Centre | Excellence Courier Delivery Service | Excellence Premium Limousine Service | Excellence Premier Auto Repair | Total |
|------|---------------------------|-------------------------------------|--------------------------------------|--------------------------------|-------|
| 2023 | 657 | 359 | 0 | 0 | 1,016 |
| 2024 | 749 | 401 | 42 | 0 | 1,192 |
| 2025 | 869 | 597 | 185 | 16 | 1,667 |

Total Employees by Gender (Permanent Employees)

| | Female | Male | Total | Female % | Male % |
|---------------------|--------|-------|-------|----------|--------|
| EDC | | | | | |
| 2023 | 109 | 478 | 587 | 18.57% | 81.43% |
| 2024 | 102 | 462 | 564 | 18.09% | 81.91% |
| 2025 | 91 | 483 | 574 | 15.85% | 84.15% |
| EPI | | | | | |
| 2023 | 90 | 926 | 1,016 | 8.86% | 91.14% |
| 2024 | 112 | 1,080 | 1,192 | 9.40% | 90.60% |
| 2025 | 137 | 1,530 | 1,667 | 8.22% | 91.78% |
| Consolidated | | | | | |
| 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% |

Total Employees by Gender (Temporary Employees)

| | Female | Male | Total | Female % | Male % |
|------------|--------|------|-------|----------|--------|
| EPI | | | | | |
| 2023 | 2 | 0 | 2 | 100.00% | 0.00% |
| 2024 | 1 | 0 | 1 | 100.00% | 0.00% |
| 2025 | 1 | 3 | 4 | 25.00% | 75.00% |

In 2023, 2024, and 2025, all EDC employees were employed on a full-time basis. In 2023, 2024, and 2025, all EPI employees were employed on permanent and full-time basis.

Enterprise Headcount Held by Contractors and/or Consultants*

| | Total | Percentage of Total Headcount EDC |
|---------------------|-------|-----------------------------------|
| 2023 | 153 | 26% |
| 2024 | 151 | 27% |
| 2025 | 153 | 27% |
| EPI | | |
| 2023 | 20 | 2% |
| 2024 | 28 | 2% |
| 2025 | 33 | 2% |
| Consolidated | | |
| 2023 | 173 | 11% |
| 2024 | 179 | 10% |
| 2025 | 186 | 8% |

*The most common categories of contractors include security, cleaning, and facilities maintenance.





Enhancing Our Workplace Culture

We believe that a strong workplace culture is essential to sustainable performance and long-term success. By cultivating an environment grounded in our values and responsive to the evolving needs of our people, we strive to create a workplace where employees feel supported, engaged, and empowered to grow. In 2025, our efforts focused on deepening employee engagement through targeted wellbeing sessions, the introduction of a new Exemplary Commitment Award within our Rewards and Recognition Program, and the continued use of employee engagement surveys. These efforts resulted in an average engagement score of %87 across the two surveys conducted during the year.

Employee Attraction, Retention and Engagement

We are committed to building a high-performing workforce by providing leading benefits, meaningful career development pathways, and a workplace culture that prioritizes well-being. We ensure our employees feel supported, valued, and equipped to excel.

Career Development Opportunities

To attract and retain top talent, we offer strong development opportunities and a supportive work environment that prioritizes well-being.

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

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

Median Compensation (total remuneration)

| | Non-Management (Staff) | | Middle Management | | Senior Management | |
|---------------------|------------------------|---------|-------------------|---------|-------------------|-----------|
| | Female | Male | Female | Male | Female | Male |
| EDC | | | | | | |
| 2023 | 119,060 | 80,084 | 353,040 | 387,957 | 0 | 1,235,802 |
| 2024 | 119,567 | 80,706 | 353,040 | 409,556 | 0 | 711,034 |
| 2025 | 128,260 | 85,605 | 420,576 | 504,950 | 0 | 1,709,730 |
| EPI | | | | | | |
| 2023 | 56,052 | 45,948 | 111,324 | 193,500 | 319,800 | 457,200 |
| 2024 | 56,988 | 51,336 | 111,336 | 172,800 | 451,500 | 477,300 |
| 2025 | 55,704 | 48,000 | 135,384 | 178,800 | 451,500 | 420,000 |
| Consolidated | | | | | | |
| 2023 | 175,112 | 126,032 | 464,364 | 581,457 | 319,800 | 1,693,002 |
| 2024 | 176,555 | 132,042 | 464,376 | 582,356 | 451,500 | 1,188,334 |
| 2025 | 183,964 | 133,605 | 555,960 | 683,750 | 451,500 | 2,129,730 |

Female to Male Median Compensation Ratio

| | Non-Management (Staff) | | Middle Management | Senior Management |
|---------------------|------------------------|------|-------------------|-------------------|
| | Female | Male | | |
| EDC | | | | |
| 2023 | 149% | | 91% | N/A |
| 2024 | 148% | | 86% | N/A |
| 2025 | 150% | | 83% | N/A |
| EPI | | | | |
| 2023 | 122% | | 58% | 70% |
| 2024 | 111% | | 64% | 95% |
| 2025 | 116% | | 76% | 108% |
| Consolidated | | | | |
| 2023 | 139% | | 80% | N/A |
| 2024 | 134% | | 80% | N/A |
| 2025 | 138% | | 81% | N/A |

Employee Benefits

We provide a benefits package that supports employee well-being and work-life balance. Full-time employees receive industry-leading benefits, including life insurance, health care, disability and invalidity coverage, parental leave, and retirement provision. These are complemented by a competitive and equitable salary structure, along with opportunities for professional growth through leadership development and training programs.

As part of our transformation program, we have also strengthened our family-friendly policies to offer greater flexibility. These now-standard measures include increased annual and emergency leave, flexible and remote work options, part-time arrangements, short-leave allowances, and overseas joining support for relocating employees.

Performance-Based Incentives

We offer variable pay in the form of performance-based bonuses to our employees, distinct from any equity-based incentive schemes. Bonuses are administered through an established Performance Appraisal System, which applies to all employees across the organization. This system is designed to assess individual performance, support professional development, and determine eligibility for variable pay.

Bonus awards are primarily linked to individual performance outcomes, as assessed through the annual appraisal process. In addition, a portion of variable pay may be linked to overall organizational performance, reinforcing alignment between individual contributions and corporate objectives. Eligibility for variable pay and the structure of bonus awards vary by employee category, in line with role responsibilities and grading. The Performance Appraisal System applies across the workforce, ensuring a consistent approach to performance assessment for all employees.

Employee Wellbeing

In line with our commitment to fostering a healthy and supportive work environment, a series of wellness and awareness sessions were delivered throughout the year. These sessions were conducted in collaboration with partners including LVL, Burjeel, Shory, and SEHA. A diverse range of physical and mental health topics were covered, aiming to promote preventive care, healthy habits, and overall employee well-being.

- Blood Donation Campaign
- Movember Awareness
- Mastering Healthy Fasting & Nutrition During Ramadan
- Nutrition & Healthy Fasting
- Plant-Based Nutrition: How to Thrive on a Vegan or Vegetarian Diet
- Breast Cancer Awareness (English/Arabic)
- Ending the Stigma Around Depression
- Technology Addiction: Psychological Effects and Prevention
- Prevention First: Screenings, Vaccines, and Regular Check-ups
- June Diabetes: Proactive Prevention and Comprehensive Treatment
- Understanding Food Labels – Making Better Choices
- Preventing Cardiovascular Disease Through Lifestyle and Early Intervention
- Maintaining a Healthy Lifestyle During Ramadan
- Protect Your Lungs
- Childhood Health



Employee Engagement

In 2025, the Human Capital department introduced a series of initiatives aimed at enhancing employee engagement and promoting well-being. Throughout the year, employees participated in workshops, health-focused programs, award ceremonies and more. Key initiatives included:

| | | |
|--|---|--|
| <p>Blood Donation Campaign</p> <p>In collaboration with SEHA, we deployed a total of 2 Blood Donation campaigns (in Abu Dhabi & Al Ain). These were organized to encourage individuals to donate blood to help save lives and raise awareness about the importance of donating blood.</p> | <p>Roadshow – Yas Island Theme Parks</p> <p>We collaborated with Miral Destination to provide employees with an exclusive 50% off as part of the Roadshow Special discount for Yas Island Theme Parks. These tickets can be used for individuals, their families and friends.</p> | <p>GYMNATION</p> <p>Focusing on employees' wellbeing, we partnered with GymNation, one of the leading facilities available across the UAE and the Middle East by offering special rates for our employees. This initiative is to promote health, wellness and active lifestyle.</p> |
| <p>Bi-annual engagement survey</p> <p>The most recent survey shows that employee engagement remains stable, achieving an average score of 87%. This steady performance highlights sustained employee satisfaction and alignment with organizational goals.</p> | <p>Wellness Day campaign for employees</p> <p>In collaboration with al Jaber optical, 2-day events were conducted on site for employees in Abu Dhabi & Al Ain. Several services were being offered: free eye test, free color-blind test, discounts and other exclusive packages for all ED employees.</p> | <p>Awareness Sessions</p> <p>Several awareness sessions have been conducted to support employees. For a detailed list of the sessions which took place this year, please refer to the Wellbeing and Awareness section under Occupational Health and Safety later in this chapter.</p> |

Reward & Recognition Program

Our Reward & Recognition Program continues to be central to our employee engagement efforts, celebrating outstanding contributions and fostering a culture of excellence and collaboration. The program recognizes top achievers across several categories, each designed to highlight contributions that drive our success

Key recognition categories include:

Star of Teamwork and Collaboration

- Celebrates administrative employees who exemplify cooperation, mutual support, and strong cross-functional collaboration. This peer-nominated award is presented twice a year and recognizes individuals who consistently uplift their teams.

Customer Happiness Superstar

- Acknowledges employees in Customer Happiness roles who consistently deliver outstanding customer service. Based on line manager nominations, this quarterly award highlights those who go above and beyond to enhance the customer experience.

Learning Champion

- Recognizes employees who demonstrate a strong commitment to professional development by completing the highest number of training sessions each quarter. This category reinforces the value we place on continuous learning and growth.

Training Superstar

- Honors members of our Training Operations team who consistently exceed expectations in delivering high-quality, customer-facing services. Nominated by line managers, this quarterly award celebrates excellence in our core training function.

Succession Planning

Building on the formalization of the succession planning framework in 2024, in 2025 the succession planning initiative was established as a three-year program, designed to ensure leadership continuity, support workforce transition, and develop internal talent in alignment with our long-term objectives.

The program focuses on employees who have demonstrated strong performance, consistent professional growth, and a clear commitment to learning and development. While the Company does not currently operate a dedicated pre-retirement planning program, the succession framework provides a structured mechanism for knowledge transfer and role continuity across critical positions.

HR Business Partner

Through our HR Business Partner model, each department is supported by a dedicated HR representative who manages hiring, exits, grievance resolution, and other customized needs. This personalized structure has deepened relationships and ensured closer alignment between HR and operational objectives.

Voice of the People

Our Voice of the People initiative provides employees with a dedicated platform to share feedback, propose improvements, and raise concerns directly with management. By welcoming ideas ranging from service quality to workplace enhancements, the program empowers employees to actively contribute to our continued growth. All submissions are reviewed by the Executive Committee, reinforcing our commitment to listening to our people and translating their insights into meaningful action.

Grievances

EDC provides clear, structured, and accessible channels for employees to raise workplace concerns and grievances. Employees are encouraged to first discuss issues with their direct supervisor or department manager, who is responsible for resolving matters promptly. Where issues remain unresolved, grievances may be formally escalated to senior management, with department heads required to submit grievances to the Chief Executive within 48 hours. The CEO may respond directly or assign the matter to a relevant department or special committee for further review. Grievances can be raised confidentially or anonymously, depending on the nature of the concern.

Dedicated reporting channels are also in place for cases involving harassment, discrimination, or breaches of the Code of Ethics. Employees may report concerns to their supervisor, Human Resources, or through the independent SpeakUp email helpline, which enables anonymous reporting and operates under the oversight of the Audit Committee. All complaints are thoroughly investigated, and retaliation against individuals who raise concerns or participate in investigations is strictly prohibited.

In addition, a formal Whistleblower Policy, approved by the Board in April 2025, provides a clear framework for reporting serious ethical concerns. The policy distinguishes whistleblowing from routine grievances and ensures confidentiality, independent review, and protection from retaliation, reinforcing a safe reporting culture.

Engagement Surveys

We conducted two engagement surveys in 2025 to evaluate employee satisfaction, identify organizational strengths, and pinpoint areas for improvement. These surveys also served as a platform for employees to provide valuable feedback, helping to shape initiatives aimed at enhancing retention and boosting productivity.

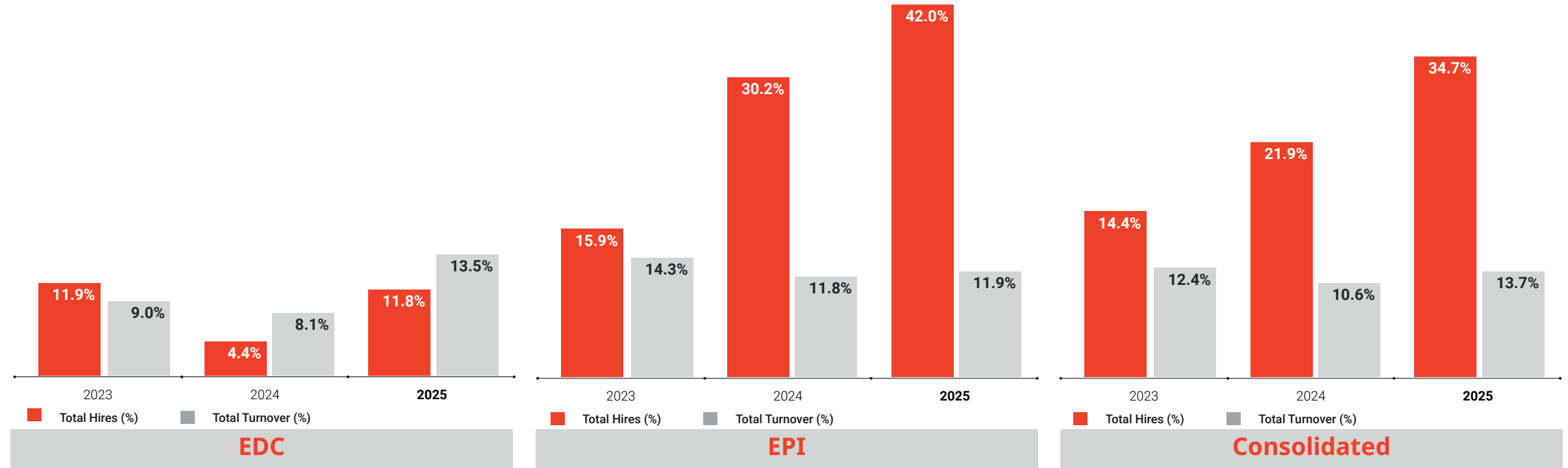
Over the past three years, employee engagement levels have remained consistently high, with an average satisfaction score of 87%, reflecting a stable and positive employee experience.



Workforce Dynamics

Our workforce dynamics reflect how we balance stability with the need to evolve as our operations, services, and scale continue to develop. Recruitment and employee movement are managed with a focus on maintaining operational continuity while bringing in the skills and experience required to support our activities. Over the reporting period, hiring and turnover trends indicate an active and responsive workforce environment, particularly in 2025, when recruitment activity increased alongside higher employee movement. This reflects a period of transition and renewal, as we continue to strengthen our teams and respond to changing workforce requirements.

Across the organization, workforce changes were concentrated within core working-age segments, supporting the continuity of experience while allowing for the integration of new talent. Overall, these dynamics demonstrate our ongoing efforts to manage workforce evolution in a way that supports performance, adaptability, and long-term organizational resilience.



| Total New Hires by Gender | | | | | |
|---------------------------|--------|------|-------|----------|--------|
| | Female | Male | Total | Female % | Male % |
| EDC | | | | | |
| 2023 | 23 | 47 | 70 | 20.72% | 9.83% |
| 2024 | 7 | 18 | 25 | 6.80% | 3.90% |
| 2025 | 9 | 69 | 78 | 9.89% | 14.29% |
| EPI | | | | | |
| 2023 | 41 | 121 | 162 | 45.56% | 13.07% |
| 2024 | 40 | 320 | 360 | 35.71% | 29.63% |
| 2025 | 52 | 649 | 701 | 37.96% | 42.42% |
| Consolidated | | | | | |
| 2023 | 64 | 168 | 232 | 31.84% | 11.97% |
| 2024 | 47 | 338 | 385 | 21.86% | 21.92% |
| 2025 | 61 | 718 | 779 | 26.75% | 35.67% |

| Total New Hires by Age Group | | | | | | | |
|------------------------------|--------------|-------------------|-------------|-------|--------------|-------------------|-------------|
| | Below 30 y/o | Between 30-50 y/o | Over 50 y/o | Total | Below 30 y/o | Between 30-50 y/o | Over 50 y/o |
| EDC | | | | | | | |
| 2023 | 22 | 48 | 0 | 70 | 52.38% | 10.06% | 0.00% |
| 2024 | 3 | 21 | 1 | 25 | 15.00% | 4.73% | 0.99% |
| 2025 | 8 | 69 | 0 | 74 | 38.10% | 15.44% | 0.00% |
| EPI | | | | | | | |
| 2023 | 77 | 82 | 3 | 162 | 22.58% | 12.63% | 12.50% |
| 2024 | 159 | 195 | 6 | 360 | 58.03% | 22.01% | 20.69% |
| 2025 | 260 | 433 | 8 | 701 | 57.52% | 36.79% | 22.86% |
| Consolidated | | | | | | | |
| 2023 | 99 | 130 | 3 | 232 | 25.85% | 11.55% | 3.19% |
| 2024 | 162 | 216 | 7 | 385 | 55.10% | 16.24% | 5.38% |
| 2025 | 265 | 502 | 8 | 775 | 56.03% | 30.91% | 5.67% |

| Total Turnover by Gender | | | | | |
|--------------------------|--------|------|-------|----------|--------|
| | Female | Male | Total | Female % | Male % |
| EDC | | | | | |
| 2023 | 18 | 35 | 53 | 16.22% | 7.32% |
| 2024 | 14 | 32 | 46 | 13.59% | 6.93% |
| 2025 | 21 | 47 | 68 | 23.08% | 9.73% |
| EPI | | | | | |
| 2023 | 23 | 123 | 146 | 25.56% | 13.28% |
| 2024 | 18 | 123 | 141 | 16.07% | 11.39% |
| 2025 | 27 | 212 | 239 | 19.71% | 13.86% |
| Consolidated | | | | | |
| 2023 | 41 | 158 | 199 | 20.40% | 11.25% |
| 2024 | 32 | 155 | 187 | 14.88% | 10.05% |
| 2025 | 48 | 259 | 307 | 21.05% | 12.87% |

| Total Turnover by Age group | | | | | | | |
|-----------------------------|--------------|-------------------|-------------|-------|--------------|-------------------|-------------|
| | Below 30 y/o | Between 30-50 y/o | Over 50 y/o | Total | Below 30 y/o | Between 30-50 y/o | Over 50 y/o |
| EDC | | | | | | | |
| 2023 | 14 | 37 | 2 | 53 | 33.33% | 7.76% | 2.86% |
| 2024 | 7 | 35 | 4 | 46 | 35.00% | 7.88% | 3.96% |
| 2025 | 5 | 56 | 7 | 68 | 23.81% | 12.53% | 6.60% |
| EPI | | | | | | | |
| 2023 | 47 | 94 | 5 | 146 | 13.78% | 14.48% | 20.83% |
| 2024 | 47 | 93 | 1 | 141 | 17.15% | 10.50% | 3.45% |
| 2025 | 69 | 168 | 2 | 239 | 15.27% | 14.27% | 5.71% |
| Consolidated | | | | | | | |
| 2023 | 61 | 131 | 7 | 199 | 15.93% | 11.63% | 7.45% |
| 2024 | 54 | 128 | 5 | 187 | 18.37% | 9.62% | 3.85% |
| 2025 | 74 | 225 | 9 | 308 | 15.64% | 13.85% | 6.38% |



Training & Development

Our culture of continuous learning supports our objective to empower every employee to reach their full potential, contributing to their personal success and the ongoing expansion of the business. Our commitment to training and development extends to employees at every level of the organization, from entry-level roles to senior management.

In 2025, we continued to strengthen our established approach to training and upskilling, with a focus on structured planning, consistent implementation, and continuous improvement. While no new training policies or procedures were introduced during the year, we maintained and actively applied existing frameworks to keep employee development aligned with operational needs and role requirements.

Training needs are identified through a coordinated process led by the Human Resources function in collaboration with all departments and offices. This ensures that learning and development initiatives are relevant, targeted, and responsive to both organizational requirements and individual career pathways. Proposed training plans are reviewed by departmental management before being submitted for senior management approval.

Once approved, training programs are formally communicated and rolled out across the organization. Implementation is supervised by qualified personnel, with oversight of attendance, performance, and adherence to schedules. Awareness and engagement are supported through direct communication, orientation sessions, and the use of supporting guidelines and documentation. Feedback from employees, managers, and external training providers is systematically collected through evaluations and reporting mechanisms. This feedback informs periodic reviews and refinements to training programs, ensuring they remain effective, relevant, and fit for purpose.



Key Training & Development Programs

Train the Trainer

The Train the Trainer course is designed for both private and EDC trainers, equipping trainers with standardized, high-quality teaching methodologies, ensuring consistent content delivery to improve learner outcomes. After its implementation in 2024, during its first full year of execution (1,425 trainees).

E-learning Platform Implementation

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

Small Talk2Me

To support frontline excellence, an AI-powered English language improvement platform, Small Talk2Me, was introduced in January 2025 for customer service employees. The simulator enables employees to practice spoken English and receive real-time feedback through CEFR-based assessments that identify individual language skill gaps. As of 2025, targeted learning pathways have been assigned to 23 customer service staff across Al Ain and Abu Dhabi, contributing to improved communication capabilities and enhanced customer experience.

LinkedIn Learning

Administrative employees are supported through access to the LinkedIn Learning platform, with customized learning pathways covering a wide range of professional development areas, including artificial intelligence, occupational safety, emergency preparedness, cybersecurity, communication, and core business skills.

Test Gorilla Candidate Assessment

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

Professional & Occupational Certifications

EDC offers a range of professional certification programs aligned with employees' roles and career pathways. These include technical and professional qualifications such as ITIL, NEBOSH, project management certifications, CAT heavy machinery operations training, and other role-specific certifications.

Implementation of Competency Oriented Inhouse training Programs

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

Leadership Development Program

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

Carbon Sifr Sustainability Training

In 2025, five team members successfully completed Carbon Siffer sustainability training, strengthening internal capabilities in environmental management and supporting broader sustainability objectives.



Performance Appraisals

EDC conducts regular performance appraisals through a Performance Appraisal System that applies to all employees. The appraisal process is designed to support continuous improvement by enabling employees to understand their current performance and receive guidance on how to enhance their skills and capabilities.

The evaluation process follows clear, standardized procedures approved by the CEO, ensuring fairness, consistency, and transparency. Employees and managers work collaboratively to set SMART objectives aligned with departmental goals and EDC's broader strategic priorities. Mid-year reviews are conducted to assess progress, provide feedback, and adjust objectives where necessary.

During the formal year-end performance review, managers assess employee performance against agreed objectives and competency requirements. Employees receive structured and constructive feedback, which directly informs individualized development and training plans.

Where performance does not meet expectations, EDC may initiate a Performance Improvement Plan (PIP). PIPs are designed as a supportive mechanism, setting out clear objectives, defined timelines, and regular review meetings to help employees improve performance and achieve required standards.

Total Employees who received regular performance and career reviews by Job Category

| | Entry-Level | Admin-Level | Mid-Level | Senior-to-Exec Level | Total | Entry-Level (%) | Admin-Level (%) | Mid-Level (%) | Senior-to-Exec Level (%) |
|---------------------|-------------|-------------|-----------|----------------------|-------|-----------------|-----------------|---------------|--------------------------|
| EDC | | | | | | | | | |
| 2023 | 487 | 85 | 15 | 2 | 589 | 100% | 100% | 100% | 100% |
| 2024 | 464 | 84 | 13 | 4 | 565 | 100% | 100% | 100% | 100% |
| 2025 | 481 | 60 | 12 | 2 | 574 | 100% | 100% | 100% | 100% |
| EPI | | | | | | | | | |
| 2023 | 911 | 88 | 10 | 7 | 1,016 | 100% | 100% | 100% | 100% |
| 2024 | 1,056 | 112 | 15 | 8 | 1,191 | 100% | 100% | 100% | 100% |
| 2025 | 1,441 | 197 | 21 | 8 | 1,667 | 100% | 100% | 100% | 100% |
| Consolidated | | | | | | | | | |
| 2023 | 1,398 | 173 | 25 | 9 | 1,605 | 100% | 100% | 100% | 100% |
| 2024 | 1,520 | 196 | 28 | 12 | 1,756 | 100% | 100% | 100% | 100% |
| 2025 | 1,940 | 257 | 34 | 10 | 2,241 | 100% | 100% | 100% | 100% |





Internal Training: 2025 Overview

In 2025, our training budget amounted to AED 587,500 AED supporting a total of 16,367 training hours involving 2,241 distinct employees. Training programmes achieved a 100% completion rate among employees. The average number of training hours per employee for year was 7.3.

Total Training Hours

| | Female | Male | Total | Female % | Male % |
|---------------------|----------|-----------|-----------|----------|--------|
| EDC | | | | | |
| 2023 | 5,015 | 19,117 | 24,132 | 20.78% | 79.22% |
| 2024 | 1,972 | 3,898 | 5,870 | 33.59% | 66.41% |
| 2025 | 1,587.50 | 6,622.50 | 8,210 | 19% | 81% |
| EPI | | | | | |
| 2023 | 180 | 1,820 | 2,000 | 9.00% | 91.00% |
| 2024 | 420 | 5,020 | 5,440 | 7.72% | 92.28% |
| 2025 | 835 | 7,322 | 8,157 | 10.24% | 89.76% |
| Consolidated | | | | | |
| 2023 | 5,195 | 20,937 | 26,132 | 19.88% | 80.12% |
| 2024 | 2,392 | 8,918 | 11,309.6 | 21.15% | 78.85% |
| 2025 | 2,422.50 | 13,944.50 | 16,367.00 | 14.80% | 85.20% |

Average Training Hours per Employee

| | Female | Male | Total | Female % | Male % |
|---------------------|--------|-------|-------|----------|--------|
| EDC | | | | | |
| 2023 | 45.18 | 39.99 | 40.97 | 53.04% | 46.96% |
| 2024 | 19.14 | 8.44 | 10.39 | 69.41% | 30.59% |
| 2025 | 17.45 | 13.71 | 14.30 | 55.99% | 44.01% |
| EPI | | | | | |
| 2023 | 2.00 | 1.97 | 1.97 | 50.44% | 49.56% |
| 2024 | 3.75 | 4.65 | 4.56 | 44.65% | 55.35% |
| 2025 | 6.09 | 4.79 | 4.89 | 56.02% | 43.98% |
| Consolidated | | | | | |
| 2023 | 25.85 | 14.91 | 16.28 | 63.41% | 36.59% |
| 2024 | 11.12 | 5.78 | 6.44 | 65.79% | 34.21% |
| 2025 | 10.63 | 6.93 | 7.30 | 60.53% | 39.47% |

Total Training Hours by Job Category

| | Entry-Level | Admin-Level | Mid-Level | Senior-to-Exec Level | Total |
|---------------------|-------------|-------------|-----------|----------------------|--------|
| EDC | | | | | |
| 2023 | 17,200 | 6,052 | 878 | 2 | 24,132 |
| 2024 | 2,669 | 2,846 | 345 | 9 | 5,870 |
| 2025 | 2,264 | 5,692 | 235 | 18 | 8,209 |
| EPI | | | | | |
| 2023 | 1595 | 160 | 240 | 5 | 2,000 |
| 2024 | 4651 | 270 | 514 | 5 | 5,440 |
| 2025 | 6359 | 693 | 1100 | 5 | 8,157 |
| Consolidated | | | | | |
| 2023 | 18,795 | 6,212 | 1,118 | 7 | 26,132 |
| 2024 | 7,320 | 3,116 | 859 | 14 | 11,310 |
| 2025 | 8,623 | 6,385 | 1,335 | 23 | 16,366 |

Average Training Hours by Job Category per Employee

| | Entry-Level | Admin-Level | Mid-Level | Senior-to-Exec Level | Total |
|---------------------|-------------|-------------|-----------|----------------------|-------|
| EDC | | | | | |
| 2023 | 35.32 | 46.91 | 10.33 | 0.04 | 40.97 |
| 2024 | 5.75 | 25.41 | 4.11 | 0.17 | 10.39 |
| 2025 | 4.54 | 94.87 | 18.08 | 9.00 | 14.30 |
| EPI | | | | | |
| 2023 | 1.75 | 1.51 | 2.73 | 0.11 | 1.97 |
| 2024 | 4.41 | 1.84 | 4.59 | 0.10 | 4.56 |
| 2025 | 4.42 | 3.36 | 5.58 | 0.06 | 4.89 |
| Consolidated | | | | | |
| 2023 | 13.44 | 26.43 | 6.46 | 0.08 | 16.28 |
| 2024 | 4.82 | 12.03 | 4.38 | 0.14 | 6.44 |
| 2025 | 4.44 | 20.33 | 5.19 | 0.20 | 7.30 |

| | Total Training Budget (AED) | Average Training and Development Cost per Employee (AED) |
|---------------------|-----------------------------|--|
| EDC | | |
| 2023 | 697,255.00 | 1,183.79 |
| 2024 | 604,800.00 | 1,070.44 |
| 2025 | 579,500.00 | 1,009.58 |
| EPI | | |
| 2023 | 3,000.00 | 2.95 |
| 2024 | 5,000.00 | 4.19 |
| 2025 | 8,000.00 | 4.80 |
| Consolidated | | |
| 2023 | 700,255.00 | 436.30 |
| 2024 | 609,800.00 | 347.07 |
| 2025 | 587,500.00 | 262.16 |

Internship Program

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

We have an MOU with Al Ain University, a partnership that further solidifies our role in supporting educational institutions and empowering the next generation of professionals, providing students with enhanced exposure to workplace environments.





Diversity, Equity, and Inclusion (DEI)

DEI principles are embedded within our company culture, reinforced in our Human Resource Policy and Code of Ethics. We are committed to fostering an inclusive workplace that reflects the cultural diversity of Abu Dhabi and supports equal opportunity for all employees.

Oversight of DEI

Oversight of DEI matters is embedded across the organization, with governance exercised at both management and Board levels through established HR and remuneration structures. DEI is integrated across HR processes, starting from recruitment, where candidates are assessed solely on merit, competencies, and suitability for the role. Diversity and equal opportunity efforts are communicated through HR policies, training, and briefings, with hiring approvals following defined workflows to ensure compliance. Practices are regularly reviewed to maintain fairness, transparency, and inclusiveness across the organization.

Non-discrimination is a staunch principle underpinning our HR approach. This is reflected both in the company's Code of Ethics as well as the Human Capital Procedure, which outlines detailed Safety & Protection from Violence, Harassment and Discrimination Policy.

Total Employees by Job Category and by Gender%

| | Entry-Level | | Admin-Level | | Mid-Level | | Senior-to-Exec Level | |
|---------------------|-------------|--------|-------------|--------|-----------|--------|----------------------|--------|
| | Male | Female | Male | Female | Male | Female | Male | Female |
| EDC | | | | | | | | |
| 2023 | 84.19% | 15.81% | 61.18% | 38.82% | 93.33% | 6.67% | 100.00% | 0.00% |
| 2024 | 85.99% | 14.01% | 55.95% | 44.05% | 92.31% | 7.69% | 100.00% | 0.00% |
| 2025 | 86.17% | 13.83% | 65.00% | 35.00% | 92.31% | 7.69% | 100.00% | 0.00% |
| EPI | | | | | | | | |
| 2023 | 94.18% | 5.82% | 60.23% | 39.77% | 100.00% | 0.00% | 71.43% | 28.57% |
| 2024 | 93.18% | 6.82% | 66.96% | 33.04% | 93.33% | 6.67% | 75.00% | 25.00% |
| 2025 | 95.07% | 4.93% | 68.53% | 31.47% | 92.31% | 9.52% | 75.00% | 25.00% |
| Consolidated | | | | | | | | |
| 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% |

Total Employees by Job Category and by Gender%

| | Entry-Level | | | Admin-Level | | | Mid-Level | | | Senior-to-Exec Level | | |
|---------------------|--------------|-------------------|-------------|--------------|-------------------|-------------|--------------|-------------------|-------------|----------------------|-------------------|-------------|
| | Below 30 y/o | Between 30-50 y/o | Over 50 y/o | Below 30 y/o | Between 30-50 y/o | Over 50 y/o | Below 30 y/o | Between 30-50 y/o | Over 50 y/o | Below 30 y/o | Between 30-50 y/o | Over 50 y/o |
| EDC | | | | | | | | | | | | |
| 2023 | 7% | 80% | 13% | 9% | 82% | 8% | 0% | 93% | 7% | 0% | 50% | 50% |
| 2024 | 3% | 79% | 18% | 6% | 75% | 19% | 0% | 77% | 23% | 0% | 100% | 0% |
| 2025 | 4% | 79% | 18% | 5% | 72% | 23% | 0% | 77% | 23% | 0% | 100% | 0% |
| EPI | | | | | | | | | | | | |
| 2023 | 36.33% | 61.69% | 1.98% | 13.64% | 80.68% | 5.68% | 0.00% | 100.00% | 0.00% | 0.00% | 85.71% | 14.29% |
| 2024 | 24.53% | 73.48% | 1.99% | 16.07% | 78.57% | 5.36% | 0.00% | 93.33% | 6.67% | 0.00% | 87.50% | 12.50% |
| 2025 | 28.31% | 69.95% | 1.73% | 25.38% | 70.56% | 4.06% | 0.00% | 95.24% | 4.76% | 0.00% | 87.50% | 12.50% |
| Consolidated | | | | | | | | | | | | |
| 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% |

Empowering People of Determination

We are committed to fostering an inclusive workplace where People of Determination are supported, respected, and equipped to succeed. Guided by our People of Determination Policy, we work to remove barriers, champion equity, and create meaningful opportunities across our organization.



Total Number of Nationalities

| | |
|------------|----|
| EDC | |
| 2023 | 32 |
| 2024 | 32 |
| 2025 | 35 |
| EPI | |
| 2023 | 27 |
| 2024 | 23 |
| 2025 | 23 |

Total number of incidents of discrimination

| | |
|---------------------|---|
| EDC | |
| 2023 | 0 |
| 2024 | 0 |
| 2025 | 0 |
| EPI | |
| 2023 | 0 |
| 2024 | 0 |
| 2025 | 0 |
| Consolidated | |
| 2023 | 0 |
| 2024 | 0 |
| 2025 | 0 |



Female Empowerment

Supporting women in the workplace remains a core priority within our sustainability strategy, underpinned by targeted initiatives that promote equal opportunity, inclusion, and long-term career development. While meaningful progress has been made in advancing gender balance in recruitment, we recognize that women within the mobility sector may continue to face structural and industry-specific barriers that affect their ability to enter, remain, and progress in their careers.

EDC continues to exceed its internal target of 35% female representation within office-based roles, with women now comprising 55% of this workforce. This progress reflects the Company's ongoing efforts to create an enabling work environment that supports professional growth, retention, and advancement.

As part of our broader commitment to gender equality, EDC is proud to be among the 130 UAE companies that have endorsed the Women's Empowerment Principles (WEPs), a joint initiative of UN Women and the UN Global Compact. Grounded in international labor and human rights standards, the seven Principles provide a framework for advancing gender equality and empowering women across all levels of the organization.

Supporting Female Employees through Workplace Policies

EDC's workplace policies are designed to create an environment where female employees feel supported, protected, and able to grow. Our commitment includes providing equal access to training and development, ensuring fair and equitable compensation, and upholding strict measures to safeguard employees from harassment, discrimination, and violence.

We also offer benefits that extend beyond UAE Labor Law requirements, reinforcing our position as a progressive employer in the UAE and strengthening our efforts to build an inclusive, safe, and empowering workplace for women across all roles.

Female Committee

Established in 2024, the Female Committee serves as a dedicated forum for representing the voices, perspectives, and needs of women across the organization. The committee plays a central role in supporting an inclusive work environment by elevating female representation and advising on policies that strengthen diversity, equity, and well-being.

Since its formation, the committee has contributed to a more supportive workplace culture through ongoing engagement with female employees and collaboration with the Human Capital team. It continues to organize meaningful initiatives around health, safety, and empowerment; such as awareness campaigns and commemorations of Emirati Women's Day.

The committee's core responsibilities include:

- Representing the interests and concerns of female employees.
- Working closely with Human Capital to cultivate an inclusive culture that prioritizes safety, well-being, and equitable opportunities.
- Acting as an ambassador for the company in relevant governmental and civil society events.

Female Representation Plan

In 2024, a female representation plan was developed. This initiative was designed to address gender disparities, empower women at all levels of the organization, and foster a diverse and supportive working environment. The plan, developed through a three-stage process, included a Gender Diversity Audit to assess current representation, a Gap Analysis to identify areas for improvement, and the creation of targeted strategies and programs. Implementation of the plan commenced in 2025.

Providing Support to Parents

We provide a range of benefits to support women with children, offering 60 calendar days of fully paid maternity leave to all permanent, fulltime employees, and 30 half-paid with additional provisions for cases where the health of the mother or child is impacted. For mothers with a child of determination, an additional 15 days of fully paid leave is granted, along with the option of 30 days of unpaid leave. Our commitment to maintaining a supportive work environment for parents is reflected in our retention rate - over the past three years, 93% of employees who took parental leave returned to work and were still employed 12 months after their leave ended.

Additional benefits for family care:

- Reduced working hours for nursing
- Protection of maternity rights
- Child institutional events short leave
- Antenatal sick leave
- Medical short leave for pregnant employees

Additional support and leave entitlement are also provided in special circumstances such as stillbirth or miscarriage.

| | Total Return to Work Rate | | Total Retention Rate | |
|---------------------|---------------------------|---------|----------------------|---------|
| | Female | Male | Female | Male |
| EDC | | | | |
| 2023 | 100.00% | 100.00% | 100.00% | 100.00% |
| 2024 | 100.00% | 100.00% | 100.00% | 100.00% |
| 2025 | 75.00% | 88.00% | 100.00% | 100.00% |
| EPI | | | | |
| 2023 | 100.00% | 100.00% | 100.00% | 100.00% |
| 2024 | 100.00% | 100.00% | 100.00% | 92.86% |
| 2025 | 100.00% | 100.00% | 100.00% | 73.91% |
| Consolidated | | | | |
| 2023 | 100.00% | 100.00% | 100.00% | 100.00% |
| 2024 | 100.00% | 100.00% | 100.00% | 97.62% |
| 2025 | 90.00% | 91.43% | 100.00% | 86.67% |

| Total number of employees that were entitled to parental leave | | | |
|--|--------|-------|-------|
| | Female | Male | Total |
| EDC | | | |
| 2023 | 109 | 476 | 585 |
| 2024 | 102 | 462 | 564 |
| 2025 | 91 | 483 | 574 |
| EPI | | | |
| 2023 | 90 | 926 | 1,016 |
| 2024 | 112 | 1,080 | 1,192 |
| 2025 | 137 | 1,530 | 1,667 |
| Consolidated | | | |
| 2023 | 199 | 1,402 | 1,601 |
| 2024 | 214 | 1,542 | 1,756 |
| 2025 | 228 | 2,013 | 2,241 |

| Total number of employees that returned to work after parental leave ended | | | |
|--|--------|------|-------|
| | Female | Male | Total |
| EDC | | | |
| 2022 | 0 | 25 | 25 |
| 2023 | 2 | 28 | 30 |
| 2024 | 1 | 22 | 23 |
| 2025 | 3 | 22 | 25 |
| EPI | | | |
| 2022 | 2 | 6 | 8 |
| 2023 | 3 | 14 | 17 |
| 2024 | 3 | 23 | 26 |
| 2025 | 6 | 10 | 16 |
| Consolidated | | | |
| 2022 | 2 | 31 | 33 |
| 2023 | 5 | 42 | 47 |
| 2024 | 4 | 45 | 49 |
| 2025 | 6 | 15 | 21 |

| Total number of employees that took parental leave | | | |
|--|--------|------|-------|
| | Female | Male | Total |
| EDC | | | |
| 2023 | 2 | 28 | 30 |
| 2024 | 1 | 22 | 23 |
| 2025 | 4 | 25 | 29 |
| EPI | | | |
| 2023 | 3 | 14 | 17 |
| 2024 | 3 | 23 | 26 |
| 2025 | 6 | 10 | 16 |
| Consolidated | | | |
| 2023 | 5 | 42 | 47 |
| 2024 | 4 | 45 | 49 |
| 2025 | 6 | 15 | 21 |

| Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work | | | |
|--|--------|------|-------|
| | Female | Male | Total |
| EDC | | | |
| 2023 | 0 | 25 | 25 |
| 2024 | 2 | 28 | 30 |
| 2025 | 1 | 22 | 23 |
| EPI | | | |
| 2023 | 2 | 6 | 8 |
| 2024 | 3 | 13 | 26 |
| 2025 | 3 | 17 | 20 |
| Consolidated | | | |
| 2023 | 2 | 31 | 33 |
| 2024 | 5 | 41 | 46 |
| 2025 | 3 | 21 | 24 |



Emiratization

As a proudly Emirati company, we remain committed to cultivating local talent and supporting the Federal Government’s long-term vision to increase national participation in the private sector. Our Emiratization efforts focus on attracting, developing, and retaining UAE nationals, ensuring our workforce reflects the nation’s growth, ambition, and diversity.

Emiratization Policy

Our Emiratization Policy prioritizes the recruitment and development of UAE nationals across all levels of the organization. The policy includes dedicated incentives, such as a special allowance for Emirati employees, to strengthen our ability to attract and retain top local talent in a competitive labor market.

Opportunities for Emirati Graduates

To empower the next generation of Emirati professionals, we offer a structured paid internship program that provides graduates with meaningful work experience and practical training. In 2025, we welcomed 20 Emirati interns, offering them hands-on exposure to core business functions and opportunities to build essential professional skills. The program continues to serve as a key pipeline for future full-time roles at EDC, supporting our long-term national talent strategy.

Emirati Employees Overview

| | Female | Male | Total Emirati Employees | Female (%) | Male (%) | Emiratization Rate |
|---------------------|--------|------|-------------------------|------------|----------|--------------------|
| EDC | | | | | | |
| 2023 | 32 | 16 | 48 | 66.67% | 33.33% | 8.1% |
| 2024 | 30 | 11 | 41 | 73.17% | 26.83% | 7.3% |
| 2025 | 26 | 10 | 36 | 72.22% | 27.78% | 6.3% |
| EPI | | | | | | |
| 2023 | 13 | 2 | 15 | 86.67% | 13.33% | 1.48% |
| 2024 | 21 | 5 | 26 | 80.77% | 19.23% | 2.18% |
| 2025 | 34 | 6 | 40 | 85.00% | 15.00% | 2.40% |
| Consolidated | | | | | | |
| 2023 | 45 | 18 | 63 | 71.43% | 28.57% | 3.9% |
| 2024 | 51 | 16 | 67 | 76.12% | 23.88% | 3.8% |
| 2025 | 60 | 16 | 76 | 78.95% | 21.05% | 3.4% |

Emirati Employees By Employment Type

| | Entry-Level | | Admin-Level | | Mid-Level | | Senior-to-Executive Level | | Total |
|----------------------|-------------|-------|-------------|--------|-----------|--------|---------------------------|--------|-------|
| EDC | | | | | | | | | |
| 2024 | 21 | 4% | 15 | 25% | 4 | 31% | 1 | 10% | 41 |
| 2025 | 14 | 3% | 16 | 27% | 4 | 31% | 1 | 11% | 36 |
| EPI | | | | | | | | | |
| 2023 | 6 | 0.42% | 8 | 4.06% | 0 | 0.00% | 1 | 12.50% | 15 |
| 2024 | 15 | 1.04% | 10 | 5.08% | 0 | 0.00% | 1 | 12.50% | 26 |
| 2025 | 6 | 0.42% | 33 | 16.75% | 0 | 0.00% | 1 | 12.50% | 40 |
| Consolidation | | | | | | | | | |
| 2023 | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A |
| 2024 | 36 | 2.37% | 25 | 12.76% | 4 | 14.29% | 2 | 16.67% | 67 |
| 2025 | 20 | 1.03% | 49 | 19.07% | 4 | 11.76% | 2 | 20.00% | 75 |

Note: Figures for 2023 and 2024 have been restated to align with GRI calculation methodology. The restatement affects percentages only; absolute headcounts are unchanged.





Occupational Health and Safety

Just as we prepare drivers to navigate the road safely, we are equally committed to protecting the health, safety, and overall wellbeing of our employees. Our goal is to maintain exceptional standards in workplace safety and foster an environment where all employees feel supported and protected.

Health & Safety Management System

Our policies and procedures are designed to prevent work-related injuries and promote a safe working environment. This commitment is reinforced by our ISO 45001:2018 Health & Safety Management System certification, ensuring our practices align with leading international standards.

Wellbeing and Awareness Programs

Beyond physical safety, we prioritize the holistic wellbeing of our team through a variety of programs and awareness initiatives this year offering an expanded program of health and wellbeing awareness sessions. These were conducted in collaboration with LVL, Burjeel, Shory and SEHA, and were designed as part of our efforts to cultivate a supportive work environment that promotes both physical and mental wellbeing. In 2025, they included:

- 1. Movember Awareness
- 2. Mastering Healthy Fasting & Nutrition During Ramadan
- 3. Nutrition & Healthy Fasting
- 4. Plant-Based Nutrition: How to Thrive on a Vegan or Vegetarian Diet
- 5. Breast Cancer Awareness (English/Arabic)
- 6. Ending the Stigma Around Depression
- 7. Technology Addiction: Psychological Effects and Prevention
- 8. Prevention First: Screenings, Vaccines, and Regular Check-ups
- 9. June Diabetes: Proactive Prevention and Comprehensive Treatment
- 10. Understanding Food Labels - Making Better Choices
- 11. Preventing Cardiovascular Disease Through Lifestyle and Early Intervention
- 12. Maintaining a Healthy Lifestyle During Ramadan
- 13. Protect Your Lungs
- 14. Childhood Health

Compliance and Proactive Risk Management

To maintain high standards of occupational safety, we conduct regular site inspections to identify and mitigate potential risks. Prior to any maintenance work, sites are thoroughly assessed, and the maintenance team is consulted to ensure hazards are addressed proactively.

Suppliers performing medium- or high-risk activities are required to submit risk assessments and provide evidence of employee training, such as certificates and competency records, to ensure full compliance with our safety requirements.

Promoting a Culture of Safety Through Training & Awareness

We deliver a wide range of specialized training programs that equip employees with the knowledge and skills needed to work safely and confidently in all conditions.

Our training offerings include First Aid, ISO Awareness Sessions (ISO 14001, ISO 39001, and ISO 45001), Road Safety Awareness, Eco-Driving, and Safety in Heat training, alongside other targeted safety modules.

In 2025, employees participated in a combination of online and classroom based OHS training sessions, ensuring accessibility and relevance across roles and locations. Accredited classroom programs were delivered to equip employees with essential emergency response and first-aid capabilities, including Fire Safety and Fire Warden Training with Fire Extinguisher use, as well as the Highfield Level 3 International Award in Emergency First Aid and the Use of an Automated External Defibrillator (AED) with CPR for all age groups.

Health and safety awareness sessions were also conducted by the Company's HSE Officer, focusing on practical, preventive topics such as the use of glucometers and blood pressure monitors and heat safety awareness, supporting employee health in high-risk or climate-sensitive environments.

To complement in-person training, employees were provided access to online safety courses through the LinkedIn Learning platform, covering key topics such as hazard communication, working in heat conditions, and emergency preparedness.

Work-related injuries of employees

| | EDC | | | EPI | | | Consolidated | | |
|--|-----------|-----------|--------------|-----------|-----------|-----------|--------------|-----------|-----------|
| | 2023 | 2024 | 2025 | 2023 | 2024 | 2025 | 2023 | 2024 | 2025 |
| Number of Fatalities | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Rate of Fatalities | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Number of lost-time injury | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Rate of lost-time injury | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Number of high-consequence work-related injury | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Rate of high-consequence work-related injury | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Number of recordable work-related injury | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Rate of recordable work-related injury | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Main types of work-related injury | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A |
| Number of Hours Worked | 1,428,960 | 1,198,309 | 1,236,200.08 | 1,667,128 | 2,931,696 | 4,083,616 | 3,096,088 | 4,130,005 | 5,319,816 |
| Total Number of Accidents that took place On-Site | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Onsite accident rate (accidents/new students) | 0.07% | 0.07% | 0.05% | N/A | N/A | N/A | N/A | N/A | N/A |





Subsidiary Spotlight: EPI's Approach to Human Capital

EPI's human-capital initiatives reflect a structured, policy-driven approach to employee engagement, capability building, diversity, and wellbeing across its centers.

EPI's people practices are grounded in a strong governance framework, including its Code of Ethics, HR Policy Manual, Compliance Management system, and Work Ethics standards. These policies guide a culture of fairness, transparency, and continuous improvement. Employee engagement is strengthened through monthly activities, regular branch visits, open communication channels, and ongoing pulse checks, ensuring that staff feel supported and connected across all locations. Career growth is nurtured through structured onboarding, fair performance reviews, progression pathways, and consistent coaching aligned with operational and regulatory requirements.

A comprehensive benefits program supports the wellbeing of all full-time employees, offering UAE-wide medical insurance with maternity inclusion, group life coverage, workmen compensation, structured sick and parental leave, bereavement and Hajj/Umrah leave, and job-specific operational entitlements. Recognition allowances and performance-linked incentives further reinforce a culture of appreciation and accountability. All benefits undergo periodic review to ensure consistency, fairness, and alignment with UAE regulations.

Training and Development

Training and development are a core pillar of EPI's human capital strategy and are delivered through a structured, policy-driven framework aligned with the HR Policy Manual, Code of Ethics, Compliance Management Policy, and IMS/QHSE standards. All employees participate in a comprehensive New Joiner Orientation, which introduces EPI's values, standards of conduct, health and safety requirements, customer service principles, and regulatory obligations.

Mandatory training includes:

- IT security
- Emergency procedures
- Job-specific operational modules
- RTA guidelines
- Customer experience programs, such as WHEEL.

Skills are strengthened through technical training, soft-skills workshops, system-usage modules, and competency-based evaluations. Supervisors and managers receive leadership and performance-management training, ensuring alignment with organizational expectations. Training effectiveness is monitored through defined indicators, including training hours, attendance, feedback scores, instructor progression, and outcomes from the performance management cycle. Programs are regularly updated based on audit findings, regulatory changes, operational requirements, and employee feedback.

A Focus on Health & Safety

Occupational Health and Safety training is embedded across the employee lifecycle, combining general induction, hazard-specific modules, and refresher programs. New joiners complete HSSE induction covering workplace safety rules and emergency response procedures, while existing employees receive structured training in first aid and CPR, basic firefighting, fire safety Level 1, oil spillage control, sustainability practices, heat stress management, and emergency preparedness. Instructors also participate in monthly toolbox talks addressing operational risks such as safe vehicle handling, defensive driving, and incident reporting. Emergency preparedness is further reinforced through scheduled mock drills and annual refresher training, aligned with ISO 45001 requirements to support compliance and continuous improvement in workplace safety.

Celebrating Diversity

EPI's inclusive culture is reinforced through fair, merit-based recruitment practices and a multicultural work environment that celebrates diverse traditions; including Emirati cultural events, Onam, Diwali, Christmas, Iftar, and Eid gatherings. Respectful conduct, tolerance, and cross-cultural awareness are emphasized through induction training and ongoing engagement activities. Grievance mechanisms, open HR access, and regular branch visits provide employees with accessible channels for support and resolution.

EPI also maintains a structured approach to Emiratization, attracting local talent through targeted recruitment, onboarding, skills training, and performance coaching. Progress is monitored through retention rates, training participation, competency progression, and engagement feedback to ensure Emirati employees receive consistent development support.

2025 Achievements

In 2025, EPI advanced its HR practices through strengthened onboarding, enhanced compliance processes, and improved communication channels across all centers. Employee capability was expanded through mandatory safety training, customer experience modules, soft-skills programs, and the Mid-Management Leadership Program. Engagement and wellbeing initiatives included cultural celebrations, team-building activities, fitness programs, and community involvement such as a beach clean-up campaign and health check-up camp.

EPI also maintained its suite of international certifications; ISO 9001, ISO 14001, ISO 45001, ISO 50001, and GC-Mark Green, Blue, and 5S, demonstrating its ongoing commitment to safety, service quality, and operational excellence.

Looking Ahead

EPI's long-term HR strategy focuses on building a high-performing, values-driven workforce equipped to support the company's growth. Priorities include deepening employee engagement, strengthening leadership and emotional intelligence, expanding technical and customer-experience training modules, and reinforcing policy compliance across all centers. EPI also aims to enhance digital HR systems, pursue Great Place to Work certification, and expand community engagement initiatives such as a planned blood donation campaign. These efforts collectively support EPI's vision of cultivating a skilled, motivated, and resilient workforce aligned with the Group's standards of excellence.

Infrastructure & Natural Capital

| Our Commitment | |
|--------------------------------------|---|
| Strategic Pillar | <ul style="list-style-type: none"> Business Excellence Sustainability |
| Sustainability Priority | Manage Climate-Related Risks |
| Material Topics | Environmental Impact & Sustainability Practices |
| Some of our Relevant Policies | <ul style="list-style-type: none"> Environmental Policy Water Policy Waste Policy Facilities Management Policy |
| Our Alignment | |
| Abu Dhabi Vision 2030 | <ul style="list-style-type: none"> The creation of a sustainable knowledge-based economy Emirate resource optimization Premium education, healthcare and infrastructure A significant and ongoing contribution to the federation of the UAE |
| GRI Standards | GRI 302: Energy GRI 303: Water and Effluents GRI 305: Emissions GRI 306: Waste GRI 307: Environmental Compliance |
| SDGs | |

The UAE continues to lead the region in climate action through its Net Zero by 2050 Strategic Initiative, which charts a national pathway to decarbonization in line with the Paris Agreement. As an organization operating within this forward-looking landscape, we are committed to contributing meaningfully to the country's transition.

We are proud signatories of the Climate Responsible Companies Pledge, which we joined in 2023 during the 11th National Dialogue for Climate Ambition. We also participate actively in the Climate Action Task Force led by the Global Compact Network UAE, an initiative designed to help businesses set and deliver credible climate targets aligned with a 1.5°C pathway.

Our commitment to climate action continues to be grounded in science. We have pledged to achieve Net Zero across our operations, adopted the GHG Protocol for emissions accounting, and aligned our goals with the Science Based Targets initiative (SBTi). In 2022, we completed our first full emissions baseline, which formed the foundation for our Net Zero Plan launched in 2023, setting a clear pathway to eliminate all in-scope emissions by 2050 in line with SBTi criteria. With the acquisition of EPI and the subsequent rebaselining of our GHG inventory, we have re-evaluated our targets to ensure they continue to meet the SBTi's minimum ambition thresholds and boundary requirements.

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



Climate-Related Governance

At EDC, climate-related risks and opportunities are embedded within our broader sustainability governance framework, ensuring that our Net Zero ambitions and climate commitments are supported at the highest levels of the organization.

Climate considerations are integrated into key governance processes, including:

- Reviewing and guiding annual budgets
- Evaluating major capital expenditure
- Shaping sustainability strategy
- Overseeing the development of the climate transition plan
- Monitoring the implementation of the transition plan



Management of Climate-Related Risks

Our governance structure ensures that climate-related issues receive Board-level attention. The Strategy & Sustainability Board Committee plays a central role in overseeing sustainability priorities as detailed in the "Sustainability Governance" section.

Operational oversight is led by the Sustainability Management Committee, which supports informed decision-making on critical sustainability matters, including climate. The committee includes senior leaders central to sustainability execution, such as; the CEO, CFO, Chief Corporate Services Officer, Business Development team, and the Strategy & Sustainable Growth Office.

The committee meets regularly to review progress on ongoing initiatives, anticipate emerging risks and opportunities, and prepare for upcoming climate-related projects. Regular updates are provided to the Board to ensure timely oversight and alignment with strategic objectives.

Climate topics are a core focus of the committee's work, including:

- Setting and reviewing Net Zero and emissions-reduction targets
- Developing and updating decarbonization strategies
- Ensuring climate actions align with national policy and global best practice

These mechanisms ensure that climate risk management is both proactive and integrated into our long-term strategic planning.

For more information on our broader sustainability governance approach, please refer to the "Sustainability Governance" section.



Climate-Related Strategy

Managing climate-related risks is a central component of our sustainability strategy. This commitment is reflected in five key objectives, each supported by targeted initiatives that advance our efforts to mitigate risks and capture opportunities in a changing climate.

The objectives and their associated initiatives are outlined below:

Objective 1: Commit to Net-Zero by 2050

Action Point

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

2025 Progress

Following the acquisition of EPI we are now reassessing our targets to ensure continued alignment with SBTi ambition thresholds and boundary requirements.

We have updated the near- and long-term targets established in 2023, revising base year to reflect the expanded organizational structure. These have been validated by the SBTi as per January 2026.

Objective 2: Decarbonize highest emitting infrastructure

Action Point

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

2025 Progress

In 2025, we formalized our Decarbonization Plan, translating our climate ambition into a structured set of actions to reduce emissions across Scope 1, 2, and 3. Aligned with a 1.5°C pathway and the SBTi, the plan supports our three-stage climate transition; Taking Action, Accelerating Change, and achieving Net Zero by 2050.

The specific measures underpinning this plan are outlined in the following section.

Objective 3: Develop a Renewable Energy Sourcing Plan

Action Point

- Purchase clean energy certificates

2025 Progress

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

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

Action Point

- Commitment to annual reporting on our climate-related data

2025 Progress

We further strengthened our climate reporting, expanding on the reporting efforts established in 2023 when we started reporting in alignment with the Task Force on Climate-related Financial Disclosures (TCFD). This year, we reported our climate-related performance and data alignment with the IFRS S2 Sustainability Disclosure Standards and expanded our reporting scope to include EPI, reflecting our broadened organizational boundary.

As part of this integration, EPI's Scope 1, 2, and 3 emissions were calculated and consolidated into our GHG accounting platform, establishing a unified and streamlined emissions inventory. This recalibration ensures that both our organizational and operational boundaries remain accurate, supporting consistent emissions tracking and robust climate disclosures in future reporting cycles.

Objective 5: Instill sustainability in procurement processes

Action Point

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

2025 Progress

We work closely with suppliers to reduce value-chain emissions and strengthen environmental and social performance across our operations.

Our approach is guided by our Sustainable Procurement Policy and supporting procedures, which establish clear expectations for responsible sourcing. To enable effective implementation, we continue to provide targeted training so that staff can apply sustainable procurement requirements consistently across all categories of spending.

In 2025, we reached a major milestone with the launch of our Supplier Engagement Program, a structured initiative designed to assess, manage, and improve ESG performance across our Tier-1 suppliers. Through this program, we are integrating climate-related expectations directly into supplier evaluations and collaborating with suppliers on improvement plans that support our long-term emissions-reduction goals.

Overview & Progress: Our Sustainability Transformation Journey

We have established clear goals to progressively phase out fossil fuel consumption across its operations. Using 2024 as the base year, this transition is being pursued through three core actions: accelerating green mobility by systematically transitioning training vehicles toward electric, hybrid, and newer fuel-efficient models; optimizing building and infrastructure efficiency through energy-saving upgrades such as LED lighting and HVAC optimization; and expanding the use of renewable energy through on-site solar installations and the procurement of renewable electricity via market-based energy attribute certificates.

We have intentionally concentrated our climate ambition within a single, science-based framework to ensure clarity, consistency, and alignment with global best practice. These targets collectively define the scope, ambition, and direction of the transition plan.

Progress against the transition plan is tracked through measurement and disclosure practices. We commit to annually measuring and publicly disclosing its company-wide GHG emissions and performance against our reduction targets. Progress updates are reported through the annual Integrated Report or equivalent corporate disclosures, ensuring transparency and accountability as the organization advances toward its long-term decarbonization objectives.

ChargePoint: Powering the UAE's Electric Mobility Transition

In 2025, EDC entered into a joint venture with Vcharge to establish ChargePoint, a dedicated EV charging platform supporting the UAE's transition to cleaner, smarter mobility. Combining EDC's nationwide operational reach with Vcharge's EV charging expertise, ChargePoint is positioned as a national charge point operator focused on the rapid deployment of high-quality charging infrastructure. As its anchor project, ChargePoint is delivering more than 1,800 public EV charging sockets in partnership with Abu Dhabi's Integrated Transport Centre, featuring a mix of fast DC and AC chargers to meet diverse user needs. Powered by Vdrive Mobility's e-Mobility Service Provider platform, the network enables seamless charger location, session management, and payment through a unified digital experience. This initiative directly supports the UAE's Net Zero 2050 ambitions, supporting the acceleration of EV adoption through accessible, reliable charging solutions.




Our Pathway to Net Zero: Evolving Our Decarbonization Plan


Our climate transition is guided by a three-stage approach; Taking Action, Accelerating Change, and achieving Net Zero by 2050. Central to this pathway is our formalized Decarbonization Plan, which sets out targeted emissions-reduction measures across Scope 2, 1, and 3 emissions, spanning both our operations and value chain.

The plan is aligned with the latest climate science to limit global warming to °1.5C and is underpinned by targets developed in line with the SBTi, including near-term ambitions to 2030 and long-term Net Zero objectives to 2050.


The measures included in the plan are detailed below.




Transition to Biodiesel
Introduces biodiesel B7 by 2030 and B20 by 2050 in line with the UAE's national biofuel policy




Phasing out high-emission refrigerants
in favor of lower-impact alternatives




Circularity-Driven Policy
Prioritizes recyclable or recycled-content materials and phases out single-use and non-recyclable products across operations.




Net-Zero Investment Policy
Integrates climate performance and emission-reduction considerations into investment decisions.




Fleet Transition
Shifts the vehicle fleet toward HEVs and BEVs to reduce emissions




Low-Emissions Employee Mobility Program
Encourages low-carbon commuting through BEV incentives, free charging, and subsidies. support.




HVAC Temperature Optimization
Raises indoor setpoints to lower energy consumption while maintaining comfort.



Onsite Solar Panel
Installing rooftop and carport solar systems to generate zero-emission electricity onsite.



Energy Attribute Certificate (EAC) Purchase
Purchases clean energy certificates to achieve zero-emission electricity consumption.



Net Zero Procurement Policy
Aligns all purchasing with climate goals by requiring suppliers to disclose emissions and demonstrate low-carbon practices.

Emissions Baseline & Targets

In 2024, our emissions reduction targets were officially validated by the SBTi, marking a significant milestone in our climate journey. However, with the acquisition of EPI and the subsequent rebaselining of our GHG inventory, we are now re-evaluating these targets to ensure they continue to meet the SBTi's minimum ambition thresholds and boundary requirements.

As part of this process, EDC is updating both its near-term and long-term targets to reflect the revised base year and expanded organizational structure. These updated targets have been validated by the SBTi for review, as per January 2026. This ensures that our climate commitments remain aligned with the latest science and accurately reflect our full emissions footprint.

Our emissions reduction targets are set and measured on an absolute emissions basis, reflecting total reductions in greenhouse gas emissions over time rather than intensity-based metrics. This approach ensures that our climate commitments translate into real and measurable emissions reductions across our operations and value chain.

Our target boundaries are designed in accordance with SBTi requirements. More than 95% of Scope 1 and Scope 2 emissions are included within both our near- and long-term targets, ensuring comprehensive coverage of our direct emissions. For Scope 3, more than 67% of emissions are covered under the near-term target, increasing to over 90% coverage in the long-term target, reflecting our commitment to progressively addressing emissions across our broader value chain.

Emission Reduction Targets (v. 2024 Baseline)

| Near Term Emissions Reduction (by 2030) | Long Term Emissions Reduction (by 2050) |
|---|---|
| 42% of Scope 1 and 2 emissions | 90% of Scope 1 and 2 emissions |
| 25% of Scope 3 emissions | 90% of Scope 3 emissions |

Strategic Partnerships Supporting Our Climate Ambitions

To advance our climate strategy and accelerate the transition to sustainable mobility, we continue to collaborate with key partners through formal Memoranda of Understanding (MoUs). These partnerships strengthen our capabilities in electric mobility, smart transport, and safety innovation across the UAE and the wider region.

Partnership with the Integrated Transport Centre (ITC)

Our MoU with the Integrated Transport Centre (now operating under the Abu Dhabi Mobility identity) reinforces our shared goal of advancing sustainable and innovative transport across the Emirate. The agreement focuses on joint initiatives in sustainable mobility, as well as research and innovation projects such as smart vehicles, electric mobility systems, and other emerging technologies.

Strategic Climate Scenario Analysis

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

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

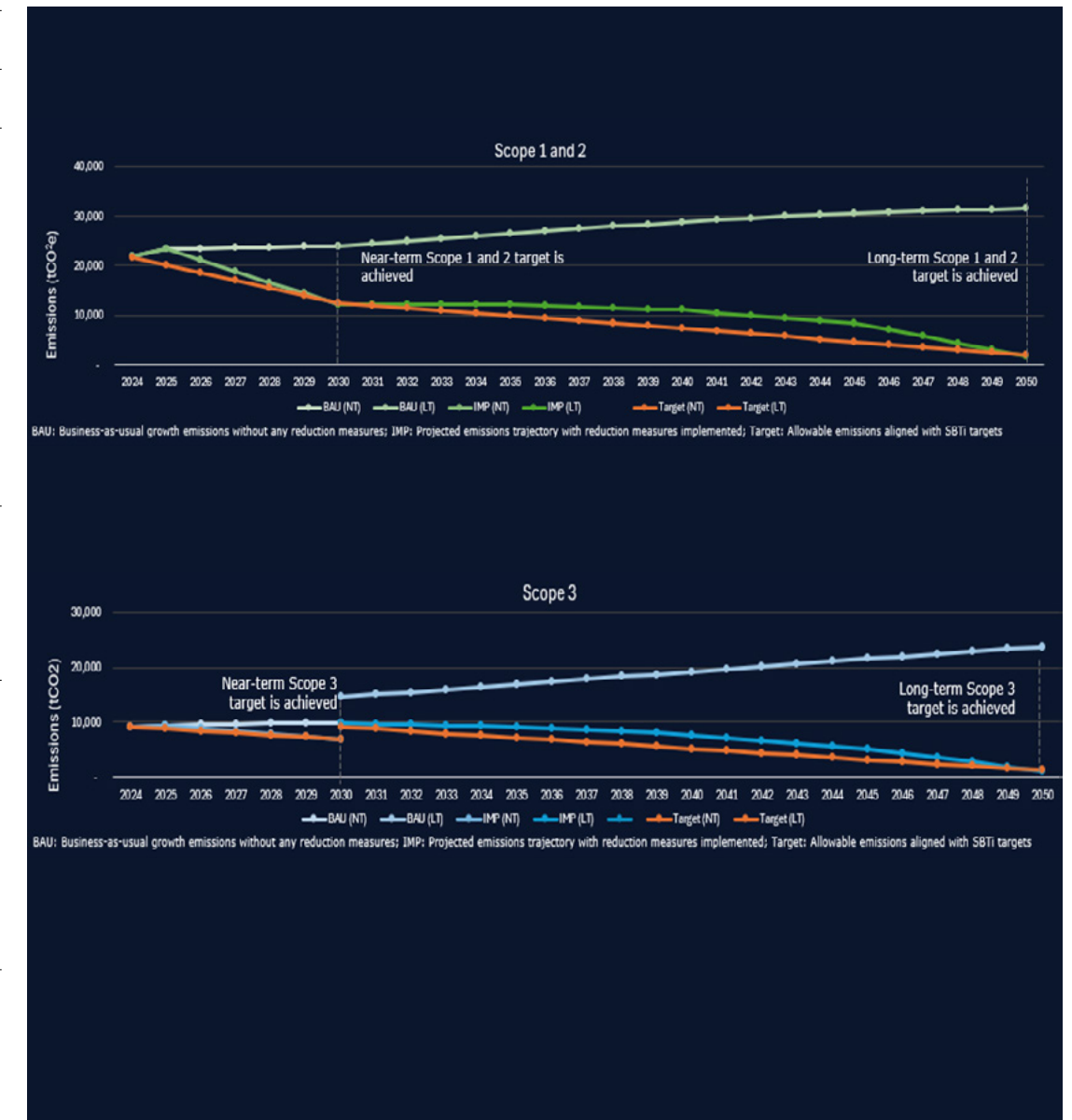


The BAU scenario assumes the following emissions sources:

| External Driver - Climate Scenario | Impacted Category |
|---|--|
| <p>Cooling Load</p> <p>Based on the SSP1-1.9 (1.5°C) pathway combined with SEER1 improvement assumptions under the Efficient Cooling Scenario.</p> | <ul style="list-style-type: none"> Purchased electricity Fuel- & energy-related activities |
| <p>Fuel Efficiency</p> <p>Reflects the phased improvement trajectory outlined by the Global Fuel Economy Initiative for new vehicle efficiency standards.</p> | <ul style="list-style-type: none"> Mobile combustion Fuel- & energy-related activities Employee commuting |
| <p>Electricity</p> <p>Uses the projected decline in grid CO₂ intensity consistent with the UAE Nationally Determined Contribution.</p> | <ul style="list-style-type: none"> Purchased electricity Fuel- & energy-related activities |
| <p>Sustainable Transportation</p> <p>Reflects Abu Dhabi's ITC2 strategy to expand clean mobility, including electric and hydrogen buses, eco-friendly taxi fleet, and broader support for EV charging and micromobility.</p> | <ul style="list-style-type: none"> Business travel Employee commuting |
| <p>Gross Domestic Product</p> <p>GDP growth aligned with the Net Zero 2050 pathway (REMIND-MAgPIE 3.3-4.8) for the Middle East, North Africa, and Central Asia.</p> | <ul style="list-style-type: none"> EDC's FTE employees EDC's Total customer |
| <p>Population</p> <p>Population projections derived from the Net Zero 2050 pathway (REMIND-MAgPIE 3.3-4.8) for the Middle East, North Africa, and Central Asia.</p> | <ul style="list-style-type: none"> EDC's Revenue |

The BAU scenario assumes the following emissions sources:

| Internal Driver - Business Growth | Impacted Category |
|---|---|
| <p>Revenue</p> <p>Projected revenue increase indicates scale of business expansion and related activity levels.</p> | <ul style="list-style-type: none"> Stationary combustion Purchased goods and services Capital goods Upstream transportation & distribution Upstream leased assets Downstream leased assets Investments |
| <p>FTE Employees</p> <p>Change in full-time workforce size, influencing operational needs and associated resource use.</p> | <ul style="list-style-type: none"> Business travel Employee commuting Waste generated in operations |
| <p>Total Customer</p> <p>Expected growth in customer numbers, reflecting service expansion and potential increases in activity-driven emissions.</p> | <ul style="list-style-type: none"> Fugitive emissions Mobile combustion Purchased electricity Fuel- & energy-related activities End of life treatment of sold products |
| <p>Facility Area</p> <p>Total floor area required to support growth, affecting energy demand and operational emissions.</p> | <ul style="list-style-type: none"> Upstream leased assets |





Climate Risk Management

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

Climate-Related Risks and Opportunities

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

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

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

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

Risk 1: Emerging Regulation

Mandates on and regulation of existing products and services

| | |
|------------------------------------|--------------------------------|
| Primary Potential Financial Impact | Increased capital expenditures |
| Time Horizon | Medium-term |
| Likelihood | Very Likely |
| Magnitude of Impact | Medium-High |
| Description | |

As a mobility-focused company, we recognize that our vehicle fleet represents one of our most significant sources of climate-related risk and opportunity. Following the acquisition of Excellence Premier Investment, our combined fleet now comprises approximately 1,802 vehicles as of 31 December 2025, including light vehicles, buses, trucks, motorcycles, and specialized equipment. This scale of operations heightens our exposure to evolving climate regulations, fuel transition policies, and technology shifts that could materially impact costs, compliance requirements, and operational continuity.

A key transition risk arises from the acceleration of regulatory and market expectations toward electric and hybrid mobility, particularly within the UAE's evolving low-carbon transport framework. In response, we have taken proactive steps to strengthen our climate resilience. This began with the development of a comprehensive greenhouse gas inventory to quantify the environmental impact of our fleet, which informed the update and formalization of our Decarbonization Plan, as referenced earlier in this section.

As part of this updated plan, a number of measures have been outlined including biodiesel adoption as a key transitional measure to reduce emissions from internal combustion vehicles while broader electrification efforts scale. In alignment with the UAE's national biofuel policy, we plan to introduce B7 biodiesel by 2030, progressing to B20 biodiesel by 2050. This approach supports emissions abatement in the near to medium term while maintaining operational flexibility across diverse vehicle categories.

To support decision-making, we have undertaken scenario analysis to assess the financial, operational, and regulatory implications of fleet transition pathways, including biodiesel adoption and future electrification.

Explanation of Potential Financial Impact

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

Risk 2: Emerging Regulation

Mandates on and regulation of existing products and services

| | |
|------------------------------------|--------------------------------|
| Primary Potential Financial Impact | Increased capital expenditures |
| Time Horizon | Medium-term |
| Likelihood | Very Likely |
| Magnitude of Impact | Medium-High |
| Description | |

As a company with extensive infrastructure, we recognize a significant transitional risk: the shift towards green building practices in the building sector. This is particularly relevant given our 25 structures, including headquarters, branches, and training facilities, which support a large customer base, including approximately 186,138 new students in 2025. These operations significantly impact our electricity consumption.

To better understand and manage this impact, we first developed a comprehensive GHG inventory, with a specific focus on assessing Scope 2 emissions across our building portfolio. This analysis informed the formalization and subsequent update of our Decarbonization Plan, which sets out targeted measures to reduce emissions from electricity use while maintaining operational performance and customer comfort.

Key decarbonization measures include the installation of onsite solar panels to generate renewable electricity for self-consumption, complemented by the use of Clean Energy Certificates (CECs) where additional zero-emission electricity is required.

Explanation of Potential Financial Impact

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



Opportunities

Opportunity 1: Resource efficiency

Move to more efficient buildings

| | |
|------------------------------------|------------------------------------|
| Primary Potential Financial Impact | Reduced indirect (operating) costs |
| Time Horizon | Medium-term |
| Likelihood | Very Likely |
| Magnitude of Impact | Medium-High |

Description

The successful implementation of our decarbonized buildings strategy presents a significant opportunity for resource efficiency. By adopting green building practices and energy-efficient solutions, we expect a substantial reduction in energy consumption and costs, improving operational efficiency. Additionally, resource-efficient buildings can enhance occupant comfort and productivity, boosting service quality. This initiative aligns with our sustainability goals while offering potential cost savings and greater customer satisfaction.

Potential Financial Impact

By optimizing energy consumption and incorporating green building practices, we expect a gradual reduction in electricity costs, leading to lower operational expenses. These savings could free up capital for further investments, boosting profitability, improving cash flow, and enhancing overall financial sustainability.

Strategy to Realize Opportunity

To advance resource efficiency and reduce environmental impact, EDC began with a comprehensive assessment of its energy use, including the development of a GHG inventory to better understand electricity consumption and associated emissions. This analysis provided the foundation for the formalization of EDC's Decarbonization Plan, including a dedicated Net Zero Buildings pathway. The plan identifies and prioritizes the most effective energy-reduction measures, integrating energy-efficient technologies and renewable energy solutions to support the Company's long-term net zero ambitions.

As part of this approach, Building Management Systems and Lighting Control Systems have been implemented in Building 1 to enable real-time monitoring and control of energy use. These systems enhance HVAC efficiency, optimize lighting schedules, and improve overall building performance. Across multiple facilities, traditional lighting fixtures have been largely replaced with LED lighting, contributing to reduced electricity consumption and long-term emissions reduction.

EDC has also undertaken the replacement of outdated air-conditioning systems across most buildings, installing energy-efficient split units, packaged units, and ducted systems to improve cooling efficiency and reduce electricity demand. Planning is currently underway for the replacement of central chillers, with implementation expected to commence next year, further strengthening energy performance and emissions reduction.

To support effective facilities management, we launched a digital Facilities Helpdesk system, streamlining the reporting and tracking of maintenance requests by employees. This system has improved response times, enhanced operational transparency, and enabled better planning of maintenance activities, including those related to energy systems.

In parallel, we have initiated the installation of solar PV panels as part of our renewable energy program. This project is expected to be completed by 2026 and will contribute to reducing overall electricity consumption while increasing the share of clean energy within our operations.

Opportunity 2: Products and services

Ability to diversify business activities

| | |
|------------------------------------|--------------------|
| Primary Potential Financial Impact | Increased revenues |
| Time Horizon | Short-term |
| Likelihood | Virtually certain |
| Magnitude of Impact | Medium |

Description

In line with our sustainability goals, we see a valuable opportunity to expand our offerings with green initiatives. We are exploring services such as green licensing, EV training programs, and eco-driving courses. These initiatives respond to the rising demand for eco-friendly solutions while reinforcing our commitment to environmental responsibility. By diversifying our services, we aim to meet evolving customer preferences, unlock new revenue streams, and strengthen our position as an environmentally conscious, forward-thinking company.

Potential Financial Impact

Expanding our offerings with green solutions presents a significant financial opportunity. These initiatives can generate new revenue streams, broaden our market reach, and boost operational income. Additionally, offering premium-priced eco-friendly services can improve profit margins and overall financial performance.

Strategy to Realize Opportunity

To seize this opportunity, we are rolling out key initiatives, starting with eco-driving courses that teach fuel-efficient driving and emissions-reduction techniques. We are also piloting green licensing opportunities in collaboration with carbon sifr for VIP platinum clients, enabling clients to offset their emissions and showcase their sustainability efforts. Additionally, we are developing a fleet of eco-friendly vehicles for use in our training programs, aligning with our sustainability commitment and providing hands-on experience with environmentally responsible vehicles.

Opportunity 3: Resource efficiency

Use of more efficient modes of transport

| | |
|------------------------------------|----------------------|
| Primary Potential Financial Impact | Reduced direct costs |
| Time Horizon | Long-term |
| Likelihood | Likely |
| Magnitude of Impact | Medium-high |

Description

Transitioning to EVs presents a significant opportunity for long-term resource efficiency by reducing fuel consumption. EVs, which run on electricity instead of fossil fuels, promise substantial savings in fuel costs. This shift aligns with our sustainability goals and positions us to benefit from lower operational expenses due to reduced fuel use. Over time, these savings will contribute to improved profitability, providing a strong financial incentive to adopt EV technology.

Potential Financial Impact

The transition to EVs offers notable financial benefits, primarily through reduced fuel costs, leading to lower operational expenses. The cumulative savings from decreased fuel consumption will enhance profitability and financial resilience. Additionally, this shift reduces exposure to fuel price fluctuations, offering more stability in operational costs and enabling potential capital expenditure investment in EV infrastructure.

Strategy to Realize Opportunity

To address this opportunity, we began by developing a GHG inventory to assess the environmental impact of our fleet, with a focus on fuel consumption and emissions. Building on this analysis, we have now formalized our Decarbonization Plan, which includes a dedicated Net-Zero Fleet pathway. This outlines a phased transition of the fleet toward hybrid and battery electric vehicles, alongside the introduction of biodiesel blends, B7 by 2030 and B20 by 2050, in line with the UAE's national biofuel policy.



Metrics & Targets

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

Energy Usage

We are committed to responsible energy use across our operations, with a focus on improving efficiency, reducing emissions, and supporting the transition to cleaner energy. Across its facilities, EDC has implemented Building Management Systems (BMS) and Lighting Control Systems (LCS) to optimize HVAC operations and lighting schedules through real-time monitoring.

Electricity consumption has been further reduced through the replacement of traditional lighting with LED technology and the upgrade of outdated air-conditioning units to high efficiency split, packaged, and ducted systems. Corrective and reactive maintenance processes help prevent energy losses, address system inefficiencies promptly, and extend equipment lifespan.

To advance renewable energy ambitions, a solar PV panel installation project has been initiated, scheduled for completion in 2026, which will reduce reliance on grid electricity and support long-term emissions reduction. Planning is also underway for the replacement of central chillers to further enhance cooling efficiency and reduce environmental impact.

Our commitment extends to its vehicle fleet through the implementation of a Fleet Management System, the installation of 11 electric vehicle charging stations, and the purchase of a fleet of hybrid electric vehicles.



Energy Consumption (GJ)

| EDC | | | | | | | | EPI | | | | | | EPI | | | | | |
|--|--------|-----------------------|-------------------|-----------------------|-------------------|-----------------------|-------------------|-----------------------|-------------------|-----------------------|-------------------|-----------------------|-------------------|-----------------------|-------------------|-----------------------|-------------------|-----------------------|-------------------|
| | | 2023 | | 2024 | | 2025 | | 2023 | | 2024 | | 2025 | | 2023 | | 2024 | | 2025 | |
| | | Non-renewable Sources | Renewable Sources | Non-renewable Sources | Renewable Sources | Non-renewable Sources | Renewable Sources | Non-renewable Sources | Renewable Sources | Non-renewable Sources | Renewable Sources | Non-renewable Sources | Renewable Sources | Non-renewable Sources | Renewable Sources | Non-renewable Sources | Renewable Sources | Non-renewable Sources | Renewable Sources |
| Fuel Consumption | Petrol | 25,274.32 | 0.00 | 25,164.71 | 0.00 | 23,927.50 | 0.00 | 78,331.13 | 0.00 | 79,769.82 | 0.00 | 87,362.29 | 0.00 | 103,605.45 | 0.00 | 104,934.53 | 0.00 | 111,289.79 | 0.00 |
| | Diesel | 17,708.54 | 0.00 | 22,439.72 | 0.00 | 22,846.50 | 0.00 | 0.00 | 0.00 | 3,691.90 | 0.00 | 3,827.73 | 0.00 | 17,708.54 | 0.00 | 26,131.62 | 0.00 | 26,674.23 | 0.00 |
| Electricity Consumption (Purchased) | | 38,381.05 | 0.00 | 64,526.01 | 0.00 | 51,562.34 | 0.00 | 5,940.77 | 0.00 | 6,096.82 | 0.00 | 7,171.91 | 0.00 | 44,321.82 | 0.00 | 70,622.83 | 0.00 | 58,577.77 | 0.00 |
| Electricity Consumption (Self-Generated) | | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 1,391.83 | 0.00 | 1,411.75 | 0.00 | 0.00 | 1,391.83 | 0.00 | 0.00 | 1,411.75 |
| Direct Energy Consumption | | 42,982.86 | 0.00 | 47,604.43 | 0.00 | 46,774.00 | 0.00 | 78,331.13 | 0.00 | 83,461.72 | 0.00 | 91,190.02 | 0.00 | 121,313.99 | 0.00 | 131,066.15 | 0.00 | 137,964.02 | 0.00 |
| Indirect Energy Consumption | | 38,381.05 | 0.00 | 64,526.01 | 0.00 | 51,405.86 | 0.00 | 5,940.77 | 0.00 | 6,096.82 | 1,391.83 | 7,171.91 | 1,411.75 | 44,321.82 | 0.00 | 70,622.83 | 1,391.83 | 58,577.77 | 1,411.75 |
| Total Energy Consumption | | 81,363.91 | 0.00 | 112,130.44 | 0.00 | 98,179.86 | 0.00 | 84,271.90 | 0.00 | 89,558.54 | 1,391.83 | 98,361.93 | 1,411.75 | 165,635.81 | 0.00 | 201,688.98 | 1,391.83 | 196,541.79 | 1,411.75 |



Energy Intensity in GJ/Employee

| EDC | 2023 | | | 2024 | | | 2025 | | |
|-------------------------------|---------------|---------------|---------------|--------------|--------------|--------------|---------------|---------------|--------------|
| | 2023 | 2024 | 2025 | 2023 | 2024 | 2025 | 2023 | 2024 | 2025 |
| Direct Energy Intensity | 72.98 | 84.26 | 81.49 | 77.10 | 70.02 | 54.70 | 75.59 | 74.60 | 61.56 |
| Indirect Energy Intensity | 65.16 | 114.21 | 89.56 | 5.85 | 6.28 | 5.15 | 27.61 | 40.99 | 26.77 |
| Total Energy Intensity | 138.14 | 198.46 | 171.05 | 82.94 | 76.30 | 59.85 | 103.20 | 115.58 | 88.33 |

Emissions Overview (tCO2e)

| Scope | Activity Type | 2023 | | | 2024 | | | 2025 | | |
|--------------|--|---------------|---------------|-----------------|------------------|------------------|------------------|------------------|------------------|------------------|
| | | 2023 | 2024 | 2025 | 2023 | 2024 | 2025 | 2023 | 2024 | 2025 |
| Scope 1 | | 3,632 | 5,516 | 4,747.18 | 7,075.07 | 7,932.61 | 19,541.85 | 10,707.07 | 13,448.61 | 24,289.03 |
| Scope 2 | | 4,222 | 7,098 | 5,140.59 | 795.03 | 818.78 | 1,021.49 | 5,017.03 | 7,916.78 | 6,162.08 |
| Scope 3 | | 5,515 | 5,186 | 7,538.06 | 4,442.33 | 5,395.35 | 6,506.84 | 9,957.33 | 10,581.35 | 14,044.90 |
| 1 | Purchased Goods and Services | 1,666 | 1,030 | 1,591.10 | 114.14 | 148.15 | 132.70 | 1,780.14 | 1,178.15 | 1,723.80 |
| 2 | Capital Goods | 911 | 1,077 | 2,437.80 | 503.36 | 990.50 | 453.63 | 1,414.36 | 2,067.50 | 2,891.43 |
| 3 | Fuel- and Energy-Related Activities | 1,463 | 1,346 | 2,166.39 | 1,968.02 | 2,146.02 | 3,157.33 | 3,431.02 | 3,492.02 | 5,323.72 |
| 4 | Upstream Transportation and Distribution | 6 | 57 | 57.00 | 130.32 | 228.58 | 184.21 | 136.32 | 285.58 | 241.21 |
| 5 | Waste Generated in Operations | 79 | 62 | 30.15 | 138.47 | 150.44 | 56.82 | 217.47 | 212.44 | 86.97 |
| 6 | Business Travel | 26 | 29.8 | 14.93 | 5.57 | 2.99 | 5.34 | 31.57 | 32.79 | 20.27 |
| 7 | Employee Commuting | 745 | 849 | 524.69 | 1,565.74 | 1,712.63 | 2,516.81 | 2,310.74 | 2,561.63 | 3,041.50 |
| 8 | Upstream Leased Assets | 0.41 | 18 | 0.00 | 16.70 | 16.03 | NA | 17.11 | 34.03 | 0.00 |
| 12 | End-of-Life Treatment of Sold Products | 0.19 | 1.6 | 0.00 | 0.00 | 0.00 | NA | 0.19 | 1.60 | 0.00 |
| 13 | Downstream Leased Assets | 618 | 716 | 716.00 | 0.00 | 0.00 | NA | 618.00 | 716.00 | 716.00 |
| TOTAL | | 13,368 | 17,800 | 7,538.06 | 12,312.42 | 14,146.74 | 27,070.18 | 25,681.42 | 31,946.74 | 44,496.01 |

Emissions Intensity in tCO2e/Employee

| EDC | 2023 | | | 2024 | | | 2025 | | |
|--|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| | 2023 | 2024 | 2025 | 2023 | 2024 | 2025 | 2023 | 2024 | 2025 |
| Scope 1 | 6.17 | 9.76 | 8.27 | 6.96 | 6.65 | 11.72 | 6.67 | 7.65 | 10.84 |
| Scope 2 | 7.17 | 12.56 | 8.96 | 0.78 | 0.69 | 0.69 | 3.13 | 4.51 | 2.75 |
| Scope 3 | 9.36 | 9.18 | 13.13 | 4.37 | 4.53 | 3.90 | 6.20 | 6.02 | 6.27 |
| Total Emissions Intensity in tCO2e per Employee | 22.70 | 31.50 | 30.36 | 12.12 | 11.87 | 16.31 | 16.00 | 18.18 | 19.86 |



Waste Management

In 2025, EDC enhanced its waste management practices through improved alignment with regulatory requirements and strengthened operational processes. Waste collection procedures were updated to align with Tadweer requirements, with all waste collection requests now submitted through the TAMM application, improving compliance and reporting consistency.

EDC also renewed its contract with Envirovision, an approved waste collection and transportation contractor. This renewal reinforces accountability across the waste handling process, ensures appropriate disposal practices, and strengthens documentation and data reliability for waste streams.

To improve waste segregation at source, new color-coded waste collection bins were introduced across all buildings, supporting clearer separation of general waste, paper, plastics, and other recyclable materials. In addition, a bottle recycling kiosk was introduced to encourage employees and visitors to actively participate in recycling efforts, increase recovery rates for plastic waste, and foster a culture of environmental responsibility within the organization.

Waste Generation in MT

| Category | Waste Type | EDC | | | EPI | | | Consolidated | | |
|---------------------|---------------------|---------------|---------------|---------------|--------------|--------------|---------------|---------------|---------------|---------------|
| | | 2023 | 2024 | 2025 | 2023 | 2024 | 2025 | 2023 | 2024 | 2025 |
| Non-Hazardous Waste | Aggregates | 162.00 | 134.87 | N/A | N/A | N/A | N/A | 162.00 | 134.87 | N/A |
| | Garden Waste | 24.00 | 71.26 | 11.54 | N/A | N/A | N/A | 24.00 | 71.26 | 11.54 |
| | Metal | 1.44 | 0.09 | 0.2 | 1.00 | 2.50 | 3.00 | 2.44 | 2.59 | 3.20 |
| | Paper and Cardboard | 2.92 | 9.31 | 3.59 | N/A | N/A | N/A | 2.92 | 9.31 | 3.59 |
| | Tyre | 6.00 | 7.78 | 5.42 | 13.00 | 16.50 | 22.00 | 19.00 | 24.28 | 27.42 |
| | Wood Waste | 14.00 | 5.12 | 33.55 | N/A | N/A | N/A | 14.00 | 5.12 | 33.55 |
| | Others* | 0 | 30.06 | 135.31 | 60.20 | 63.70 | 109.20 | 60.20 | 93.76 | 244.51 |
| Hazardous | Oil Waste | 5.00 | 10.72 | 5.56 | 3.20 | 5.98 | 4.58 | 8.20 | 16.70 | 10.14 |
| | E- Waste | N/A | N/A | N/A | N/A | 0.15 | N/A | N/A | 0.15 | N/A |
| | Old batteries | N/A | N/A | N/A | 0.75 | 1.00 | 0.60 | 0.75 | 1.00 | 0.60 |
| Total | | 215.36 | 269.21 | 195.17 | 78.15 | 89.83 | 139.38 | 293.51 | 359.04 | 334.55 |

*This data includes broken furniture and plastic waste.

Waste Diverted from Disposal (Mt)

| Category | Waste Type | EDC | | | EPI | | | Consolidated | | |
|---------------------|---------------------|--------------|--------------|--------------|-------------|-------------|-------------|--------------|---------------|--------------|
| | | 2023 | 2024 | 2025 | 2023 | 2024 | 2025 | 2023 | 2024 | 2025 |
| Non-Hazardous Waste | Aggregates | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A |
| | Garden Waste | 24.00 | 71.26 | 11.54 | N/A | N/A | N/A | 24.00 | 71.26 | 11.54 |
| | Metal | 1.44 | 0.09 | 0.2 | N/A | N/A | N/A | 1.44 | 0.09 | 0.2 |
| | Paper and Cardboard | 2.92 | 9.31 | 3.59 | N/A | N/A | N/A | 2.92 | 9.31 | 3.59 |
| | Tyre | 0.00 | 0.00 | 5.42 | N/A | N/A | N/A | 0.00 | 0.00 | 5.42 |
| | Wood Waste | 14.00 | 5.12 | 33.55 | N/A | N/A | N/A | 14.00 | 5.12 | 33.55 |
| | Others* | 0.00 | 0.00 | 3.62 | N/A | N/A | N/A | 0.00 | 0.00 | 3.62 |
| Hazardous | Oil Waste | 4.65 | 10.72 | 5.56 | 3.20 | 5.98 | 4.58 | 7.85 | 16.70 | 10.14 |
| | E- Waste | N/A | N/A | N/A | N/A | 0.15 | N/A | N/A | 0.15 | N/A |
| | Old batteries | N/A | N/A | N/A | 0.75 | 1.00 | 0.60 | 0.75 | 1.00 | 0.60 |
| Total | | 47.01 | 96.50 | 59.86 | 3.95 | 7.13 | 5.18 | 50.96 | 103.63 | 65.04 |

*This data includes broken furniture and plastic waste.

Water Consumption

In 2025, we strengthened our water management practices through enhanced operational controls, improved contractor oversight, and the introduction of new procedures. Facilities and HSE teams implemented stricter performance requirements for maintenance contractors, including faster leak rectification, regular reporting, and compliance with updated inspection checklists.

To support timely response and accountability, all water-related issues such as leaks, tank cleaning requirements, pipeline concerns, and abnormal consumption alerts are now logged and tracked through the centralized Facilities Helpdesk system. This enables improved monitoring and faster resolution.

Further enhancements introduced in 2025 include the implementation of a formal water tank cleaning and disinfection procedure, ensuring timely cleaning, compliance with regulatory hygiene requirements, and verification through reports issued by certified contractors. Inspection routines have been increased, with HSE and Facilities teams conducting more frequent checks, reporting issues, and closely coordinating with maintenance providers to address leaks and abnormal usage promptly. Communication with cleaning and operations teams has also been strengthened to promote water-efficient practices in day-to-day activities.

Water Consumption (in m3)

| | Total Water Consumption (in m3) | Consumption Intensity (m3/Employee) in HO & branches | Total Water Reclaimed (in m3) |
|---------------------|---------------------------------|--|-------------------------------|
| EDC | | | |
| 2023 | 136,329.00 | 231.46 | 0.00 |
| 2024 | 159,359.00 | 282.05 | 0.00 |
| 2025 | 177,869.50 | 309.88 | 0.00 |
| EPI | | | |
| 2023 | 1,798,780.00 | 1770.45 | 0.00 |
| 2024 | 2,050,080.00 | 1719.87 | 0.00 |
| 2025 | 2,470,412.00 | 1481.95 | 0.00 |
| Consolidated | | | |
| 2023 | 1,935,109.00 | 1,205.68 | 0.00 |
| 2024 | 2,209,439.00 | 1,257.51 | 0.00 |
| 2025 | 2,648,280.50 | 1,181.74 | 0.00 |



**Looking Ahead:
EDC Environmental Management Outlook**

We remain committed to strengthening our environmental management approach through a range of forward-looking initiatives and long-term actions aimed at reducing its environmental footprint. We plan to progressively lower electricity and water consumption by expanding the use of energy-efficient technologies, enhancing system controls, and delivering sustainable infrastructure upgrades across its operations.

Efforts are also underway to reduce waste sent to landfill by improving waste segregation practices, strengthening monitoring processes, and partnering with certified recyclers to increase recycling rates. Planned retrofit upgrades include the installation of more energy-efficient lighting, optimization of HVAC systems, and the replacement of ageing equipment with high-efficiency alternatives, supporting continued reductions in energy use and emissions.

To support water conservation efforts, ongoing initiatives focus on upgrading irrigation systems, implementing leak-detection programs, and adopting low-flow fixtures to minimize water consumption. Alongside these technical measures, we will continue to run internal awareness campaigns to promote responsible waste disposal and recycling among employees, customers, and contractors.

From a governance perspective, we aim to maintain and expand compliance with ISO 14001 Environmental Management System requirements and to pursue additional environmental certifications where applicable. Regular environmental audits will be strengthened to ensure continuous alignment with regulatory requirements and environmental best practices, supporting ongoing performance improvement and accountability.

EPI: Building Resilient Operations for a Low-Carbon Future

Operating in a climate-intensive mobility and services sector, EPI faces material sustainability-related risks. From extreme heat and fuel consumption to regulatory change and health and safety exposure. At the same time, these pressures create clear opportunities to improve efficiency, reduce costs, strengthen trust, and accelerate the transition toward lower-carbon operations.

This dual lens of risk and opportunity shapes how EPI designs, operates, and invests in its infrastructure across the value chain. Cost savings achieved through fuel efficiency, CNG and hybrid vehicle deployment, solar energy generation, and digitalization are reinvested into more resilient systems, while eco-driving innovation, strengthened compliance, and employee engagement further enhance operational performance and reputation.

Governance and Integration into Decision-Making

Oversight of infrastructure and environmental performance sits firmly at the highest levels of leadership. The CEO and Executive Director hold ultimate accountability, with day-to-day implementation led by the Senior HR Manager and supported by the HSE Engineer. Environmental and infrastructure performance is reviewed through structured monthly and quarterly reporting cycles, ensuring that energy, emissions, water, waste, and HSE data directly inform management discussions and strategic decisions.

These insights guide fleet upgrades, capital investments, procurement priorities, and digital transformation initiatives.

Investments to Support Energy Efficiency

Climate-related risks and opportunities are already reshaping EPI's business model and operational footprint. Infrastructure investments that prioritize efficiency and adaptability, such as solar installations reduce reliance on grid electricity; CNG conversions and hybrid vehicles lower fuel consumption and emissions; and digital systems minimize paper use while improving service delivery.

Water-saving initiatives, recycling programs, and responsible hazardous waste management further reduce pressure on local resources. Looking ahead, EPI anticipates deeper integration of low-carbon technologies and ESG considerations across its value chain, strengthening resilience while supporting national sustainability priorities.

Structured Risk Management and Measurement

EPI's management of climate and environmental-related concerns is anchored in its Integrated Management System (IMS), aligned with ISO 9001, 14001, 45001, and 50001 standards. Environmental and operational risks are identified through audits, inspections, legal reviews, stakeholder feedback, and sustainability KPIs, then prioritized using an IMS risk matrix that evaluates likelihood, severity, regulatory exposure, financial impact, and effects on people and the environment.

These sustainability risks are fully integrated into the Group's Enterprise Risk Management framework. Shared risk matrices, combined management review meetings, and the alignment of sustainability KPIs with operational and financial indicators ensure that environmental risks and opportunities are considered alongside core business risks, with direct links to budgeting and strategy.

Performance is tracked through a comprehensive set of metrics covering energy and emissions, water use, waste streams, health and safety, and operational efficiency. These metrics are reviewed monthly by operational teams and quarterly at senior management level, supporting continuous improvement and informed decision-making.

Climate, Energy and Emissions Management

EPI's approach to climate and emissions management is currently most advanced within Excellence Driving Centre, which operates certified management systems under ISO 9001, 14001, 45001, and 50001. The primary sources of emissions include fuel consumption from training and service vehicles and electricity use across offices and branches.

Energy and emissions data are monitored monthly and consolidated annually, with verification through internal and external audits. Reduction initiatives already in place include:

- Deployment of 121 hybrid vehicles
- Conversion of 102 petrol vehicles to CNG
- On-site solar generation supplying approximately 30% of head office electricity
- LED lighting upgrades, HVAC optimization, and eco-driving awareness programs

These measures have delivered measurable improvements in fuel efficiency and electricity consumption, while establishing robust baselines for future target setting. Over time, EPI plans to extend unified GHG management and data collection across all subsidiaries, enabling the development of group-level reduction targets and wider adoption of low-emission vehicles.

Responsible Resource Management

Energy management is guided by ISO 50001 principles, focusing on reducing consumption, improving efficiency, and transitioning toward renewable sources. Direct investment in on-site solar generation has reduced grid dependence, while vehicle optimization and eco-driving practices continue to lower fuel use and operating costs.

Water stewardship is addressed through efficiency measures such as waterless car washing, sensor-based taps, and planned aerator upgrades. Regular monitoring and risk assessments ensure responsible use of local water resources, with further efficiency gains planned as facilities expand.

Waste management is equally structured. Digitalization of employee and customer processes has significantly reduced paper consumption, while waste segregation enables the recycling of used oil, batteries, and e-waste. Hazardous waste is managed in compliance with regulatory requirements, supported by regular audits and monitoring.

Performance, Assurance and Continuous Improvement

In 2025, external GC Mark Blue, Green, and 5S audits confirmed the effective implementation of environmental initiatives at EDC, with auditors noting strong compliance and continual improvement. These results reinforce EPI's commitment to disciplined environmental management and operational excellence.

Looking Ahead

EPI's long-term environmental strategy sets clear targets: reducing petrol consumption by 20%, cutting paper use by 50% by 2030, achieving 40% water reduction, sourcing 30% of energy from renewables annually, increasing energy-efficient IT procurement, and expanding eco-friendly sourcing. These ambitions reflect a deliberate shift toward infrastructure that supports both business growth and environmental responsibility.

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This dual lens of risk and opportunity shapes how EPI designs, operates, and invests in its infrastructure across the value chain. Cost savings achieved through fuel efficiency, CNG and hybrid vehicle deployment, solar energy generation, and digitalization are reinvested into more resilient systems, while eco-driving innovation, strengthened compliance, and employee engagement further enhance operational performance and reputation. management level, supporting continuous improvement and informed decision-making.



Our Intellectual Capital

| Our Commitment | |
|-------------------------------|--|
| Strategic Pillar | <ul style="list-style-type: none"> Drive Digital Transformation and AI Integration for Operational Efficiency Diversify Through Advisory Services in Road Safety Lead Through Innovation Advancing Towards ESG Leadership |
| Sustainability Priority | <ul style="list-style-type: none"> Create Innovative Growth Channels Across the Mobility Sector |
| Material Topics | <ul style="list-style-type: none"> Customer Wellbeing |
| Some of our Relevant Policies | <ul style="list-style-type: none"> Organizational Excellence Policy Innovation Management Policy Knowledge Management Policy Vehicle Quality & Safety Policy Technology Management Policy Information Security Management Policy |
| Our Alignment | |
| Abu Dhabi Vision 2030 | <ul style="list-style-type: none"> The creation of a sustainable knowledge-based economy Emirate resource optimization Premium education, healthcare and infrastructure A significant and ongoing contribution to the federation of the UAE |
| GRI Standards | <ul style="list-style-type: none"> GRI 416: Customer Health & Safety GRI 418: Customer Privacy |
| SDGs |  |

As a leading driving center of excellence in Abu Dhabi and the UAE, our reputation for delivering world-class training and services is driven by our strong intellectual capital. This includes the depth of in-house expertise, our capacity for innovation, strategic partnerships, employee development, and commitment to customer satisfaction.

Our focus areas for strengthening intellectual capital include:

Building Knowledge and Expertise:

Investing in continuous learning, technical development, and innovation across the organization.

Strategic Partnerships:

Collaborating with global leaders, such as Sweroad, to enhance our capabilities and elevate industry standards.

Certifications and Global Standards:

Upholding internationally recognized certifications that affirm our alignment with leading global practices.

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

ISO Certification

Year of Completion



2023



2022



2021



2010



2007

Technology & Innovation

We continue to invest in innovation and technology to enhance the customer journey, improve the quality of our training programs, and optimize internal processes. This forward-looking approach ensures we are well prepared for the transition to smart mobility and enables us to maintain our leadership in the sector.

EDC's key Digital and AI achievements over the year:

Rolled out the Smart Yard System, digitizing yard and examination workflows to reduce manual intervention, improve consistency, and enable real-time operational oversight.



Introduced an AI-enabled Leave Management System streamlining HR processes



Deployed an AI-powered eLearning assistant with real-time translation to support a multilingual workforce



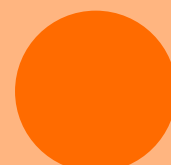
Implemented AI-driven resume screening and job-role matching to improve hiring accuracy and speed



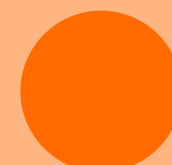
Rolled out Power BI financial dashboards integrated with Microsoft Copilot enabled real-time visibility into performance



Enhanced data center firewall protections and the adoption of an AI-enabled Security Operations Center, improving threat detection, real-time monitoring, and incident response capabilities



AI chatbot on the company website to strengthen digital customer engagement and responsiveness



EDC Innovation Labs

As part of our commitment to innovation, we host the EDC Innovation Labs, a series of sessions led by expert speakers and streamed company-wide. These labs provide a platform for employees to explore new ideas, spark creative solutions, and develop strategies that strengthen and enhance our operations



Akrivia HR System

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

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



Smart Parking

Our Smart Parking system is a step forward in modernizing the driver training experience. Using cameras and sensors installed across our training yards, the system evaluates student performance during parking maneuvers and automatically transmits the data to a central control room for analysis. This technology reduces the need for an in-vehicle examiner, easing pressure on candidates and allowing for a more comfortable testing environment.

The system is designed to support all parking scenarios and vehicle categories; including light vehicles, motorcycles, heavy vehicles, and buses. By providing precise, objective assessments that exceed the accuracy of manual inspections, the Smart Parking system helps reduce customer complaints and re-test requests while offering detailed performance feedback directly to candidates via SMS.



Strategic Partnerships to Advance Innovation in the Mobility Sector

Our strategic partnerships play a pivotal role in accelerating innovation and shaping the future of mobility and driver training. Through several Memoranda of Understanding, we collaborate with leading organizations to integrate emerging technologies, enhance operational efficiency, and strengthen training excellence across the UAE.

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





Digital Transformation

Digital transformation remains a core enabler of our strategy, strengthening service quality, operational efficiency, and long-term competitiveness. Our Technology Department continues to drive this evolution by implementing cost-effective and innovative solutions that enhance governance, productivity, transparency, and the overall customer experience. Our transformation journey is guided by three clear horizons:

Short-Term:

Address technology gaps, update processes, and enable transparency and reporting.

Medium-Term:

Replace outdated platforms with innovative, efficient systems to improve business processes.

Long-Term:

Establish EDC as a leading technology-driven mobility and education service provider.

Across these horizons, we continue to build on the foundational initiatives introduced in recent years, ensuring our digital ecosystem remains robust, secure, and future-focused.

Key components of our digital transformation include:

A fully digitalized customer journey, leading to reduced customer service volumes and customer wait time

IoT Enabled Fleet, tracks all its vehicles in real time enabling utilization analysis and proactive maintenance scheduling.

Enterprise AI Program drives workflow agentic automation and data-driven intelligence across critical departments

AI-enabled offering expansion is enhancing the AI offering through Smart Yards and across the wider mobility strategy

Highlights from 2025 to Enhance Customer Experience

In 2025, we made a number of enhancements, including introducing new procedures governing online refunds, digital wallet usage, and customer escalation processes, including dedicated protocols for VIP customer communication. These updates and those listed below have supported improved customer experience and support more transparent and efficient service delivery across digital channels.

| | | | |
|---|---|---|--|
| Launched and updated 39 AI-powered chatbot scenarios, significantly improving automated support accuracy across the eLearning platform and website. | Activated the AI Chatbot for eLearning and website services, providing customers with quick, accurate, and seamless assistance. | Increased online service adoption to 85%, reducing counter visits and accelerating service delivery. | |
| Launched digital customer request forms, reducing paper usage and expanding customer accessibility. | Introduced SMS notification services to strengthen follow-up communication and service transparency. | Proudly attained and maintained a 4.2 Google rating, reflecting strong customer trust and service quality. | Collaborated with IT to activate the Peak Hour Analysis Dashboard, enabling data-driven planning and optimized staff deployment. |
| Launched Train-the-Trainer courses for private and EDC trainers across all categories, ensuring consistent service delivery and improved training standards | Enhanced customer access with 24/7 services and the addition of new Customer Happiness Service Centers at Deerfield Mall and Al Wahda Mall. | Introduced Heavy Vehicle and Heavy Bus installment plans, enabling trainees to pay in easier monthly installments | |

Key Outcomes from Digital Transformation Efforts in 2025

95%
of students now register online

108 minutes
Reduction in customer wait times (from 120 to 12 minutes)

30%
YoY student growth

28%
YoY EBITDA (operational) growth



2026-2030 Digital Roadmap

Finalized in 2025, our 2026–2030 roadmap sets out a clear pathway for our next phase of innovation and growth. From AI-enabled learning to tele-operation and autonomous vehicle testing, these initiatives are designed to modernize service delivery and unlock long-term value creation. Implementation will commence in 2026, with a strong emphasis on scalable impact, productivity gains, and sustained EBITDA growth through digitization and autonomy.

7% YoY EBITDA increase

driven by initiatives in artificial intelligence, digital transformation, and autonomous technologies.

SAIF

Embeds AI across operations to automate workflows, improve decisions, and deploy customized agents.

AI Trainer

Delivers adaptive, automated training with personalized scenarios and assessments to improve learning outcomes and reduce instructor workload.

Tele-operation

Enables remote monitoring and control of vehicles, enhancing safety, operational oversight, and efficiency.

Smart Training Centre

Integrates AI and simulators into one ecosystem for faster training cycles and real-time learning insights.

Autonomous Vehicles Test Bed

The Autonomous Vehicles Test Bed provides a controlled environment to test, evaluate, and train on autonomous mobility technologies.

Agentic AI

Automates customer interactions, procurement workflows, and financial processes to improve speed, accuracy, and efficiency.

Looking ahead, EDC is preparing to launch the AI Journey for Customer Happiness, a structured roadmap designed to enhance service efficiency, responsiveness, and customer experience. The roadmap focuses on the progressive deployment of AI-enabled solutions across key customer touchpoints, including chatbots, email automation, self-service kiosks, and call centre operations through the introduction of agentic AI capabilities.

These initiatives are expected to improve service quality, streamline operational processes, and support more data-driven decision-making, while reinforcing long-term financial efficiency and customer satisfaction.

Data Security

As our digital transformation progresses, safeguarding data and protecting customer privacy remain core priorities. We continue to strengthen our cybersecurity posture through a comprehensive set of governance policies and procedures, including:

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

Our publicly available Data Protection Policy Framework applies to 100% of our directly managed and controlled operations, covering all systems, people, and processes across our business lines. This includes employees, directors, subsidiaries, suppliers, and any third party with access to EDC systems. Following the acquisition of EPI in 2024, the subsidiary continues to operate under its own data protection policy during the transition period, ensuring full privacy coverage while EDC prepares to extend its framework Group-wide.

Data security is reinforced through annual internal and external ISMS audits, overseen by the IT Steering Committee and the Board's Audit Committee. EDC is actively progressing toward ISO 27001 certification, further enhancing our cybersecurity posture.

Suppliers are required to comply with our privacy and data protection standards, supported by pre-engagement due diligence and the company's right to audit third-party practices. Across all digital services, privacy-by-design principles guide system development, ensuring secure authentication, responsible data minimization, and strong lifecycle management.

Our proactive and disciplined approach to information security has resulted in zero complaints related to breaches of customer privacy over the past four years, reinforcing our commitment to protecting sensitive information and maintaining the trust of our customers, partners, and stakeholders.

| | Total number of complaints received from outside parties and substantiated by the organization | Total number of complaints from regulatory bodies | Total number of identified leaks, thefts, or losses of customer data |
|---------------------|--|---|--|
| EDC | | | |
| 2023 | 0 | 0 | 0 |
| 2024 | 0 | 0 | 0 |
| 2025 | 0 | 0 | 0 |
| EPI | | | |
| 2023 | 0 | 0 | 0 |
| 2024 | 0 | 0 | 0 |
| 2025 | 0 | 0 | 0 |
| Consolidated | | | |
| 2023 | 0 | 0 | 0 |
| 2024 | 0 | 0 | 0 |
| 2025 | 0 | 0 | 0 |



General Data Protection Regulation (GDPR) Compliance

Our GDPR compliance framework, approved by the Board of Directors, governs the collection, processing, and protection of personal and sensitive data. This framework is anchored by our EU GDPR Policies & Procedures and our Data Protection Policy Framework, supported by a dedicated GDPR Policy that guides implementation across the organization.

Together, these measures ensure full alignment with the GDPR while also advancing compliance with the UAE’s Protection of Personal Data Federal Decree-Law No. 45, safeguarding individual rights and privacy across all applicable jurisdictions.

To maintain ongoing compliance, the framework is regularly reviewed and updated in line with developments in the UAE’s Personal Data Protection Law and emerging global privacy requirements. This ensures that our practices remain robust and responsive to evolving regulatory expectations.

Data Subject Rights

EDC does not charge any fees for processing access, rectification, or deletion requests, in keeping with our alignment with the GDPR. Requests are typically resolved within 30 days, with permissible extensions for complex cases. Backup data is retained securely according to defined retention schedules and disposed of in accordance with our Information Asset Handling Policy. All customer and company data is maintained for a minimum of ten years, in line with regulatory requirements.

EPI Spotlight: Digital Transformation & Data Protection

In 2025, EPI advanced its digital transformation agenda while strengthening its approach to data privacy and protection across all operations. Guided by formal customer and company data protection policies, and fully aligned with GDPR requirements, EPI maintains a structured governance framework to safeguard sensitive information and uphold the highest standards of digital security.

EPI continued to invest in digital innovation to enhance service quality, operational efficiency, and customer experience. A key milestone was the launch of a new mobile application in January 2025, offering an expanded suite of customer services, including transport booking, RTA test scheduling, and payment links allowing customers to complete transactions without logging in. The application also introduced new voiceover languages, Bangla and Farsi, broadening accessibility for a diverse customer base. Additional features enable customers to provide feedback after practical training sessions, supporting continuous improvement in training delivery.

Digital enhancements for employees also advanced EPI’s operational excellence. The implementation of Business Intelligence (BI) tools now provides data-driven insights to support decision-making, while numerous internal processes have been fully digitized—including salary advance requests, salary certificate issuance, leave approvals, and post-class instructor reporting. Instructors also benefit from access to customers’ previous test error codes, enabling targeted skills development and improved learner outcomes.

EPI’s digital transformation extended across its business lines. In the limousine division, the rollout of MytaxiCRM provided a unified platform for fleet and chauffeur management, trip coordination, and integration with major aggregators such as Uber, Careem, Bolt, and Yango.

Meanwhile, the Excellence Auto Repair division implemented a Smart Auto Repair Garage Application, digitizing workflows end-to-end, from job card creation and stock management to labor tracking and workforce utilization analysis, improving operational visibility and efficiency.

Looking Ahead

EPI’s long-term IT strategy focuses on deepening digital capabilities and expanding the use of emerging technologies. Planned initiatives for 2026 include an AI-powered applicant tracking system, a new Learning Management System, service desk automation, continued digitalization of internal processes, network monitoring tools, and ISO certification to strengthen information security and IT governance. The company also plans to launch a dedicated trip-booking app for its limousine business, reinforcing its commitment to innovation and customer-centric mobility solutions.

Through these ongoing efforts, EPI continues to build a digitally enabled, secure, and future-ready organization that supports operational excellence across the Group.

Our Social & Relationship Capital

| Our Commitment | |
|-------------------------------|--|
| Strategic Pillar | <ul style="list-style-type: none"> Deliver Exceptional, Customer-Centric Experiences Diversify Through Advisory Services in Road Safety Advancing Towards ESG Leadership |
| Sustainability Priority | Build an Integrated CSR Approach and Align with Material SDGs |
| Material Topics | <ul style="list-style-type: none"> Customer Wellbeing Community Welfare Procurement Practices |
| Some of our Relevant Policies | <ul style="list-style-type: none"> Corporate Social Responsibility Policy Business Development Policy Customer Relationship Management Policy Procurement Policy Sustainable Procurement Policy |
| Our Alignment | |
| Abu Dhabi Vision 2030 | <ul style="list-style-type: none"> A continuation of strong and diverse international relationships Premium education, healthcare and infrastructure Maintaining Abu Dhabi's value, culture and heritage A significant and ongoing contribution to the federation of the UAE |
| GRI Standards | <ul style="list-style-type: none"> GRI 203: Indirect Economic Impacts GRI 204: Procurement Practices GRI 308: Supplier Environmental Assessment GRI 413: Local Communities GRI 414: Supplier Social Assessment |
| SDGs |    |

Supporting the Local Economy and Communities

Sustainable Procurement

Sustainable procurement is one of the primary ways we contribute to the local economy and support the communities in which we operate. By prioritizing local suppliers and integrating ESG considerations into our purchasing decisions, we help strengthen the national supply chain, create economic value within the UAE, and ensure that our operations reflect the highest standards of social and environmental responsibility.

Nearly all of our procurement spending is directed toward suppliers based in Abu Dhabi and the wider UAE, reinforcing our commitment to local economic development. Our approach is closely aligned with the UAE's In-Country Value (ICV) Program, which promotes Emiratization and supply chain localization. In 2025, our ICV contribution reached 71.85%, underscoring our strong reliance on, and investment in, the national supplier ecosystem.

To ensure that our business partners operate responsibly, sustainability is formally embedded into our procurement practices. All suppliers undergo rigorous assessments and are required to comply with our Supplier Code of Conduct, suppliers must sign this Code of Conduct as part of the onboarding process. Our Supplier Code of Conduct mandates respect for human rights, prohibits child labor, and rejects all forms of discrimination.

Our Sustainable Procurement Objectives

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



Supporting the Local Economy and Communities

UAE Operations

| EDC | 2023 | | | 2024 | | | 2025 | | |
|--|--------|--------|--------|------|-------|-------|-------|--------|--------|
| | 2023 | 2024 | 2025 | 2023 | 2024 | 2025 | 2023 | 2024 | 2025 |
| Total number of suppliers engaged | 2,218 | 2,323 | 2,320 | N/A | 402 | 472 | 2,218 | 2,725 | 2,792 |
| Total number of local suppliers engaged | 2,212 | 2,316 | 2,280 | N/A | 402 | 472 | 2,212 | 2,718 | 2,752 |
| Percentage of local suppliers hired | 99.73% | 99.70% | 98.28% | N/A | 100 | 100 | 100% | 100% | 99% |
| Total procurement spending (AED m) | 64.09 | 77.76 | 86.76 | N/A | 34.20 | 69.43 | 64.08 | 111.97 | 156.19 |
| Procurement spending on local suppliers (AED m) | 62.72 | 77.21 | 83.42 | N/A | 34.20 | 69.43 | 62.72 | 111.42 | 152.85 |
| Percentage of spending on local suppliers (%) | 97.87% | 99.29% | 96.15% | N/A | 100% | 100% | 98% | 100% | 98% |
| Number of suppliers assessed against sourcing code of conduct (ADX G3) | 220 | 7 | 2,320 | N/A | 402 | 472 | 220 | 409 | 2,792 |

Note: Total procurement spending (AED) for EPI for the year 2024 reflects the period from the company's inception on 9 June 2024.

New suppliers that were screened using environmental criteria

| EDC | 2023 | | | 2024 | | | 2025 | | |
|---|------|------|------|-------|-------|--------|--------|--------|--------|
| | 2023 | 2024 | 2025 | 2023 | 2024 | 2025 | 2023 | 2024 | 2025 |
| Total Number of New Suppliers in specified year | 220 | 105 | 97 | 147 | 164 | 124 | 367 | 269 | 221 |
| Total Number of New Suppliers in specified year that were screened using environmental criteria | 220 | 105 | 97 | 5 | 9 | 17 | 225 | 114 | 114 |
| Total Percentage of New Suppliers in specified year that were screened using environmental criteria | 100% | 100% | 100% | 3.40% | 5.49% | 13.71% | 61.31% | 42.38% | 51.58% |

New suppliers that were screened using social criteria

| EDC | 2023 | | | 2024 | | | 2025 | | |
|---|------|------|------|------|------|------|------|------|------|
| | 2023 | 2024 | 2025 | 2023 | 2024 | 2025 | 2023 | 2024 | 2025 |
| Total Number of New Suppliers in specified year that were screened using social criteria | 220 | 105 | 97 | 147 | 164 | 124 | 367 | 269 | 221 |
| Total Number of New Suppliers in specified year that were screened using environmental criteria | 220 | 105 | 97 | 147 | 164 | 124 | 367 | 269 | 221 |
| Total Percentage of New Suppliers in specified year that were screened using social criteria | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |

Launch of EDC's Supplier Engagement Program

2025 marked the official launch of the Supplier Engagement Program, a strategic initiative designed to integrate ESG principles into supply chain management. Developed in line with our Sustainable Procurement Procedure, the program strengthens our ability to assess and manage sustainability performance across our Tier-1 supplier base.

The program's implementation followed a phased, risk-based approach, beginning with the identification of key Tier-1 suppliers based on strategic, risk, and quality considerations. Participating suppliers completed a comprehensive Supplier Self-Assessment Questionnaire covering ESG topics aligned with EDC's priorities. To ensure consistency and fairness, results were evaluated using a standardized scoring methodology, enabling suppliers to be assessed comparably across industries and over time.

This first cycle of engagement yielded several foundational benefits. EDC gained enhanced visibility into suppliers' sustainability practices, allowing earlier identification and mitigation of ESG-related risks within the supply chain. The program also supported alignment with emerging regulatory and disclosure expectations for sustainable procurement, while deepening relationships with suppliers through transparent communication and shared improvement goals. Importantly, it established initial baselines for supplier ESG maturity and created a mechanism for tracking progress over time.

To support capacity building, each supplier received an individualized scorecard summarizing strengths and opportunities for enhancement, alongside a Supplier Improvement Guide offering clear, actionable pathways to raise performance. This approach ensures that improvements are both measurable and achievable, recognizing that sustainable transformation is most effective when grounded in data and developed through strong partnerships. In its initial phase, the program engaged approximately 20% of EDC's supplier base, laying the groundwork for broader adoption in the coming years.

Looking Ahead

Over the next several years, the Supplier Engagement Program will expand to cover all tiers of EDC's supply chain through a structured, phased rollout. Each supplier will be re-engaged on a three-year cycle, enabling EDC to monitor progress, measure improvements, and identify new opportunities for collaboration. This continuous improvement model ensures that sustainability remains an active focus across the supply chain, supporting our long-term objective of advancing responsible procurement and elevating ESG performance across our entire supplier network.

Product Quality and Safety Assurance

We maintain quality, safety, and ethical standards across our supply chain and service delivery, extending oversight beyond direct operations to suppliers, subcontractors, and service partners.

Service Testing and Quality Assurance

Although we do not manufacture physical products, rigorous testing is embedded throughout our service delivery model to safeguard quality and safety. This includes regular inspection and testing of training vehicles, periodic evaluation of virtual simulators, continuous review of instructional materials, and monitoring of trainer performance.

Vehicle safety and quality are governed by the Vehicle Quality & Safety Policy, aligned with local regulations and international standards, including ISO 39001 for Road Traffic Safety Management. The driving curriculum, developed in collaboration with SweRoad and RoSPA, is reviewed at least quarterly by the Curriculum Committee and updated continuously to reflect regulatory changes and best practices.

Trainer competence is assured through structured recruitment, a mandatory six-week induction program, annual refresher training, regulatory licensing by Abu Dhabi Police, and ongoing performance monitoring through customer feedback and operational assessments.

Advanced training technologies, including virtual simulators and the Smart Yard parking assessment system, undergo extensive testing at each stage of development and deployment. This includes user acceptance testing, pilot phases, and regulatory approvals, notably with Abu Dhabi Police.

Supplier Certifications and Pre-Qualification

As part of the supplier pre-qualification process, we assess whether suppliers hold recognized certifications related to quality, safety, and sustainability, including ISO 9001, ISO 14001, ISO 45001, ISO 39001, and other relevant standards. While most certifications are not mandatory, suppliers holding such credentials are prioritized during evaluation.

Certain services are subject to mandatory certification requirements. Training institutes engaged by EDC must be accredited by the Knowledge and Human Development Authority, the Abu Dhabi Centre for Technical and Vocational Education and Training, and the National Qualifications Authority. In addition, service providers responsible for fire alarm systems and related safety infrastructure are required to hold Abu Dhabi Civil Defense approvals, ensuring regulatory compliance and operational safety.

We enforce strict contractual provisions that grant the right to request the removal or replacement of subcontractors used by suppliers. This approach serves as a preventive control against unauthorized or non-compliant subcontracting. In parallel, we verify whether suppliers have appropriate supplier management procedures in place, including mechanisms to ensure compliance with applicable environmental, labor, and ESG regulations.



EPI Spotlight: Sustainable Procurement

A structured approach underpins every stage of EPI's procurement cycle. All major purchases follow a mandatory three-quotation process to promote fairness and value for money. Robust internal controls, including mandatory Purchase Orders for all purchases above AED 1,000 and a strict three-way matching process, ensure accuracy, prevent unauthorized spending, and create a complete audit trail for internal and external reviewers. These controls were further validated in 2025 through EPI's Internal Controls over Financial Reporting engagement, where the Procure-to-Pay process underwent detailed testing and enhancement.

Supplier selection is governed by clear evaluation criteria focused on:

- Compliance with UAE regulations
- Ethical conduct
- Pricing
- Delivery performance
- Past experience

EPI performs due diligence prior to onboarding new vendors and continuously monitors supplier performance, addressing any gaps collaboratively to support ongoing improvement. All Purchase Orders embed EPI's Supplier Code of Conduct, making adherence to legal, ethical, and environmental expectations, including; child labor, forced labor, and human rights protections, a non-negotiable requirement for doing business with the Group.

Managing Indirect Economic Impacts

EPI's approach to managing indirect economic impacts is centred on strengthening local economies, expanding employment opportunities, and contributing to long-term regional development. Through Excellence Driving Centre, the Group maintains strong partnerships with leading banks, schools, retail estates, developers, and healthcare providers, enhancing community accessibility while stimulating local business activity.

Exclusive collaborations, such as those with Emirates Platinum and the Wasl Group, further reinforce EPI's role in supporting wider economic ecosystems. In 2025, the opening of new Excellence Driving Centre branches, the launch of Excellence Premium Auto Repair, and the expansion of limousine and training vehicle fleets contributed to meaningful job creation and increased service capacity.

EPI also invests in community-oriented initiatives, including road safety awareness, sustainability campaigns, and digital service enhancements that improve customer experience and operational efficiency. Through ongoing investments in renewable energy, fleet growth, digital transformation, and employee development, EPI continues to support long-term economic value creation and strengthen the socio-economic fabric of the regions in which it operates.

Looking Ahead

EPI's commitment to continual improvement is reflected in its forward-looking plans. The Group is developing a digital, system-based PO tracker to enhance real-time visibility and compliance monitoring. In early FY26, a dedicated Internal Auditor will further strengthen procurement governance by providing independent assurance over controls, risk management, and policy adherence. Over the coming years, EPI aims to expand its vendor network while integrating more formal ESG considerations into procurement decisions, ensuring responsible sourcing remains a catalyst for cost efficiency, operational excellence, and long-term sustainability.

Community Engagement

Community engagement remains an integral part of how we create positive social impact, supported by our Volunteering Policy, which provides a clear framework for employee participation.

In 2025, we strengthened our management approach to community engagement by adopting a more structured and impact-focused model. Community initiatives were embedded across marketing campaigns, events, and strategic partnerships, ensuring long-term value creation aligned with national priorities and ESG principles.

This approach focused on deepening collaboration with government entities, regulators, healthcare institutions, and educational partners, while encouraging greater employee participation through structured volunteering and engagement programs.

In 2025, the company conducted multiple awareness sessions aligned with its values and community priorities, delivering approximately 530 hours of engagement across transport, education, healthcare, and commercial sectors.

Safe, Inclusive, and Green Communities

As part of our CSR commitment to building safer communities, we work with key partners to promote safety and innovation beyond our core operations. Through these collaborations, we raise awareness, strengthen safety standards, and encourage responsible practices that benefit road users and the wider community.

Our programs are intentionally designed to respond to identified community needs, promote safety and inclusion, engage key stakeholders, support vulnerable groups, and integrate feedback mechanisms and social and environmental considerations throughout delivery.

Highlights in 2025 included:

| | |
|--|--|
| 324 taxi drivers provided with traffic awareness training | 168,689 Students received drug awareness training |
| 2 hours training session delivered on child passenger safety | Participated in the "Give Way to Emergency Vehicles" campaign in Al Reem Mall in August 2025 and Dalma Mall in September 2025 |
| Organization and participation in the Abaya Rally in celebration of Emirati Women's Day, promoting road safety awareness and community inclusion | Distributed 2,000 Iftar meals during Ramadan, in partnership with the Emirates Red Crescent, supporting fasting individuals and vulnerable community groups. |
| 27 HYTIC company staff provided with traffic awareness training | Provided Zayed University students and employees with traffic awareness training |



CSR 3-Year Strategy

Our three-year CSR strategy is driven by a clear set of programs and initiatives aligned to defined pillars and objectives. To bring this strategy to life, we have developed a structured implementation plan that translates our objectives into action across a defined timeline.

The CSR implementation plan sets out the key steps across the preparation, implementation, and closure phases of each initiative, clearly outlining deliverables, required materials, venues, partners, and performance metrics.

To enable successful delivery, our CSR initiatives are supported by four categories of enabling activities:

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



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

Safe Communities

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

Be Safe
Program that promotes safety measures and incentives for the community

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

Be Well
Program to encourage employees to adopt healthier lifestyle

Inclusive Communities

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

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

Hadaf
Program aiming to upskill and empower blue-collar workers

- Promote accountability, transparency, ethical behavior as well as the respect of human rights.
 - Mandatory courses on Ethics
 - Implement ISO 26000 standards
- Champion diversity, equity and inclusion by promoting young local talent and women leadership.

Watan
Program to strengthen the presence of local talent in the workplace

Nissaa
Gender-based Program to promote women empowerment

Green Communities

- Enhance environmental sustainability by promoting circular economy principles.

Nurture UAE
Afforestation/ Reforestation Program

My Green WorkPlace
Environmentally-friendly behavior in the workplace Program

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

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

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

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





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

| | Total Amount in AED | Main contribution |
|---------------------|---------------------|--|
| EDC | | |
| 2023 | 212,660 | <ul style="list-style-type: none"> AED 100,000 - Grace Preservation AED 112,660 - MAAN (Abu Dhabi Moments) |
| 2024 | 355,000 | <ul style="list-style-type: none"> AED 50,000 - Grace Preservation Sponsorship AED 300,000 - DriftX AED 5,000 - Winter Football Mini Championship Sponsorship |
| 2025 | 15,000* | <ul style="list-style-type: none"> Red Crescent for the Ramadan Iftar |
| EPI | | |
| 2023 | 20,000 | Student scholarship to support education and skill development within the local community |
| 2024 | 30,000 | Student scholarship to support education, along with community engagement activities including organiser support, tools, refreshments, giveaways, and Ghaf tree plantation drive |
| 2025 | 34,905 | Student scholarship and community development initiatives including road safety awareness, Ramadan food distribution, Free helmet distribution and beach cleanup |
| Consolidated | | |
| 2023 | 232,660 | N/A |
| 2024 | 385,000 | N/A |
| 2025 | 49,905 | N/A |

*Note: 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.

EPI Spotlight: Customer Approach & Wellbeing

EPI places customer safety, quality, and wellbeing at the heart of its operations. A seamless customer experience is supported by digital service platforms, culturally diverse staff, and standardized training and vehicle maintenance processes.

Feedback is gathered through multiple digital channels and resolved through a structured RACI framework, with most cases closed within 24-48 hours. Continuous improvement is reinforced through mystery shopper assessments, internal audits, safety checks, and regular management reviews.

Customer satisfaction remains strong, reflected in Excellence Driving Centre's 4.5/5 Google rating from over 12,000 reviews, the highest among driving schools in Dubai. Whether through swift incident response, smooth customer flow during peak hours, or consistent training delivery, EPI maintains a service environment centered on transparency, safety, and customer care.

EPI's Future Outlook

Looking ahead, EPI is advancing an ambitious operations and customer wellbeing strategy designed to expand access, elevate service quality, and enhance training capacity across the UAE. The Group plans to open a new Jebel Ali test centre and 12 additional branches, extending its reach to diverse customer segments while reducing travel and waiting times. Significant fleet growth is also underway, including expanded training vehicles, a larger limousine fleet, and additional bikes for courier services. These enhancements will strengthen service availability and operational responsiveness as customer demand continues to rise.

Over the coming period, EPI will continue investing in service excellence through upgraded training programs, digital innovation, and infrastructure expansion. New initiatives include extending Defensive Driving courses to additional vehicle categories, expanding night-time training hours for greater flexibility, and introducing a smart yard system across major branches. Instructor capability will be strengthened through in-house refresher programs, while major facility upgrades; such as the expansion of the Al Qusais centre, creation of a new MOT yard, and the addition of forklift training, will substantially increase capacity and improve customer flow.

EPI Customer Experience Highlights 2025

| | |
|--|--|
| Excellence Driving was recognized by the RTA as the #1 driving school of 2025 | Excellence Driving Centre Head Office achieved a Google rating of 4.5/5 from 12,000 reviews, ranking first among all driving schools |
| Conducted 8500 training hours across all departments, emphasizing quality, safety, and customer-focused learning. | Launched Light Motor Vehicle (LMV) student defensive driving programs through the Excellence App, with plans to extend to MOT, HB, and HT segments |
| Introduced customer service improvement program "First 60-seconds" on the Excellence App to provide guidance and enhance engagement | Internal assessment results improved by 6% compared to 2024, reflecting a significant enhancement in overall training quality. |
| 10% increase in number passing the theory test compared to 2024, indicating better student readiness and the effectiveness of the training program | Faulty accidents decreased by 2% compared to 2024, demonstrating the effectiveness of the accident awareness training conducted in 2025. |

Navigating with Strong Governance

| Our Commitment | |
|-------------------------------|---|
| Strategic Pillar | <ul style="list-style-type: none"> Business Excellence Sustainability |
| Sustainability Priority | <ul style="list-style-type: none"> Covered Across all Sustainability Pillars |
| Material Topics | <ul style="list-style-type: none"> Business Ethics |
| Some of our Relevant Policies | <ul style="list-style-type: none"> Corporate Governance Policy Ethics Policy Sharing Best Practices Policy |
| Our Alignment | |
| Abu Dhabi Vision 2030 | <ul style="list-style-type: none"> A continuation of strong and diverse international relationships A significant and ongoing contribution to the federation of the UAE |
| GRI Standards | <ul style="list-style-type: none"> GRI 205: Anti-Corruption |
| SDGs | |

Strong governance is the foundation of our long-term value creation. Our governance framework ensures responsible oversight and supports the delivery of sustainable value for all stakeholders.

Built on global best practices and aligned with UAE regulatory requirements, our governance model brings together an effective Board of Directors, an experienced leadership team, and a network of committees, policies, and internal functions that collectively embed transparency, accountability, and integrity across the organization.

This section provides an overview of our governance structure and key roles.

Full details of our policies, procedures, and governance initiatives can be found in the 2025 Corporate Governance Report.

EDC Receives Global Good Governance Championship Award in Corporate Governance Reporting

In May 2025, EDC was honored with the Global Good Governance Championship Award in Corporate Governance Reporting, presented by Cambridge IFA. This international recognition acknowledges EDC's continued advancement of best-practice governance principles, the clarity and quality of our disclosures, and our sustained efforts to integrate accountability and social responsibility into every aspect of our operations.

Board of Directors

Our Board of Directors sets the strategic direction of the company and ensures that our mission, vision, and values guide decision-making at every level. The Board provides oversight of senior management, approves key strategies and performance objectives, and ensures that our governance systems are effective and consistently applied. Through this oversight, the Board ensures responsible management of material risks and opportunities, including those related to sustainability and climate resilience. Please refer to the Sustainability Governance section for more information on their responsibilities in this area.

Board Composition

As outlined in the About Us section, our Board is composed of five independent, non-executive members who bring extensive leadership experience and a deep understanding of the UAE's business landscape. In alignment with governance best practices, the roles of CEO and Board Chairman are fully separated and cannot be held by the same individual. This structure, combined with the Board's independence and collective expertise, ensures strong strategic guidance and objective oversight across the organization.

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

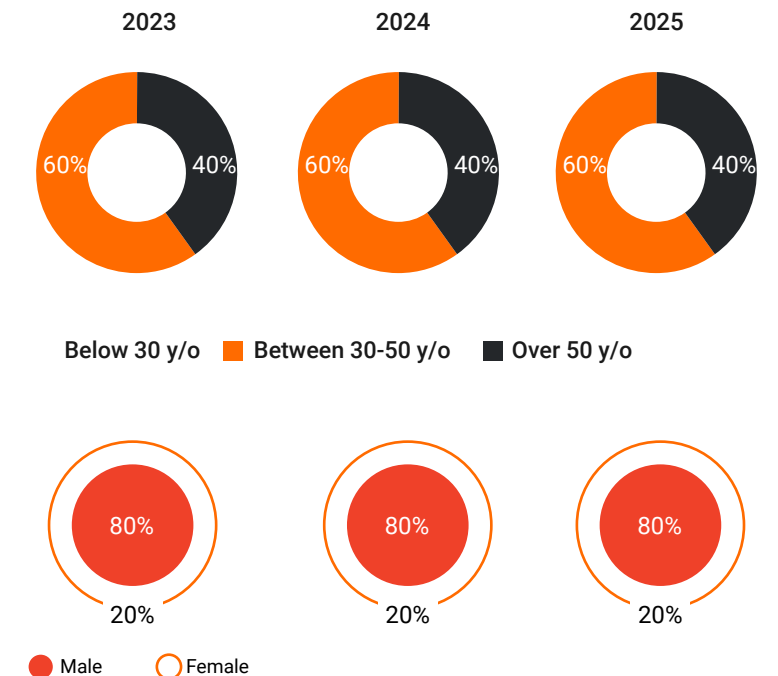
Board Committees

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

These are:

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

The function of these committees is outlined further at the start of this report under "Sustainability Governance."





Business Ethics and Compliance

Our approach to business ethics and compliance is upheld by embedding transparency and accountability into every part of our organization.

We maintain a robust governance system supported by clear policies, procedures, and controls that guide ethical decision-making and ensure compliance with all applicable laws and regulations. These policies are regularly reviewed and refined to reflect evolving best practices and to strengthen our culture of responsible conduct.

Our key policies include:

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

Code of Ethics

Our Code of Ethics sets clear expectations for ethical behavior across all levels of the organization. It defines the principles that guide our conduct, covering areas such as conflicts of interest, respect and fair treatment, and the protection of confidential information. Our Code of Ethics is publicly available online.

Complementing the Code of Ethics, we also have a standalone Ethics Policy, which provides an overview of the company's commitment to maintaining the highest levels of ethics in all its dealings with internal and external stakeholders. It covers issues including fair and equitable treatment, safety standards, and pathways to report potential ethical violations. There are also Anti-Fraud and Anti-Bribery policies in place.

It is mandatory for all EDC employees to undergo the Code of Ethics training and Anti-Corruption training upon induction and sign an acknowledgement of understanding on an annual basis.

Whistleblowing

EDC maintains a whistleblower policy embedded within both the Employee Code of Ethics and the Supplier Code of Conduct. The policy is designed to ensure that employees, suppliers, and other stakeholders can safely and confidentially report concerns related to unethical behavior, misconduct, or violations of company policies.

The policy expressly supports anonymous reporting, allowing individuals to raise concerns without disclosing their identity. The identities of whistleblowers are strictly confidential and are accessible only to the Compliance Officer and the Internal Audit Manager. The Supplier Code of Conduct reinforces these protections, affirming that all submissions are treated with strict confidentiality and that the company prohibits any form of retaliation against individuals who report concerns or participate in investigations. Any allegation of retaliation is promptly escalated, thoroughly investigated, and addressed through appropriate corrective actions.

Internal Control System

A well-functioning internal control system underpins operational integrity, safeguards stakeholder trust, and supports long-term business sustainability. The Board provides oversight of this system, regularly reviewing its effectiveness and ensuring it remains responsive to emerging risks, regulatory developments, and international best practices.

The Internal Audit Department operates independently and reports directly to the Board through the Board-level Audit Committee. Its mandate, authority, and scope are defined in the Internal Audit Charter, alongside the Compliance Policy, which together regulate the responsibilities of the Internal Control Department. The Internal Audit Department and Compliance Officer conduct audits to strengthen the control environment by ensuring compliance with internal policies, procedures, and applicable legal and regulatory requirements, and by supporting the accuracy and reliability of financial and operational information.

Compliance is embedded across all departments as part of day-to-day operations, with enhanced oversight for higher-risk or regulatory-sensitive activities. Controls are tested through annual compliance reviews and ongoing monitoring. In 2025, no incidents required escalation to the Board-level Audit Committee, reflecting the effectiveness of internal controls and strong adherence to established policies.

Internal Audit and Risk-Based Assurance

A structured, risk-based approach is applied to auditing and compliance, with business ethics and anti-bribery and corruption policies in place across operations, contracts, and business activities. Oversight is delivered through the combined and coordinated work of the Internal Audit and Compliance functions.

The Internal Audit function provides independent assurance across the full scope of our operations. A comprehensive risk assessment is conducted every three years to evaluate departmental activities and identify key risks, which are documented in departmental risk registers. These risk registers form the basis of a rolling three-year Internal Audit Plan, developed annually by the Internal Audit Department, informed by management input, and approved by the Board-level Audit Committee. Internal audit engagements assess compliance with ethics and anti-bribery and corruption policies, as well as the adequacy and effectiveness of risk management, internal controls, governance processes, data reliability, legal compliance, and ethical conduct.

In parallel, our Compliance function, established as an independent role in early 2025, conducts ongoing compliance and fraud risk assessments to identify areas requiring enhanced oversight. Based on these assessments, an annual compliance control plan is developed and approved by the CEO or, where required, the Audit Committee. The plan incorporates compliance, fraud, and regulatory risks, and controls are implemented and monitored by the Compliance Officer, with formal reports shared with senior management. Significant issues or potential serious breaches may be escalated to Internal Audit or directly to the Audit Committee.

Not all operations or contracts are reviewed annually. Instead, Internal Audit and Compliance operate under a risk-based assurance model, approved by the Audit Committee, which prioritises high-risk activities, rotating themes, and key topics such as business ethics. All policies and contractual documentation follow a defined approval workflow involving Legal, Compliance, and executive sign-off. Periodic reviews are conducted to verify adherence and ensure that ethical and compliance requirements are consistently embedded into day-to-day operations.

Anti-Corruption

Integrity is a non-negotiable principle in our governance culture. We have embedded strong anti-corruption controls throughout our operations to ensure that all business activities are conducted responsibly and in full compliance with applicable laws.

Our Code of Conduct and Business Ethics outlines clear expectations regarding corruption, acceptable business practices, and the responsibilities of employees and leadership in preventing misconduct. To support accountability, we maintain a dedicated confidential email channel that enables employees and stakeholders to report concerns securely. All reports are reviewed by the Internal Audit Function and, where required, escalated to the Audit Committee to ensure independent oversight and appropriate action.

Anti-corruption policies and updates are regularly communicated to our Board of Directors, ensuring continuous alignment with regulatory developments and international best practices. All employees are required to review and sign the Code of Conduct each year, reinforcing awareness and commitment to ethical behaviour. Our induction covers our anti-corruption principles, equipping participants to uphold these standards from their first day.

Our approach is supported by ongoing efforts to strengthen internal controls and promote ethical conduct. In 2025, 1,323 employees received anti-corruption training throughout the year.

Audit and Responsible Marketing Oversight

Our marketing activities are subject to external regulatory oversight by authorities such as the Department of Economic Development, Abu Dhabi Municipality, and the National Media Council, ensuring adherence to advertising, consumer protection, and ethical communication standards. Our annual internal audits are inclusive of responsible marketing practices. These audits assess compliance with policies, legal requirements, ethical standards, and the effectiveness of governance and risk management processes.

Enhancing Governance: Onboarding Our Compliance Officer

In February 2025, a dedicated Compliance Officer was appointed, establishing an independent compliance function and significantly strengthening governance, risk, and compliance across the organization.

Since the appointment, the Compliance Officer has enhanced the consistency and scope of internal policies and procedures, provided operational support on regulatory and legal matters, and expanded the Company's risk assessment framework to include additional categories such as compliance and fraud risks. A compliance risk assessment is conducted to identify key risk areas requiring enhanced oversight, forming the basis of an annual, risk-based compliance control plan. This plan is approved by the CEO or, where required, the Audit Committee.

In 2025, the Compliance Officer delivered targeted training sessions on compliance, whistleblowing, and anti-fraud, tailored to different employee groups with materials made available via our communication channels. Additional anti-fraud training was delivered specifically for the Al Ain branch. All training is accessible to employees with access to Company systems, regardless of employment status.



Enterprise Risk Management

Effective risk management is an essential component of our governance framework and critical to sustaining long-term performance. At EDC, we apply the ISO 31000 Enterprise Risk Management (ERM) Framework to identify, assess, and manage risks across the organization. This structured approach enables us to anticipate challenges, protect value, and support informed decision-making.

Our process begins with identifying potential sources of risk, areas of impact, underlying causes, and possible consequences. Once identified, risks are analyzed for their likelihood and their potential positive or negative impact. This assessment allows us to prioritize the risks requiring mitigation and determine the sequence of actions needed to manage them effectively.

Governance Outlook

EDC remains committed to enhancing its governance structures and aligning its practices with evolving regulatory requirements and global best practices. As part of our long-term governance strategy, we are in the final stages of developing an updated Governance Framework, which is expected to be presented to and approved by the Board in the near term. This enhanced framework will further clarify roles and responsibilities, strengthen decision-making processes, and reinforce oversight mechanisms.

EDC will continue to modernize its governance and ethical compliance policies to address evolving regulatory expectations and emerging risks, including in areas such as data privacy, anti-corruption, and stakeholder engagement.

Ongoing and expanded stakeholder engagement will remain a priority, supporting open dialogue with shareholders, employees, and external stakeholders to foster a more inclusive and accountable governance ecosystem.

Key milestones include the implementation of the updated Governance Policy and supporting procedures at the beginning of 2026, followed by targeted training and awareness sessions to ensure effective understanding, adoption, and consistent application across the organization.

EPI Corporate Governance: 2025 Highlights, Achievements & Outlook

In 2025, EPI strengthened its corporate governance framework across all subsidiaries, reinforcing transparency, accountability, and effective oversight as the Group continued to expand. Governance practices were embedded through EDC's ISO 14001-aligned IMS, ensuring that environmental, health and safety, and energy performance are monitored, evaluated, and continually improved.

A key achievement this year was the digitalization of core internal and customer-facing processes, reducing paper use, enhancing service efficiency, and lowering operational risk. EPI also advanced its environmental governance by tightening controls around waste and hazardous materials management, and by ensuring regular monitoring of water, energy, and fuel consumption across operations.

The establishment of multi-year sustainability targets, the use of external audits, and consistent monitoring of baseline performance further strengthened governance rigor across the Group. ESG principles are increasingly integrated into procurement, risk management, operational planning, and subsidiary oversight.

Future Plans & Long-Term Governance Priorities

EPI's long-term governance strategy is centred on building a resilient, transparent, and well-controlled organization that can support the Group's continued multi-entity growth. Key future priorities include:

1. Strengthening Governance Structures

EPI will continue to refine roles, reporting lines, and oversight mechanisms across all subsidiaries to ensure robust control over financial, operational, and compliance activities.

2. Enhancing Internal Controls & ICFR

External consultants have been engaged to implement a comprehensive Internal Control over Financial Reporting (ICFR) program across EPI and Excellence Driving Centre. This includes strengthening controls for O2C, P2P, fixed assets, intercompany transactions, leases, treasury, entity-level controls, and ITGCs, with remediation efforts already underway.

3. Establishing an Internal Audit Function

A dedicated Internal Audit department is planned for early FY26. This function will provide ongoing independent assurance over risk management, internal controls, compliance practices, and operational effectiveness.

4. Updating Policies & Risk Management

Policies across procurement, financial control, compliance, and risk mitigation will continue to be reviewed and improved. Periodic risk assessments and structured follow-up on corrective actions will remain core to governance oversight.

5. Improving Transparency & Reporting

EPI is enhancing its internal and external reporting standards, introducing more standardized consolidation processes to ensure accuracy, timeliness, and consistency across all subsidiaries.

6. Embedding ESG & Ethical Governance Culture

Ethical conduct, compliance, and ESG principles are being further integrated into decision-making and day-to-day operations. Governance and compliance training for employees and managers will continue to reinforce a strong culture of accountability.

7. Expanding Technology-Enabled Controls

Technology remains a key enabler of governance excellence. EPI has implemented Odoo and other systems to enhance audit trails, automate controls, and strengthen data integrity. Future plans include advancing automation, enhancing monitoring tools, and integrating AI to support more sophisticated governance and oversight.



Appendix: GRI/ADX Content Index

| Statement of use: | GRI 1 used | Applicable GRI Sector Standard(s): |
|---|------------------------|--|
| Emirates Driving Company (EDC) has reported in accordance with the GRI Standards for the period from 1 January to 31 December 2025. | GRI 1: Foundation 2021 | No applicable sector standard available. |

| GRI Standard / other source | Disclosure | ADX Disclosure | Location | Page Number | Omission | | |
|--|---|--|-----------------------------------|-------------|-------------|------------------------|--------|
| | | | | | Explanation | Requirement(s) Omitted | Reason |
| GRI 2: General Disclosures 2021 | | | | | | | |
| The Organization and its Reporting Practice | | | | | | | |
| 2-1 | Organizational details | | About This Report | 3 | | | |
| 2-2 | Entities included in the organization's sustainability reporting | I1. Sustainability Reporting | About This Report | 3 | | | |
| 2-3 | Reporting period, frequency and contact point | I1. Sustainability Reporting | About This Report | 3 | | | |
| 2-4 | Restatements of information | | About This Report | 3 | | | |
| 2-5 | External assurance | G11. External Assurance | About This Report | 3 | | | |
| Activities and workers | | | | | | | |
| 2-6 | Activities, value chain and other business relationships | | About Us | 8 | | | |
| 2-7 | Employees | S5. Temporary Worker Ratio | About Us | 8 | | | |
| 2-8 | Workers who are not employees | | Human Capital | 31 | | | |
| Governance | | | | | | | |
| 2-9 | Governance structure and composition | | Navigating with Strong Governance | 64 | | | |
| 2-10 | Nomination and selection of the highest governance body | | Navigating with Strong Governance | 64 | | | |
| 2-11 | Chair of the highest governance body | | Navigating with Strong Governance | 64 | | | |
| 2-12 | Role of the highest governance body in overseeing the management of impacts | G8. Sustainability Governance E11. Climate Governance | Sustainability at the Core | 22 | | | |
| 2-13 | Delegation of responsibility for managing impacts | G8. Sustainability Governance E11. Climate Governance | Sustainability at the Core | 22 | | | |
| 2-14 | Role of the highest governance body in sustainability reporting | | Sustainability at the Core | 22 | | | |
| 2-15 | Conflicts of interest | | Navigating with Strong Governance | 65 | | | |
| 2-16 | Communication of critical concerns | | Navigating with Strong Governance | 65 | | | |
| 2-17 | Collective knowledge of the highest governance body | | Navigating with Strong Governance | 64 | | | |
| 2-18 | Evaluation of the performance of the highest governance body | | Navigating with Strong Governance | 64 | | | |
| 2-19 | Remuneration policies | | Navigating with Strong Governance | 6464 | | | |



| GRI Standard / other source | Disclosure | ADX Disclosure | Location | Page Number | Omission | | |
|--|--|--|--|-------------|-------------------|------------------------|---|
| | | | | | Explanation | Requirement(s) Omitted | Reason |
| 2-20 | Process to determine remuneration | | Navigating with Strong Governance | 64 | | | |
| 2-21 | Annual total compensation ratio | S1. CEO Pay Ratio | Navigating with Strong Governance | 64 | | | |
| Strategy, policies and practices | | | | | | | |
| 2-22 | Statement on sustainable development strategy | | Our Chairman's Review, Our CEO's Message, Sustainability at the Core | 6, 7 & 22 | | | |
| 2-23 | Policy commitments | | Navigating with Strong Governance | 64 | | | |
| 2-24 | Embedding policy commitments | | Navigating with Strong Governance | 64 | | | |
| 2-25 | Processes to remediate negative impacts | | Navigating with Strong Governance | 64 | | | |
| 2-26 | Mechanisms for seeking advice and raising concerns | | Human Capital, Navigating Strong Governance | 64 | | | |
| 2-27 | Compliance with laws and regulations | | Navigating with Strong Governance | 64 | | | |
| 2-28 | Membership associations | | About Us | 64 | | | |
| Stakeholder engagement | | | | | | | |
| 2-29 | Approach to stakeholder engagement | I3. Stakeholder Engagement | Navigating with Strong Governance | 26 | | | |
| 2-30 | Collective bargaining agreements | | - | - | 2-30-a, 2-30-b | Not applicable | Collective bargaining is not permitted in the UAE |
| GRI 3: Material Topics 2021 | | | | | | | |
| 3-1 | Process to determine material topics | | Sustainability at the Core | 26 | | | |
| 3-2 | List of material topics | | Sustainability at the Core | 26 | | | |
| Material Topic(s): Economic Performance | | | | | | | |
| GRI 3: Material Topics 2021 | | | | | | | |
| 3-3 | Management of material topics | | Financial Capital | 28 | | | |
| GRI 201: Economic Performance 2016 | | | | | | | |
| 201-1 | Direct economic value generated and distributed | | Financial Capital | 29 | | | |
| Material Topic(s): Business Ethics | | | | | | | |
| GRI 3: Material Topics 2021 | | | | | | | |
| 3-3 | Management of material topics | S11. Child & Forced Labor S12. Human Rights G1. Board Independence E11. Climate Governance; G8. Sustainability Governance | Navigating with Strong Governance, Our Social & Relationship Capital | 64, 59 | | | |
| GRI 205: Anti-corruption 2016 | | | | | | | |
| 205-2 | Communication and training about anti-corruption policies and procedures | | Navigating with Strong Governance | 65 | | | |



| GRI Standard / other source | Disclosure | ADX Disclosure | Location | Page Number | Omission | | |
|---|--|---|---|-------------|-------------|------------------------|--------|
| | | | | | Explanation | Requirement(s) Omitted | Reason |
| 205-3 | Confirmed incidents of corruption and actions taken | G4. Ethics & Prevention of Corruption | Navigating with Strong Governance | 65 | | | |
| Material Topic(s): Environmental Impact & Sustainability Practices | | | | | | | |
| GRI 3: Material Topics 2021 | | | | | | | |
| 3-3 | Management of material topics | E1. Environmental Operations G6. Sustainability Strategy, G7. Sustainability Risks Management, I2. ESG Ratings | Infrastructure & Natural Capital, in line with the TCFD Framework | 43 | | | |
| GRI 103: Energy 2025 | | | | | | | |
| 103-1 | Energy policies and commitments | | Infrastructure & Natural Capital, in line with the TCFD Framework | 43-50 | | | |
| 103-2 | Energy consumption and self generation within the organization | E4. Energy Usage E6. Energy Mix | Infrastructure & Natural Capital, in line with the TCFD Framework | 49 | | | |
| 103-4 | Energy intensity | E5. Energy Intensity | Infrastructure & Natural Capital, in line with the TCFD Framework | 50 | | | |
| 103-5 | Reduction in energy consumption | | Infrastructure & Natural Capital, in line with the TCFD Framework | 48 | | | |
| GRI 303: Water and Effluents 2016 | | | | | | | |
| 303-5 | Water consumption | E2. Water Usage | Infrastructure & Natural Capital, in line with the TCFD Framework | 51 | | | |
| GRI 102: Climate Change 2025 | | | | | | | |
| 102-1 | Transition plan for climate change mitigation | E9. Climate Strategy | Infrastructure & Natural Capital, in line with the TCFD Framework | 43 | | | |
| 102-2 | GRI 102-2: Climate Change adaptation plan | E9. Climate Strategy E10. Climate-related risks & Opportunities; E12. Climate targets | Infrastructure & Natural Capital, in line with the TCFD Framework | 43 | | | |
| 102-4 | GHG emissions reduction targets and progress | G9. Sustainability Targets | Infrastructure & Natural Capital, in line with the TCFD Framework | 43-50 | | | |
| 102-5 | Scope 1 GHG emissions | E7. GHG Emissions | Infrastructure & Natural Capital, in line with the TCFD Framework | 50 | | | |
| 102-6 | Scope 2 GHG emissions | E7. GHG Emissions | Infrastructure & Natural Capital, in line with the TCFD Framework | 50 | | | |
| 102-7 | Scope 3 GHG emissions | E7. GHG Emissions | Infrastructure & Natural Capital, in line with the TCFD Framework | 50 | | | |
| 102-8 | GHG emissions intensity | E8. Emissions Intensity | Infrastructure & Natural Capital, in line with the TCFD Framework | 50 | | | |



| GRI Standard / other source | Disclosure | ADX Disclosure | Location | Page Number | Omission | |
|--|---|----------------------------------|---|-------------|-------------|------------------------|
| | | | | | Explanation | Requirement(s) Omitted |
| GRI 306: Waste & Effluents 2020 | | | | | | |
| | | E3. Waste Generation | | | | |
| 306-3 | Waste generated | | Infrastructure & Natural Capital, in line with the TCFD Framework | 43 | | |
| Material Topic(s): Gainful Employment | | | | | | |
| GRI 3: Material Topics 2021 | | | | | | |
| 3-3 | Management of material topics | | Human Capital | 31 | | |
| GRI 401: Employment | | | | | | |
| 401-1 | New employee hires and employee turnover | S3. Employee Turnover | Human Capital | 31 | | |
| | | S4. Gender Diversity | | | | |
| 401-2 | Benefits provided to full-time employees that are not provided to temporary or part-time employees | | Human Capital | 34 | | |
| 403-3 | Parental leave | | Human Capital | 39 | | |
| Material Topic(s): Occupational Health & Safety | | | | | | |
| GRI 3: Material Topics 2021 | | | | | | |
| 3-3 | Management of material topics | | | 31 | | |
| GRI 403: Occupational Health and Safety 2018 | | | | | | |
| 403-1 | Occupational health and safety management system | S9. Health, Safety and Wellbeing | Human Capital | 41 | | |
| 403-5 | Worker training on occupational health and safety (Previously disclosed in IR but never included in templates or as part of disclosures; newly added) | | Human Capital | 41 | | |
| 403-8 | Workers covered by an occupational health and safety management system | S9. Health, Safety and Wellbeing | Human Capital | 41 | | |
| 403-9 | Work-related injuries | S10. Injury Rate | Human Capital | 41 | | |
| Material Topic(s): Training & Education | | | | | | |
| GRI 3: Material Topics 2021 | | | | | | |
| 3-3 | Management of material topics | | Human Capital | 35 | | |
| GRI 404: Training and Education 2016 | | | | | | |
| 404-1 | Average hours of training per year per employee | | Human Capital | 37 | | |
| 404-2 | Programs for upgrading employee skills and transition assistance programs | | Human Capital | 35 | | |
| 404-3 | Percentage of employees receiving regular performance and career development reviews | | Human Capital | 36 | | |
| Material Topic(s): Equal Opportunity, Diversity & Inclusion | | | | | | |
| GRI 3: Material Topics 2021 | | | | | | |
| 3-3 | Management of material topics | | Human Capital | 38 | | |
| GRI 202: Market Presence 2016 | | | | | | |



| GRI Standard / other source | Disclosure | ADX Disclosure | Location | Page Number | Omission | |
|--|---|---|-----------------------------------|-------------|-------------|------------------------|
| | | | | | Explanation | Requirement(s) Omitted |
| 202-2 | Proportion of senior management hired from the local community | S7. Nationalization S4. Gender Diversity | Human Capital | 40 | | |
| GRI 405: Diversity and Equal Opportunity | | | | | | |
| 405-1 | Diversity of governance bodies and employees | G2: Board Composition | Human Capital | 38 & 64 | | |
| 405-2 | Ratio of basic salary and remuneration of women to men | S2. Gender Pay Ratio | Human Capital | 32 | | |
| GRI 406: Non-discrimination 2016 | | | | | | |
| 406-1 | Incidents of discrimination and corrective actions taken | S8. Non-Discrimination | Human Capital | 38 | | |
| Material Topic(s): Community Welfare | | | | | | |
| GRI 3: Material Topics 2021 | | | | | | |
| 3-3 | Management of material topics | | Our Social & Relationship Capital | 59 | | |
| GRI 203: Indirect Economic Impacts 2016 | | | | | | |
| 203-2 | Significant indirect economic impacts | | Our Social & Relationship Capital | 59 | | |
| GRI 413: Local Communities 2016 | | | | | | |
| 413-1 | Operations with local community engagement, impact assessments, and development programs | S13. Community Investment | Our Social & Relationship Capital | 59 | | |
| Material Topic(s): Procurement Practices | | | | | | |
| GRI 3: Material Topics 2021 | | | | | | |
| 3-1 | Management of material topics | | Our Social & Relationship Capital | 59 | | |
| GRI 204: Procurement Practices 2016 | | | | | | |
| 204-1 | Proportion of spending on local suppliers | | Our Social & Relationship Capital | 60 | | |
| GRI 308- Supplier Environmental Assessment | | | | | | |
| 308-1 | New suppliers that were screened using environmental criteria | | Our Social & Relationship Capital | 60 | | |
| GRI 414: Supplier Social Assessment | | | | | | |
| 414-1 | New suppliers that were screened using social criteria | | Our Social & Relationship Capital | 60 | | |
| Material Topic(s): Customer Wellbeing | | | | | | |
| GRI 3: Material Topics 2021 | | | | | | |
| 3-1 | Management of material topics | | Our Intellectual Capital | 53 | | |
| GRI 416: Customer Health and Safety 2016 | | | | | | |
| 416-2 | Incidents of non-compliance concerning the health and safety impacts of products and services | | Our Intellectual Capital | 53 | | |
| GRI 418: Customer Privacy 2018 | | | | | | |
| 418-1 | Substantiated complaints concerning breaches of customer privacy and losses of customer data | G5. Data Privacy | Our Intellectual Capital | 57 | | |



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